

ANNUAL REPORT 2002-2003



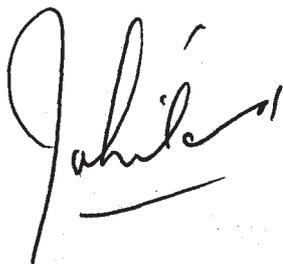
  
CENTENNIAL  
parklands  
*is living Sydney*

The Hon. Sandra Nori MP  
Minister for Tourism and Sport and Recreation,  
and Minister for Women  
Level 34  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister,

In accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance Audit Act 1983* and the Regulations under those Acts, I have pleasure in submitting the 2002–2003 Annual Report of the Centennial Park and Moore Park Trust.

Yours sincerely



John Niland AC  
Chairman



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**John Niland AC** CHAIRMAN  
Centennial Park  
and Moore Park Trust

## CHAIRMAN'S REPORT

The past year has presented several special challenges in maintaining the integrity and beauty of Centennial Parklands. Many months were spent firmly in the grip of drought followed by a period of intense rain. In response, coping strategies were constantly modified to ensure the best possible outcome and I'm pleased to report that each situation was managed with the minimum of impact on the Parklands.

In the future, a more abiding challenge is to implement strategies to assure harmony between an increasing demand for what Centennial Parklands offers and the need to preserve their natural, historic and cultural significance.

Against this background we have developed the Conservation Management Plan which is being forwarded to the Heritage Council for endorsement. The Trust is pleased with the Plan which aims to protect and preserve the Indigenous, cultural and historic values of Centennial Parklands.

Research was undertaken as part of the development of the Equitable Access Plan. This will look at existing access points and develop ways to meet the many and varied needs of park users. Also important to mention is a welcome growth in education related activity with an increased number of schools seeking the expertise of Centennial Parklands' education and interpretative services.

After successful negotiations with the State Government, a seven-year, \$53 million Park Improvement Plan is being introduced to bring major enhancements within Centennial Parklands. There has already been progress on several fronts.

The final stage of the Ponds Restoration Program commenced with work on Randwick and Busby's Ponds. The extensive restoration will improve water quality and encourage native wildlife. The results will greatly improve the long-term sustainability of Centennial Parklands.

The Sydney Urban Parks Education and Research (SUPER) Group, which is chaired by Centennial Parklands, provides a strategic integrated approach to urban park research in Sydney. It has been involved in a number of groundbreaking research projects which have made a valuable contribution to the planning and management of urban parks.

Centennial Parklands is one of Sydney's treasures. People from every age group, all cultural backgrounds and every part of our society all come together on equal terms in the Parklands' environment. But to return to my opening theme, the Parklands' very attractiveness brings new challenges for the Trust.

We are witnessing a substantial increase in the surrounding population with significant residential development at Green Square, along the Bondi Junction Ridge and in the Paddington Gate area. Understandably, new neighbours will see Centennial Parklands as their green space and backyard. Many visitors come from across the city, and indeed from across the country and overseas. The participation load will be extraordinary and we will need to balance the demands that that growth produces with the preservation of the very character of the Parklands, a character that in itself promotes increased demand.

On behalf of the Trust, I would like to thank Peter Duncan and his Deputy, Marlene Krasovitsky in her role as Acting CEO, the Executive and staff of the Trust, the members of the Community Consultative Committee, Friends of Centennial Parklands, volunteers and all of those who have generously supported Centennial Parklands during the year. I also salute the outstanding contribution of the retiring Trustee, Jill Hickson, and am delighted to welcome as a new Trustee the Honourable Justice Annabelle Bennett.

**John Niland AC,**  
Chairman



**Peter Duncan** DIRECTOR  
Centennial Park  
and Moore Park Trust

## DIRECTOR'S REPORT

This year saw Centennial Parklands management embark on a number of innovative measures to deal with extreme circumstances. Within weeks, dry turned to wet. The resources employed to cope with the effects of the drought were immediately reversed and a new set of challenges addressed and overcome. I am happy to report Centennial Parklands remains the spectacular green heart of leisure, recreation, peace and activity that attracts its many visitors each year.

Centennial Parklands' Plan of Management and community consultation initiatives continue to guide the processes which have been set in place to ensure the natural, cultural and Indigenous heritage of Centennial Parklands remain the focus of the work we do.

The Park Improvement Plan continues to govern the many changes that can be seen in areas around Centennial Parklands. This has been a busy year with a number of projects getting underway.

The Amenities Master Plan addresses the improvements required to update many of Centennial Parklands' facilities. This project will look at implementing the necessary requirements to enhance the quality of amenities within the Parklands.

A Signage Master Plan has been developed to provide better signage to improve way finding and identification of facilities within Centennial Parklands.

A highlight for many of Centennial Parklands' young visitors was the completion of the new children's playground near the café. Its popularity suggests that the next generation of park users will continue to enjoy all Centennial Parklands has to offer.

Hopefully these young visitors will become the future community, friends and carers of Centennial Parklands and work with management to ensure generations to come will enjoy this iconic green space in the middle of a bustling city.

My thanks to Marlene Krasovitsky who has been acting as the Director of Centennial Parklands in my absence since April 2003. I greatly appreciate the support of the Trust and the Executive during this period.

I would also like to commend the efforts of all those who contribute to the management of the Parklands and particularly thank the Trust's staff, Friends of Centennial Parklands, volunteers, Community Consultative Committee and Trustees for their enthusiasm and dedication to making Centennial Parklands the best it can be.

A handwritten signature in black ink, appearing to read 'P. Duncan', written in a cursive style.

**Peter Duncan,**  
Director

# PROFILE OF CENTENNIAL PARKLANDS

## Background

Centennial Parklands was dedicated by Sir Henry Parkes as a public open space in 1888 and was the venue for the inauguration of Federation in 1901. It occupies a special place in the heart of the Australian nation as it includes a monument to the birth of the nation. Covering more than 360 hectares, the Parklands is one of the world's finest and most used open spaces. It is situated less than five kilometres from Sydney's central business district and just a few minutes from the city's popular eastern beaches.

Centennial Parklands comprises three parks: Moore Park, Queens Park and Centennial Park.

Centennial Parklands' sporting facilities include the ES Marks Athletics Field, an 18-hole golf course and driving range, an equestrian centre, tennis courts, netball courts and sporting fields. Other venues include Centennial Parklands café, the Hordern Pavilion and Royal Hall of Industries, and Fox Studios Australia.

In addition to its historical and environmental significance, Centennial Parklands is one of the city's great assets. It has an estimated annual value to the people of New South Wales exceeding \$100 million, with a total asset base of more than \$590 million. It contributes more than \$10 million a year to the State from tourism and during 2002–2003 attracted over five million visits.

# ORGANISATIONAL DIRECTION

## Our vision

Centennial Parklands is living Sydney.

## Our mission

To manage Australia's premier integrated leisure environment as a place of beauty, peace, excitement, history and culture while achieving effective environmental, social and economic sustainability.

## Our objectives

- Position Centennial Parklands as the leader in integrating a diverse range of leisure experiences.
- Achieve environmental, social and economic sustainability.
- Achieve operational self-sufficiency by 2007, given base level of recurrent funding from Government.

## Our values

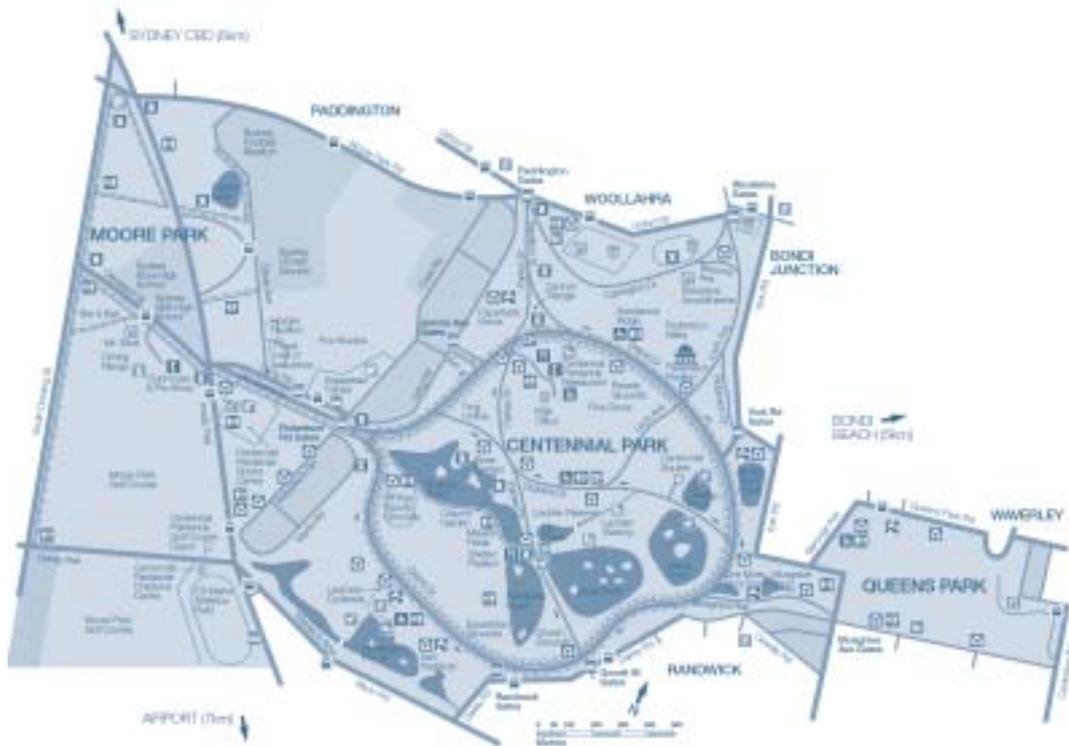
The following values guide our behaviour in achieving our vision:

- significant living environment
- customer focus
- leadership and partnerships
- sustainability
- respect and support for each other
- diversity of people, experiences and products.



# ABOUT CENTENNIAL PARKLANDS

Since 1991, the Centennial Park and Moore Park Trust has been responsible for the co-ordinated management of its three distinct heritage-listed parks.



## Centennial Park

This 189-hectare grand park in the European tradition features formal gardens, ponds, grand avenues, statues, heritage buildings and sporting fields.

More than a century ago Sydneysiders drove their carriages around the Grand Drive to take the air. Today, Centennial Park is a playground for walkers, joggers, roller-bladers and cyclists. It is also one of the few inner-city parks in the world to offer horse-riding facilities.

The Park is home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson Figs, Holm Oaks and Norfolk Island Pines dating back to the early 19th century. It includes 10 ponds and 26 hectares of the Botany Wetlands System. The Park also has a café and restaurant, a marquee site and, within the Trust's offices, a visitor information point with a range of reference materials available. The historic Superintendent's Residence, located at Paddington Gates, is used as an exhibition space and an information centre. It is open from 10am to 3pm on Wednesdays and on weekends.

## Queens Park

Queens Park is a 26-hectare park set in a natural amphitheatre at the foot of dramatic sandstone cliffs with panoramic views of the Sydney skyline. It was originally established to commemorate the centenary of European settlement in 1888. From 1895 to 1899 it included an 11-hole golf course established by the Australian Golf Club.

Today, the Park is used mainly for organised sports, such as cricket, rugby, soccer and touch football as well as having a children's playground.

## Moore Park

The 115 hectares that make up Moore Park offer a range of leisure choices.

In addition to its generous open spaces and playing fields, the park includes the ES Marks Athletics Field, the 18-hole group one Moore Park Public Golf Course and Driving Range, tennis and netball courts. It is also used as a venue for circuses and other outdoor events and as an event bus interchange.

Other major facilities operating in Moore Park are:

- Fox Studio, Australia's film studio and family entertainment complex (on lease from the Trust – 29 hectares)
- Royal Hall of Industries and Hordern Pavilion (licensed to Playbill Venue Management)
- Centennial Parklands Equestrian Centre (managed by the Trust)
- Adjoining Aussie Stadium and historic Sydney Cricket Ground.

# ABOUT THE CENTENNIAL PARK AND MOORE PARK TRUST

Centennial Parklands is managed by the Centennial Park and Moore Park Trust, a statutory body established under the *Centennial Park and Moore Park Trust Act 1983*.

The Trust comprises eight Trustees: seven are appointed by the Governor upon recommendation of the responsible Minister for up to four years, and one is appointed for a two-year term on the recommendation of the Trust's Community Consultative Committee (CCC).

## Responsibilities

Centennial Park and Moore Park Trust reported to the Premier's Department until 2 April 2003 when it changed to the portfolio of the Minister for Sport and Recreation. The Trustees are responsible for overseeing the management and policy direction of the organisation and meet monthly.

## Management

The Trust's Director, Peter Duncan, is responsible for the administration and management of Trust lands. He reports to the Trust on the management of Centennial Parklands and to the Director-General of the Department of Sport and Recreation on administrative matters.

From 7 April 2003 to the end of the reporting period, Peter Duncan was on secondment to State Forests of NSW as Acting Managing Director. Marlene Krasovitsky was Acting Director of Centennial Parklands during this time.

## Trustees during 2002–2003 were (L to R)

John Walker, Sarah Whyte, Michael Marx AM, Margaret Varady, Annabelle Bennett (appointed April 2003), Professor John Niland AC (Chairman), David Leckie, Jill Anderson (CCC representative), Jill Hickson (not pictured).

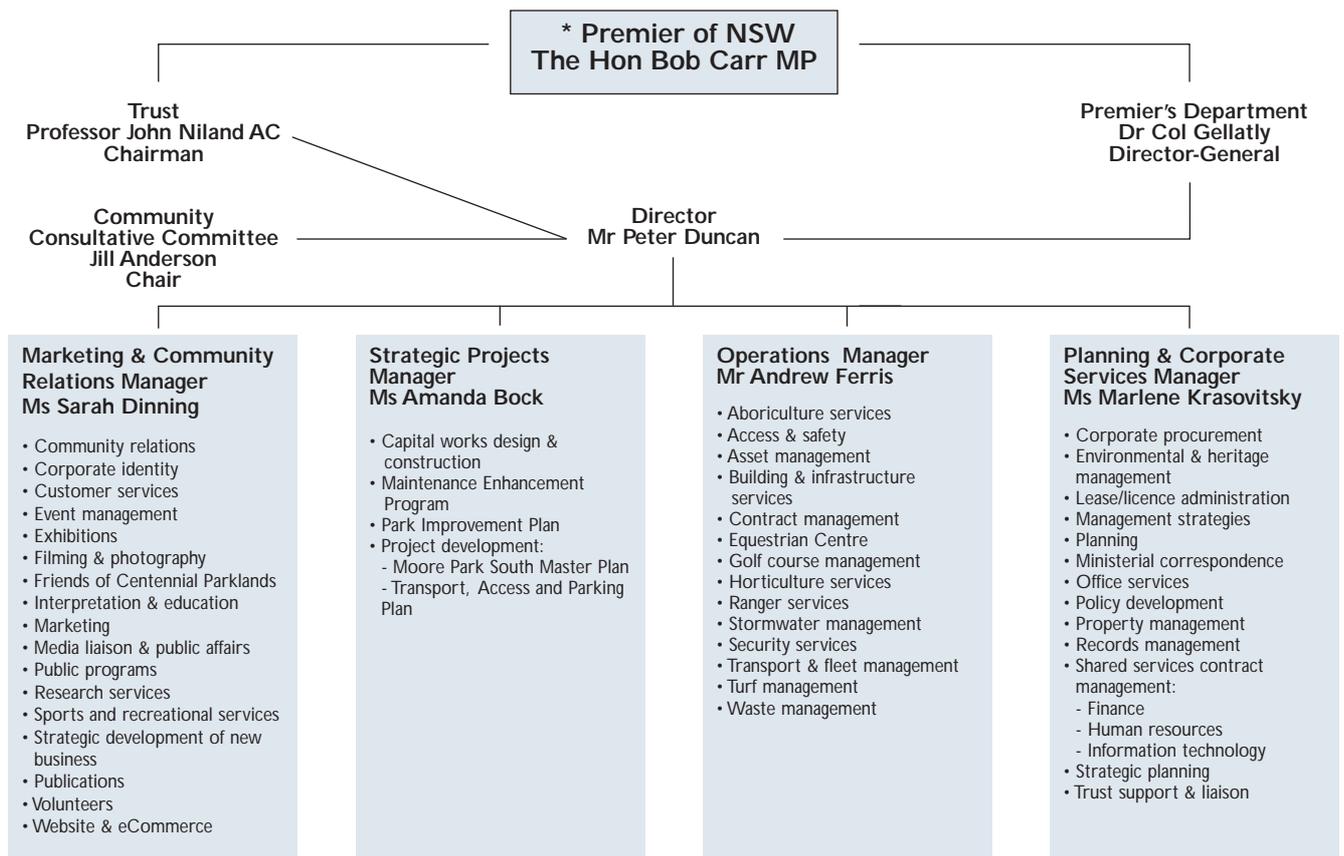


# THE WORK OF THE TRUST

As guardian and custodian of Centennial Parklands, the Trust is committed to achieving results in the following key areas:

- Integrity of Centennial Parklands
- Living Heritage
- Cultural expression
- Co-operative Positioning
- Rights of access
- Business viability

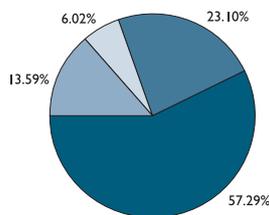
This annual report describes activities and measures of performance during 2002–2003 in the key result areas. The 1998 Plan of Management provides a framework for day-to-day and long-term decision-making. The plan establishes direction for planning resource management, maintenance, public access and use of the Parklands.



