

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

Parklands Office
Counter Banksia Way
Centennial Park
Monday to Friday
8.30 am – 5.00 pm

Visitor Information counter
Banksia Way
Centennial Park
Monday to Friday
9.00 am – 4.00 pm
Weekends
10.00 am – 3.00 pm

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Centennial Park, Moore Park and
Queens Park are open to the public
365 days a year.

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THE PEOPLE'S PARK

CENTENNIAL
PARKLANDS
ANNUAL REPORT
2010-11

The Hon. Robyn Parker MP
Minister for Environment and Heritage

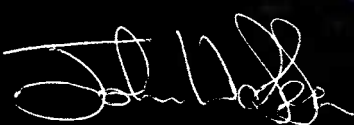
30 November 2011

Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

In accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the Regulations under those Acts, we have pleasure in submitting the Annual Report for 2010-11 of the Centennial Park and Moore Park Trust.

Yours sincerely



John Walker
Chairman



Yvette Pietsch
Deputy Chair

SCOPE OF REPORT

This Annual Report for 2010-11 contains:

- the Centennial Park and Moore Park Trust's performance against the strategies of the Centennial Parklands Plan of Management 2006-16, as reported in the year's highlights table on pp.8-9.
- detailed reporting on the Trust's performance against the challenges identified in the Annual Business Plan 2010-11 appearing under the environmental, social and economic sections.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Centennial Park and Moore Park Trust acknowledges the Gadigal clan as the traditional custodians of the country on which Centennial Parklands has been constructed.

**"It shall be the People's Park...
a public open space for the
enjoyment of the people of NSW"**

SIR HENRY PARKES, GOVERNOR OF NSW, 1888

SUSTAINABLE

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“My favourite part of Centennial Parklands is finding myself lost around Lachlan Swamp”

JESSICA SETTREE, DEDICATION PROGRAM COORDINATOR

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ABOUT CENTENNIAL PARKLANDS

Centennial Parklands is one of the world's most visited public spaces.

CENTENNIAL PARKLANDS

Centennial Parklands is one of the world's most visited public spaces. It is estimated that over 11 million visits are made to the Parklands' annually and it plays a central role in the hearts, minds and lifestyles of the people of Sydney and beyond.

The Parklands cover more than 360 hectares and is made up of three parks – Centennial Park, Moore Park and Queens Park. It is listed on the State Heritage Register and the Register of the National Estate. It is managed by the Centennial Park and Moore Park Trust (Trust) on behalf of the people of New South Wales.

A detailed map of Centennial Parklands, on the inside back cover, shows the area discussed in this report.

Centennial Park

Centennial Park was dedicated by Sir Henry Parkes in 1888 as a public open space for the enjoyment of the people of NSW. Hundreds of unemployed men were enlisted, turning swamps, scrub and rock into a grand park in the Victorian tradition, with formal gardens, ponds, statues and wide avenues where Sydneysiders could drive carriages and 'take the air'.

This work set the scene for the Park's defining moment, as the site of the inauguration of Australian Federation on 1 January 1901 where the states and territories came together to form a nation. The Federation Pavilion proudly stands near Grand Drive, surrounded by open space, commemorating that event and its ongoing meaning for our nation.

Today Centennial Park covers 220 hectares and remains the people's park – a haven amid Sydney's densely populated eastern suburbs. It's a playground for adults and children alike and one of the world's few inner city parks to offer horse riding facilities. It is home to diverse flora and fauna and many significant tree plantings dating back to the early 20th century, like spectacular Port Jackson figs, Holm oaks and Norfolk Island pines.

Moore Park

Moore Park was part of the original Sydney Common and was opened as a public space in 1861. Covering 115 hectares, Moore Park lies at the crossroads of some of Sydney's busiest roads providing a necessary green-belt of nearly 4,000 trees, numerous sports fields and walking paths adjacent to one of the busiest sports, leisure and entertainment precincts in Australia.

The Park features a number of high profile and highly prized venues and facilities for sports and entertainment, including:

- Moore Park Golf
- The Entertainment Quarter
- Fox Professional Studios
- Royal Hall of Industries and Hordern Pavilion
- Centennial Parklands Equestrian Centre
- Parklands Sports Centre
- ES Marks Athletics Field.

GENERATED
WORLDWIDE INTEREST
IN UNVEILING
**RARE CHARLES
DICKENS STATUE**
IN FEBRUARY 2011

DELIVERED
\$4.8M
OF CAPITAL
WORKS
PROJECT
IN 2010-11

542,000
SPORTS
PARTICIPANTS
USED THE
PARKLANDS IN
2010-11

Queens Park

Queens Park, covering 26 hectares, was established in 1888 to commemorate the centenary of European settlement. A total of 490 trees include dramatic Port Jackson and Moreton Bay figs, Holm oaks, Monterey pines, Araucarias and coral trees.

The park provides leisure areas and some of Sydney's busiest sporting fields all set within a natural amphitheatre surrounded by dramatic sandstone cliffs. Today, Queens Park is used for informal recreation and organised sports such as cricket, rugby, football and touch football.

CENTENNIAL PARK AND MOORE PARK TRUST

The Trust is a NSW Government agency that was established in 1983 to manage Centennial Parklands. During the NSW Government reorganisation in 2010-11, the Ministerial responsibility for the Trust was moved to the Minister for Environment and Heritage, under the Office for Environment and Heritage (see: www.environment.nsw.gov.au).

Detailed information on the operational and planning context of the Trust is available in Appendix Two (pp.79-89). Additional information on the

planning and operational framework of the Trust can be found online at: www.centennialparklands.com.au/operationalframework

In 2010-11 the Trust refined its strategic goal, vision and values into its Strategic priorities to provide improved clarity and direction for the organisation and its stakeholders. This is detailed in the *Future focus* section on p.11.





Students dip-netting in Centennial Park to test water quality (part of a Parklands educational program)

Chairman's report



Sustainability is the key word that drives our decisions and operations at the Centennial Park and Moore Park Trust – ensuring Centennial Parklands is environmentally, socially and financially sustainable. Now and for the future.

Centennial Parklands is one of Australia's most loved public spaces, and indeed one of the world's most visited public parkland. As Trustees we take our role as custodians and advocates for Centennial Parklands personally – each of the Trustees have a deep respect for its past and a commitment to see it survive and thrive in the future.

The Parklands is an asset to the community in many ways and plays many positive roles. A place to play, a place to recreate, a place to be entertained, a place to relax and a place to connect with family, friends and the community.

The financial year began with a challenge to the authority of the Trust to manage the Moore Park precinct. Through Trustee advocacy, and community and political support, the Parklands were maintained intact. It is now our intention to work with the new NSW Government and our neighbouring landowners on a more collegiate and sustainable approach to managing these precious public spaces.

By the end of 2010-11 through improved financial management, increased revenues, an engaged partnership with the Parklands fundraising arm and a managed cost base, we returned a small surplus that has been reinvested in further improvements across the Parklands assets.

Our operating revenues topped \$20 million for the year, and with a small complementary contribution from the NSW Government, we were able to meet our costs and invest in upgrading and enhancing the almost \$800 million asset base of the Parklands.

While managing the asset, we also delivered \$4.8 million in capital works projects and secured a further \$1.46 million grant from the NSW Government for capital enhancement works in 2011-12.

During the year the Trustees also welcomed a new Director and Chief

Executive to lead the operations of the Trust. Kim Ellis has brought a strong commercial awareness and wide background to the Parklands and we look forward to working with Kim over the coming years to deliver on our promise to the community – to secure a sustainable future for Centennial Parklands and all its assets.

Another pleasing aspect for the Trustees is the increasing importance and contribution of the Centennial Parklands Foundation. The Foundation is a not-for-profit body established by the Trust to raise funds for environmental and educational projects across Centennial Parklands, and to raise awareness of the challenges the Parklands face.

By year end the Foundation had contributed over \$550,000 towards Parklands projects, and has now initiated a new strategic planning process to see it move into its next phase of life.

In closing, I would like to acknowledge the role of my fellow Trustees who serve with me on the Trust, and also farewell two long-term Trustees who stepped down from their roles during the year. Dr Margaret Varady AO and the Hon Justice Annabelle Bennett AO had served nine and eight years respectively on the Trust. Their contributions were immense and their commitment to these Parklands beyond reproach. I wish them well with their many other endeavours.

I look forward to, in many respects, a new future for the Parklands and hope the citizens of NSW continue to enjoy the many experiences these Parklands offer, for a very long time to come.

A handwritten signature in black ink, appearing to read 'John H Walker'. The signature is fluid and cursive, with a large initial 'J' and 'W'.

John H Walker

Chair

Centennial Park and Moore Park Trust

Director and Chief Executive's report



In February 2011 I was delighted to be appointed the Director and Chief Executive of the Centennial Park and Moore Park Trust. What initially attracted me to the role was that it complemented my background in managing large scale infrastructure and leading the teams who deliver the operations, however what I have found has amazed me.

Since accepting the role, I have come to appreciate that this role is one that provides an opportunity to make a genuine long term social impact within the community, and of providing a leadership role within the park management industry.

The challenges we face over the coming years are enormous – how do we secure a sustainable future for Centennial Parklands in an uncertain and changing financial, social and environmental context?

To begin this process one of my first initiatives was to lead the Trust through a strategic planning process to establish a five-year planning framework. This process sought greater clarity and sense of purpose for the organisation – who we are, what we value and what our priorities should be. This plan begins on 1 July 2011 (see further information on p.11).

The Plan looks at critical functions of any organisation like this – asset life-cycle management, long term funding strategies and improvement in revenue strategies, while balancing our role as custodians and advocates for the Parklands.

One of the aspects of working at the Trust that I have been delighted with is the Trust staff. The dedication, commitment and professionalism is a credit to them and one of my goals is to encourage our staff out into industry and the community to ensure the good work of the Parklands is both recognised and seen as a best practice example of asset and park management.

I look forward to the coming years at Centennial Parklands and believe with the right focus, plans, staff and community support, we can make these world-class parklands something for the whole community to be proud.

Kim Ellis

*Director and Chief Executive
Centennial Park and Moore Park Trust*

TEN THINGS I LOVE ABOUT THE PARKLANDS – KIM ELLIS

1. Being here early in the morning, winter or summer. It's spectacular when the sun is just emerging.
2. After it has been raining, when the Parklands are lush and green.
3. The wooden walking bridge at Lily Pond.
4. The wildness of Centennial Park's south-western corner.
5. The 'lookout' perspective from the eastern heights of Queens Park.
6. Inside Federation Pavilion, where you get a sense of Centennial Park being where our nation was born.
7. The Korean War Memorial at the northern tip of Moore Park West.
8. Kippax Lake in Moore Park, which features expansive, atmospheric Moreton Bay Figs that illustrate the vision of those who ran the Parklands in the past.
9. The fresh food markets in EQ on Wednesdays and Saturdays – the best in Sydney!
10. Working with my passionate, knowledgeable and personable colleagues (especially if it involves me helping with the trees, digging gardens or operating – safely, of course – some of our equipment).



Highlights for 2010-11

Performance against the Centennial Parklands Plan of Management 2006-16

	PROTECT THE INTEGRITY OF CENTENNIAL PARKLANDS	CONSERVE LIVING HERITAGE	ENSURE EQUITY OF ACCESS AND DIVERSITY OF LEISURE
KEY RESULT AREAS	<ol style="list-style-type: none"> 1. Increased public awareness of values and priorities of Centennial Parklands. 2. Improved integration and consistency of planning across all Trust lands. 3. Effective protection of the Parklands and its boundaries. 	<ol style="list-style-type: none"> 1. Continued improvements in conservation management. 2. Increasing biodiversity in the Parklands. 3. Broader community appreciation and awareness of the living heritage of the Parklands. 4. Increased visitor satisfaction with quality of maintenance. 	<ol style="list-style-type: none"> 1. Improvements in equity of access to and within the Parklands. 2. Increased diversity of visitor profile and access to a range of recreational opportunities. 3. Improved satisfaction with Parklands accessibility within local and regional communities. 4. Increased proportion of pedestrian, cycle and public transport access to the Parklands.
KEY OUTCOMES	<ul style="list-style-type: none"> • Stage One of the major refurbishment at Showground Field (formerly Area 2), Moore Park was completed (see p.20). • National Heritage List nomination submitted (for the second time) for Centennial Park. • Pond improvements were completed to Model Yacht Pond to improve water quality and visual amenities. • Undertook extensive planning and consultation with Ausgrid on their Surry Hills to Rose Bay electrical cabling project to minimise heritage and environmental impacts from work in the Parklands. 	<ul style="list-style-type: none"> • The Charles Dickens statue was restored and reinstated along Dickens Drive in Centennial Park. The opening was held on the 99th anniversary of the authors birth (see p.15). • The 'We Won' statue in Cannon Triangle, Centennial Park was cleaned and restored – with feature uplighting added to the sculpture and the two Cannons on either side. • Commenced restoration of the historic Comrie Memorial Fountain in Moore Park. Project is being delivered in partnership with NSW Public Works (see p.25). • Successfully completed target outcomes from the annual tree replacement program, with 179 new semi-mature trees planted. 	<ul style="list-style-type: none"> • Completed the development of accessible fishing facilities and new facilities at the Education Precinct, with funding from a successful grant application (see p.32). • Major repairs were completed to four tennis courts at the Parklands Sports Centre, Moore Park. • Initiated a three-month trial of the opening of Musgrave Avenue Gates for cyclists and other park users (see p.34). • Led the establishment of a regional sports demand management forum with local councils and other landowners (see p.22). • Officially opened the Cleveland St Shared Pathway to facilitate safe and convenient access for cyclists, and link the Sydney CBD cycling network to the eastern suburbs cycling network.
FUTURE FOCUS	<ul style="list-style-type: none"> • Prepare a bold new vision and plan for Moore Park. • Deliver approximately 20 projects as part of the \$8M Capital Investment Program for 2011-12. • Prepare a major funding application for capital funding beyond 2012-13. • Complete work with Ausgrid on the electrical cabling project across Centennial Parklands. • Complete Stage Two of the major refurbishment at Showground Field (formerly Area 2) Moore Park. 	<ul style="list-style-type: none"> • Complete the restoration of the Comrie Memorial Fountain in Moore Park. • Commence restoration project on the Diana the Huntress statue in Centennial Park. • Develop a Strategic Asset Management Plan for Centennial Parklands assets, including an audit of all assets in 2011-12. • Proceed to Tender for new contracts to manage maintenance and services for Centennial Parklands. • Work with Centennial Parklands Foundation to develop new fundraising opportunities for the Capital Investment Program. 	<ul style="list-style-type: none"> • 30 new golf carts purchased for Moore Park Golf. • Seek funding for the upgrade to the running track at ES Marks Athletics Field. • Commence planning on a new five-year Sports Management Strategy to accommodate present demand for sports facilities and anticipate future demands and facilities. • Commence development of a five-year strategic events program to accommodate existing and plan for a wider, varied program.

KEY ACHIEVEMENTS OF THE TRUST IN 2010-11

- Delivery of 20 capital improvements projects valued at \$4.8M.
- Securing an additional \$1.26M from NSW Government for the Capital Investment Program 2011-12.
- The unique Charles Dickens statue was repaired and returned to its previous location on Dickens Drive. This is one of only two life-size sculptures of Dickens in the world.
- Hosting the 18th Golden Oldies World Rugby Festival.
- Developed a comprehensive marketing program for Moore Park Golf.
- OH&S audits conducted of Centennial Parklands offices, Education Precinct and depot; Moore Park Golf depot; and Centennial Parklands Equestrian Centre.
- Negotiating an agreement with the Sydney Swans for the construction of sports field lighting on Bus Loop Oval, delivering an asset valued at approximately \$250K at no cost to the Trust.
- Organisational efficacy underlined by compliance with all internal and external audits, including all Trust financial statements.

PROMOTE CULTURAL DIVERSITY AND EXPRESSION

1. Increased diversity of cultural activities that match the community's profile and demand.
2. Improved profile of the Parklands in hosting important cultural celebrations on local, regional, state and national scales.
3. Growth in broad community participation in Parklands activities and programs.

- Hosted the 18th Golden Oldies World Rugby Festival from 26 September – 3 October 2010 featuring around 5,000 players across the Parklands.
- Delivered a diverse event program including music events, Taste of Sydney food festival and Head On photography installation, attracting over 210,000 patrons in 2010-11 (see p.33).
- Began accepting bookings for the Education Precinct as a booked venue opportunity for the community.
- Commenced a number of photography projects across the Parklands, including volunteer staff from IBM and park visitor submissions. The best photos will be featured on the Parklands website in 2011-12.

- Develop a five-year strategic plan for varied events and tourism products across the Parklands, and to engage licensees and other government agencies on joint initiatives.
- Develop a 125th anniversary celebratory program for Centennial Park (2013), including public events and a capital works legacy program.
- Commence development of a 'Green Leadership' education program to leverage off the Parklands' environmental credibility and assets.

WORK IN PARTNERSHIP

1. Increased cooperation and collaboration between the Trust and the Parklands stakeholders.
2. Increased community participation in long-term management initiatives.
3. Increased international recognition for Best Practice in parkland management.

- Commenced installation of lighting at Bus Loop Field, Moore Park – in partnership with the Sydney Swans and AFL NSW/ACT.
- Created a comprehensive marketing program for Moore Park Golf, including a new website and branding.
- Delivered wide-ranging environmental improvement and enhancement projects in partnership with Conservation Volunteers Australia.
- Partnered with NSW Public Works Centenary Stone Program to deliver the Charles Dickens Statue and completion of major repairs to the We Won sculpture in Cannon Triangle.
- Partnered with Waverley Council, Catchment Management Authority and NSW Environment Trust to secure a best practice stormwater design solution at Model Yacht Pond. Construction of the works will be completed in 2011-12.

- Restoration of the Diana the Huntress statue with NSW Public Works.
- Completion of the Comrie Memorial Fountain restoration project, in partnership with NSW Public Works.
- Commence a project to generate government and corporate support for the 125th anniversary celebrations for Centennial Park in 2013.
- Continue to partner with the Centennial Parklands Foundation on a range of environmental and educational grant applications to generate funds to support the Capital Investment Program.

MAINTAIN SOUND BUSINESS PRACTICE

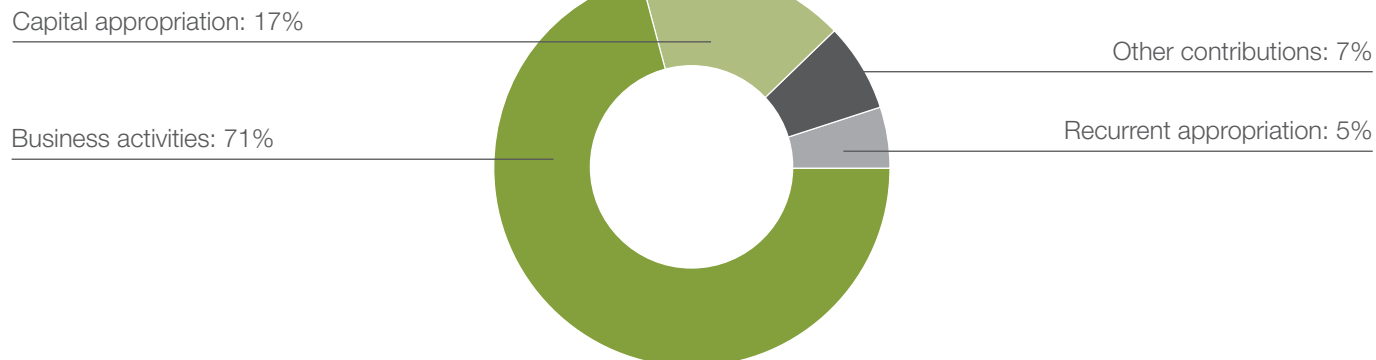
1. Improved security of recurrent government funding.
2. Improved performance in financial management.
3. Increased diversity and sustainability of funding sources.
4. Improved performance of corporate partnerships and alignment with core service objectives.

- Updated Trust fraud and corruption policy and provided training to all staff.
- The internal auditing for 2010-11 was completed with a high degree of compliance noted by the auditors.
- Completed the tender for a pet grooming service in Centennial Park; won by PetWash 2000.
- Completed a tender for on-site farrier services at Centennial Parklands Equestrian Centre; won by Bondi Farriers.
- Completed and opened the new car park at Moore Park Golf to improve access and management of the facility.
- Implemented actions associated with the *Government Information (Public Access) Act 2009*.

- Complete a revaluation of Centennial Parklands tree assets.
- Liaise with internal auditors, Audit and Risk Committee and relevant staff to implement 2011-12 Audit Program.
- The Development Approvals Procedures Manual to be significantly reviewed and updated to reflect recent changes to legislation and to ensure the Parklands are complying with all environmental planning legislation.

Financial summary

WHERE FUNDS COME FROM



WHERE FUNDS ARE SPENT



The Centennial Park and Moore Park Trust completed the 2010-11 financial year in a sound position and returned an operating surplus, the result of prudent financial management, cost reductions, improved revenue through licences and leases and an increase in capital grants from the NSW Government. This will enable future funding and essential reinvestment in the Parklands' assets and facilities, optimising visitor experience at no expense to environmental sustainability.

FINANCES AT A GLANCE	2010-11	2009-10	2008-09	2007-08	2006-07
Trust generated revenue	\$20.0M	\$19.2M	\$19.4M	\$18.1M	\$18.5M
Trust operating expenses	\$19.1M	\$19.2M	\$19.8M	\$16.6M	\$17.2M
Government recurrent funding contribution	\$1.5M	\$1.6M	\$1.8M	\$1.9M	\$2.2M
% Trust self-funding	92%	91%	91%	90%	87%

This table provides a five year snapshot of key financial aspects of the Trust's operating environment.