\* On 2 April 2003, the Centennial Park and Moore Park Trust ceased to report to the Premier's Department. It was transferred to the Department of Sport and Recreation which subsequently became the Department of Tourism, Sport and Recreation.

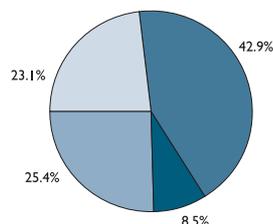
## FINANCIAL SUMMARY

Where funds came from



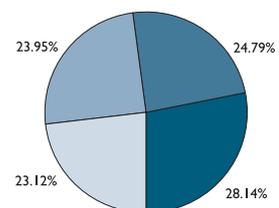
- Government Recurrent appropriation
- Trust Business activities
- Government Capital appropriation
- Other contributions

How funds were allocated



- Open Space
- Commercial services
- Management services
- Asset acquisitions

Where funds were spent



- Other operating expenses
- Employment related expenses
- Maintenance
- Asset acquisition

# HIGHLIGHTS

<p><b>July</b></p> <ul style="list-style-type: none"> <li>Commenced construction of new café playground</li> </ul>	<p><b>August</b></p> <ul style="list-style-type: none"> <li>Approval of Transport, Access and Parking Plan</li> </ul>	<p><b>September</b></p> <ul style="list-style-type: none"> <li>Awarded Organisation of the Year by Parks and Leisure Australia</li> <li>Sponsored the Australian Institute of Horticulture inaugural Horticulturist of the Year Award</li> <li>Venue for Flora Sydney Marathon</li> <li>Introduction of measures to manage drought impact</li> </ul>
<p><b>October</b></p> <ul style="list-style-type: none"> <li>Held inaugural Open Day and launched the draft Conservation Management Plan</li> <li>Venue for Parklife, Walk to Cure Diabetes and Livid Arts Festival</li> <li>Completed and opened new café playground</li> </ul>	<p><b>November</b></p> <ul style="list-style-type: none"> <li>Venue to JP Morgan Chase Corporate Challenge</li> <li>Outdoor cinema season commenced</li> </ul>	<p><b>December</b></p> <ul style="list-style-type: none"> <li>Opening of imprints exhibition featuring local artist, Austin Platt, opened at Superintendent's Residence</li> <li>Outdoor cinema season continued</li> </ul>
		
<p><b>January</b></p> <ul style="list-style-type: none"> <li>Commenced stage six of the Pond Restoration Program</li> <li>Outdoor cinema season continued</li> </ul>	<p><b>February</b></p> <ul style="list-style-type: none"> <li>Impact of drought worsens and continues to dominate maintenance strategies</li> <li>Outdoor cinema season closed</li> </ul>	<p><b>March</b></p> <ul style="list-style-type: none"> <li>Santana performs in Centennial Parklands</li> </ul>
<p><b>April</b></p> <ul style="list-style-type: none"> <li>Complete collection of parks and recreation journals donated to Centennial Parklands by former Director, John Mortimer</li> <li>Heavy rains affect Centennial Parklands</li> <li>The Lady Mayoress of London visits Centennial Parklands</li> </ul>	<p><b>May</b></p> <ul style="list-style-type: none"> <li>Venue for RSPCA's Million Paws Walk</li> <li>Record rainfalls flood Centennial Parklands</li> </ul>	<p><b>June</b></p> <ul style="list-style-type: none"> <li>Commenced rehabilitation of Eastern Suburbs Banksia Scrub at York Rd</li> </ul>

# YEAR IN REVIEW

## KEY RESULT AREA: Protect the integrity of Centennial Parklands

### STRATEGY

- Manage Centennial Parklands as a whole for planning purposes
- Uphold the concept of open space as a public good
- Promote the high value of urban open space among Centennial Parklands' stakeholders
- Actively advocate alternatives to proposals for further losses of Centennial Parklands' open space

Achievement	Future 2003–2004
Completed the Conservation Management Plan which integrates natural, Indigenous and cultural heritage.	Seek endorsement by the NSW Heritage Council and incorporate the Plan into information and management systems.
Moore Park South Master Plan approved by the Premier and adopted as an amendment to the Plan of Management.	Implement stages of Moore Park South Master Plan as appropriate.
Held inaugural Open Day to showcase diverse projects and build stakeholder support.	Further build stakeholder support by using research to support advocacy of the value of urban open space by launching the <i>Healthy Parks Healthy People</i> program.
Prepared Vegetation Management Plan that covers rehabilitation of rare Eastern Suburbs Banksia scrub remnants.	Continue to implement Vegetation Management Plan.
Commenced implementation of Vegetation Management Plan at York Rd.	Prepare Vegetation Management Plan for Eastern Suburbs Banksia Scrub sites within Centennial Parklands.

## KEY RESULT AREA: Ensure co-operative positioning

### STRATEGY

- Achieve flexible arrangements consistent with a whole-of-Centennial Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands boundaries
- Improve traffic flow, parking and public transport access to Centennial Parklands
- Link Centennial Parklands with nearby sites and precincts
- Provide opportunities for community involvement in decision making
- Seek co-operation of key stakeholders, including Tourism NSW, Heritage Council, Planning NSW, other government and semi-government authorities, local councils, visitors, users and interest groups

Achievement	Future 2003–2004
Commenced development of the sports strategy with user groups to guide the management of organised sport and recreation activities.	Implement the sports strategy, including policy development, operational upgrades and strategic planning.
Signed a Deed of Licence for the use of five acres in Queens Park, comprising the sports fields, clubhouse and change rooms, with Waverley College.	Manage the historic deed which balances the College's historical right of occupancy while maintaining the right of public access.
The Moore Park precinct recognised as a key tourism area by Tourism NSW.	Continue working with precinct partners and tourism bodies to promote Centennial Parklands as a premier destination for visitors.
Re-established the Equestrian Advisory Committee.	Review business licences for the Equestrian Centre. Undertake risk-based assessment of the Equestrian Centre and equestrian use within Centennial Parklands in accordance with the Australian Horse Industry Council Code of Conduct.
Liaised with cycling groups as part of a developing a code of conduct for Grand Drive.	Finalise a cycling code of conduct.
Collaborated with precinct partners, Police and transport agencies to ensure the effective planning and co-ordination of traffic, transport, parking and crowd management for Moore Park precinct events.	Continue collaboration and co-ordinate resources for Moore Park precinct events.
Completed the comprehensive 2002 Visitor Study.	Incorporate survey information into planning and business development programs.
Supported the Indigenous Program within the Conservation Management Plan in liaison with Indigenous communities and other land management agencies.	Commence implementation of the Indigenous Program.

# YEAR IN REVIEW

## KEY RESULT AREA: Conserve living heritage

### STRATEGY

- Conserve and enhance the significant natural and cultural heritage of Centennial Parklands, optimising opportunities for ecological sustainability
- Improve the quality of water in Centennial Parklands' pond system
- Regulate uses of Centennial Parklands which cause significant environment heritage site damage
- Provide opportunities for communities in decision making
- Seek co-operation of key stakeholders – including other government and semi-government authorities, local councils, visitors, users and interest groups – to position Centennial Parklands

Achievement	Future 2003–2004
Commenced a seven-year capital works and maintenance program to ensure the park system is sustainable, attractive, cost effective, safe and high quality.	Continue the Park Improvement Plan and maintenance enhancement program in accordance with the Conservation Management Plan.
Commenced the pond restoration program to two of the largest ponds, Randwick and Busby's.	Complete restoration works on the ponds.
Implemented dog control strategies following a successful trial to reduce impact on heritage significance of Federation Valley.	Continue co-operation to implement and manage dog control.
Continued tree plantings in accordance the five-year Tree Replacement Program.	Conduct the five-year tree asset evaluation program.
Implement pest fauna and noxious weeds programs.	Continue to manage pest fauna and flora species in the Parklands.
Prepared a Conservation Management Plan for the Toll House at Moore Park.	Explore opportunities for adaptive re-use of the Toll House.

## KEY RESULT AREA: Ensure right of access

### STRATEGY

- Manage demand and reduce conflicts
- Increase visitor safety and visitors' perceptions of safety
- Remove exclusive use arrangements and introduce multi use of and equitable access to open space facilities
- Enhance links and access points between parts of Centennial Parklands
- Foster equity of access through information provision and consultation

Achievement	Future 2003–2004
Facilitated co-operative meetings with user groups to manage demands and streamlined booking processes.	Advocate adequate provision of open space for large developments surrounding Centennial Parklands.
Implemented safety improvements in conjunction with the Roads and Traffic Authority following a road safety audit of the Anzac Parade bus roadway.	Extend and improve Centennial Parklands incident reporting system to further improve safety and monitor risk.
Redeveloped the playground adjacent to the café, providing a low-key play experience for children up to six years old.	Continue to develop and build playground facilities in Centennial Parklands.
Drafted a strategic Master Plan for Queens Park to strengthen links with Centennial Park.	Exhibit the draft plan and seek community input.
Performed a comprehensive access audit that produced clear directions for the future.	Develop an access strategy that links into the Amenities and Signage Master Plans.
Completed a signage audit.	Upgrade signage to enhance way finding.

# YEAR IN REVIEW

## KEY RESULT AREA: Promote Cultural Expression

### STRATEGY

- Promote cultural uses of Centennial Parklands consistent with its natural values past, present and future
- Promote a broad spectrum of cultural activities in Centennial Parklands consistent with the whole-of-Centennial Parklands strategy, including active sports, social pursuits and arts-based activities

Achievement	Future 2003–2004
Increased participation in education and interpretation programs by nearly 25 per cent, expanded the program, and increased revenue.	Further develop the Indigenous education and interpretation program in consultation with Indigenous communities and expand programs for adults.
Hosted 27 events and added two significant new events to the cultural program, Livid Arts Festival and Santana concert, as well the return of outdoor cinema and circus. Maintained a range of sporting, corporate, community and charity events.	Complete planting and interpretation of the Guriwal bushtucker trail, delayed due to drought.
Curated and launched the <b>imprints</b> exhibition featuring the works of local artist, Austin Platt, and a history of Centennial Parklands.	Develop and implement an event strategy to streamline management, reduce impacts, improve revenue and increase the profile of Centennial Parklands.
	Curate and display a joint exhibition with other park agencies, focusing on relationships between parks and open spaces, and the health of the community.

## KEY RESULT AREA: Ensure business viability

### STRATEGY

- Monitor the organisational performance of the Trust in key areas and report on achievements
- Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives
- Continuously improve management, administrative and information systems within the Trust
- Optimise Centennial Parklands' business ventures
- Establish and maintain a governance structure which enables the Trust to fulfil its charter

Achievement	Future 2003–2004
Developed a new business planning process and reporting framework.	Roll out the performance planning and development system which links individual performance to organisational objectives.
Reviewed management responsibilities and implemented new organisational structure in consultation with staff.	Continue to ensure the organisation is aligned to strategic objectives.
Developed an asset management system.	Progress development of the asset management system.
Commenced development of an operational plan for Centennial Parklands Foundation.	Finalise and implement the operational plan for the Foundation.
Started development of a new financial and program reporting framework.	Further develop reporting against key objectives.
Conducted a corporate governance review and developed a corporate governance manual for Trustees.	Annually review corporate governance.
Undertook a high level business risk analysis.	Continue roll out of three-year audit plan.



# PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS

An important initiative that will protect the integrity of Centennial Parklands was secured with the launch of the draft Conservation Management Plan in October 2002. The Conservation Management Plan is one of a suite of plans the Trust has been developing to ensure that management practices protect the integrity of the Parklands. The Vegetation Management Plan, which includes conservation of the Eastern Suburbs Banksia scrub remnants and the approval of the Master Plans for Moore Park South and Transport, Access and Parking Plan, continued to progress during 2002–2003.

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## Manage Centennial Parklands as a whole for planning purposes

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The Conservation Management Plan was approved by the Trust in June 2003 and integrates the natural, Indigenous and cultural heritage of Centennial Parklands. It is one of the first conservation management plans for an open space to go beyond a traditional approach to heritage by taking a chronological approach and detailing historical themes.

Land holdings were reviewed to establish a comprehensive record of all landholdings owned or under the control of Centennial Parklands. As the review showed, many land holdings were under the old land title system and the process to convert ownership within the provision of the *Real Property Act 1900* was started.

To improve accessibility and enhance sustainability, a Transport, Access and Parking Plan was adopted in 2002–2003 as an amendment to Centennial Parklands Plan of Management (1998). The plan takes a co-ordinated approach by providing a framework to better manage the impact of vehicles and improve access to and within the Parklands.

### Future focus

Present the Conservation Management Plan for endorsement by the NSW Heritage Council and incorporate it into Centennial Parklands' spatial information and asset management system.

Work towards a single environmental planning instrument for all Trust lands, including consideration of impacts on the Parklands.

Review the Plan of Management.

## Uphold the concept of open space as a public good

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The Moore Park South Master Plan was adopted as an amendment to Centennial Parklands Plan of Management. The initiative establishes long-term planning for the Moore Park South area, especially when determining appropriate uses and activities for the site.

Other milestones were formalisation of the dog policy following a successful trial of arrangements in Federation Valley and planning for rehabilitation of the Eastern Suburbs Banksia scrub remnant on land bordering York Road.

### Future focus

Encourage a level of public interpretation, education and access that will not compromise the environmental significance of remnant vegetation sites.

## Promote the high value of urban open space among Centennial Parklands' stakeholders

The successful staging of the inaugural Open Day in October 2002 was an important opportunity to showcase Centennial Parklands' management processes and build stakeholder support. Activities included Indigenous dancing, musicians, stoneworking demonstrations and a barbecue all held in the grounds of the Superintendent's Residence. The Conservation Management Plan was launched officially and a range of plans and policies was presented to the community, including the Transport, Access and Parking Plan, ponds restoration, Moore Park South Master Plan, new dog policy and playground developments. The Open Day was greatly enhanced by the assistance of other organisations and stakeholders, including staff and students from Sydney Girls High School.

A high profile program to develop initiatives that promote links between parks and health involves the Trust in working with NSW Government agencies. The *Healthy Parks Healthy People* program was initiated in 2002–2003 in partnership with the Royal Botanic Gardens, National Parks and Wildlife Service, Sydney Olympic Park, Parramatta Park, Sydney Harbour Federation Trust, Planning NSW, the University of Technology, Sydney, the Department of Health and the Department of Sport and Recreation. The Trust also provided financial support for research into the health benefits of urban open space.

Local municipal councils also play a role in helping to protect the open space Centennial Parklands provides. To promote the importance of that role, the Trust made several submissions on significant developments and planning initiatives that border the Parklands.

Development of an Amenities Master Plan started in 2002–2003 which aims to provide a framework for refurbishment and installation of new amenities, such as toilets and change rooms, café and refreshment facilities, bubblers, waste and recycling stations, barbecues, telephones, disabled parking and playgrounds.

### Future focus

Use appropriate research to support advocacy of the value of urban open space to all levels of government.

Launch the *Healthy Parks, Healthy People* program.

Complete the amenities and signage master plans.

## Actively advocate alternatives to proposals for further losses of Centennial Parklands' open space

Following the granting of a licence by the NSW National Parks and Wildlife Service to undertake the rehabilitation of all Eastern Suburbs Banksia scrub remnants on Trust lands, a Vegetation Management Plan was prepared for the remnant of Banksia scrub bordering York Road. A Bushland Management Group was formed to provide technical and stakeholder advice to the Trust on the plan which was approved by Environment Australia in November 2002. The plan establishes policies to protect vegetation of heritage significance.

A draft licence was prepared to give the Roads and Traffic Authority certain rights and access under the *Centennial Park and Moore Park Trust Act 1983* to parts of Moore Park land for infrastructure maintenance and operation associated with the Eastern Distributor tollway.

### Future focus

Finalise the permanent licence for the Eastern Distributor.

Prepare a Vegetation Management Plan for all remaining Eastern Suburbs Banksia scrub remnants, including the bird sanctuary.

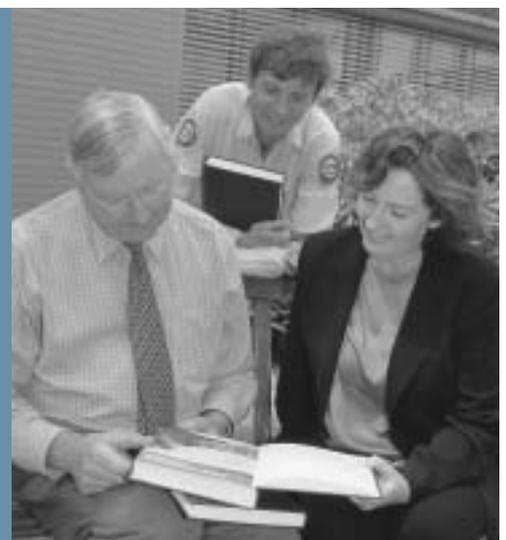
## Important collection donated to archives

Parks and recreation journals dating back to mid 1964 were donated to Centennial Parklands by a former Director of the Trust, John Mortimer.

The collection, believed to be the only complete set in Australia, chronicles the work of people devoted to the planning, development and maintenance of public parks and gardens around Australia.

Just as managers today, the documents show that former park managers were well aware of the vital role open space, parks and gardens played in the health and wellbeing of the community.

These journals add to the growing collection of material in Centennial Parklands' archives, such as the Austin Platt artworks that were exhibited in 2002–2003 and records of birdlife over the past 50 years.



# ENSURE CO-OPERATIVE POSITIONING

Important initiatives that will ensure co-operative positioning of Centennial Parklands included a survey of visitors, development of a sports strategy and working with bordering councils on developments. The Parklands brought together community and business representatives to consider parking alternatives in Grand Drive. The Parklands' position as a leader in its field was recognised with the announcement of two awards – Organisation of the Year by Parks and Leisure Australia and a Conservation Planning award from the Australian Institute of Landscape Architects for the Tree Master Plan.

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## Achieve flexible arrangements consistent with a whole-of-Centennial Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands' boundaries

An important project initiated in 2002–2003 was the development of a sports strategy to guide the provision, development and management of facilities and activities relating to sport and other organised activities. Specifically, the strategy will:

- establish a formal commitment to sport while acknowledging that informal recreation is also a priority
- guide the appropriate location and quality of sporting areas and facilities
- provide a basis for determining priorities and allocating resources to facilities and areas used for sport.

Concurrent with development of the sports strategy was completion of the Moore Park South Master Plan which covers

major sports facilities, such as the Moore Park Golf Course and Clubhouse, and the ES Marks Athletics Field, as well as the historic Toll House. The Master Plan establishes a 15-year timeframe for maintenance and development of these facilities.

A Deed of Licence for the use of five acres in Queens Park, comprising the sports fields, clubhouse and change rooms, was signed with Waverley College in January 2003. The licence recognises the historical right of occupancy of Waverley College, which was first granted a lease in part of Queens Park in 1938. It has maintained the sporting facility from its own funds since that time. The licence retains the possession and control of Queens Park and the sporting facilities with Centennial Parklands and maintains the right of the public to the use of these Trust lands in line with the Trust's objectives under its Plan of Management.

### Future Focus

Implementation of the sports strategy.

## Sports and recreation – something for everyone

Centennial Parklands has an important role in providing facilities and areas for a very wide range of formal and recreational sports. From soccer and cricket to oztog and lacrosse, a variety of sports is enjoyed across the Parklands. The new sports strategy, currently under development, will ensure the Parklands efficiently manages its role in providing sports and recreational facilities to the people of Sydney. The strategy will establish the availability of land for sports, identify potential enhancements and guide the provision and quality of facilities. It also aims to examine the appropriateness and equity of fees and the allocation of grounds. The strategy will also address the plan for managing major sports facilities, including the ES Marks Athletics Field and the Moore Park Golf Course, and activities, such as equestrian, cycling and fitness training.

During summer 2002–2003, approximately 260 sport and recreation bookings were taken. Thirty per cent of these bookings were for soccer matches and 25% for cricket.

ES Marks remains a vital facility for athletics carnivals for schools not only in the immediate locale but further afield. There were 63 carnivals between July 2002 and June 2003. The Sydney Roosters and several large athletic clubs continue to use the facility for training throughout the season. The recent upgrades and maintenance work have been well received by the users.

Thirty five seasonal applications were taken for the winter 2003 season with 18 from clubs or associations, 13 from schools and four from school associations.

High profile sports users were Sydney City Roosters and the NSW State of Origin team.

The Parklands also continued to be a popular location for weddings and picnics with many applications taken.

## Improve traffic flow, parking and public transport access to Centennial Parklands

The Transport, Access and Parking Plan, adopted as an amendment to the Plan of Management, established a strategic framework for transport, parking and access that protects the integrity of Centennial Parklands and contributes to the environmental and social wellbeing of the community. The initiative included an internal action plan and suggested options for the layout of Grand Drive. As part of development of the plan, community representatives, businesses and clients attended a workshop to investigate three options for Grand Drive that will reduce the impact of parked vehicles on tree roots.

The Trust continued its participation in major event co-ordination meetings with precinct partners, Police and transport agencies. This ensured the effective planning and co-ordination of public transport and promotion, car parking and event patron safety and security for Moore Park precinct events at Fox Studios, Sydney Cricket Ground and Aussie Stadium. In 2002–2003 a record number of 70 event days were held.

Plans for safety improvements to the bus roadway were developed in 2002–2003 by Centennial Parklands in conjunction with the State Transit Authority and Roads and Traffic Authority. These include improvements to fencing, paving and lighting.

### Future focus

Complete safety improvements to the bus roadway.

Implementation of a Visitor Safety and Compliance Program to ensure the safe use of the Parklands by all park users.

The Trust will continue to involve and consult with community groups and individuals in relation to its codes and policies. Guidelines will be drawn up in accordance with the Regulations to ensure people visiting the Parklands conduct their activities safely and without interference to other Parklands' visitors or the environment.

Undertake upgrade works to Moore Park East at Driver Ave and bus station.

## Link Centennial Parklands with nearby sites and precincts

Close involvement with transport agencies and precinct venue partners on the management of events has resulted in improved planning and co-ordination processes.

Other involvement by the Trust in regional decision making included providing input into the Kensington Town Centre revitalisation project and the Randwick Strategic Plan, as well as making submissions on relevant developments in the South Sydney area.

Another initiative to expand public programs was the development of a joint holiday program with the Sydney Cricket Ground and Sports Ground Trust.

In October 2002 the Equestrian Advisory Committee was re-established. The Committee provides an important opportunity for involvement in advising the Trust on equestrian matters.

The Committee met bi-monthly and participated in and provided advice on matters of equine health and safety, asset management, services and facilities, events and usage conflicts. The Trust, licensees and individual users worked co-operatively on key issues during the year, including consultation for the Equestrian Grounds concept plan, advice on maintenance matters and direction of priority spending of approximately \$250,000 maintenance enhancement works, parking management, and introduction of a horse identification system.

The Trust was also represented on the Premier's taskforce for the Rugby World Cup 2003 and chaired the Rugby World Cup Moore Park Precinct Operations Group. It commenced planning for the five games of Rugby World Cup at Aussie Stadium in October 2003 and also the use of ES Marks field as a training venue for two international teams.

### Future focus

Continue to strengthen Centennial Parklands' position as a major stakeholder in regional decision-making with relevant government agencies.

Expand joint holiday program activities.

Conduct business workshops on the horse industry code of practice and undertake a risk assessment of the Equestrian Centre and equestrian use in Centennial Parklands.

## Provide opportunities for community involvement in decisions

To ensure sound understanding of users' demographic profiles and usage patterns, Centennial Parklands has undertaken visitor research since 1985. The 2002 Visitor Study broadened the consultation process to address key strategies in the Corporate Business Strategy 2002–2007.

Arising from the study, potential areas for new business were identified:

- target new markets such as out-of-town visitors and international tourists
- investigate business opportunities, such as a café/kiosk at the Moore Park rotunda
- improve facilities for family outings and informal gatherings.

The survey confirmed that Centennial Parklands is highly valued for its role in providing green lungs for a densely populated city and its major strengths are open space for children as well as areas of tranquillity.

The Trust promotes community involvement in developing strategies and plans for Centennial Parklands, including development of:

- planning for the Equestrian Centre
- parking on Grand Drive
- rehabilitation plans for the endangered Eastern Suburbs Banksia scrub
- an events strategy with precinct partners
- a code of conduct for cycling
- the Indigenous program with representatives from Sydney's Indigenous community
- a dog policy.

Following completion of a comprehensive report prepared by the Community Consultative Committee on playgrounds, the Trust commissioned the University of NSW to conduct a community survey in 2002–2003. This resulted in the establishment of the popular new children's playground near the café.

### Future focus

Implement the Indigenous program, including a reconciliation statement and appointment of an Indigenous representative on advisory bodies.

Expand the Volunteers Program to include vegetation rehabilitation.

## Seek co-operation of key stakeholders – including other government and semi-government authorities, local councils, visitors, users and interest groups – to position Centennial Parklands

The Volunteers Program is an important opportunity for the community and businesses to contribute to Centennial Parklands. During 2002–2003, volunteers staffed the Superintendent's Residence giving visitors information about the exhibitions, corporate volunteers conducted drain stencilling and horticulture projects, volunteers planted seedlings for National Tree Day, participated in Clean Up Australia Day and cleared litter from the learners' cycleway.

Liaison continued in 2002–2003 with cycling groups on the development of a code of conduct for Grand Drive. The aim is to better manage cycling in Centennial Parklands and increase safety for both riders and all Parklands users.

The Director is the representative of smaller agencies on the Government Asset Management Committee. The committee has developed a Total Asset Management Manual and contributed to the Government's strategic framework for effective management of the Government's investment in assets and office accommodation.

Excellent progress continued on co-operative research projects with the Sydney Urban Parks Education and Research (SUPER) Group of NSW Government agencies, including NSW National Parks and Wildlife Service, Parramatta Park, Planning NSW, Royal Botanic Gardens, Sydney Harbour Federation Trust, Sydney Olympic Park, and University of Technology, Sydney. During 2002–2003, Centennial Parklands held the position of chair of the SUPER group. The SUPER group finalised a standardised visitor survey and made it available on its website as an industry standard, making the collection and analysis of relevant data more accessible. A marketing subcommittee was formed to explore joint marketing projects, such as the *Healthy Parks Healthy People* program in Sydney.

A major area of management by the Trust is the current leases and licences of agreement for assets of Centennial Parklands.

These range in size and complexity from the large Fox Studios and Family Entertainment Precinct leases to rentals for farriers and fodder suppliers to the Equestrian Centre. During 2002–2003, progress was made in contracting this leased property portfolio to Asset Management Services, a division of the NSW Government agency, the NSW Department of Commerce.

As part of the Government's corporate services reform agenda, the Trust continues to collaborate in the shared provision of corporate services with the other Government visitor services agencies of Tourism NSW and Royal Botanic Gardens.

Collaboration with the two agencies on records management continued with the engagement of a joint Corporate Records Manager and the adoption of the Designing and Implementing Record Keeping Systems methodology for the three agencies to bring a rigorous approach to the current records and knowledge management projects. All aspects of the records audit undertaken by the Audit Office have progressed with projects such as records accommodation, further internal audits, training and development plans and joint agency TRIM implementation well under way.

### Future focus

Position Centennial Parklands as a major stakeholder in regional decision-making.

Further development of the cycling code of conduct and monitoring of cycling in the Parklands.

Finalise the Parklands' responsibilities for the 2003 Rugby World Cup.

Finalise the contract with the NSW Department of Commerce which will monitor all leases and licences to ensure compliance with the terms of the agreements and develop a property management licence database.

Implement record keeping systems and practices to comply with the *State Records Act 1998*.

## Centennial Parklands' volunteers bring community spirit

Centennial Parklands conducts a popular Volunteers Program that gives individuals, community groups and businesses the opportunity to contribute to this important heritage area.

One of the main duties for volunteers is assisting at the Superintendent's Residence. Thanks to the commitment of the volunteers, the public can visit the information centre and exhibition space on weekends. For corporate volunteers there are opportunities for team building.

But what all volunteers appear to cherish is the community spirit and the satisfaction of giving something back. As volunteer Allan Kauter says: 'I live close to Centennial Parklands and have always enjoyed being a regular visitor. The reason I became a volunteer was because I wanted to become part of Centennial Parklands and give something back. I wanted to repay some of the enjoyment the Parklands has given to me over the years.'

## Community commitment wins awards

Centennial Parklands gained two prestigious awards and sponsored an award that recognises excellence in horticulture in 2002–2003.

Centennial Parklands was awarded Organisation of the Year in September 2002 by Park and Leisure Australia. This major award recognises excellence in management of parks. Centennial Parklands is one of 800 agencies that manage over 52,000 parks and gardens Australia wide.

For its role in conservation planning, Centennial Parklands won the Australian Institute of Landscape Architects Award. The award recognises Centennial Parklands' Tree Master Plan which was the first developed for a heritage parkland and promoted block removal as the way forward for the industry.

To help raise awareness of the horticultural value of trees and plants, Centennial Parklands sponsored the Australian Institute of Horticulture inaugural Horticulturist of the Year award. The award was won by Rosanne Paskin of Rose Deco Planning and Design in Lithgow.

## KEY RESULT AREA

# CONSERVE LIVING HERITAGE

A seven-year capital works and maintenance program commenced in 2002–2003 and the pond restoration project was extended to two of the largest ponds, Busby's and Randwick. Sustainability measures included drought minimisation strategies and vigorous weed and pest control.

### Conserve and enhance the significant natural and cultural heritage of Centennial Parklands, optimising opportunities for ecological sustainability

A seven-year capital works program of \$53 million commenced in 2002–2003 under the Park Improvement Plan. The plan covers six program areas to ensure the entire park system is sustainable, attractive, cost effective, safe and high quality. The plan was prepared in accordance with NSW Government's guidelines for total asset management, capital investment strategic planning and corporate strategic planning.

The Trust continued its Tree Replacement Program by planting 127 advanced trees across Centennial Parklands comprising fig, paper bark, and oak species.

Special care and watering programs were required as part of the young tree maintenance program during the drought period to ensure survival of 432 young trees.

The Trust is a leader in its technological approach to managing the tree asset in the Parklands. The upgrade of the tree management software system increased the system's capability for managing this important asset of Centennial Parklands. Maintenance, disposal, replacements and hazard assessment information are all captured on the tree management system.

To protect ecological sustainability, Centennial Parklands has various weed and pest management programs. The Trust consulted with a number of Government and non-government agencies, including the Environment Protection Authority, National Parks and Wildlife Service, RSPCA, Rural Land Protection Board and the Department of Agriculture to seek approval for the appropriate legislative control of pest fauna.

Under various licences and approvals, during 2002–2003 rabbit proof fencing was installed to protect ecologically sensitive areas,

rabbit burrows were fumigated, ibis eggs and nests were removed from pond islands, pigeons were culled and nests removed from the Equestrian Centre, feral cats were trapped at ES Marks, bait stations were installed to control mice and rats at the Equestrian Centre and 2.560 tonnes of carp were removed from Centennial Parkland ponds.

The Noxious Weed Program is a legislative requirement to control the spread of declared noxious weeds in Centennial Parklands. The program continued to control water hyacinth, *ludwigia*, pampas, *cestrum*, lantana, blackberry asthma weed and castor oil and has had significant success in controlling the density and area of noxious weeds in the Parklands.

A strategic waste management review commenced with the completion of audits of waste and workshops with stakeholders and industry. The aim of the review is to identify best practice in waste and recycling in Centennial Parklands and award a new waste recycling management contract that will meet these standards.

#### Future focus

Continue the Park Improvement Plan and maintenance enhancement program in accordance with the Conservation Management Plan.

Investigate options for the establishment of formal lawns in Frog Hollow and Rose Garden.

Conduct the five year tree asset valuation.

Continue the control of noxious weeds and pests.

Continue Tree Replacement Program.

Finalise and award a new contract for waste management.

### Conserving Centennial Parklands

The Park Improvement Plan establishes a strategic framework for investing \$53 million in conserving Centennial Parklands' assets over the next seven years.

The Plan is designed to:

- conserve the park environment and heritage
- improve transport, access and leisure facilities
- improve utilities and services
- upgrade visitor information services.

Key improvements include the restoration of Busby's and Randwick ponds, construction of a new playground and amenities near the café, annual tree planting, and maintenance of the horse trails, roads, paths and general landscape.



## MAINTAINING CENTENNIAL PARKLANDS ASSETS

The Trust commenced a \$53 million Park Improvement Plan over seven years and a \$4 million Maintenance Enhancement Program over four years.

Key projects for 2002–2003 were:

### Environmental sustainability \$2,000,000

- Ponds restoration
- Fencing and tree removal at Eastern Suburbs Banksia scrub at York Rd
- Annual tree planting under the Tree Master Plan
- Landscape improvements at Moore Park and Robertson Road entrance

### Transport and access \$300,000

- Investigate Grand Drive options, audit for access and improve signage
- Improve eastern area of Moore Park

### Leisure facilities \$1,000,000

- New playground in Centennial Park and upgrade playground at learner's cycleway
- Investigate opportunities for new playgrounds within Centennial Parklands
- New park furniture in Queens Park
- Upgrade the Mission Field
- Replace sports posts

### Visitor information and services \$250,000

- Amenities maintenance
- Refurbish Superintendent's Residence

### Heritage conservation \$130,000

- Conservation and maintenance of the Toll House

### Utilities \$750,000

- Major repairs to the Kensington Culvert

### Maintenance \$1,000,000

- Major stone repairs to culvert and bridge
- Repairs to Federation Way stone fence
- Repair Anzac Parade columns
- Repairs to ES Marks Athletics Field
- Repairs and maintenance of the equestrian centre
- Refurbish amenities at the café
- Repairs to the bird sanctuary fence
- Repair netball posts
- Maintain barbecue facilities

## Improve the quality of water in Centennial Parklands pond system using a catchment management approach

The Pond Restoration Program is minimising the impact of stormwater pollution, upgrading several ponds and improving water quality. To date, gross pollutant traps have been installed at a number of stormwater entry points to reduce the amount of pollutants that can cause blue green algae blooms and contribute to unsightly litter.