KEY FINANCIAL PERFORMANCES

The following operational areas performed above expectation in 2010-11:

- Employee related expenses were \$0.17M lower than the prior year reflecting cost efficiencies and the effects of the non-frontline staff freeze
- Favourable by \$81K in contract services costs due to improved contract costs management
- Sport usage and ES Marks income exceeded budget by \$97K and \$27K respectively
- Higher equestrian private clients income of \$74K
- Lower consultants expenses \$137K and doubtful debts provision reversal of \$122K.

Future focus

In May 2011 the Trust finalised its new Strategic Plan 2011-16. The Plan clarifies the role and responsibility of the Trust and its staff, and details 12 key priority areas that the Trust will focus on over the coming period.

THE STRATEGIC PLAN 2011-16

Strategic Goal

Securing a sustainable future for Centennial Parklands and all its assets.

Our vision

We aspire to be:

- Advocates and custodians of the Parklands heritage, environmental and national significance
- World-class managers of the Parklands' highly valued assets
- Recognised for diverse cultural and recreation offerings
- One of the top 10 parklands in the world – and a leading tourist destination.

Core values

Engaged with our stakeholders and customers:

- Results driven and businesslike in managing our assets
- Understanding and working in partnership, with our customers.

Innovative and adventurous

- Visionary in planning and outlook and having the courage to find new ways to succeed
- Protective and respectful of the Parklands' heritage and environment.

Energetic and collaborative

- One team servicing our customers together
- Respecting each other's skills, talents and contributions.

STRATEGIC PRIORITIES

Long term funding strategy	Develop a funding strategy which provides both operational costs and new capital funding for the Parklands from Government and Foundation sources.
Moore Park Precinct 'Bold' Plan	Develop a Moore Park Sporting, Cultural, Entertainment and Event Precinct Plan in partnership with the NSW Government to better integrate the Moore Park assets into the Parklands and create sustainable revenue for the Trust.
ES Marks Precinct Enhancement	Redevelop the ES Marks Precinct into a vibrant key Sydney venue for sports, recreation and related activities.
Moore Park Golf improvement	Develop a premier golf and recreation venue incorporating Moore Park Golf and the surrounding precinct.
Equestrian Centre improvement program	The Centennial Parklands Equestrian Centre will be improved to create a high value sporting facility which embraces the strong heritage values of the site.
Asset Management Strategy	Create a comprehensive Asset Management Strategy for Centennial Parklands which delivers sustainable asset management which supports the Parklands' Strategic Priorities.
Sports management program	Establish a leadership role for the Parklands in sports and recreation.
Events and Tourism program	Create a five-year Event Calendar which incorporates a range of high profile events to establish Centennial Parklands as a premier NSW, national and international tourist destination.
125th anniversary program	Deliver a 125th anniversary program for Centennial Park that achieves national recognition and legacy capital works and attracts additional funding for Anniversary-related activity.
Staff Improvement and Benchmarking Program	Engage and empower Trust staff to achieve improvements in customer service, efficiency and job satisfaction.
Parklands 'Green Leadership' Education Program	Ensure the Parklands are leaders in environmental management practices and education by enhancing our Parklands' Education Program.
Image and Brand	Develop an enhanced image and brand for Centennial Parklands which improves awareness, reputation and fundraising opportunities.

A close-up photograph of an Eastern Water Dragon (Physignathus lesueurii) perched on a branch within a dense network of fig tree branches. The dragon's body is covered in brown and black scales, with a prominent black stripe running down its side. Its head is turned slightly to the right, showing its eye and the spiky scales on its head. The background is a soft-focus view of the intricate, dark branches of the fig tree, creating a naturalistic and somewhat hidden environment.

“My favourite Parklands experience is to be hidden within a ‘cave’ of fig tree branches”

MARIANNA PRESTON, DIRECTOR STRATEGIC PLANNING AND PROJECTS

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Eastern Water Dragon
(*Physignathus lesueurii lesueurii*)

ENVIRONMENTAL PERFORMANCE

Every financial year the Trust sets out its priorities and annual plans to manage the Centennial Parklands built and natural environment in a sustainable and responsible manner.

These priorities and plans include capital works upgrades, asset maintenance programs, public and environmental safety projects and routine upgrade and enhancement of the flora, fauna and planning work to maintain the integrity of the Parklands.

CHALLENGE	COMMENT
To maintain high quality pond water and improve overall pond system management.	A larger and more efficient gross pollutant trap was installed; de-silting, a new macrophyte bench and planting were also completed at Model Yacht Pond.
To meet environmental compliance requirements for Showground Field, Moore Park.	Stage One of the refurbishment works included re-grading, new irrigation and turf and was completed in May. Stage Two is expected to be completed in December 2011.
Implement the Tree Replacement Program as planned.	Completed. The Tree Replacement Program achieved 235 mature trees removed and 179 new trees planted, in line with the annual target.
Ensure fuel storage complies with the <i>Protection of the Environment Operations (Underground Fuel Storage Systems) Regulation 2008</i> .	Stage One complete with the Moore Park Golf Depot made compliant. Stage Two works in 2011-12 will ensure Centennial Parklands Depot is compliant.
Develop a partnership to install sports field lighting on the Bus Loop Field, Moore Park.	Partnership to source, fund and install the lighting with the Sydney Swans and AFL NSW/ACT. Construction of lighting commenced.
Ensure that all projects within and around the Parklands meet environment and heritage planning compliance requirements.	53 development proposals were assessed on Trust and adjacent land.

\$0.55M

PROVIDED THROUGH THE CENTENNIAL PARKLANDS FOUNDATION FOR ENVIRONMENTAL AND EDUCATIONAL PROJECTS

20
CAPITAL WORKS PROJECTS

DELIVERED UNDER THE CAPITAL INVESTMENT PROGRAM IN 2010-11

179
NEW SEMI-MATURE TREES
WERE PLANTED IN THE PARKLANDS

Park improvements

Capital Investment Program

The Trust has now completed the second year of the Capital Investment Program 2009-19 (CIP). The CIP is jointly funded by NSW Government and the Trust on a dollar-for-dollar basis, with approximately \$20M allocated over the first four years of the program.

The Trust manages a large, diverse and ageing asset base with a number of significant heritage assets. These are subject to intense (and growing) community demand for access and

use of the facilities. The CIP focuses on maintaining these existing Parklands assets and ensuring they are safe, compliant and accessible.

The CIP is aligned with NSW Government policy, statutory requirements and corporate objectives. It reflects the priorities and targets of the NSW State Plan, the Sydney Metropolitan Strategy, the Centennial Parklands Results and Services Plan, the Centennial Parklands Plan of Management and the Centennial Parklands Corporate Plan 2010-15.

In 2010-11, a number of key projects were completed including: the Stage One refurbishment of Showground Field (Area 2) in Moore Park; installation of a new gross pollutant trap at Model Yacht Pond; restoration and reinstatement of the Charles Dickens and We Won statues; major repairs and upgrades to the perimeter stables at the Equestrian Centre and amenities at the Golf House; and new outdoor kitchen, sheds and accessible fishing facilities at the Education Precinct.

CAPITAL INVESTMENT PROGRAM 2010-11: SUMMARY

During 2010-11 approximately \$4.8M was spent on a wide range of projects, as summarised here:

PROJECT	EXPENDITURE (\$)
Environment	1,865,000
<ul style="list-style-type: none"> Ongoing tree replacement across the Parklands (including 179 semi-mature trees) Ongoing Eastern Suburbs Banksia Scrub regeneration at York Road and the Bird Sanctuary, Centennial Park Design of Kensington and Little Kensington Ponds improvements following a successful additional funding application to NSW Government Completion of Showground Field (Area 2) Stage One refurbishment Installation of a new gross pollutant trap, and landscape treatments to improve water quality at Model Yacht Pond. 	
Leisure facilities	667,000
<ul style="list-style-type: none"> Upgrades to Moore Park Golf House amenities and lounge Major maintenance repairs and repainting of all perimeter stables at the Equestrian Centre Completion of the Moore Park Golf car park, including installation of a new boom gate Major repairs and removal of tree roots to four tennis courts at Parklands' Sports Centre. 	
Visitor information and services	161,000
<ul style="list-style-type: none"> Completion of new outdoor kitchen, storage sheds, and modifications to create an accessible fishing platform at the Education Precinct New accessible furniture placed within the Vernon Pavilion and general park furniture replaced. 	
Heritage conservation	1,077,000
<ul style="list-style-type: none"> Comrie Memorial Fountain – design and planning completed and construction commenced at the new location in Federation Way, Moore Park Charles Dickens statue restored and reinstated on Dickens Drive, Centennial Park We Won statue restored and feature lighting added to the statue and the two adjacent cannons. 	
Utilities	145,000
<ul style="list-style-type: none"> Non-slip strips added to the restaurant deck and new mezzanine bin storage added Services upgraded to Belvedere Amphitheatre and the Parklands depot. 	
Annual provisions	919,000
<ul style="list-style-type: none"> Major equipment replaced for arboricultural, horticultural and golf operations Staff costs and additional capitalised items. 	
TOTAL	\$4,800,000

CASE STUDY

A 'LOST' CHARLES DICKENS RETURNS TO CENTENNIAL PARK

On the 199th anniversary of Charles Dickens' birthday, 7 February 2011, Her Excellency Professor Marie Bashir AC CVO, Governor of NSW, unveiled in Centennial Park one of only two life-size statues of Dickens in the world.

The Governor said that Dickens deserved a statue as he advocated for the poor and oppressed. "I also believe that, as I do with Shakespeare, they were the original psychiatrists," she speculated. "They could see beyond the obvious, they could see what motivated people – either for harm or for good."

The statue was unveiled by the Governor in the presence of the Hon. Kevin Greene MP, then Minister for Sport and Recreation, John Walker, Chair of the Centennial Park and Moore Park Trust, a team of stonemasons from NSW Public Works and members of the NSW Dickens Society.

The story of the Parklands' 'lost' Dickens statue is a complex one. Originally sited in Centennial Park in 1889, it was removed in 1972 due to vandalism.

Gaenor Vallack, a volunteer at the State Library NSW and member of the NSW Dickens Society, was the first to query the statue's whereabouts.

This prompted the Society's then President, Sandra Faulkner, to embark on a trail of discovery and intrigue.

In 2006, The Sydney Morning Herald's Column 8 took up Sandra's campaign, asking if anyone knew if the statue still existed and, if so, where was it? "We must find Mr. Dickens", the Column 8 editor proclaimed.

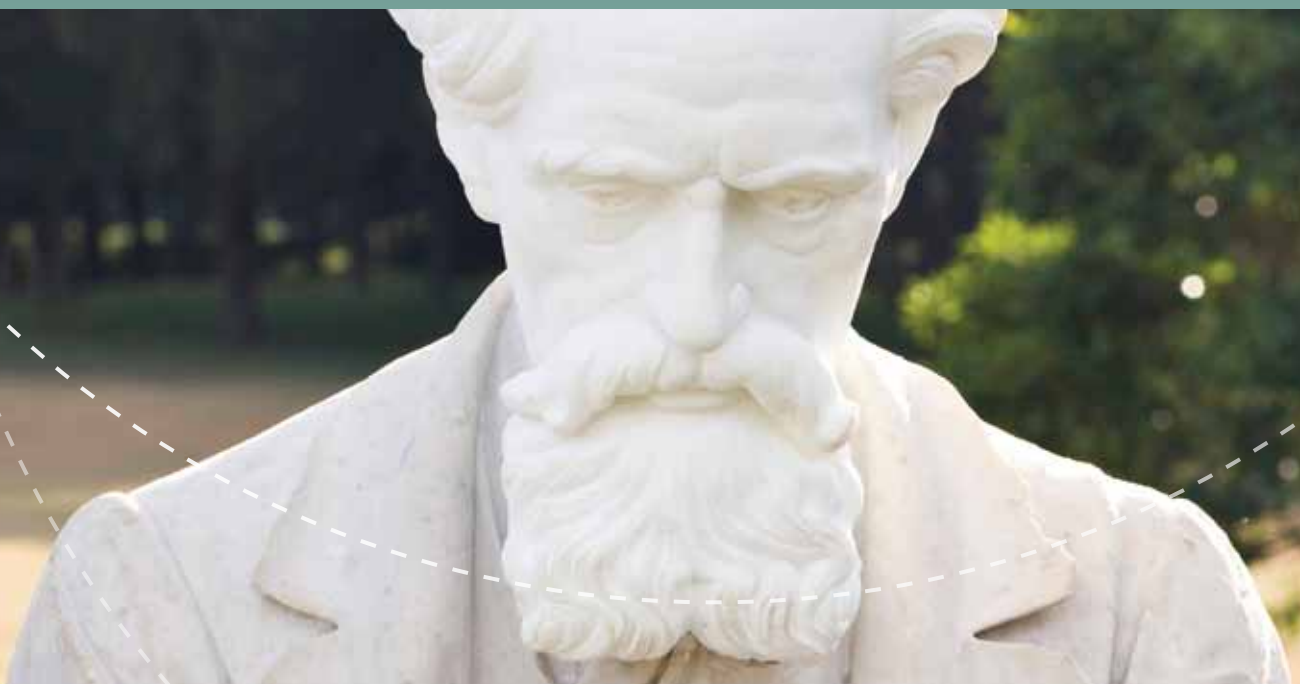
This was not the first investigation into the missing statue, however. The Melbourne Branch of the Dickens Fellowship had also tried to locate the statue and the late Cedric Dickens, great grandson of the novelist, wrote to The Sydney Morning Herald in 1986 on the topic. It was the Melbourne Fellowship that established, in 1988, the statue had been put into dry storage at T A Taylor and Sons in Rozelle, which was at the time working on a number of conservation projects for Centennial Park and the Royal Botanic Gardens.

In 2007, it was discovered that Sydney's Royal Botanic Gardens had Mr Dickens in 'protective custody' and, in 2008, the Botanic Gardens Trust offered to return the statue to Centennial Park.

In partnership with the Centenary Stoneworks Program of the Department of Services, Technology and Administration, the department's stonemasons reconstructed Dickens head, right hand's baby finger, scroll and quill from a high grade – and difficult to locate – block of Italian marble.

The rarity of Dickens statuary is due to an injunction in his will requesting that no public memorials be erected in his honour: "I conjure my friends on no account to make me the subject of any monument or testimonial whatever", Dickens' will specified.

Thanks to Laila Ellmoos, formerly Historian at the Government Architect's Office, Department of Commerce, for much of the investigative research for this project.



One of only two life-size statues of Charles Dickens in the world is in Centennial Park

PLANNING AND DEVELOPMENT ISSUES

The Trust took an active role in local planning issues throughout 2010-11, reviewing many development proposals, plans, planning policies and studies for the Parklands and its surrounding area.

53 **development proposals** were assessed during the year, comprising:

- 25 development applications and minor development proposals on surrounding land
- 14 development applications and minor development proposals on Trust land by other parties. This figure also includes a major Concept Plan Application for the redevelopment of the Entertainment Quarter (all of which required the consent of the Trust as landowner)

- 14 development proposals on Trust land by the Trust including:
 - Moore Park (Area 2) refurbishment
 - Comrie Memorial Fountain restoration and reinstallation
 - Moore Park Toll House refurbishment and adaptive reuse
 - Education Precinct Stage Two works
 - Bus Loop Field lighting
 - Ranger's Residence upgrade works
 - Kensington Ponds rehabilitation works
 - Moore Park Golf House maintenance and refurbishment
 - Moore Park major events consent renewal.

The following **legislation, plans, planning policies and studies** were reviewed during the year:

- Centennial Parklands' 2010 Conservation Management Plan
- The NSW Department of Planning's Metropolitan Strategy Review
- The City of Sydney's Cycling Education Campaign
- An alternative redevelopment Master Plan for the Entertainment Quarter
- Commonwealth Disability Discrimination Act – 'Premises Standards'
- The City of Sydney's Draft Local Environmental Plan
- A new Centennial Parklands Development Approvals Manual
- CBD to Maroubra Cycleway Study.

In addition to the above, the following **planning research** work was also undertaken during the year:

- Quarterly reviews of land use at the Entertainment Quarter
- Investigation of options for a shared pedestrian/cycle pathway on Oxford Street.



Aerial view of Fox Professional Studios

ENERGY MANAGEMENT

Corporate commitment

The Trust is committed to achieving savings in energy usage, as well as adhering to sustainable energy management principles. The Trust

has three sites that purchase electricity on the contestable market utilising the State Contracts Control Board electricity contract number 777. The purchase of electricity on this contract minimises costs and allows the purchase of Green Power, generated from renewable resources.

Planning

Accountability and responsibility for energy management has been established by the nomination of an Energy Manager and Energy Co-ordinator. Where cost-effectively feasible, the Trust endeavours to reduce energy consumption in buildings and its vehicle fleet.

Performance

The following major energy fuels were purchased by the Trust during 2010-11:

FUEL	ENERGY CONSUMED (GJ)	% OF TOTAL ENERGY	ANNUAL COST	CARBON DIOXIDE GREENHOUSE GAS EMISSIONS (TONNES)
Electricity (black coal)	3,543	68.5%	\$123,485	941
Electricity (Green Power)	102	2.0%	\$3,186	0
Automotive diesel	926	18.0%	\$29,587	65
Petrol (unleaded)	602	11.5%	\$21,644	40
FUEL TOTAL	5,172	100.0%	\$177,902	1,046

Between 2009-10 and 2010-11, there has been a 4.6% decrease in electricity consumption and a 55.3% increase in automotive diesel and petrol consumption. The large increase in automotive diesel and petrol consumption was due to a large delivery of bulk fuel in June 2011 that would not have been consumed by the end of the financial year, leading to artificially high transport fuel consumption in the 2010-11 period.

Overall greenhouse gas emissions decreased by 10% as a result of the decrease in electricity consumption.



More efficient energy usage at Moore Park Golf is a priority for 2011-12

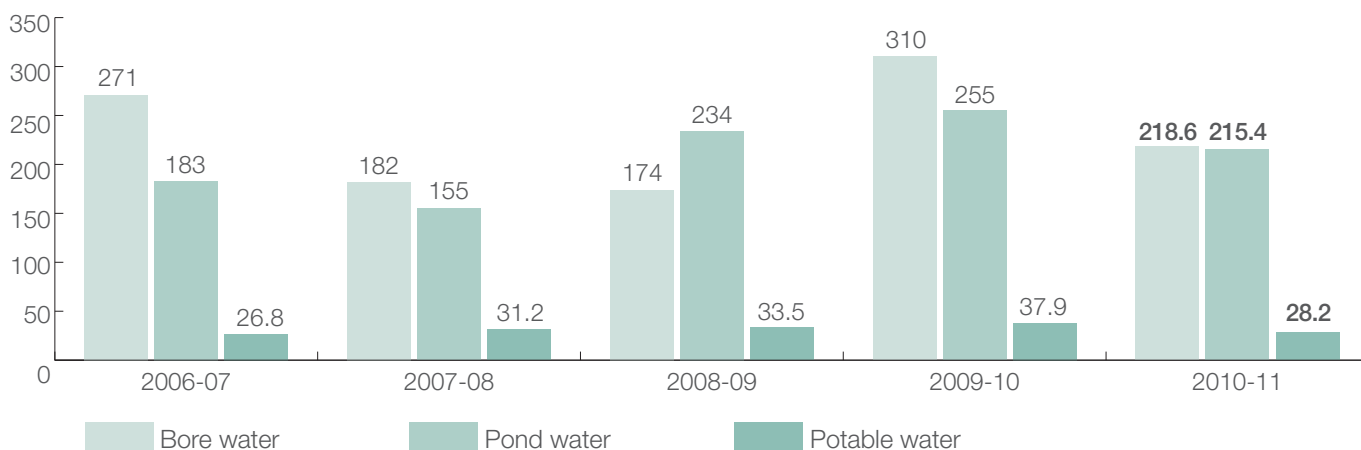
WATER MANAGEMENT

The Trust is committed to decrease its reliance on potable town water and to utilise alternate, sustainable sources of water – particularly for irrigation and non-potable uses (e.g. flushing toilets).

Mains water consumption for 2010-11 was 28.2 ML at a cost of \$58,772, representing a 25.5% decrease from 2009-10 consumption.

Water costs per kilolitre increased by 7.5% whilst the overall spend on water decreased by 19.9% between 2009-10 and 2010-11.

Water usage for 2010-11 (megalitres):



CASE STUDY

DO THE RIGHT THING, USE THE RIGHT BIN IN CENTENNIAL PARKLANDS

Funded by a partnership between the Centennial Park and Moore Park Trust (Trust) and the Australian Food and Grocery Council's Packaging Stewardship Forum (PSF), 360 bins and new waste and recycling metal signs were installed across the Parklands carrying the well known call to action, *'Do The Right Thing Use The Right Bin'*.

The new systems will divert up to 30 tonnes of aluminium cans, and glass and PET bottles, annually from the Parklands' three parks – Centennial Park, Queens Park and Moore Park – and provide *away from home* recycling opportunities for the millions of Parklands' visitors each year.

Kim Ellis, Director and Chief Executive of the Trust, said he was, "delighted with the funding and support we have received on this fantastic initiative.

"The rollout of the new waste system is in line with our sustainability and educational programs and aims to assist visitors in making the right choice when disposing of their waste. These new bins and signage will help keep our Parklands clean and rubbish-free," Mr Ellis said.

General Manager of the PSF, Jenny Pickles, said the aim of the program was to get people recycling just as effectively when they are away from

home as they do when they're at home using their kerbside collection systems.

"Through well-placed infrastructure, good promotion and a clear message of *Do the Right Thing Use the Right Bin*, we have shown we can deliver effective away from home recycling systems in public places, with minimal contamination," Ms Pickles said.

WASTE MANAGEMENT

The Trust is committed to decrease the non-recycled waste generated by the Trust's operations and park visitors, and to improve the separation rate of waste for improved disposal and reuse.