Aquatic plants, called macrophytes, have been established to improve the pond habitats by filtering dissolved pollutants, such as phosphorus. To stabilise the banks of the ponds, plantings and improvement works have been carried out. Islands and underwater berms have been constructed to maximise water movement around the ponds and prevent stagnation. Adjustable weirs were installed to allow better control of water levels within and between the ponds in the system.

Stages five and six of the Pond Restoration Program saw work commencing on the two largest ponds in Centennial Parklands, Busby's and Randwick. The restoration program has been extensive. These final stages included building a number of aquatic benches, regrading pond embankments, fixing retaining walls and re-establishing the islands.

In Busby's Pond, the aquatic benches have been completed and are ready for wetland plantings. The embankments have been regraded and reinforced to prevent future erosion and new topsoil is in place ready for the plantings.

Work was partially completed on all four of the islands in Busby's and Randwick Ponds during 2002–2003. The islands were heavily eroded and were a substantial source of weeds in the Parklands generally. They were cleared and are ready for replanting which will help improve and encourage native wildlife and benefit the turtle habitat. Water quality will also improve and it is anticipated that the pest bird species population will decrease now the pest habitats have been removed.

### Future focus

Complete the restoration works on Busby's and Randwick ponds.

Continue aquatic planting program and maintenance to all ponds.

Complete Kensington Culvert repairs.

## Drought and flood in Centennial Parklands

Centennial Parklands experienced the extremes of climatic conditions when first it was hit by the drought then subjected to heavy rains several months later. In response to these conditions a range of coping measures was introduced.

Irrigation of Centennial Parklands is mainly by bore and pond water, but these levels were severely affected by the drought. As the water levels were low and watering had to be curtailed, many of the Parklands' usual activities were affected. Mowing frequencies were reduced. Young trees that would normally be self-sufficient had to be watered and well-established trees were dropping limbs which was a sign of water stress. Centennial Parklands increased hazard assessment of the trees to minimise risk to the public. Cleaning practices were revised and plumbers inspected taps to make sure no water was wasted. The fauna in the Parklands was also affected as the drought brought large numbers of wading birds in search of water. Annual planting programs were suspended.

In May 2003 the water in Centennial Parklands ponds reached record levels during the heavy rainfalls that fell in the Sydney area. Kensington Pond near Alison Road reached particularly high levels and Centennial Parklands worked closely with Randwick Council, the Fire Brigade of NSW and the State Emergency Service to monitor the impact of the heavy rain.

The average monthly rainfall for Centennial Parklands is usually 104.3mm, however, during April and May 193mm fell in a three-day period. This prompted unusual measures to manage the effects of the deluge, such as pumping stormwater from a temporary dam built as part of the reconstruction of Kensington Culvert. Normal pumping capacity was increased with the assistance of cotton farmers from Collarenebri who supplied several additional pumps. At the same time the upstream flow of water from the park and upper catchment areas was blocked to reduce the flow of water into Kensington Pond. Pipes were installed into the coffer dam wall to act as an overflow.

Impact on neighbouring areas was minimal, but the effects were dramatic in Centennial Park, with the local ducks swimming in areas usually populated by picnickers. All sporting activities were cancelled for one weekend and many fields remained closed over a number of weeks. The RSPCA's Million Paws Walk was postponed.

## Regulate uses of Centennial Parklands which cause significant environmental heritage site damage

The dog policy and regulations were finalised to allow dogs to be off-leash in Federation Valley following a 12-month trial of these regulations. The revised regulations achieved their aims by reducing the dog related impact on the heritage significance of Federation Valley.

To protect the Commonwealth Stone in the Federation Pavilion, a 10-metre area around the valley's Pavilion continues to be prohibited to dogs.

The revised regulations were the result of consultation on the off-leash dog walking areas in Centennial Parklands, following the introduction of the *Companion Animals Act 1998* and the forming of a Companion Animal Reference Group which included community representatives.

A brochure on the Parklands' dog policy and regulations was produced and made available at locations around the Parklands.

### Future focus

Continue to monitor dog policy and regulations.





## KEY RESULT AREA

# ENSURE RIGHT OF ACCESS

To better manage demand for sports facilities, booking processes were streamlined and regular meetings with hirers were introduced. The playground next to the popular café was refurbished. An audit highlighted accessibility issues and priorities and a road safety audit of the Anzac Parade busway was conducted.

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### Manage demand and reduce conflicts

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To ensure adequate open space is provided in Centennial Parklands the Trust monitored population and demographic trends from the latest census data, as well as new housing developments in areas surrounding the Parklands.

During 2002–2003, the Trust made submissions to local councils on providing adequate open space at every opportunity.

As part of the strategy to better manage demands for sports facilities, booking processes were streamlined and a sports brochure was produced. To improve communication, regular meetings were held with hirers of the sports areas.

#### Future focus

Finalisation and implementation of sports strategy.

### Increase visitor safety and visitors' perceptions of safety

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A road safety audit of the Anzac Parade bus roadway was conducted by Centennial Parklands in conjunction with the Roads and Traffic Authority and the State Transit Authority. The audit identified a number of safety improvements, including roadway fencing, increased signs and improved lighting. Work commenced in 2003 and will be completed in 2003–2004.

Centennial Parklands continues to develop strategic and operational processes to manage public liability incident and claims reporting.

#### Future focus

Extend and improve Centennial Parklands' incident reporting system and risk management strategies.

## Remove exclusive use arrangements and introduce multi use of and equitable access to open space facilities

As part of Centennial Parklands' playground strategy, the first of the Trust's four existing playgrounds was redeveloped following a survey of playground users in the café precinct. The playground provides a small, low-key play experience for children up to six years old, is visible from the café and minimises visual intrusion on the historical open vista through the parade grounds. The location and layout of the playground provides access for people with disabilities from Depot Road and dedicated car parking, seating steps for both play and carers, shade trees with seats, a grass area for play or picnics, low perimeter planting and softfall padding under play equipment.

### Future focus

Continue to develop and build playground facilities in Centennial Parklands.

## Enhance links and access points between parts of Centennial Parklands

A draft strategic Master Plan for Queens Park that was developed in 2002–2003 to reflect the outcomes of the Transport, Access and Parking Plan and the Tree Master Plan within this area. The Plan will strengthen the links between Queens Park and Centennial Park. Work to be carried out includes:

- constructing a north south cycleway between Darley Rd and Queens Park Rd
- installing perimeter cycleways for recreation and as part of the regional transport network
- improving pedestrian and cycle links with Centennial Park at the corner of York Rd and Musgrave Ave
- improving entry points to the park with paved entrances, seating and signs.

The community will be consulted on the plan and, when approved, the plan will be implemented as part of the Plan of Management.

### Future focus

Exhibit the draft Master Plan and accompanying report and commence amending the Plan of Management to include the Queens Park Master Plan.

## Foster equity of access through information provision and consultation

A comprehensive access audit covering Centennial Parklands in 2002–2003 made a broad range of recommendations for improving access and facilities. The audit identified as major concerns the accessibility of public amenities and the need for links between paths of travel. A summary of key issues that need to be addressed to provide equitable, independent and safe access to the Centennial Parklands were identified as:

- clarity of points of arrival to Moore Park South and Moore Park West
- accessible car parking and taxi/car drop-off facilities
- accessible paths of travel between facilities and features in the Centennial Parklands
- accessible sanitary facilities
- provisions for hearing and sight impaired people
- signs and accessibility of outdoor furniture.

An audit of signs in Centennial Parklands was undertaken in May 2003 to identify and categorise signage. Over 30 types of signs were identified and grouped into six sign categories of directional, information, identification, statutory, interpretative and site specific.

### Future focus

Development of a Signage Master Plan that responds to the recommendations of the signs audit and incorporate it into the Park Improvement Plan.

Development of an access audit implementation strategy.



## KEY RESULT AREA

# PROMOTE CULTURAL EXPRESSION

Centennial Parklands continued its very active role in providing education and interpretation programs. In addition, the Parklands hosted 27 events which substantially exceeded revenue targets.

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### Continue Centennial Parklands' role as a symbol of the development of the nation and the city of Sydney

Centennial Parklands participated in the National Trust Heritage Festival in April 2003 by hosting a tour of the new public program, the Busby's Bore walk. Led by Sydney Water historian Jon Breen, the walk follows the above ground route of the underground bore between Centennial Park and the Equestrian Centre. The aim of the tour is to interpret the social and historic significance of the connection between Centennial Parklands and Sydney's second water supply. The walk has been extended to include a site visit to view the shaft located inside Fox Studios.

#### Future focus

Continue to offer programs of historical, social and cultural interest and where possible explore opportunities to extend these programs.

### Promote cultural uses of Centennial Parklands consistent with its natural values past, present and future

The Education and Interpretation Unit offers a diverse range of activities throughout the year. In the period from July 2002 to June 2003 the Unit developed, planned and delivered 324 programs which were attended by a total of 9,244 participants raising over \$43,000 in revenue.

These figures represent a 24% increase in the number of programs, an additional 2000 participants and an increase of approximately \$10,000 revenue compared with the previous year. A high standard was maintained with 96% of participants surveyed rating the programs as 'great' or 'good'.

A contract was secured in April 2003 with US-based tour company Grand Circle, employing rangers to conduct twice-weekly, guided bus tours of Centennial Park for US tourists until the end of 2004. These tours showcase Centennial Park alongside Bondi Beach and the Sydney Opera House and establish a strong connection with the tourist market. This initiative is a first for Centennial Parklands and satisfies the directions targeted by the Marketing Strategy.

Preliminary work began on a new project with HSBC Bank and Earthwatch to develop a resource kit for Year 11 Biology students studying Lachlan Swamp. A grant was used to purchase scientific equipment for students to use during their field research.

#### Future focus

Complete planting of the Guriwal bushtucker trail and research development of an Interpretive Plan.

Expand the current emphasis on environmental education to include more cultural and recreational activities.

### Promote a broad spectrum of cultural activities in Centennial Parklands consistent with the whole-of-Centennial Parklands strategy, including active sports, social pursuits and arts-based activities

The cultural events program showed a positive growth in terms of revenue and diverse opportunities for cultural expression. Centennial Parklands hosted 27 events in this reporting period. Although this was a decrease in the number of events held in the same period last year, it represented a significant increase in revenue and variety. Contributors to the increase were the large ticketed events such as the Livid Arts Festival and Santana as well as an overall increase in the fees charged for the Parklands' premium event sites.

The Santana concert was held in March 2003 over two nights with almost 23,000 patrons enjoying the concert on the Parade Grounds.

The Livid Arts Festival 2002 was held in conjunction with Playbill Venue Management in the Moore Park precinct and attracted 20,000 people. Another charity event was the Juvenile Diabetes Research Foundation's (JDRF) Walk to Cure event which successfully raised over \$600,00 for the JDRF.

#### Future focus

Host 22 events planned for 2003–2004, including the Livid Arts Festival, the inaugural Sydney Morning Herald's Good Food Month Spring Picnic, the Good Vibrations' world music festival, the JP Morgan Chase Challenge, the Sydney Marathon, Walk to Cure Diabetes and outdoor cinema and circus season.

Develop the Events Strategy to streamline the management of events, reduce the impact on Centennial Parklands, improve revenue and increase the profile of the Parklands.



## Music festival brings large young audience

The Livid Arts Festival drew almost 20,000 attendees in the 18–35 age group. The large multiple stage format presented excellent opportunities for Australian performers to gain exposure in the marketplace and the program combined performances by local, national and international performers. In addition to music, a range of arts and cultural activities, such as art and craft stalls and extreme sports demonstrations, exposed the audience to a broad range of cultural expression. The event was staged successfully with minimal impact on the Centennial Parklands.



## imprints – reading the landscape

The influence of Centennial Parklands came to life at the exhibition, **imprints**. These imprints are etched in memories as the stories of the Gadi People, the plantings of Joseph Maiden and the work of artists. The exhibition, on display at the Superintendent's Residence, attracted more than 1,100 visitors.

**imprints** showed the complex history of the Parklands by depicting key historical periods, such as moments of historical significance, the 1901 Federation celebrations, objects used in pleasure activities and sports, and stories from families who lived in the Superintendent's Residence.

The **imprints** exhibition also featured the works of local artist, Austin Platt. Mr Platt's work records the flora and fauna of Centennial Parklands. This series of his works captured the beauty of sweeping panoramas, trees, ponds and wetlands. Many works also reflected his fascination with the Parklands' built structures.

# ENSURE BUSINESS VIABILITY

New reporting and auditing procedures were introduced to improve financial and program management and the organisational structure was reviewed in consultation with staff. There were large increases in educational and interpretive programs and 96 per cent of participants rated them as 'great' or 'good'.

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## Ensure financial management and resource allocation accords with government policy and best practice in urban park management

Centennial Parklands has met all budget timetable deadlines for general government budget-dependent agencies during the reporting period and continues to strive for self-sufficiency in recurrent funding by active management of its current revenue sources and continuous investigation of enhanced or alternative funding options.

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## Monitor the organisational performance of the Trust in key areas and report on achievements

Development of a new financial and program reporting framework started in 2002–2003 to improve management of Centennial Parklands' diverse range of significant assets and its services to many stakeholders. Under the new framework, communication to stakeholder groups will increase and compliance with statutory reporting requirements in the financial and program areas will improve. To establish best practice for this reporting, development of the framework is drawing on the Global Reporting Initiative which is part of the United Nations Environment Program and supported by the World Business Council for Sustainable Development.

New internal auditors were appointed and a high-level business risk analysis of Centennial Parklands operations was undertaken in 2002–2003. As a result, a three-year Audit Plan was developed and audits were undertaken in fleet management, lease and licence management, procurement and tendering, maintenance contracts, finance and cash handling.

A performance planning and development system, developed in consultation with staff, was introduced to support the achievement of organisational objectives, maintain a workplace culture of strong performance and ensure effective communication. The system gives employees regular and balanced feedback, provides management support and opens new learning and development opportunities. A new code of conduct was completed in 2002 and accompanied by staff awareness training.

### Future focus

Develop the new reporting framework, continue the three-year Audit Plan.

Roll out the performance planning and development system in conjunction with the 2003–2004 Business Plan.

Continued to review policies and procedures.

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## Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives

Management responsibilities and the organisational structure were reviewed in 2002–2003 in response to changes in administration and structure. A total of 20 positions were reviewed and, in consultation with staff, an organisational realignment was adopted to:

- reduce temporary positions
- better balance workloads
- create career paths and re-skilling opportunities
- provide more challenging and manageable roles for staff and increase work satisfaction
- improve corporate services
- better focus on the Trust's key objectives, such as safety and access, park improvements, improved maintenance and corporate reform.

### Future focus

Continuously improve the performance and development system for all staff by incorporating feedback.

## Continuously improve management, administrative and information systems within the Trust

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Centennial Parklands and the Royal Botanic Gardens Sydney have been working together in developing a common asset management framework and asset management system. Centennial Parklands' principal focus to date has been the delivery of a consolidated asset register for the diverse assets within the Parklands. During the reporting periods a new software system was installed, the asset register and valuations were completed and configured into the system and production of asset year end financial reporting commenced.

The system will ensure the agencies responsible for total asset management are compliant.

TRIM implementation continued to improve record keeping practices, along with further training and up-skilling during 2002–2003.

### Future focus

Progress to the next stage of development of the asset management system.

Implement the operational and business plans for Centennial Parklands Foundation.

Significantly upgrade the bandwidth to enhance client capabilities by making applications for finance, human resources and records easily available.

## Optimise Centennial Parklands' business ventures

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The first Australian credit card facility for street parking meters was trialled in Centennial Parklands on Driver Avenue. The trial identified a strong compliance and customer acceptance for use of credit cards and an improved serviceability and management potential of meter installations.

The most visual and recognisable element of an organisation's corporate identity is its logo. Following development of a new corporate vision in 2002, a new element, 'Centennial Parklands is living Sydney', was designed to strengthen the organisation's commercial position.

'Living Sydney' now appears on all promotional and commercial material, event advertisements and brochures. The existing Centennial Parklands' logo will continue to appear on all corporate material including letterhead, vehicle signs and official documents.

About \$2.5 million of media coverage was generated in 2002–2003, largely by event related activities. Introduction of a monthly column in the Courier group of local newspapers with a circulation of over 500,000 contributed strongly to the popularity of Centennial Parklands' activity programs.

## Establish and maintain a governance structure which enables the Trust to fulfil its charter

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The Trust conducted a corporate governance review and developed a corporate governance manual for Trustees. The manual introduces new Trustees to the structures, functions and objectives of the Trust and outlines corporate governance policies and practices.

### Future Focus

Public comment and consultation with relevant interest groups will occur during 2004 as part of the review of the *Centennial Park and Moore Park Trust Regulations 1999*.