Waste management continued to be a major challenge for the Trust in 2010-11, due to increased levels of visitation. With the introduction of new initiatives, such as the PSF project (see below), recycling rates should continue to improve.

Waste breakdown

Green waste	78.8 tonnes
Recycled waste	144.5 tonnes
Non-recycled waste	812.7 tonnes

N.B. No comparison has been made to previous years due to a different methodology used to compile figures.

Litter traps

Stormwater traps, often known as Gross Pollutant Traps, installed at key stormwater entry points into the Parklands, play a key role in preserving the Parklands' environment. They captured approximately 45.6 tonnes of waste in 2010-11.

Centennial Park's ponds form a key part of Sydney's eastern suburbs stormwater system. Litter and debris from surrounding suburbs can wash into the Park's ponds during periods of high rainfall.

The stormwater traps capture a proportion of such waste, however the Trust operates a pond cleaning program to capture waste that bypasses the traps.

More information about this can be found online at:
www.centennialparklands.com.au/stormwater



New waste management stations in Centennial Parklands have improved waste recycling

ASSET MAINTENANCE

As at 30 June 2011, the Trust held over \$783M in total assets, covering the areas of buildings, infrastructure, landscapes, trees and utilities.

The Trust uses the MAINPAC Asset Management System to record asset information including service life, maintenance and financial valuations.

Buildings and infrastructure

The 2010-11 financial year resulted in the successful delivery of programmed maintenance activities on buildings and infrastructure managed by the Trust.

Key achievements during the period included:

- Development of an Asset Management Strategy Report and Business Case
- Completed works to bring the underground fuel storage at Moore Park Golf in line with the *Protection of the Environment (Underground Petroleum Storage) Regulation 2008*

- Completed a weed harvesting program in Kensington Pond East to reduce the Mexican Water Lilly which was covering the pond which is the main source of irrigation water for the Parklands
- Commenced the installation of sports field lighting on the Bus Loop Field, Moore Park.

Heritage maintenance

The Trust focussed on the maintenance of heritage assets through a number of initiatives in 2010-11 in line with the approved Heritage Asset Maintenance Strategy, including the ongoing care, upkeep of the palisade perimeter fencing and gates, and conservation of the 'We Won' statue in Centennial Park.

CASE STUDY

MOORE PARK GETS \$1.4M FACELIFT

The Centennial Park and Moore Park Trust has been undertaking a \$1.4M refurbishment of the section of Moore Park previously known as 'Area 2'. Now called Showground Field, this 4.5 hectare site is bounded by Lang Road, Driver Avenue, Moore Park Busway and Macarthur Avenue. The land was transferred to the management of the Trust in 1992 and today is predominantly used for informal, non-official sporting competition and recreation activities, as well as for events and major event day parking.

Showground Field has been used for a wide range of transport and development uses since the late 1860s – including being part of the Sydney tram network, as a car park by the Royal Agricultural Society during the annual Royal Easter Show and as a support works depot during the construction of the Eastern Distributor.

As a result of these activities, there were isolated areas of contamination in the soil. The Trust regularly monitored the site to ensure its safety and compliance, however

the site had become over-worn and was in need of refurbishment.

With the support of the NSW Government, the Trust is improving this site to ensure a higher quality, multi-purpose green space for ongoing community sporting, recreational and event use.

The work includes:

- regrading, soil refurbishment, removal of excess gravel and isolated pockets of contaminants

- installation of a new irrigation system and drainage improvements
- formalisation of gravel aisles to improve vehicle movements during major event day parking
- returfing, and mulching and conditioning around the trees.

To minimise impacts of the works and to ensure optimal turf growing conditions, the works are being delivered in two stages. The first stage was completed in late May 2011. The second stage will be completed by the end of December 2011.

TREE MANAGEMENT

The Trust successfully completed its tree replacement program objectives for 2010-11.

Tree Replacement Program

	2006-07	2007-08	2008-09	2009-10	2010-11
Trees removed	122	230	205	178	235
New trees planted	169	325	213	198	179

The success of the Centennial Parklands Tree Replacement Program continues due to the Centennial Parklands Foundation's *Tree Transplant Appeal* that was established to help raise funds to progressively replace the Parklands' declining trees.

Many of the Parklands' more than 15,000 trees were planted up to 100 years ago and are now in varying stages of old age and decay.

The Trust has developed the Centennial Parklands' *Tree Master Plan* for the management and maintenance of the Tree population across Centennial Parklands.

The *Tree Master Plan* promotes a planting and replacement program for

its ageing tree population that aims to ensure a coherent appearance as the designed landscape comes to maturity.

The Trust's Tree Replacement Program will continue to balance the Parklands' tree population towards a more even distribution of tree ages.

In 2011-12 a revaluation of the Parklands' trees will be completed in order to gain a financial value for this vital asset.

The Trust again hosted students from the Ryde School of Horticulture (NSW TAFE) to provide training for the students as well as perform valuable tree maintenance works in the Parklands.



Flourishing grass cover, mulching and tree protection elements of the Showground Field refurbishment

SPORTS FIELD MANAGEMENT

The Trust manages 36 sports fields which are used for a variety of summer and winter sports. This is approximately double the area of sports turf offered to the public by adjoining councils.

The intensive use of these sports fields requires significant renovation and regular maintenance to ensure user safety and playability. In order to repair the extensive wear and tear, the Trust completed a range of renovation works including top dressing, aeration, nutrient and herbicide application to over 35 hectares of sports turf.

Increased demand for sports facilities continues to be a challenge to maintaining suitable sports fields. The ongoing renovation of fields is carried out at the end of both the winter and summer sports season. More sustainable practices will be investigated in relation to renovation practices, such as the use of fertilisers to improve turf performance.

The Trust continues to work with sporting clubs and association to manage closure of fields in wet weather.

In 2010-11 the Trust was instrumental in the creation of the Eastern Suburbs Sports Field Demand Management Forum (see below).

ANIMALS, FISH AND BIRDS

For the past four years, the Trust has focussed its pest management control on aquatic pests in particular the European Carp (*Cyprinus carpio*).

Within the Parklands fishing is strictly prohibited. However, for the purpose of managing European Carp, and in conjunction with university research, angling is permitted for organised volunteer groups.

There are recognised environmental benefits in removing carp, with negligible impact on other animal species.

CASE STUDY

A JOINT APPROACH TO MANAGING SPORTS FIELD AVAILABILITY

The ever-increasing demand for use of sports fields in Centennial Parklands (5% increase from 2009-10), and in neighbouring council and tertiary institution areas in the eastern suburbs, led to the establishment in 2010 of the Eastern Suburbs Regional Sports Facilities Management Forum.

The Forum consists of several stakeholder groups: Centennial Park and Moore Park Trust, City of Sydney Council, Woollahra Council, Waverley Council, City of Botany Council, Randwick Council and Royal Botanic Gardens.

The aim of the Forum is to achieve a consistent approach to the management of sport facilities, discuss demand issues on a regional level and provide a forum for the exchanging of ideas and information.

In its first year the Forum has achieved much, including the development and adoption of a Charter for the Forum, a Regional Sport Facility Inventory and an overview of the Regional Wet Weather Policy.

Also on its agenda was a group overview on personal trainers, ongoing discussions on emerging trends and demand, analysis of inventory for a strategic regional approach to demand, collation of

data relating to hours of use on sports fields and adding them to an inventory spreadsheet along with the seasonal dates for each organisation.

All indications point to the Forum having a major and improved impact on the way sports facilities are managed, to the long term benefit of the eastern suburbs' many sporting groups.

Land-based pest species, including the European Fox and Australian White Ibis, continue to have a low impact on the Parklands environment. No active management initiatives of these species were considered necessary in 2010-11.

Monitoring of the population of bats was conducted throughout the year. Whilst the colony is not believed to have caused significant damage at this time there is concern that an increase in numbers caused by disruption of the camp at the Royal Botanic Gardens could cause damage to the tree population in Centennial Park in the future.

WEED MANAGEMENT

The presence and impact of weeds across the Parklands continues to be restricted to isolated infestations.

During 2010-11, the Trust undertook a weed harvesting program in Kensington Pond East to reduce an infestation of Mexican Water Lilly, thereby sustaining the main irrigation source for the Parklands.

The Trust also undertook its annual weed program to prevent bindii and other broad leaf weeds which

are prevalent in lawn areas of the Parklands. The aim of the program is to improve the quality of playing fields and the Parklands open space by reducing herbaceous weeds. All spraying is undertaken at night using the Australian Government-approved Destiny and Spearhead herbicides.



The Parklands' many playing fields routinely require weed and pest species management

CASE STUDY

PROVIDING A SAFE REFUGE FOR WILDLIFE

Australia has the dubious honour of having the worst extinction record in the world. 40% of the mammal species that have disappeared in the last 200 years have been in Australia.*

The key threats are habitat loss and degradation, invasive species, overexploitation, pollution, disease and climate change.**

Fortunately, Centennial Parklands provides a refuge for wildlife where visitors can enjoy observing and interacting with a diverse range of animals and birds.

The range of native fauna found in the Parklands includes:

- over 140 different species of birdlife, most of which are native Australian
- several mammal species, including the Brushtail Possum and four species of Australian bats, both megabats and microbats
- numerous reptiles (e.g. Blue Tongue Lizard)
- a wonderfully rich collection of invertebrates.

"The Parklands offer visitors a much more personal experience to what they might find elsewhere," explained Park and Education Ranger, Vikki Conroy.

"The animals here are conditioned to humans moving around which allows for a much more up close and personal experience.

"I believe our visitors are developing a relationship with the natural world and hopefully a desire to better understand, love and protect our precious wildlife," said Vikki.

Having such a diverse range of wildlife virtually in the middle of the city is not only a valuable and convenient education tool, it prompts one to remember a famous quote from environmentalist Baba Dioum:

"In the end we will conserve only what we love. We will love only what we understand. We will understand only what we are taught."

*(Source: <http://www.abc.net.au/catalyst/stories/2994141.htm>)

** (Source: <http://www.sustainabilitymagazine.com.au/uncategorized/australia-a-major-culprit-in-mass-extinction/>)



A Tawny Frogmouth family in Centennial Park

Future focus

The Centennial Park and Moore Park Trust is in constant consultation with the Department of Finance and Services to keep abreast of latest innovations in energy management that will allow it to sustain the energy saving targets and deliver a pleasing environmental outcome.


The Trust will also consult with industry experts to examine ways to reduce energy consumption and increase the amount of energy provided from renewable sources.

In 2011-12, projects to be completed include:

- Review of Trusts' energy consumption
- Safety improvements to Grand Drive and the Learners Cycleway
- Completion of Stage Two major refurbishment of Showground Field (Area 2) adjacent to the Hordern Pavilion in Moore Park including irrigation and returfing
- Completion of pond improvements at Model Yacht Pond and installation of gross pollutant traps and landscape improvements at Kensington and Little Kensington Ponds in Centennial Park to improve water quality for the ponds and for irrigation
- Ongoing tree replacements and Eastern Suburbs Banksia Scrub regeneration
- Completion of the Comrie Memorial Fountain in Federation Way, Moore Park
- Completion of a new business case and funding application for capital funding beyond 2012
- Undertake condition audits for Centennial Parklands' Assets
- Develop an Asset Management Strategy and system to guide maintenance and capital planning
- Tender new contracts for Irrigation Maintenance, Waste Management, Cleaning and Landscape maintenance
- New stables and the Clydesdale Pavilion at the Equestrian Centre.



Work began on upgrading and reinstating Comrie Memorial Fountain to Centennial Parklands. It will be unveiled in 2011-12



**“The Parklands creates a blank
canvas for your imagination”**

SARAH CHAMPNEYS, EXECUTIVE ASSISTANT

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SOCIAL PERFORMANCE

Every financial year the Trust sets out its priorities and annual plans in managing Centennial Parklands as a community asset that provides a place for social connection, health and lifestyle opportunities.

The links between a healthy environment and a healthy community are well proven (see: www.centennialparklands.com.au/hphp) and the Trust works to ensure that the Parklands make a positive contribution to the liveability of Sydney.

These priorities and plans include providing and managing a wide range of active and passive recreational opportunities for visitors, sporting and entertainment facilities and a vibrant arts, cultural and educational program all year round.

CHALLENGE	COMMENT
Develop volunteer programs with partner organisations.	Essential Parklands projects were carried out by corporate volunteers managed by the Trust, the Centennial Parklands Foundation and Conservation Volunteers Australia.
Sports field demand, in particular wet weather policy.	New wet weather protocols increased sports user satisfaction through improved communication and sustainable use of fields.
Manage impacts of major events across Centennial Parklands and balance the competing demands of diverse visitor bookings.	Safely managed event infrastructure at Moore Park precinct in collaboration with the Moore Park Event Operations Group and the Community Engagement and Events Division (Department of Premier and Cabinet).
Enhance the educational program with current resources.	Revitalisation of visitor programs including the introduction of 'wild' play activities.

MORE THAN
11M
ESTIMATED
VISITS
MADE TO
THE PARKLANDS
IN 2010-11

7,529
VOLUNTEER
HOURS –
UP FROM 4,500
IN 2009-10

OVER
210,000
PATRONS
IN 38 LICENSED
EVENTS

Visitor feedback

The Trust is committed to ensuring that it provides facilities and services that meet the needs and expectations of individuals and community groups who visit Centennial Parklands each year.

The Trust undertakes consultation (see p.34) and research to be sure it is continuing to meet these needs and expectations. Even so, it encourages the community to provide feedback on existing or future facilities and services. The Trust contact details are listed on the back cover of this report.

Effective investigation of incidents in identifying root causes and detecting potential hazards is important in providing a safe and enjoyable visitor experience to users of the Parklands.

Customer feedback is important to the Trust and has been instrumental in helping maintain a balance for the varying, and sometimes opposing, needs of all visitors. As a standard, the Trust aims to respond to all feedback within a 21 day timeframe.

Analysis of visitor feedback

The number of incidents recorded and feedback received totalled 813, including:

- 65 compliments
- 178 complaints.

Compliments were received mainly on Parklands visitor programs, with horses and events also getting positive feedback.

Complaints or comments were mainly in regard to the management of dogs, cycling, the Centennial Parklands Equestrian Centre, events and alleged criminal activity.

Other feedback has been provided in the way of observations or queries.

Assessing social performance

ITEMS	2006-07	2007-08	2008-09	2009-10	2010-11
Visitation to open space only (visits per annum)	5,620,000	5,793,000	5,967,000	6,146,000	6,330,000
Number of complaints	193	358	216	244	178
Number of compliments	356	282	238	132*	65*

* The feedback recorded as compliments has decreased in 2010-11 primarily due to the change in categorisation of feedback, as outlined on p.29. Trust staff also recognise they do not capture compliments as effectively as complaints. This will be addressed through training and education in 2011-12.



Families have lots of fun identifying animals in the Parklands at night during the Spotlight Prowl program

Analysis of visitor feedback

	2007-08	2008-09	2009-10	2010-11
Dog Management	46	23	33	51
Cyclists	42	58	88	96
Horses	n/a	n/a	46	126
Recreation facilities	10	56	6	14
Events	163	88	113	52
Anti-social behaviour	133	83	75	68
Vehicle related	30	16	31	40
Rubbish	83	72	40	6
Management of assets	119	63	153	26
Visitor Programs	266	216	130	49
Other	346	262	386	285
TOTAL	1238	937	1101	813



Taste of Sydney is one of the many social events that help attract a wide range of the community to Centennial Parklands, as well as provide valuable funds to help with Parklands maintenance and enhancements

Community use of the Parklands

Trust management is actively participating in delivering State Plan Priority E8: *More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity.*

VISITOR PROGRAMS

The Trust offers a diverse range of visitor programs including educational excursions, guided tours, community outreach, holiday programs, birthday parties, school holiday programs and themed events.

These visitor programs contribute directly towards meeting the Trust's commitment towards meeting state priorities.

A range of new visitor programs were introduced during 2010-11 and were received extremely well, including:

- Bush Rangers Wildlife Club (under & over 5s)
- Easter Egg Trail
- Wild Play
- Kids Fun Activities at CP Dining
- Kids Fishing Clinics
- NAIDOC week activities
- Fireside Story.

Snapshot of usage:	Measure	Comment
Total visitor program participants	11,247	Decrease 3% on 2009-10
Total volunteer hours	7,752	Increase of 58% on 2009-10
Total sport and recreational bookings	470	Data recorded differently before
Total wedding bookings	68	Increase of >1% from 2009-10
Total large-group picnic bookings (100+)	76	Decrease 2% on 2009-10

CASE STUDY

BUSH RANGERS TAKE OVER CENTENNIAL PARKLANDS

During Easter 2011, a new holiday program called the CP Bush Rangers Wildlife Club was developed and launched by the Trust with the aim of helping children to:

- learn about the environment
- develop skills to investigate and solve issues in the environment
- acquire attitudes of care and concern for the environment
- adopt behaviours and practices which protect the environment
- understand the principles of sustainability.

The CP Bush Rangers Wildlife Club is the first of its kind in Sydney and provides children living in urban areas with a chance to play freely in natural open spaces, take managed risks and use the natural environment to spark imagination.

Parental concerns of child safety and the pressure to involve children in more structured activities often take precedence over what is termed 'free' or 'wild play' which the program encourages. However, it is now widely accepted that this type of activity underpins healthy child development and builds positive social skills.

It is also the gateway to sustainable behaviour. This type of learning has spawned the 'Forest School' movement in the UK and the 'No Child Left Inside' policies of many European and North American governments.

The launch day involved 36 participants in two different age groups: 2-5 years and 5-12 years. Parents and carers stayed with the under 5s and the program lasted 90 minutes. The 5+ group was a full day experience where children were left in the capable hands of the Trust's Rangers.

Due to the program's positive feedback and success, CP Bush Rangers Wildlife Club is now a regular holiday event within the Parklands.

Still popular 2010-11 favourites:

- Pony rides
- My Little Ponies
- Birdwatchers Breakfast
- Spotlight Prowl.

Planned for 2011-12:

- Eco-teering
- Howlin' Halloween Party.

A barbecue facility opened to complement the Education Precinct as a visitor hub and attract new social and corporate visitors to this multi-functional space.

EDUCATION STRATEGY

The Trust's Education Strategy 2007-10 guided the growth of current operations while achieving quality educational outcomes.

Through the delivery of the strategy the Parklands achieved significant education and learning outcomes in 2010-11. These included an increase in school visits, better attendance at holiday activities and a stronger commitment from visitors to learning about their local environment and the Parklands.

Holiday program bookings increased in 2010-11. This was achieved through placing a focus on core environmental education themes. These themes included:

- nature
- bushcraft
- wild play

- storytelling
- making art from natural materials.

Education in the Parklands, including elements such as Busby's Bore and Australian federation, also has a strong social emphasis, in its education programs.

Since opening in September 2009, the Education Precinct has proved to be a valuable and flexible asset. It has given education in the Parklands an all-weather asset that is highly visible, which inherently helps to market education programs. There have been less weather-affected program cancellations as a result of its existence, too.

The precinct provides a central point for hosting school excursions, school holiday activities, children's birthday parties, adult tours, ponds management, carp removal and meetings for volunteer groups such as the Growing Group and Birding NSW.



Holiday programs like the Bush Rangers Club are designed to be educational – and fun too!

VOLUNTEERING IN THE PARKLANDS

The Centennial Parklands' Volunteer Program enables the community to actively contribute to environmental projects and visitor services in Centennial Parklands.

The program also reinforces the Trust's commitment to achieving the NSW State Plan Priority by increasing the number of people engaged in volunteering.

In 2010-11, the Trust received 7,753 hours of invaluable volunteer support, a 58% increase on the previous year's total of 4,500 hours.

In 2010-11 the Trust also initiated a new program called Fishing 4 Therapy through the accessing of a Federal Government grant (see below).

MANAGING THE DEMAND FOR SPORTS FIELDS

In 2010-11, the Trust's sports fields played host to approximately 542,000 organised sports participants engaged in sports training and competition. This figure represents a 6% increase in sports participation over the past year – up from the 513,000 sports participants in 2009-10 and up nearly 30% from the 420,000 in 2008-09.

This figure is made up of an estimated 244,000 summer sports participants and 298,000 winter sports participants.

CASE STUDY

FISHING 4 THERAPY – GROUPS WITH DISABILITIES VOLUNTEERING

Anyone who has ever fished will undoubtedly agree that fishing is always good therapy, but this statement holds special meaning for various groups of volunteers with disabilities who regularly wet a line at Centennial Parklands to help keep the carp population to sustainable levels.

Although fishing in the Parklands is prohibited, special exemptions can sometimes be granted. The Australian National Sportfishing Association (ANSA), was granted such an exemption after it successfully sourced a NSW Government Grant of \$9,000 to administer their disability fishing program, FISHING 4 THERAPY.

During 2010-11, attendees from the *New Era Independent Living Centre*, and *Head East, Eastern Sydney Acquired Brain Injury Community Access Service Inc*, took part in the program.

The groups consisted of adults with intellectual and physical disabilities. The project was coordinated by Tony Steiner, an ANSA NSW Project Officer. Tony was aided by Trust staff who oversaw the activity.

Tony explained: "The program helps participants develop basic motor skills and concepts associated with daily living

activities and helps encourage physical activity. Casting and winding a fishing reel, feeding the ducks by throwing bread and full interaction are some of the ways we help with their therapy.

"It may also just be to get them outside in the sunshine enjoying the park and all it has to offer while helping them to still be responsible community members."

Bronwyn Afflick, Manager of New Era said: "It's difficult to find organisations which will actively include minority groups in community based programs on a regular basis, so we look forward to continuing on with this fantastic initiative with Centennial Parklands."

From the viewpoint of Centennial Parklands, the program further broadens and strengthens its bonds with the community by making the Parklands accessible to an ever-widening group of people from all walks of life.



During the year, a total of 37,739 hours were booked on Centennial Parklands' sports fields by 235 associations, clubs and one-off individual bookings.