Centennial Park and Moore Park Trust  
**FINANCIAL STATEMENTS**  
For the Year Ended 30 June 2003

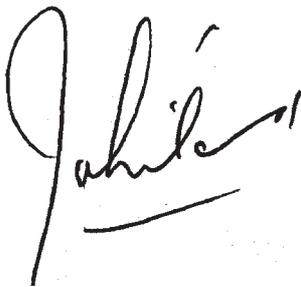
Centennial Park and Moore Park Trust  
**FINANCIAL STATEMENTS**

For the Year Ended 30 June 2003

**Statement by Members of the Trust**

Pursuant to Section 41C(1C) of the *Public Finance and Audit Act 1983*, we state that:

- a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Financial Reporting Code for Budget Dependent General Government Sector Agencies*, the *Public Finance and Audit Regulation 2000* (as applicable) and *The Treasurer's Directions*;
- b) the statements exhibit a true and fair view of the financial position and transactions of the Centennial Park and Moore Park Trust; and
- c) there are no circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.



Professor John Niland AC  
Trust Chairman



Mr John Walker  
Trustee



GPO BOX 12  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT

### CENTENNIAL PARK AND MOORE PARK TRUST

To Members of the New South Wales Parliament

#### Audit Opinion

In my opinion, the financial report of Centennial Park and Moore Park Trust:

- (a) presents fairly the Trust's financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 41B of the *Public Finance and Audit Act 1983* (the Act).

The opinion should be read in conjunction with the rest of this report.

#### The Trustees' Role

The financial report is the responsibility of the Trustees of Centennial Park and Moore Park Trust. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the summary of compliance with financial directives and the accompanying notes.

#### The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Trustees in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Trustees had failed in their reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the Centennial Park and Moore Park Trust,
- that the Trust has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

## Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.



J Kheir BEc, FCPA  
Director of Audit

SYDNEY  
24 October 2003

# Centennial Park and Moore Park Trust

## FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

### Statement of Financial Performance for the Year Ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>REVENUE</b>				
<b>Operating expenses</b>				
Employee related	2a	4,821	4,415	4,279
Other operating expenses	2b	5,413	5,309	5,434
Maintenance		3,685	3,653	2,995
Depreciation and amortisation	2c	4,339	4,206	4,032
<b>Total Expenses</b>		<b>18,258</b>	<b>17,583</b>	<b>16,740</b>
Less:				
<b>Retained Revenue</b>				
Sale of goods and services	3a	3,029	2,717	2,717
Investment income	3b	7,621	6,705	7,412
Retained taxes, fees and fines	3c	215	200	293
Grants and contributions	3d	1,327	26	880
Other revenue	3e	288	20	148
<b>Total Retained Revenue</b>		<b>12,480</b>	<b>9,668</b>	<b>11,450</b>
Gain/(loss) on disposal of non-current assets	4	(14)	-	10
<b>Net Cost of Services</b>	<b>22</b>	<b>5,792</b>	<b>7,915</b>	<b>5,280</b>
<b>GOVERNMENT CONTRIBUTIONS</b>				
Recurrent appropriation	5	3,664	3,664	2,890
Capital appropriation	5	2,156	2,156	1,752
Acceptance by the Crown Entity of employee benefits and other liabilities	7	587	166	240
<b>Total Government Contributions</b>		<b>6,407</b>	<b>5,986</b>	<b>4,882</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>		<b>615</b>	<b>(1,929)</b>	<b>(398)</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>615</b>	<b>(1,929)</b>	<b>(398)</b>
<b>NON-OWNER TRANSACTION CHANGES IN EQUITY</b>				
Net increase in asset revaluation reserve		1,312	-	60,866
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>				
		1,312	-	60,866
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>		<b>17</b>	<b>(1,929)</b>	<b>60,468</b>

The accompanying notes form part of these statements

**FINANCIAL STATEMENTS**

For the Year Ended 30 June 2003

Statement of Financial Position as at 30 June 2003				
	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	9	7,027	5,586	6,277
Receivables	10	1,671	1,215	1,193
Other financial assets	11	3,994	194	3,711
<b>Total Current Assets</b>		<b>12,692</b>	<b>6,995</b>	<b>11,181</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment				
- Land and Buildings	12a	414,659	413,553	414,706
- Plant and Equipment	12b	1,076	1,239	1,192
- Infrastructure Systems	12c	177,036	177,052	174,040
<b>Total Property, Plant and Equipment</b>		<b>592,771</b>	<b>591,844</b>	<b>589,938</b>
<b>Other</b>	<b>13</b>	<b>153</b>	<b>163</b>	<b>163</b>
<b>Total Non-Current Assets</b>		<b>592,924</b>	<b>592,007</b>	<b>590,101</b>
<b>Total Assets</b>		<b>605,616</b>	<b>599,002</b>	<b>601,282</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	3,591	572	703
Provisions	15	336	436	261
Other	16	590	590	590
<b>Total Current Liabilities</b>		<b>4,517</b>	<b>1,598</b>	<b>1,554</b>
<b>Non-Current Liabilities</b>				
Provisions	15	35	-	-
Other	16	8,918	8,919	9,509
<b>Total Non-Current Liabilities</b>		<b>8,953</b>	<b>8,919</b>	<b>9,509</b>
<b>Total Liabilities</b>		<b>13,470</b>	<b>10,517</b>	<b>11,063</b>
<b>Net Assets</b>		<b>592,146</b>	<b>588,485</b>	<b>590,219</b>
<b>EQUITY</b>				
Reserves	17	70,578	69,266	69,266
Accumulated funds		521,568	519,219	520,953
<b>Total Equity</b>		<b>592,146</b>	<b>588,485</b>	<b>590,219</b>

The accompanying notes form part of these statements

# Centennial Park and Moore Park Trust

## FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

### Statement of Cash Flows for the Year Ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Payments				
Employee related		(4,397)	(4,176)	(4,232)
Other		(9,553)	(11,545)	(12,462)
<b>Total Payments</b>		<b>(13,950)</b>	<b>(15,721)</b>	<b>(16,694)</b>
Receipts				
Sale of goods and services		3,305	2,717	2,955
Retained taxes, fees and fines		236	26	287
Interest received		340	272	522
Rent Received		6,693	6,433	16,477
Other		1,637	2,191	3,477
<b>Total Receipts</b>		<b>12,211</b>	<b>11,639</b>	<b>23,718</b>
<b>Cash Flows from Government</b>				
Recurrent appropriation		3,664	3,664	2,890
Capital appropriation		2,156	2,156	1,752
Cash reimbursements from the Crown Entity		212	166	148
<b>Net Cash Flows from Government</b>		<b>6,032</b>	<b>5,986</b>	<b>4,790</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>22</b>	<b>4,293</b>	<b>1,904</b>	<b>11,814</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Land and Buildings, Plant and Equipment and Infrastructure Systems				
		15	25	28
Proceeds from sale of investments				
		-	3,517	-
Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems				
		(3,558)	(6,137)	(19,028)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(3,543)</b>	<b>(2,595)</b>	<b>(19,000)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>				
Opening cash and cash equivalents		6,277	6,277	13,463
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>9</b>	<b>7,027</b>	<b>5,586</b>	<b>6,277</b>
The accompanying notes form part of these statements				

**SUPPLEMENTARY FINANCIAL STATEMENTS**

For the Year Ended 30 June 2003

**Summary of Compliance with Financial Directives for the Year Ended 30 June 2003**

	2003				2002			
	Recurrent Appropriation	Expenditure/Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure	Capital Appropriation	Expenditure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Original Budget Appropriation/ Expenditure Appropriation Act</b>	3,664	3,664	2,156	2,156	2,640	2,640	1,752	1,752
	3,664	3,664	2,156	2,156	2,640	2,640	1,752	1,752
<b>Other Appropriations/ Expenditure Treasurer's Advance</b>	-	-	-	-	250	250	-	-
	-	-	-	-	250	250	-	-
<b>Total Appropriations Expenditure/Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>3,664</b>	<b>3,664</b>	<b>2,156</b>	<b>2,156</b>	<b>2,890</b>	<b>2,890</b>	<b>1,752</b>	<b>1,752</b>
Amount drawn down against Appropriation	3,664		2,156		2,890		1,752	
Liability to Consolidated Fund		-		-		-		-

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

# NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

The Centennial Park and Moore Park Trust is a reporting entity. There are no other entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

### (b) Basis of Accounting

The Trust's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for certain investments and land and buildings, plant and equipment and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

### (c) Administered Activities

The Trust does not administer or control activities on behalf of the Crown.

### (d) Revenue Recognition

Revenue is recognised when the Trust has control of the good or right to receive, it is probable that the economic benefits will flow to the Trust and the amount of the revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

#### (i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the Trust obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue. There were no amounts required to be repaid during the year ended 30 June 2003.

#### (ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services i.e. user charges. User charges are recognised as revenue when the Trust obtains control of the assets that result from them.

#### (iii) Investment Income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 "Accounting for Leases". Rent received in advance is recognised as revenue over the period to which the prepaid rent refers.

### (e) Employee Benefits and other provisions

#### (i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

#### (ii) Accrued salaries and wages-reclassification

As a result of the adoption of the Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs has been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 15 "Provisions".

#### (iii) Long Service Leave and Superannuation

The Trust's liabilities for long service leave and superannuation are assumed by the Crown Entity. The Trust accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of Employee Benefits and other Liabilities'.

Long service leave is measured using present value methodology. In the past, as permitted in AASB 1028, the Crown has relied on the short-hand method to approximate the present value of long service leave, based on the remuneration rates at year-end for all employees with five or more years of service. However, recent calculations by the Government Actuary indicate that this approach for budget dependant agencies resulted in liabilities that are lower than what would have been calculated by more accurate present value calculations. As long service leave is assumed by the Crown, the only effects on the Trust's operating results of this changed methodology will be in respect of those on-costs not assumed by the Crown.

The superannuation expense for the financial year is determined by using the formulae specified in The Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

#### (iv) Other Provisions

Other provisions exist when the Trust has a present legal, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

Any provisions for restructuring are recognised either when a detailed formal plan has been developed or will be developed within a prescribed time limit and where the Trust has raised valid expectations in those effected by the restructuring that it will carry out restructuring.

### (f) Insurance

The Trust's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

### (g) Accounting for the Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the Trust as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

### (h) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Trust. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

**(h) Acquisition of Assets (cont'd)**

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

**(i) Plant and Equipment**

Plant and equipment individually costing \$2,000 or more or which form part of a network (eg computers) are capitalised.

**(j) Revaluation of Physical Non-Current Assets**

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 from financial years beginning on or after 1 July 2002. There is no substantive difference between the fair value methodology and the previous valuation methodology adopted in the NSW public sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured as its market buying price i.e. the replacement cost of the asset's remaining future economic benefits. The Trust is a not for profit entity with no cash generating operations.

Buildings, plant and equipment and infrastructure systems (excluding land and trees) are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis, subject to any restrictions or enhancements since acquisition. Trees are valued on either a market value or compensation value basis.

Each class of physical non-current assets (excluding trees which are part of infrastructure assets) is revalued every 5 years, and with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last such revaluation was completed on 30 June 2002 and, except for plant and equipment, was based on an independent assessment.

Trees are now revalued on an annual basis effective from 1 July 2001. The valuation methodology uses a market value/compensation value basis at 5 yearly intervals (the last valuation on this basis was carried out on 30 June 1999) to establish the base value. This base value is then updated on an annual basis taking into account the following factors:

- New tree plantings
- Tree removals
- Trees damaged or affected by disease
- Decline in value of over-mature trees
- Age class adjustments for young, semi-mature and mature trees to reflect growth
- Movements in the consumer price index

This annual adjustment basis was used for the first time at 30 June 2002 and will be applied annually in between each five yearly revaluation. The last adjustment to the base value was carried out on 30 June 2003.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Otherwise, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset account to which they relate. The net asset accounts are increased or decreased by the revaluation increments or decrements.

Revaluation increments are directly credited to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as an expense in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

**(k) Depreciation of Non-Current Physical Assets**

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Trust. Land and trees are not depreciable assets. In addition, the turving of parklands (excluding golf course fairways and greens) is considered to have a useful life greater than 200 years and is not depreciated.

All material separately identifiable component assets are recognised and depreciated over their useful lives, including those components that in effect represent major periodic maintenance.

Major depreciation periods are:

- Buildings . . . . . 25-80 years
- Plant and Equipment . . . . . 4-10 years
- Infrastructure Systems  
Roads, paths, gates and fences 25-150 years  
Underground services . . . . . 20-70 years

- Golf Course fairways and greens .100 years
- Lakes and ponds . . . . .100 years

**(l) Maintenance and repairs**

The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

**(m) Leased Assets**

The Trust has entered into operating leases under which the lessor substantially retains all the risks and benefits incidental to ownership of the leased asset.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

**(n) Receivables**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

**(o) Other financial assets**

"Other financial assets" are generally recognised at cost, with the exception of TCorp Hour-Glass Facilities which are measured at market value.

For current "other financial assets", revaluation increments and decrements are recognised in the Statement of Financial Performance.

**(p) Payables**

These amounts represent liabilities for goods and services provided to the Trust and other amounts, including interest. Interest is accrued over the period it becomes due.

**(q) Budgeted amounts**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

**(r) Expenditure on Management Agreements**

Expenditure incurred on entering into agreements for the outsourcing of management of Trust commercial operations is accumulated in respect of each agreement. The expenditure is carried forward and amortised over the term of the respective management agreements.

**(s) Other assets**

Other assets including prepayments are recognised on a cost basis.

# NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

## 2. EXPENSES

	2003 \$'000	2002 \$'000
<b>(a) Employee related expenses comprise the following specific items:</b>		
Salaries and wages (including recreation leave)	3,848	3,626
Superannuation	330	212
Long service leave	251	14
Workers' compensation insurance	158	183
Payroll tax and fringe benefits tax	212	184
Other	22	60
	<b>4,821</b>	<b>4,279</b>
<b>(b) Other operating expenses</b>		
Auditor's remuneration		
- audit of the financial reports	36	30
Bad and doubtful debts	13	40
Operating lease rental expense		
- minimum lease payments	163	148
Insurance	746	566
Consultants	196	203
Power and water	193	220
Legal fees	543	281
Waste removal and cleaning	691	626
Security	713	692
Federation celebrations – cultural and interpretative elements	-	530
Training	76	54
Telephones	118	91
Fees for service	605	485
Supplies and materials	113	97
Transport and access plan	-	239
IT maintenance	235	10
Printing and Advertising	341	328
Internal Audit	63	28
Conservation management plan	15	86
Other	553	680
	<b>5,413</b>	<b>5,434</b>
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings	1,758	1,685
Infrastructure Systems	2,191	2,126
Plant and Equipment	380	223
	<b>4,329</b>	<b>4,034</b>
<b>Amortisation</b>		
Amortisation of capitalised expenditure on management agreements	10	(2)
	<b>10</b>	<b>(2)</b>
<b>Total depreciation and amortisation</b>	<b>4,339</b>	<b>4,032</b>

## 3. REVENUES

<b>(a) Sale of goods and services</b>		
Rendering of services		
Use of recreational facilities *	3,026	2,716
Minor user charges	3	1
	<b>3,029</b>	<b>2,717</b>

\* The Trust subsidised one organisation by charging concessional rates on golf course green fees. The subsidy was to Moore Park Golf Club for \$204,833 (2002: \$144,271)

## 3. REVENUES (cont'd)

	2003 \$'000	2002 \$'000
<b>(b) Investment Income</b>		
Interest	622	717
Rents *	6,999	6,695
	<b>7,621</b>	<b>7,412</b>
* The Trust subsidised one organisation by charging concessional rates on licence fees. The subsidy was to KU Children's Services for \$64,745 (2002: \$62,532).		
<b>(c) Retained taxes, fees and fines</b>		
Fines received from issuance of infringement notices for breaches of Trust Regulations	215	293
	<b>215</b>	<b>293</b>
<b>(d) Grants and contributions</b>		
<b>Grants</b>		
NSW Centenary of Federation Committee	-	50
Commonwealth Department of the Environment and Heritage	-	135
NSW Heritage Office	14	-
<b>Total grants</b>	<b>14</b>	<b>185</b>
<b>Contributions of assets</b>		
The Council of the City of South Sydney	-	679
State Transit Authority	1,300	-
Donations	13	16
<b>Total contributions of assets</b>	<b>1,313</b>	<b>695</b>
<b>Total grants and contributions</b>	<b>1,327</b>	<b>880</b>
<b>(e) Other revenue</b>		
Insurance recoveries	49	95
Recoup (Visitor Services Agency)	223	-
Other	16	53
	<b>288</b>	<b>148</b>
<b>4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS</b>		
<b>Gain/(loss) on disposal of land and buildings, plant and equipment and infrastructure systems</b>		
Proceeds from disposal	15	28
Written down value of assets disposed	(29)	(18)
<b>Net gain/(loss) on disposal of land and buildings, plant and equipment and infrastructure systems</b>	<b>(14)</b>	<b>10</b>
<b>Gain/(loss) on disposal of non-current assets</b>	<b>(14)</b>	<b>10</b>

## 5. APPROPRIATIONS

	2003 \$'000	2002 \$'000
<b>Recurrent appropriations</b>		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	3,664	2,890
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
<b>Total</b>	<b>3,664</b>	<b>2,890</b>
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	3,664	2,890
<b>Total</b>	<b>3,664</b>	<b>2,890</b>
<b>Capital appropriations</b>		
Total capital drawdowns from Treasury (per Summary of Compliance)	2,156	1,752
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
<b>Total</b>	<b>2,156</b>	<b>1,752</b>
Comprising:		
Capital appropriations (per Statement of Financial Performance)	2,156	1,752
<b>Total</b>	<b>2,156</b>	<b>1,752</b>

## 6. INDIVIDUALLY SIGNIFICANT ITEMS

The following significant revenue and expense items are relevant in explaining the financial performance:

### Revenue

Transfer of a parcel of land from State Transit Authority	1,300	-
Contribution of asset by the Council of the City of South Sydney	-	679

### Expenses

Federation celebrations – cultural and interpretative elements	-	530
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## 7. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation	330	212
Long service leave	237	14
Payroll tax	20	14
<b>Total</b>	<b>587</b>	<b>240</b>

## 8. PROGRAMS/ACTIVITIES OF THE TRUST

For Budget purposes the Centennial Park and Moore Park Trust is a single program agency. The objective of the program is to manage the sustainable development of diverse urban parkland and leisure facilities on behalf of the community. The program covers the protection and enhancement of the Centennial Parklands; the provision of equitable high quality recreational and cultural opportunities for the enjoyment of Sydneysiders and visitors alike; and the promotion of the recreational, historical, scientific, educational, cultural and environmental values of Trust lands.

## 9. CURRENT ASSETS – CASH

	2003 \$'000	2002 \$'000
Cash at bank and on hand	894	426
Deposits at call	6,133	5,851
<b>Total</b>	<b>7,027</b>	<b>6,277</b>

For the purposes of the Statement of Cash Flows, cash includes cash on hand, cash at bank and deposits at call.

Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows:

Cash (per Statement of Financial Position)	7,027	6,277
<b>Closing cash and cash equivalents (per Statement of Cash Flows)</b>	<b>7,027</b>	<b>6,277</b>

## 10. CURRENT ASSETS – RECEIVABLES

Sale of goods and services	344	332
Rent receivable	961	637
Retained taxes, fees and fines	-	21
GST recoverable from Australian Taxation Office	345	171
Other debtors	61	72
	<b>1,711</b>	<b>1,233</b>
Less: Provision for doubtful debts	40	40
	<b>1,671</b>	<b>1,193</b>

## 11. CURRENT ASSETS – OTHER FINANCIAL ASSETS

TCorp – Hour-Glass Facility Trust	3,994	3,711
<b>Total</b>	<b>3,994</b>	<b>3,711</b>

## 12. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

### (a) Land and Buildings

At Fair Value	12d	430,433	428,722
Less Accumulated Depreciation		(15,774)	(14,016)
		<b>414,659</b>	<b>414,706</b>

### (b) Plant and Equipment

At Fair Value	12d	2,092	1,895
Less Accumulated Depreciation		(1,016)	(703)
		<b>1,076</b>	<b>1,192</b>

### (c) Infrastructure Systems

(i) Trees			
At Fair Value	12d	95,944	94,610
		<b>95,944</b>	<b>94,610</b>

### (ii) Other

At Fair Value	12d	124,865	121,001
Less Accumulated Depreciation		(43,773)	(41,571)
		<b>81,092</b>	<b>79,430</b>

<b>Total Infrastructure Systems</b>		<b>177,036</b>	<b>174,040</b>
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<b>Total Property, Plant and Equipment At Net Book Value</b>		<b>592,771</b>	<b>589,938</b>
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# NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

## 12. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (cont'd)

### Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems - Trees \$'000	Infrastructure Systems - Other \$'000	Total \$'000
<b>2003</b>					
Carrying amount at start of year	414,706	1,192	94,610	79,430	589,938
Additions	1,711	293	22	3,853	5,879
Disposals	-	(29)	-	-	(29)
Net revaluation increment less revaluation decrements	-	-	1,312	-	1,312
Depreciation expense	(1,758)	(380)	-	(2,191)	(4,329)
<b>Carrying amount at end of year</b>	<b>414,659</b>	<b>1,076</b>	<b>95,944</b>	<b>81,092</b>	<b>592,771</b>

### (d) Revaluations

#### Land

Land comprising Centennial Park, Queens Park and Moore Park and totalling 361.26 hectares was independently valued by Mr E Ferdinands AAPI (Val.). The valuation was formulated on the basis of market buying price taking into account the value in use of the land. Land has been valued on an unimproved or "raw land" basis ie the valuation excludes any "man-made" improvements as follows:

- Construction of Moore Park Golf Course
- The ponds and landscaping immediately surrounding the ponds
- Landscaping which forms part of structures built on the land
- Internal roads, paths and cycleways
- Turfing of the Parklands
- Underground water supply, irrigation and drainage
- Any structures built on the land including fencing and bollards
- Trees and shrubs
- Any other structural improvement on the land

The valuation is dated 30 June 2002 and values the land at \$360,837,304.

#### Buildings and Infrastructure Systems – Other

Valuation of buildings and infrastructure systems (landscaping, ponds and underground services) was independently undertaken by Mr H Parlane FAIQS, ICECA and Mr M Lomas MRICS, AAIQS, ICECA. The basis of valuation was current replacement cost as at 30 June 2002. The valuation is dated June 2002.

#### Infrastructure Systems – Trees

Valuation of trees was independently undertaken by Mr P Martin E.D., PhD, FALAST. The valuation is dated 25 July 2003. The valuation methodology uses a market value/compensation value basis at 5 yearly intervals (the last valuation on this basis was carried out on 30 June 1999 by Mr P Martin) to establish the base value. This base value is then updated on an annual basis taking into account the following factors:

- New tree plantings
- Tree removals
- Trees damaged or affected by disease
- Decline in value of over-mature trees
- Age class adjustments for young, semi-mature and mature trees to reflect growth
- Movements in the consumer price index

The base value is formulated based upon a limited body of factual interpretative information gathered by the valuer and used in the development of mathematical models with a view to deriving an estimate of the value of the trees in Centennial Parklands from tree inventory information compiled by the Trust. The information contained in the

valuation has been developed for the purpose of generating meaningful estimates of asset value for populations of trees using standard tree inventory data. As such, the value attributed to any given tree in the data base is derived from a statistical process and must not be used as a substitute for a fully measured valuation by a properly qualified and experienced person where a value is required in relation to compensation claims or similar matters for either an individual tree or a small number of trees. The last revaluation was carried out in June 2003.

#### Plant and Equipment

Valuation of plant and equipment was undertaken by senior officers of the Trust.

The basis of the valuations was current replacement cost as at 30 June 2002. The valuation is dated July 2002.

### (e) Work in progress

Included in property, plant and equipment are the following amounts of work in progress which will not commence to be depreciated until construction is completed or the items are installed ready for use:

	2003 \$'000	2002 \$'000
<b>Buildings</b>	235	-
Infrastructure Systems – Roads, fences, gates and underground services	4,049	817
	<b>4,284</b>	<b>817</b>
<b>13. NON-CURRENT ASSETS – OTHER</b>		
Expenditure incurred on management agreements at cost	172	173
Accumulated amortisation	(19)	(10)
	<b>153</b>	<b>163</b>
<b>14. CURRENT LIABILITIES – PAYABLES</b>		
Accrued salaries, wages and on-costs	181	175
Creditors	3,129	338
Other	281	190
	<b>3,591</b>	<b>703</b>

## 15. CURRENT / NON-CURRENT LIABILITIES – PROVISIONS

	2003 \$'000	2002 \$'000
<b>CURRENT</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave	332	260
Long Service Leave on-costs	4	1
<b>Total provisions - Current</b>	<b>336</b>	<b>261</b>
<b>NON-CURRENT</b>		
<b>Employee benefits and related on-costs</b>		
Long Service Leave on costs	35	-
<b>Total provisions – Non-Current</b>	<b>35</b>	<b>-</b>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions - current	336	261
Provisions – non-current	35	-
Accrued Salaries, wages and on-costs (Note 14)	181	175
<b>Total provisions</b>	<b>552</b>	<b>436</b>

## 16. OTHER LIABILITIES

### CURRENT

Income received in advance – rent	590	590
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### NON-CURRENT

Income received in advance – rent	8,918	9,509
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## 17. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Balance at the beginning of the financial year	520,953	521,351	69,266	8,400	590,219	529,751
Changes in equity – other than transactions with owners as owners						
Surplus/(deficit) for the year	615	(398)	-	-	615	(398)
Increment/(decrement) on revaluation of:						
• Land and Buildings	-	-	-	56,421	-	56,421
• Plant and equipment	-	-	-	217	-	217
• Infrastructure systems	-	-	1,312	4,228	1,312	4,228
<b>Total</b>	<b>615</b>	<b>(398)</b>	<b>1,312</b>	<b>60,866</b>	<b>1,927</b>	<b>60,468</b>
<b>Balance at the end of the financial year</b>	<b>521,568</b>	<b>520,953</b>	<b>70,578</b>	<b>69,266</b>	<b>592,146</b>	<b>590,219</b>

### Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the Trust's policy on the 'Revaluation of Physical Non-Current Assets' and 'Investments', as discussed in Note 1.

## 18. COMMITMENTS FOR EXPENDITURE

### (a) Capital Commitments

Aggregate capital expenditure for the acquisition of infrastructure works contracted for at balance date and not provided for:

	2003 \$'000	2002 \$'000
Not later than one year	2,515	153
<b>Total (including GST)*</b>	<b>2,515</b>	<b>153</b>

### (b) Other Expenditure Commitments

Aggregate other expenditure for the acquisition of goods and services contracted for at balance date and not provided for:

Not later than one year	-	202
<b>Total (including GST)*</b>	<b>-</b>	<b>202</b>

### (c) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	107	143
Later than one year and not later than five years	65	82
<b>Total (including GST)*</b>	<b>172</b>	<b>225</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2003

## 18. COMMITMENTS FOR EXPENDITURE (cont'd)

The Trust has entered into operating leases for its motor vehicle fleet. The operating leases are standard Government arrangements for leasing motor vehicles from Statefleet Services. At 30 June 2003 these arrangements applied to 13 motor vehicles. The operating lease commitments are not recognized in the Financial Statements as liabilities.

### \*Contingent Asset

The commitments shown above include the following input tax credits that are expected to be recoverable from the Australian Taxation Office:

	2003 \$'000	2002 \$'000
Capital commitments	229	14
Other expenditure commitments	-	18
Operating lease commitments	16	20
<b>Total input tax credits</b>	<b>245</b>	<b>52</b>

## 19. PAYMENTS TO TRUST MEMBERS

No loans, advances or other payments have been provided to the Chairman or members of the Centennial Park and Moore Park Trust.

## 20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Trust is currently engaged in legal proceedings before the NSW Supreme Court in relation to a dispute with the Moore Park Golf Club Limited. Initial estimates are that legal costs to finalise this matter may be in the vicinity of \$350,000. Apart from this and those declared at Note 18, the Trust had no other contingent liabilities or contingent assets, at 30 June 2003 (30 June 2002: \$ NIL).

## 21. BUDGET REVIEW

### Net cost of services

The actual net cost of services was lower than budget by \$2.12m. This variance arose for the following reasons:

- Revenue from investments exceeded budget by \$0.92m due to higher than expected revenue from the rental of trust properties and higher than expected interest on Trust cash balances.
- Revenue from grants and contributions exceeded budget by \$1.30m due to the transfer of a parcel of land to the Trust at nominal value.
- Offsetting these favourable variances was total expenses which exceeded budget by \$0.68m. This was primarily due to increases in Long Service leave which is offset by a corresponding revenue from Treasury, and increases in depreciation expense following the revaluation of assets in June 2002.

### Assets and liabilities

Total assets were higher than budget by \$6.61m. The main reasons for this were bringing to account a revaluation increment of \$1.31m following the revaluation of Trees at 30 June 2003 and land transferred to the Trust at fair value of \$1.30m. Cash balances were also higher due to higher than expected creditors.

Liabilities were \$2.95m higher than budget reflecting the higher level creditors noted above.

### Cash flows

Net cash flows from operating activities exceeded budget by \$2.39m. This was mainly due to lower than expected payments to creditors during the year of \$1.90m and higher than budgeted rents received. Net cash used in investing activities exceeded budget by \$0.95m due to the decision not to redeem an investment of \$3.50m in the T-Corp bond facility. Partly offsetting this was below budget spending on the capital program of \$2.58m

## 22. RECONCILIATION OF CASH FLOWS FROM OPERATING COST OF SERVICES

	2003 \$'000	2002 \$'000
<b>Net cash from operating activities</b>	4,293	11,814
Cash Flows from Government/ Appropriations	(5,820)	(4,642)
Acceptance by the Crown Entity of employee benefits and other liabilities	(587)	(240)
Depreciation and amortization	(4,339)	(4,032)
Provision for doubtful debts	-	(40)
Increment on other financial assets	283	194
Net gain/(loss) on disposal of buildings, plant and equipment	(14)	10
(Increase)/decrease in employee provisions	(110)	(43)
Increase/(decrease) in receivables	478	(19)
Assets acquired free of liability	1,300	679
(Increase)/decrease in creditors	(1,866)	1,081
(Increase)/Decrease in income received in advance	590	(10,042)
<b>Net cost of services</b>	<b>(5,792)</b>	<b>(5,280)</b>

## 23. NON-CASH FINANCING AND INVESTING ACTIVITIES

### Property, Plant and Equipment

The following acquisition is not reflected in the Statement of Cash Flows:

	2003 \$'000	2002 \$'000
Infrastructure systems acquired free of liability and included in the financial statements at fair value (refer Note 3(d))	-	679
Land acquired at nominal consideration and included in the financial statement at fair value (refer Note 3(d))	1,300	-

## 24. FINANCIAL INSTRUMENTS

### Cash

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances at the business cash management account rate as determined by the bank. Cash also includes deposits at call in the TCorp Cash and Cash Plus Facilities (refer to the paragraph below – Hour-Glass Facilities).

### Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales of goods and services are made on 14 day terms.

For other receivables the credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on other receivables. The carrying amount approximates net fair value.

### Hour-Glass Investment Facilities

The Trust has investments in TCorp's Hour-Glass Investment facilities. The Trust's investment is represented by a number of units in managed investments within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

## 24. FINANCIAL INSTRUMENTS (cont'd)

	2003 \$'000	2002 \$'000
<b>The Trust's investments are:</b>		
<b>Cash</b>		
Cash Facility	6,133	19
Cash Plus Facility	-	5,833
	<b>6,133</b>	<b>5,852</b>
<b>Other financial assets</b>		
Bond Market Facility	3,994	3,711
	<b>3,994</b>	<b>3,711</b>

These investments are generally able to be redeemed with up to five business days notice (dependent upon the facility). The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the net fair value. The value of the above investments represents the Trust's share of the value of the underlying assets of the facility and is stated at net fair value.

### Bank Overdraft

The Trust does not have any bank overdraft facility.

### Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

### Other Current Liabilities

The liabilities are recognised for amounts due to be paid in the future for refundable bonds lodged by the hirers of Trust facilities. Amounts owing (which are unsecured) are refunded once the hiring conditions have been fulfilled. No interest is paid on bonds held.

## 25. LEASES

(a) The Trust has entered into a number of agreements whereby land and buildings owned by the Trust are leased to third parties for the purpose of operating various commercial enterprises. The term of these agreements range from one year to 50 years.

	2003 \$'000	2002 \$'000
<b>(b) Details of the assets leased are:</b>		
<b>Land and buildings</b>		
Gross amount of leased assets	85,447	85,447
Accumulated depreciation	(6,788)	(5,723)
	<b>78,659</b>	<b>79,724</b>
<b>Depreciation expense for the year</b>	<b>1,065</b>	<b>1,171</b>
<b>(c) Future minimum lease payments</b>		
Not later than one year	4,891	4,425
Later than one year and not later than five years	16,603	14,142
Later than five years	118,748	105,871
<b>Total future minimum lease payments</b>	<b>140,242</b>	<b>124,438</b>

## 26. MANAGEMENT AGREEMENT

On the 29th June 2001 the Trust entered into a Management Deed with Playbill Venue Management Pty Limited (PVM). The agreement is for a term of 20 years and grants PVM the right to manage the Hordern Pavilion and Royal Hall of Industries and other associated rights in return for an annual licence fee payable monthly in advance. Under the agreement PVM had the right to elect to prepay part of the annual licence fee. On 31 October 2001 PVM elected to prepay part of the rent

in accordance with the Management Deed. An amount was subsequently received on 9 November 2001. As explained in Note 1(d)(iii) rent received in advance is recognised as revenue over the period to which the prepaid rent refers (in this case the remaining term of the licence agreement). PVM's obligations under the Management Deed have been guaranteed by Lend Lease Development Pty Limited.