With ever-increasing demand and a finite number of sporting venues, the pressure upon Centennial Parklands' facilities from competing sports groups has resulted in an increase of nearly 30% in conflicting seasonal bookings (i.e. people wishing to use the same facilities at the same time).

In an effort to reduce this conflict the Trust has improved its method

of resolving these sports booking conflicts during 2010-11 and continues to collaborate with sporting associations and clubs to further refine the procedures, thus ensuring sporting fields are allocated in a fair and equitable manner.

The Trust recognises the importance it plays in meeting the needs of organised sports participants and has extended field carry capacity assessments. This has been done to better understand how it might further improve the field management

and maintenance regimes. This would enable sports participants to not only enjoy more access, but also improved sporting facilities.

In addition, the Trust has been developing a more consistent approach to a wide range of sports field access issues including wet weather closure assessments and communication, sports season and renovation dates, facility development and meeting the needs of emerging sports.

CASE STUDY

EVENTS – AND PARKLANDS – FOR THE WHOLE COMMUNITY

The busy calendar of events held in Centennial Parklands is the result of numerous proposals received by the Trust from event organisers. Each proposal is carefully reviewed to determine its suitability.

In 2010-11, 210,000 people attended 38 events held in the Parklands. These events provide important revenue which helps maintain and enhance the Parklands.

The Trust is committed to:

- encouraging the use of the Parklands by the whole community, not just isolated segments
- ensuring venue use is compatible with other Parklands uses
- ensuring the physical environment and heritage significance of the Parklands is not compromised
- achieving a viable financial return from Parklands use for the NSW Government and community.

These events can vary enormously in size, number, complexity and demographic appeal, so balancing demand and impact on the

Parklands' green open spaces and available resources therefore, is always a major factor.

In order to attract visitors spanning a broad range of ages, socio-economic groups and lifestyle preferences, the Trust hosts a varied range of events. This not only introduces new visitors to the Parklands, but also provides a diversity of experiences for regular users.

To ensure the longevity of events in the Parklands, it is necessary to minimise the impact on other park users as well as on the Parklands' flora, fauna and green open spaces. Event organisers prepare a range of management plans that address issues such as waste, traffic and sound. These plans are part of a thorough process which minimises impacts before, during and after events.



Sydney Paspaley Polo in the City is an annual event in Centennial Park that helps raise funds for the Parklands and adds diversity to its calendar of activities

Consultation and community engagement

The Trust fulfilled its statutory requirement under the Trust Act by actively seeking involvement and input from the community in the development of a number of policies and plans.

Throughout 2010-11 consultation was sought on activities including:

- Showground Field (Area 2) refurbishment
- Moore Park East future management
- tree vandalism and management issues
- developing the Centennial Parklands Strategic Plan 2011-16
- sports field management and wet weather closure policy.

COMMUNITY CONSULTATIVE COMMITTEE

The Centennial Parklands Community Consultative Committee (CCC) is an advisory body whose role is to represent a broad range of community interests to the Trust.

It is instrumental in providing a forum for communication, input and relationship building between the Trust and the Parklands' many constituencies.

The CCC is made up of people who are regular users of the Parklands and who wish to be actively involved in its preservation, effective utilisation and ongoing improvement. Remote users are also represented on the CCC, reflecting the Parklands' status as an important Sydney, regional and national landmark.

Members are all volunteers and receive no payment.

In 2010-11 the CCC met on five occasions to discuss a range of

important issues including:

- the future of Moore Park
- Comrie Memorial Fountain restoration project
- the Capital Investment Program implementation program
- issues relating to park user groups, including cyclists and dog walkers
- development of the Centennial Parklands Strategic Plan 2011-16.

In addition to their scheduled meetings, CCC members also attend public meetings such as the City of Sydney Lord Mayor's Forums, the Paddington Society, Randwick Precinct Committee and Queens Park Precinct Committee meetings.

A full list of the current members of the CCC and their attendance records are found in Appendix One (p.78).

Further information on the CCC, including the Minutes of meetings, is available online at: www.centennialparklands.com.au/ccs

CASE STUDY

A CONSULTATIVE OUTCOME: MUSGRAVE AVENUE GATES OPENING

The Centennial Park and Moore Park Trust (Trust) has completed a successful three month trial opening of Musgrave Avenue Gates to improve accessibility of Centennial Park for cyclists of the Eastern Suburbs.

Centennial Parklands is a key commuter cyclist link between the eastern suburbs cycle network and the City of Sydney's cycle network. "Every day hundreds of cyclists use the Parklands as part of their daily commute," said Mr Kim Ellis, Director and Chief Executive of the Trust.

The Trust initiated the trial in response to feedback from cyclists regarding the accessibility of this key entry point of the Park, and has received

much positive feedback from users of the Parklands – including the backing of Bicycle NSW.

The success of the trial opening of Musgrave Avenue Gates has demonstrated that this access point is safe for use by both cyclists and other visitors to Centennial Park.

Most importantly for the Trust, there were no cycling-related safety issues reported throughout the trial period

despite a number of cyclists using this entrance every week. In fact, our only incident related to a car trying to exit the Park through the partially opened gate. This resulted in the introduction of a safety bollard to deter future occurrences.

Mr Omar Khalifa, the Chief Executive Officer of Bicycle NSW, was highly supportive of this key cycling access initiative: "As a frequent cyclist in Centennial Park for many years, I am

Park visitor safety

Like all great parks in the world, Centennial Parklands has rules and regulations to ensure the safety and enjoyment of all visitors. The rules also help us protect the Parklands' plant and animal life.

Parklands rangers enforce the rules under NSW State Legislation.

Throughout 2010-11 Parklands rangers completed a total of 2,232 preventative safety actions including 1,864 educational actions and 368 formal warnings to ensure public safety in the Parklands.

Key visitor safety areas of focus continue to include vehicle and cycle traffic management in Centennial Park, Learners Cycleway pedestrian safety, dog walking compliance and the monitoring of the Banksia Way shared traffic zone.

The Trust has also implemented safety upgrades within the Parklands including new road line markings at the Parkes Drive and Carrington Drive intersection of Centennial Park. This has resulted in:

- clear directional traffic flow
- improved warning signs on Grand Drive near the learner's cycleway and children's playground
- changes to traffic conditions along Dickens Drive to allow the safe loading and unloading of school children visiting the Education Precinct in Centennial Park.

Event management

The 2010-11 event calendar featured 38 licensed events hosted in the Parklands, including a major international three day sporting event, the World Rugby Golden Oldies, and the popular return of the four-day gourmet food event, Taste of Sydney, running for the third year.

Other high profile events included Moonlight Cinema, Parklife and Good Vibrations Festival.

The events calendar attracted approximately 210,000 patrons to cultural events. Events in the Parklands are one way by which the Trust can deliver on both the NSW Government's commitment to diversity of experiences and the requirement to manage the Parklands in a financially responsible manner. They are an integral part of the Trust's operational management with all funds raised going back into the maintenance and care of the Parklands.

delighted that the Trust's initiative has proven so successful that this improved access will now be made permanent. At a time when we are in need of new models of improving the coexistence between all types of road users, Bicycle NSW believes this initiative should serve as an inspiration to others. We are particularly pleased with the contribution made by the cycling community towards encouraging and sustaining this trial."

Musgrave Avenue Gates, located on the south east corner of Centennial Park adjacent to the intersection of York and Darley Roads, will now be permanently opened daily from sunrise to sunset, in line with other vehicle gates around Centennial Park.



Evaluating safety was a key element of the successful bicycle rider access trial at Centennial Park's Musgrave Avenue Gates

Visitor information services and marketing

SUPPORTING COMMUNITY GROUPS

The calendar of events staged in Centennial Parklands continues to diversify, with a range of sport and art-based events supporting community and charity fundraisers. These in turn assist the Trust to meet its social obligations.

A number of events conducted in the Parklands provide, in addition to enjoyable participation experiences for attendees, an opportunity to raise significant funds for a host of valuable fundraising causes.

In 2010-11 these included:

- **Eastern Suburbs Relay For Life** – which raised \$126,000 for the Cancer Council NSW
- **Ride for Life** – providing precious financial support to the Prince of Wales Hospital's Oncology unit
- **Wet Nose Day** – supporting the RSPCA
- **Bobby Goldsmith Foundation's viewing events for Mardi Gras Parade** – a key component to achieving its fundraising goals
- **Evergreen Dinner** – delivery of a successful annual fundraising event for Centennial Parklands Foundation.

The Trust has invested in the upgrading and enhancement of its visitor information services throughout the last five years.

In 2010-11, key communication and engagement priorities included online, print and other visitor information and marketing activity.

ONLINE COMMUNICATIONS

Online communications have become increasingly important for Centennial Parklands, providing more immediacy and interactivity than ever before. The Trust's visitor research has indicated that Parklands' visitors are increasingly interested in receiving information on its products, services and activities electronically.

Four key websites drive awareness, revenue and improve communications about the Parklands, with the Centennial Parklands website (www.centennialparklands.com.au) acting as the flagship.

Unique visitation to the Centennial Parklands website increased by 15% in 2010-11 over the previous financial year.

During 2010-11, a new Moore Park Golf website was developed and launched to service the marketing and promotional needs of this business.

PRINT COMMUNICATIONS

Throughout 2010-11 the Trust produced numerous marketing, promotional, informational and legislatively-required publications reinforcing the values of the organisation:

- Celebrating the Parklands' heritage and significance
- Providing opportunities for a diversity of leisure, arts, sporting, entertainment and educational experiences
- Conservation of the Parklands' environmental values
- Delivering a high quality visitor experience.

Copies of these publications are available from the Parklands Office, on the Centennial Parklands website and at various locations throughout the Parklands.

CASE STUDY

SOCIAL MEDIA EXTENDS ENGAGEMENT

The Trust launched a Social Media Strategy which continues to be rolled out in stages:

- **Stage One (2009-10)** involved development of a strategy and launch of a Centennial Parklands Facebook and Twitter service, an incorporation of Google Analytics and RSS feeds into websites
- **Stage Two (2010-11)** included adding an online video service, refining Stage One communications channels and launch of the Moore Park Golf Twitter service
- **Stage Three (2011-12)** will see the launch of a Centennial Parklands iPhone app and Centennial Parklands Blog.



Employee and organisational management

OTHER INFORMATION AND MARKETING ACTIVITIES

Throughout 2010-11 the Trust also implemented a range of other information and marketing activities, including:

- the development and initial roll-out of new Moore Park Golf brand identity and input into its marketing strategy
- fact sheets and other informational material to accompany capital works projects undertaken throughout the year
- special event signage to support the hosting of large-scale events and activities in the Parklands, notably the Golden Oldies World Rugby Festival
- project managing the unveiling event of the Charles Dickens Statue achieving major media exposure nationally and internationally.

The Trust's Annual Report 2009-10 received a Silver Award from the Australasian Reporting Awards Inc. This was the seventh consecutive Silver Award demonstrating a consistent high standard of publication and production.