## 27. PUBLIC SECTOR EMPLOYMENT AND MANAGEMENT (GENERAL) ORDER 2003

The group of staff attached to the Centennial Park and Moore Park Trust were removed from the Premier's Department and added to the Department of Sport and Recreation as per the *Public Sector Employment and Management (General) Order 2003* of April 2003. There was no impact on the financial statements of the Trust because employee related expenses continue to be recognised in the Trust's statements. Administration of the *Centennial Park and Moore Park Trust Act 1983* was vested in the Minister for Tourism and Sport and Recreation in April 2003. Previously administration of the Act was vested in the Premier.

## 28. AFTER BALANCE DATE EVENTS

The Trust is not aware of any circumstances that occurred after balance date which would render particulars included in the financial statements to be misleading.

- END OF AUDITED FINANCIAL STATEMENTS -

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## Appendix 1

### Members of Centennial Park and Moore Park Trust

#### Professor John Niland AC, BCom, MCom, PhD

Appointed as Chairman to the Trust in March 2002, term expires February 2006. Professor Niland is the former Vice-Chancellor and President of the University of New South Wales, where he also held the Chair of Industrial Relations from 1974. He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors. Prior to becoming Vice-Chancellor, he was a consultant to governments, industry, the OECD and the International Labour Organisation, President of the International Industrial Relations Association in Geneva, and Chairman of the NSW Environmental Protection Authority. Professor Niland is currently Chairman of the UNSW Foundation, Chairman of Research Australia Limited, and is an independent Director of Macquarie Bank. He also serves on the University Grants Committee of Hong Kong and is on the Board of Trustees of Singapore Management University.

#### Jill Anderson BSc(LLB)(Hons), LLM

Appointed December 2001, term expires December 2003. Chairman of the Community Consultative Committee (CCC). Ms Anderson is the Policy and Research Officer at the National Pro Bono Resource Centre. She was formerly a Lecturer at the University of New South Wales and a solicitor with the Public Interest Advocacy Centre, at the Intellectual Disability Rights Service and in private practice. She is a Policy Resource Coordinator with the Australian Council of Social Service and a member of the Intellectual Disability Rights Service. She was previously a member of the Administrative Review Council (Commonwealth).

#### Annabelle Bennett B.Sc(Hons), PhD, LLB

Appointed April 2003, term expires April 2007. The Honourable Justice Bennett is a Judge of the Federal Court of Australia and is currently the Pro-Chancellor of The Australian National University. Prior to her appointment to the Federal Court, Justice Bennett was a Barrister (Senior Counsel) specialising in intellectual property and has also been a past member of the Board of Eastern Sydney Area Health Service.

#### Jill Hickson BA MBA

Re-appointed in May 2000, term completed August 2002.

#### David Leckie BA(Econs)

Appointed January 2001, term expires January 2005. Mr Leckie is Chief Executive Officer, Broadcast Television for Seven Network Limited. He was previously Chief Executive Officer of the Nine Network. He was associated with the Nine Network for 23 years having joined Channel 9 in Melbourne as a Sales Executive. He became Nine Network Sales Director in 1982 at Channel 9 in Sydney. In 1990, he became Chief Executive Officer of the Nine Network and in 1994 joined the Board and the Executive Committee.

#### Michael Marx AM BA LLB

Appointed August 1997, term expires February 2006. Mr Marx is Partner, Chalmers Marx Lawyers, specialising in criminal law. He has held various positions with the Legal Aid Commission of NSW and the Attorney-General of NSW. He is a life member of Waverley Action for Youth Services and a past President, NSW Jewish Board of Deputies, Deputy Chair of the Community Relations Commission and Member of Geographical Names Board of NSW.

#### Margaret Varady BSc Med DipEd FACE

Appointed March 2002, term expires February 2006. Ms Varady has been the Principal of Sydney Girls High School since 1992 and has held various positions in schools in New Zealand and Australia. She is a strong supporter of public education and is currently researching effective school culture for her PhD.

#### John Walker BBus

Appointed February 1998, term expires February 2006. Mr Walker is Managing Director, Thrifty (Australia) Pty Ltd since 1998. Formerly, he was General Manager Retail Banking Westpac Banking Corporation and held various chief executive and senior positions with Liverpool City Council, Dominos Pizza (Australia) Pty Ltd, West Australian Football and the Council of the City of Perth, as well as running his own consulting firm from 1987 to 1991. Mr Walker is also Chairman of the publicly listed company MultiEmedia Ltd.

#### Sarah Whyte

Appointed May 2000, term expires May 2004. With a strong background in people focused organisations, Ms Whyte has worked as a volunteer welfare worker for the Smith Family since 1989. She is also Patron of the Burma Star Association of NSW and a member of the Australian Fund.

## Appendix 2

### Meetings of the Trustees

A total of 10 meetings were held during 2002–2003.

#### Attendance at meetings of the Trustees

Trustee	Number of meetings attended
Professor John Niland AC	10
Jill Anderson	9
Annabelle Bennett	2 of 2
Jill Hickson	2
David Leckie	7
Michael Marx AM	5
Margaret Varady	10
John Walker	7
Sarah Whyte	9

## Appendix 3

### Executive performance and remuneration

#### Executive officer information

SES Grade level	2003		2002		2001	
	Male	Female	Male	Female	Male	Female
8						
7						
6						
5						
4						
3						
2	1		1		1	
1						

## Appendix 4

### Performance of executive officers

The Trust has no Senior Executive Officers at level five or above. Peter Duncan is the Trust's most senior officer and was appointed to the position of Director on 6 September 1999. The Director's performance was reviewed annually by the Director-General, Premier's Department.

#### Strategic planning

The major achievement was the approval and commencement of the implementation of a new Park Improvement Plan 2002–2007. This Plan will guide the development of visitor services for the next five years.

#### Organisational development

The joint Corporate Services Unit for Centennial Parklands, Royal Botanic Gardens and Tourism NSW was fully implemented. A new Centennial Parklands staff code of conduct was completed in 2002 with all staff provided with understanding and awareness training. The organisation structure was reviewed and a new structure approved and implemented.

#### Corporate governance

Corporate governance policy and guidelines for Trustees were approved by the Board in 2002.

#### Leadership

The organisation was awarded with the 2002 Parks and Leisure Organisation of the Year award for Centennial Parklands' leadership and contribution to the Australian parks industry.

#### Community liaison

New initiatives were a Centennial Parklands Open Day which was attended by 1,500 people and the introduction of a monthly column in the Courier group of local newspapers with circulation of over 500,000 readers. This column has been a major success in the popularity of Centennial Parklands' activity programs.

# APPENDICES

## Appendix 4 (cont'd)

### Results achieved during 2002–2003

#### Parking and traffic management

The Transport and Access Parking Plan has been introduced as an amendment to the Trust's Plan of Management. Implementation will be carried out in future years, subject to funding under the 2002–2007 Park Improvement Plan.

#### Personal contribution

Mr Duncan attended and contributed to Premier's Department Management Board meetings and contributed to the Smaller Agencies CEOs executive group. He also contributed as a member of the Venue Management Taskforce and the Government Asset Management Committee.

## Appendix 5

### Statements of responsibility



Centennial Park and  
Moore Park Trust  
Locked Bag 15  
Paddington NSW 2021  
Australia

Telephone  
61 2 9339 6699

Facsimile  
61 2 9360 4215

E-mail  
info@cp.nsw.gov.au

[www.cp.nsw.gov.au](http://www.cp.nsw.gov.au)

### STATEMENT OF RESPONSIBILITY

Centennial Parklands' Director, senior management and other employees have effected an internal control process to provide reasonable assurance regarding the achievements of the Parkland's objectives. The audit function employed by Centennial Parklands conducts a program of review to assess these controls.

To the best of my knowledge this system of internal control has operated satisfactorily during 2002/03.

SIGNED:

DATE: 16.10.2003

Peter Duncan  
Director

## STATEMENT OF RESPONSIBILITY

It is policy of Centennial Parklands to limit the issue of permanent corporate credit cards to officers responsible for official functions. On 30 June 2003 one card was on issue.

Each month the officer issued with a card certifies that all charges were incurred for official purposes and that transaction dockets show details of the nature and purpose of the expenditure. These acquittals are examined and authorised by supervisors.

A monthly reconciliation report is provided to me detailing for each card on issue that cardholder's name and respective credit limit, expenditure for the period, instances when the use of a card was contrary to guidelines, and action taken on matters raised.

Centennial Parklands policy and procedures in force during 2002/03 complied with best practice as detailed in the guide 'Policy and Guidelines Paper' issued by the Treasury in June 1999.



SIGNED:

DATE: 16.10.2003

Peter Duncan  
Director

# APPENDICES

## Appendix 6

### Significant committees established and abolished

One significant committee was established or abolished during 2002–2003. The Design Review Panel was established to provide independent expert advice.

## Appendix 7

### Significant Centennial Parklands' committees

- **Companion Animals Reference Group**  
Nicola Bryden
- **Centennial Parklands Equestrian Centre Advisory Committee**  
Andrew Ferris
- **Design Review Panel**  
Amanda Bock
- **Bushland Management Group**  
Nicola Bryden
- **Eastern Suburb Banksia Scrub (ESBS) Recovery Team**  
Nicola Bryden
- **Community Consultative Committee**  
Jill Anderson (Chair and Trustee) *appointed January 2000. Chair from January 2002*  
Sarah Dinning *appointed from January 2000 (Director's representative)*  
Susette Dixon *appointed September 2002*  
Roger Doyle *appointed January 2000*  
Ryan Fahy *appointed January 2002*  
James Harrison *appointed January 2002*  
Patricia Meagher *term expired September 2002*  
Janelle McIntosh *appointed January 2000*  
Wayne Morgan *appointed January 2000*  
Yvette Pietsch *appointed January 2002*  
Peter Tzannes *appointed January 2000*

## Appendix 9

### Overseas visits

#### Travel undertaken at cost to the Trust

Name and position	Country	Purpose	Dates of visit	Cost \$
Peter Duncan	Singapore	IFPRA (International Federation of Park and Recreation Administration) Congress 2002, Singapore. Presented keynote speech 'Parks in the Information Age'.	21-24 October 2002	Funded by IFPRA
Peter Duncan	New Zealand	International Parks Strategic Partners (IPSP) Meetings convened bi-annually, Peter Duncan is Chair of the IPSP Group meeting. One additional day spent with the Director and staff of Cornwall Park Trust in Auckland.	7-10 November 2002	\$2023.06

## Appendix 10

### Guarantee of service

#### The Trust makes the following commitments:

- we aim to implement best practice in park management
- we aim to provide a pleasant parkland environment in which a diversity of cultural and recreational activities can be undertaken
- we aim to provide our visitors with a safe and enjoyable place to visit
- we aim to provide high quality information and assistance
- staff will identify themselves when dealing with customers and are committed to providing a friendly, courteous service
- staff are interested in your suggestions and feedback to improve services
- we aim to recognise and reward the abilities and achievements of staff
- we will endeavour to acknowledge or respond to correspondence within 10 working days.

## Appendix 8

### Significant committees with Centennial Parklands' representative

#### Peter Duncan

- Australia Day Sydney City Committee
- CEO Venue Management Taskforce
- Chief Executive's Committee
- Government Asset Management Committee
- International Parks Strategic Partners (IPSP) – Chair
- Orange Botanic Gardens Working Party
- Premier's Department Board of Management
- Public Sector CEOs Group Executive
- Rugby World Cup 2003 Moore Park Precinct Planning Group – Chair
- Rugby World Cup 2003 Taskforce
- Smaller Agencies Chief Executives Committee
- Sydney Olympic Park Authority, Centennial Parklands Advisory Committee
- Sydney Urban Parks Education Research Group – Chair
- University of Technology Leisure Industry Advisory Panel
- Visitor Services Agencies Board

#### Nicola Bryden

- Sydney Urban Parks Education Research (SUPER)
- Woollahra Council Animal Advisory Committee

## Appendix 8 (cont'd)

#### Sarah Dinning

- International Parks Strategic Partners – Chair from April 2003
- Moore Park Precinct Marketing Committee
- Media and Communications Group Premier's Department
- Sydney Urban Parks Education Research – Chair from April 2003

#### Rachel Ely

- NSW Representative for Interpretation Association Australia

#### Andrew Ferris

- Centennial Parklands Equestrian Centre Advisory Committee – Chair
- Moore Park Golf Course Coordination Management Committee – Chair
- Rugby World Cup 2003 Moore Park Precinct Planning Group – Chair from April 2003
- Representative Rugby World Cup 2003 Taskforce
- Representative Major Events Co-ordination Unit Moore Park
- Representative Central Sydney Operations Group

#### Marlene Krasovitsky

- Visitor Services Agencies Reference Group

#### Rachel Maiden

- Moore Park Precinct Marketing Committee
- Sydney's Unique Venues Association

## Appendix 11

### Consumer response

The Trust continued its commitment to provide quality customer service to park users and the local community through its feedback management system. Consumer comments are recorded on a standard form and passed to the appropriate officer for a response. When possible, Trust officers respond to verbal comments within 48 hours and written comments within 10 working days.

All verbal and written comments are centrally recorded to ensure recurring concerns and views are clearly visible to the Trust. During 2002–2003, 630 consumer comments were received in the following media and quantity:

- in person 386
- written 4
- email 6
- phone 219
- two-way radio 19

Dog Management	.47
Cyclists	.38
Construction Works	.11
Recreation Facilities	.13
Events	.25
Anti-social behaviour	.91
Car Related	.90
Rubbish	.28
Management of Assets	.76
Other	.211
<b>TOTAL</b>	<b>.630</b>

## Appendix 12

### Legislation and legal change

The Trust administers and operates under the terms of *Centennial Park and Moore Park Trust Act 1983*. During 2002–2003, no amendments were made to the Act or the Regulations.

## Appendix 13

### Acts administered by the Trust

The Trust administers and operates under the terms of *Centennial Park and Moore Park Trust Act 1983*. During 2002–2003, no amendments were made to either Act or Regulation.

## Appendix 14

### Significant judicial decisions

There were no significant judicial decisions during the reporting period.

## Appendix 15

### Staff numbers by classification on 30 June

Number of employees by category	Staffing			
	99/00	00/01	01/02	02/03
Administrative & Clerical	28	22	22	27.5
Horticulture & Ranger	30	29	29	31
Landscape Architects	2	2	2	3
<b>Total</b>	<b>60</b>	<b>53</b>	<b>*53</b>	<b>*61.5</b>

\* Does not include temporary agency staff.

## Appendix 16

### Value of recreation leave and long service leave entitlements on 30 June 2003

Recreation leave	Long service leave
\$319,605.43	\$290,345.25

## Appendix 17

### Exceptional movements in wages, salaries and allowances

The Crown Employees (Public Sector – Salaries January 2002) Award provided a 4 per cent increase in salaries effective from 3 January 2003. The Statutory and Other Officers Remuneration Tribunal made its 2002 annual determination in relation to the Chief Executive and Senior Executive Service. The tribunal determined that a 4.3 per cent increase in the minimum and maximum remuneration range of each of the eight SES levels was to take effect on and from 1 October 2002.

## Appendix 18

### Equal employment opportunity

#### Trends in the representation of equal employment opportunity (EEO) groups on 30 June<sup>1</sup>

EEO group	Benchmark or Target	2000	2001	2002	2003
Women	50%	40%	38%	38%	44%
Aboriginal and Torres Strait Islanders	2%	0%	1.9%	0%	0%
People whose first language was not English	20%	13%	10%	8%	11%
People with a disability	12%	6%	13%	2%	5%
People with a disability requiring work-related adjustment	7%	4.8%	11.3%	0%	3%
Total staff	n/a	63	53	52	66
Response rate		75%	85%	100%	100%

#### Trends in the distribution of (Equal Employment Opportunity (EEO) groups on 30 June<sup>1</sup>

EEO group	Benchmark or Target	2000	2001	2002	2003
Women	100	116	nc	113	114
Aboriginal and Torres Strait Islanders	100	nc	nc	nc	nc
People whose first language was not English	100	nc	nc	nc	nc
People with a disability	100	nc	nc	nc	nc
People with a disability requiring work-related adjustment	100	nc	nc	nc	nc

#### Notes

1. Excludes casual staff.
2. A Distribution Index of 100 indicates that the centre of the Equal Employment Opportunity (EEO) distribution across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency, the lower the index. In some cases the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels.
3. Nc = Not Calculated. The Distribution Index is not calculated when the estimated number of staff in an EEO group is less than 20.

# APPENDICES

## Appendix 18 (cont'd)

### Major equal employment opportunity outcomes during 2002–2003

Centennial Park and Moore Park Trust actively supports EEO principles. The following EEO outcomes were achieved during 2002–2003:

- Current EEO statistical data were reviewed to ensure comprehensive and accurate data is captured and to ensure compliance with ODEOPE specifications.
- Employment policies and procedures were reviewed to ensure compliance with EEO standards.
- Training in Recruitment and Selection was conducted and made available to all staff.
- Flexible working arrangements are available to all staff.
- All positions were advertised on the Corporate website [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au) to maximize access to employment opportunities.
- A new Code of Conduct was introduced to the Trust and training provided to help all staff understand their rights and obligations under the new code.
- A Employee Manual was developed and is now provided to all new employees.
- A new Performance Planning and Development System was developed in consultation with staff. The system was implemented and all staff were provided with training in the new system.
- The Trust entered into an agreement with Lady Gowrie Corporate Child Care Advisor Service to provide information and referral to staff on a range of services for their families. Representatives of Lady Gowrie Corporate Child Care Advisor Service addressed all staff on the range of services provided.

### Major equal employment opportunity outcomes for 2003–2004

An EEO Priority Program has been developed for the next twelve months and includes the following additional goals and strategies:

- Review and update policies and procedures for workplace harassment and grievance resolution.
- Enhance the Spokeswomen's Program through developing a VSA agencies Spokeswoman network.
- Design and conduct a staff survey on discrimination, grievances and harassment in the workplace.
- Review recruitment and selection processes to maximise opportunities for applicants from EEO groups.
- Conduct Selection Committee training and Job Application and Interview Skills training for staff.
- Implement strategies for identified specific positions for increased EEO Group representations.
- Implement an Indigenous employment strategy.

## Appendix 19

### Ethnic affairs priority statement (EAPS)

Significant progress was made in implementing the Centennial Parklands Ethnic Affairs Priority Statement during 2002–2003 as part of the Trust's continued commitment to the principles of cultural diversity. The Trust cultural policy encourages community participation in expressive, symbolic and collective activities that promote the city's cultural vibrancy. A series of information sheets in 15 languages with basic information about the Parklands are available throughout the Parklands.

The Interpretive Plan for the landscape and cultural heritage values of the Parklands continued through development of the Guriwal Bush Tucker Trail and interpretive walk. With the co-operation of the local Indigenous people, further interpretive work is under way.

## Appendix 20

### Disability plan

The Plan of Management for Centennial Parklands establishes directions for planning resource management, maintenance, public access and use of the Parklands. The Plan identifies the 'Right of Access' as one of the major issues faced by the Trust.

Equity of access is fundamental to a people's park. Strategies identified in the Plan of Management to improve special needs access include:

- Provision of equitable access to open space and facilities.
- Continuously upgrade and improve basic facilities.
- Enhance links and access points between parts of Centennial Parklands.
- Foster equity of access through information provision and consultation.

In line with the Plan of Management and other plans and policies the Trust is preparing an Equitable Access Plan which will provide a strategic framework for ensuring the Parklands provides an acceptable level of access for all. The following two criteria are inherent in the plan:

- Preservation of the essential experiences of the Parklands.
- Equal assessment of physical, sensory and intellectual abilities.

The Centennial Parklands' Equitable Access Plan is comprised of the following three major components: an Access Strategy, an Access Audit and an Implementation Plan.

## Appendix 21

### NSW Government action plan for women

The NSW Government action plan for women is a whole-of-government approach to improving the economic and social participation of women in NSW society. The Trust contributes to the action plan's objective to promote workplaces that are equitable, safe and responsive to all aspects of women's lives and works towards gender equity outcomes in all areas of policy development and service delivery.

During 2002–2003, the key result in this reporting period was work on the Spokeswomen's program. This included quarterly seminars for staff on a series of topics including stress management and personal safety.

## Appendix 22

### Occupational health and safety (OHS)

Centennial Park and Moore Park Trust is committed to providing a safe workplace for its staff and visitors. During 2002–2003, focus has been on improving staff consultation and managing risks to comply with the *Occupational Health and Safety Act 2000*.

A team based risk assessment plan has commenced and work groups compile their own risk identification and control strategies. Training has been divided into statutory and risk management training with funding allocated to ensure all statutory needs are met and staff have skills to address high risks. The OHS committee is proving enthusiastic and effective in assisting with communication and improving safety awareness. Improving knowledge of OHS is the key to improving safety behaviour and recent workshops on OHS legislative requirements and the formulation of a new three-year strategic plan will ensure a best practice approach to further developments in managing health and safety. A draft best practice injury management policy and procedures is currently in the staff consultation phase.

## Appendix 22 (cont'd)

### Safety statistics

The safety statistics have continued to improve against the key performance indicators. Treasury Managed Fund have released the following figures:

Year	1999/00	2000/01	2001/02	2002/03
Number of workers compensation claims	10	7	5	4
Cost per claim per employee	\$995	\$280	\$316	\$49
Organisation ranking against all government agencies	104/122	73/118	71/111	41/111

## Appendix 23

### Code of conduct

During 2002–2003, Centennial Parklands conducted a significant review of its Code of Conduct. The review included:

- personal and professional behaviour
- guide to ethical decision making
- service to the public
- conflict of interest
- gifts and benefits
- public comment
- protecting personal confidential information
- political participation
- use of Centennial Parklands' resources
- additional employment
- corrupt conduct
- protected disclosures.

All staff were consulted on development of the Code and received training in its elements. All new employees receive training in the Code of Conduct as part of their induction program and it is available to staff on the intranet.

## Appendix 24

### Privacy and personal information protection

The Policy and Management Plan that was developed in 2002–2003 prioritises actions to ensure protection of privacy, accuracy and security of personal information by:

- reviewing current obligations and practices to protect the privacy of clients and employees
- outlining and prioritising actions to ensure Centennial Parklands continues to meet the challenges of protecting privacy within the context of changing information management and business practices.

The Trust received no applications during 2002–2003.

Centennial Parklands Privacy Policy is available on the website at [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au). Centennial Parklands has also produced a privacy brochure which is available upon request.

## Appendix 25

### Freedom of information and statement of affairs

#### Statement of affairs

Under the *Freedom of Information Act 1989*, each NSW Government agency is required to publish an annual statement of affairs. This statement describes the structure and functions Centennial Park and Moore Park Trust, how these functions affect the public, and details opportunities for the public to participate in the Trust's policy development. It also includes a list of the categories of Trust documents and how these can be accessed or amended by members of the public.

### Structure and functions

The primary responsibility of the Trust is to ensure the sustainable management of urban parkland and leisure facilities on behalf of the people of NSW. Centennial Parklands Plan of Management and associated key result areas have been developed to assist the Trust in meeting these objectives. The organisational chart and formal structure of the Trust are in the narrative section of this report.

### Effect of functions on members of the public

The Trust has a direct effect on the public by encouraging the use and enjoyment of Centennial Parklands. The Trust's objectives are to maintain and improve Trust lands and encourage the use and enjoyment of Trust lands by increasing the recreational, historical, scientific, educational, cultural and environmental value of the lands, maintaining the right of the public to use the lands, and ensuring protection of the environment in the Parklands.

### Public participation in policy development

The public can participate in policy development through the representatives of the Community Consultative Committee as well as through public consultation processes relating to various plans and activities.

### Categories of documents held by the Trust

The categories of documents held include:

- policy documents and correspondence including memoranda and circulars
- documents on internal administration of the Trust
- policy and planning documents which assist the Trust.

### Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting Centennial Parklands administration. Applications for access to Centennial Parklands documents under the *Freedom of Information Act 1989* should be accompanied by a \$30 application fee and directed to:

The FOI and Privacy Officer  
Centennial Parklands  
Locked Bag 15  
Paddington NSW 2021

Applications to amend documents relating to a person's own personal affairs may also be made to this address.

Arrangements can be made to obtain copies of documents or to inspect them by contacting the FOI and Privacy Officer (02) 9339 6699 or emailing [info@cp.nsw.gov.au](mailto:info@cp.nsw.gov.au).

### Freedom of information

#### New requests - Total to be processed

2002/03	Personal		Other		Total	
	2001/02	2002/03	2001/02	2002/03	2001/02	2002/03
0	0	0	0	0	0	0

#### Result of completed requests

Total	Personal		Other	
	2002/03	2001/02	2002/03	2001/02
	0	0	0	0

#### Ministerial Certificates

	2002/03	2001/02
Ministerial Certificates issued	0	0

#### Formal consultations

	2002/03	2001/02
Number of requests requiring formal consultations	0	0

# APPENDICES

## Appendix 25 (cont'd)

### Amendment of personal records

	2002/03	2001/02
Total	0	0

### Notation of personal records

	2002/03	2001/02
Number of requests for notation	0	0

### FOI requests granted in part or refused

	Personal		Other	
	2002/03	2001/02	2002/03	2001/02
Total	0	0	0	0

Note: There were no other bases for requests to be granted in part or refused.

### Costs and fees of requests processed

	Assessed costs		Fees received	
	2002/03	2001/02	2002/03	2001/02
All completed requests	0	0	0	0

### Discounts allowed

	Personal		Other	
	2002/03	2001/02	2002/03	2001/02
Totals	0	0	0	0
Significant correction of personal records	0	0	0	0

### Processing time

	Personal		Other	
	2002/03	2001/02	2002/03	2001/02
Total hours	0	0	0	0

### Reviews and appeals

	2002/03	2001/02
Total reviews and appeals	0	0

### Details of internal reviews completed

	Other upheld		Other varied	
	2002/03	2001/02	2002/03	2001/02
Grounds on which internal	0	0	0	0

### Details of internal review results

There were no internal reviews.

### Reviews and appeals

There were no reviews of personal requests conducted.

## Appendix 26

### Publications

Parklands magazine – quarterly  
 Calendar of Events – quarterly  
 What's on Boards – quarterly  
 Centennial Parklands Annual Report 2001/02  
 Fact sheets – various  
 Code of Conduct brochure  
 Privacy brochure  
 Moore Park Precinct brochure

## Appendix 27

### Delivery of services electronically

In 2000, the NSW Government made a commitment to make all appropriate government services available electronically.

Major achievements by the Trust in delivery of services electronically in 2002–2003 were participation with the Visitor Services Agency (VSA) which continues to provide higher quality services in the following shared and agency specific areas:

- financial management
- human resources
- records management
- asset management
- incident reporting
- bookings management.

During 2002–2003 the outsourcing arrangement for an information technology helpdesk and network support services was tendered. Evaluation of the tenders resulted in Datacom Systems being awarded the contract for the next two years.

The VSA Information Technology Unit also implemented the following infrastructure improvements and these have contributed to overall productivity improvements within Centennial Parklands:

- improved the data communications Infrastructure
- replaced 60 per cent of the desktop computers
- improved and increased the file storage capacity
- moved to a standard windows based server platform.

## Appendix 28

### Consultants

Consultancies over \$30,000	Project	Cost
Finance and accounting/tax		
Information technology		
Legal		
Management services	Hunter Bay Partners feasibility study – Moore Park South Master Plan	\$32,000
Environmental		
Engineering		
Organisational review		
Training		
<b>Total</b>		<b>\$32,000</b>
<b>Total consultancies under \$30,000</b>		<b>\$164,147</b>

## Appendix 29

### Contracting and market testing

Due to its operational size, the Trust market tests a number of services and as a result contracts out:

- Licences Portfolio Management
- Construction and Project Management
- Waste Management Services
- Cleaning Services
- Grounds Maintenance
- Security Services
- Building and Infrastructure Maintenance
- Irrigation Maintenance.

## Appendix 30

### Price determination

The Trust conducts an annual review of all fees and charges for discretionary products and services in line with changes in the CPI, other cost movements and Government directives.

## Appendix 31

### Account payment performance

Accounts payable at the end of each quarter	Quarter ended Sept. 2002 \$	Quarter ended Dec. 2002 \$	Quarter ended March 2003 \$	Quarter ended June 2003 \$
Current (within 30 days)	2,823,027	2,244,925	2,209,135	4,312,097
Overdue less than 30 days	13,549	337,136	584,642	1,296,553
Overdue between 30 and 60 days	9,127	15,065	38,870	132,704
Overdue between 60 and 90	500	1,391	22,835	12,074
Overdue more than 90 days	17,705	3,380	173,671	30,440

### Total value of accounts paid

Quarter	Total accounts paid on time			Total amount paid
	Target %	Actual %	\$	\$
September quarter	95	96%	2,823,027	2,863,908
December quarter	95	86%	2,244,925	2,601,897
March quarter	95	75%	2,209,135	3,029,153
June quarter	95	80%	4,312,097	5,783,867

## Appendix 32

### Controlled entities

The Trust controls no entities within the meaning of Section 45A(1A) of the *Public Finance and Audit Act 1983*.

## Appendix 33

### Major assets/land – disposals and acquisitions

There were no disposals of major assets during the year.

### Major assets acquired during the year were:

Transfer of parcel of land from State Transit Authority	\$.1.300 million
Landscaping improvements	\$.0.081 million
New and refurbished playgrounds	\$.0.299 million
Continuation of ponds refurbishment	\$.1.702 million
Mission Fields upgrade	\$.0.486 million

## Appendix 34

### Major assets other than land holdings

The Trust owns \$0.9 million in plant and equipment and \$0.18 million in computer equipment.

## Appendix 35

### Cost and availability of annual report

External printing cost of annual report:	\$.5576
External production cost of annual report:	\$.9339
Total:	\$.14915

These figures include GST

The 2002–2003 Centennial Parklands Annual Report is available electronically on the department's website [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au).

## Appendix 36

### Investment performance

In the past year the Trust has continued to invest surplus funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the Cash Facility, Cash Plus Facility and Bond Market Facility to meet the Trust's short-term cash flow requirements and specific future capital project commitments. The appropriate benchmark performance for comparison for the Cash and Cash Plus Facility is the UBSWA Bank Bill Index. The benchmark for the Bond Market is 60% UBSWA Australian Composite Bond Index (0+ years) and 40% UBSWA Bank Bill Index. Details on the Trust's Hourglass Investment as at 30 June 2003 are shown below:

### Hourglass Investment on 30 June 2003

Investment performance criteria	Investment performance
Value of cash facility on 1 July 2002	\$18,520
Value of cash facility on 30 June 2003	\$19,420
Interest income earned	\$899
<b>Actual rate of return</b>	<b>4.85%</b>
<b>Benchmark rate of return</b>	<b>4.97%</b>
Value of cash plus facility on 1 July 2002	\$5,832,662
Value of cash plus facility on 30 June 2003	\$6,113,770
Interest income earned	\$281,108
<b>Actual rate of return</b>	<b>4.82%</b>
<b>Benchmark rate of return</b>	<b>4.97%</b>
Value of bond market facility on 1 July 2002	\$3,711,799
Value of bond market facility on 30 June 2003	\$3,993,745
Interest income earned	\$281,946
<b>Actual rate of return</b>	<b>7.60%</b>
<b>Benchmark rate of return</b>	<b>7.85%</b>

# APPENDICES

## Appendix 37

### Energy policy and management

End use category	Type of energy	Actual 2002/03	Actual 2001/02	Actual 2000/01
Other facilities	Electricity	724687Kwh	753260Kwh	655984Kwh
Office buildings	Electricity	159188 Kwh	138560Kwh	143440Kwh
Roadways	Electricity	124992 Kwh	124992Kwh	124992Kwh
Cost	Electricity	\$119,122	\$125,305	\$114,712
Transport – other vehicles	Petrol	(Total) 41515Ltrs	40,640Ltrs	43,393Ltrs
	Diesel	23050Ltrs	23,587Ltrs	22,490Ltrs
	Unleaded	18465	17,053Ltrs	19,421Ltrs
	LPG	3765	1,766Ltrs	1,482Ltrs
Cost	Fuel	\$34,764	\$35,079	\$35,956

## Appendix 38

### Waste reduction and purchasing policy

The NSW Government's Waste Reduction and Purchasing Policing (WRAPPS) requires all state government agencies to develop and implement a WRAPP Plan to reduce waste and increase purchases of recycled content materials in four areas:

- paper
- office equipment and consumables (eg toner cartridges)
- vegetation material (tree clippings, leaves etc.)
- construction and demolition material.

#### Initiatives during 2002–2003 include:

- The Trust is currently developing a stores and purchasing policy document that will be completed in September 2003
- All event organisers submit a waste management plan prior to approval of an event
- Waste management review conducted providing directions for development of a new best practice waste management contract
- A waste audit was conducted of the Centennial Park depot was undertaken in October 2002 and provided recommendations to change contractors' waste practices – this has been undertaken
- All office work stations have A4 desktop recycling trays
- Eighty per cent of green waste is either re-used on site or diverted from land fill to a dedicated green waste processing facility
- The Trust has increased purchases of recycled materials
- One hundred per cent of toner cartridge purchases are recycled.

#### Park waste (tonnes)

	Total 2002/03
Waste	213.6
Recycling	39.3
<b>Total</b>	<b>252.9</b>

## Appendix 39

### Risk management and insurance

Insurance coverage with the NSW Treasury Managed Fund continued throughout 2002–2003, with policies for workers compensation, liability, motor vehicle, property, and miscellaneous insurance. The Centennial Parklands control environment ensures that risk management principles are integrated into all aspects of the decision-making process.

With the major exposure public liability, more detailed analysis of incidents was undertaken during 2002–2003, and incident reports continued to improve markedly overall in both quality and quantity since training workshops for staff and contractors were first introduced in October 2002 and again in February 2003. With a redesigned incident reporting form and enhanced reporting system, the extensive level of information now collected immediately following an incident is already making further independent investigations and defence of any claims easier for both the Trust and the community.

Leadership in interactive networks such as SUPER and IPSP ensure that optimum operational practices and broad comprehensive benchmarking are undertaken within the Centennial Parklands control environment.

## Appendix 40

### Research and development

During the reporting period, no research and development projects were undertaken.

## Appendix 41

### Grants to non-government organisations

There were no grants to non-government organisations during the year.

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**Centennial, Moore and Queens Parks  
open to the public 365 days a year**