The Trust is committed to attracting, developing and retaining a professional workforce and providing a safe, productive and healthy workplace.

A detailed organisational chart of the organisation is found in Appendix Two (p.79).

Employee turnover for 2010-11 was 13.6%.

Employee issues are addressed at the weekly meeting of the Executive. A quarterly employee briefing session and monthly meetings of the senior employee group, facilitate employee discussion of current issues and future plans.

The Business Planning Workshops, which took place over April and May 2011, involved many employees. Discussions were held within each of the business units. These were followed by a one-day workshop of senior employees to clarify the goals for 2011-12.

A Joint Consultative Committee (JCC) also exists as a formal framework for consultation between employees and senior management. The JCC met quarterly and included representatives from each area of the organisation, the Public Service Association and Communities NSW Human Resources.

DEMOGRAPHIC AND EQUAL EMPLOYMENT OPPORTUNITY

The Trust is an equal opportunity employer, and encourages applications to vacant positions from indigenous, multicultural and other minority sectors of the community.

For more information on employee demographics, equal employment opportunity and ethnic affairs information in Appendix Two (pp.84-85).

OCCUPATIONAL HEALTH AND SAFETY

A key priority of the Trust's management and policies is providing a safe and healthy working environment for its employees. A detailed occupational health and safety (OHS) policy is in place to cover all staff, including high risk areas such as the greenkeepers at Moore Park Golf and the arborist and horticultural teams.

In 2010-11 a number of health and safety initiatives were implemented, including:

- Safety audit of Centennial Parklands and Moore Park Golf depots; Education Precinct; Centennial Parklands Equestrian Centre
- Audit of fire safety
- Pedestrian safety improvements in Parklands Depot.


Detailed information on OHS incidents and workers compensation claims can be found in Appendix Two (pp.86-88).

Future focus

The Trust's new Strategic Plan 2011-16 (see p.11) provides a focus for the social performance initiatives over the coming years. These are broken into five key areas: 2011-16 Strategic Plan establishes 12 key priorities for social performance. In 2010-11, social performance will focus on five of these priorities.

Sports management program	Exploring sustainable demand management of the Trust's diverse sporting venues.
Events and tourism program	Developing a five year event calendar and new programs for various markets.
Centennial Park's 125th anniversary	Designing a program of events, marketing and legacy works in the lead up to January 2013.
The 'Green Leadership' education program	Creating a vibrant and cost-effective education program to engage visitors.
Image and brand	Refining Centennial Parklands' identity, raising awareness of the brand and inspiring connection.

Additionally, in 2011-12, a new education strategy will be developed that will have a stronger focus on delivering learning opportunities to the whole community through formal (school excursions) and informal (holiday, after school and weekend) learning programs and activities.



“The Musgrave Avenue area has an ‘old world’
feel - completely different to the rest of the park”

TED HOARE, SENIOR ARBORIST

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ECONOMIC PERFORMANCE

Every financial year the Trust sets out its priorities and annual plans to ensure Centennial Parklands is managed in a financially sustainable and responsible manner.

These priorities and plans include financial and investment strategies, a risk management approach to managing the Parklands' operations and assets and negotiating and attracting leases and licences that make a positive and improved contribution to the Parklands.

CHALLENGE	COMMENT
Complete new tenders for the Trust's commercial activities	Completed tenders for Pet Grooming services in Centennial Park, a new on-site farrier service at the Equestrian Centre, and a tennis operators licence at Moore Park.
Undertake market rent reviews for Fox Professional Studios and Entertainment Quarter	Completed
Review and update internal policies	Completed review, update and staff training for Fraud and Corruption Prevention Policy, as well as OH&S Policies and Business Continuity policies.
Implement the new <i>Government Information (Public Access) Act 2009</i>	Completed the implementation of the Act.
Internal Audit program	Completed

THE TRUST
MAINTAINED ITS
REVENUE
BASE OF
AROUND
\$20M

DECREASED
DOUBTFUL DEBTS BY
\$122K
IN 2010-11

SECURED
\$1.26M
IN ADDITIONAL
FUNDING
FROM NSW
GOVERNMENT FOR
CAPITAL WORKS

ECONOMIC PERFORMANCE

ITEMS		2006-07	2007-08	2008-09	2009-10	2010-11
Open space cost per visit	\$	1.20	1.11	1.20	1.11	1.09
Visitors outside 5km radius (data collected every three years as per visitor survey mentioned above)	%	34%	34%	34%	35%	N/A
Maintenance investment as a % of asset value	%	0.42	0.41	0.44	0.40	0.43
Total asset value	\$M	738.3	744.3	751.3	788.3	805.4
Net cost to Government per visit	\$	0.39	0.34	0.30	0.27	0.23
Net cost to Trust per visit	\$	2.67	2.87	3.01	2.85	2.78
Total net cost per visit	\$	3.06	3.21	3.31	3.12	3.01
% of overall operating costs funded by Trust revenue	%	87.1	89.5	91.0	91.0	92.3
Trust generated revenue	\$M	15	18.1	18.9	19.2	19.0
Revenue growth	%	11.5	4.5	6.8	(1.0)	-0.4

PAYMENT PERFORMANCE

ACCOUNTS PAYABLE AT THE END OF EACH QUARTER	SEP 2010 \$	DEC 2010 \$	MAR 2011 \$	JUN 2011 \$
Current within 30 days	204,525.15	15,327.95	65,822.21	401,696.65
Overdue less than 30 days	106,349.97	102,374.51	22,569.08	103,846.94
Overdue between 30-60 days	5,592.50	539.00		181,472.75
Overdue between 60-90 days	304.70	1,939.30		1008.40
Overdue more than 90 days		280.97	-40.00	2368.00

ACCOUNTS PAYABLE

TOTAL VALUE OF ACCOUNTS PAYABLE	TARGET %	ACTUAL %	\$	TOTAL AMOUNT PAID
September Quarter	100 %	92.20 %	3,781,103	4,100,982
December Quarter	100 %	84.08 %	4,033,147	4,796,827
March Quarter	100 %	77.94 %	2,314,687	2,969,865
June Quarter	100 %	85.93 %	4,243,791	4,938,432

INVESTMENT PERFORMANCE

During the reporting year the Trust continued to invest funds in the appropriate NSW Treasury Corporation Hour Glass Investment Facility that matches the duration of the Trust's underlying liabilities and commitments.

Surplus funds have been invested in the Cash Facility and Bond Market Facility to meet the Trust's short-term and longer term obligations.

The appropriate benchmark performance for comparison for the Cash Facility and the Strategic Cash Facility is the UBS Bank Bill Index. Details of the Trust's Hour Glass investments are shown below:

Hour Glass Investment Facilities on 30 June 2011

INVESTMENT PERFORMANCE CRITERIA	2006-07	2007-08	2008-09	2009-10	2010-11
Value of cash facility on 1 July	\$478,396	\$3,038,724	\$2,880,978	\$2,669,282	\$3,918,598
Value of cash facility on 30 June	\$3,038,724	\$2,880,978	\$2,669,252	\$3,918,598	\$4,696,107
Interest income earned	\$310,329	\$442,253	\$238,274	\$199,346	\$275,509
Actual rate of return	6.41%	6.82%	5.14%	4.46%	5.37%
Benchmark rate of return	6.42%	7.34%	5.48%	3.89%	4.98%
Value of bond market facility on 1 July	\$4,582,588	\$5,133,233	N/A	N/A	N/A
Value of bond market facility on 30 June	\$5,133,233	N/A	N/A	N/A	N/A
Interest income earned	\$220,645	\$258,741	N/A	N/A	N/A
Actual rate of return	4.68%	4.69%	N/A	N/A	N/A
Benchmark rate of return	4.75%	5.08%	N/A	N/A	N/A
Value of Strategic Cash facility on 30 June	N/A	\$5,405,648	\$5,719,278	\$5,983,362	\$6,316,727
Interest income earned	N/A	\$13,674	\$313,630	\$264,084	\$33,365
Actual rate of return	N/A	0.27%	5.64%	4.62%	5.58%
Benchmark rate of return	N/A	0.28%	5.48%	3.89%	4.98%

The Trust's holdings in TCorp were around \$11.0m, an increase of \$2.1m on the previous year due to the carry-over of components of the 2010-11 capital program (e.g. Kensington Ponds refurbishment) into the 2011-12 capital program. The holdings are in line with the Trust's financial strategy, which is to ensure that it is able to meet its short-term cash flow requirements as well as specific future capital commitments.

CASE STUDY

ECONOMIC CONTRIBUTION FROM SPORTS TO THE PARKLANDS

Parallel to the Parklands' peaceful landscape is a rapidly expanding operation which generates vital income for the Trust – the hiring out of facilities and sporting venues.

The Trust invests heavily in its facilities and sporting fields to maintain them to the highest standards, but having quality venues creates heavy demand from across Sydney and beyond.

The Trust has licence and financial agreements with numerous professional sporting bodies, including the NSW Waratahs, Sydney Roosters and the Sydney Swans. These professional body relationships are of significant importance – and not just from a financial perspective. The Parklands provides a

link between them and the community, or social, type of Parklands users.

Professional body relationships are mutually beneficial and respectful, with the NSW Waratahs saying, "The [Parklands] facilities are more than sufficient and the Trust is always willing to consider any request. It's a great relationship!"

This respect exists with community sports organisations, too. Michael Vasin, CEO of Maccabi NSW, said: "Staff

at Centennial Parklands have been fantastic. We really appreciate the service and communication we receive from the people at the Trust. We look forward to a great continued relationship."

In order to ensure sporting bookings run as smoothly as possible, the Trust collaborates closely with the numerous stakeholders including Sydney Cricket and Sports Ground Trust, business operators within various venues and community sporting organisations.

MANAGING AND MAINTAINING THE TRUST'S ASSETS

There were no major assets disposed of during the year. The net value of the Trust's plant and equipment is \$836,541 and the net value of its computer equipment is \$116,380.

REVIEWING POLICIES AND PROCEDURES

In 2010-11 the Trust reviewed these policies and procedures:

- Motor Vehicle Policy
- Fraud and Corruption Prevention Policy
- Gifts and Benefits Policy
- Incident Reporting Procedures
- Business Continuity Plan
- Legislative Compliance Framework.

FILMING AND PHOTOGRAPHY

Demand from the film and television industry to shoot the Parklands' many landscapes and facilities for film or photographic activities generates a busy schedule of bookings year round.

The Trust is committed to supporting the industry and complying with the NSW Government's film-friendly policy and therefore provides responsive and flexible customer service to film and photography professional clients.

Charges for filming and photography remain capped on cost-recovery; charges are based on costs incurred by the Trust to facilitate, process and manage filming and photography bookings in the Parklands.

Filming and photography revenue for the period was approximately \$93,000. In 2010-11, filming projects captured in the Parklands ranged from major feature films such as *'The Eye of the Storm'* based on a novel by author Patrick White, *'Goddess'* featuring singer Ronan Keating and Australian actress Magda Szubanski; television commercials and programs including reality TV show *'My Kitchen Rules'* and ratings favourite *'Packed to the Rafters'*.

The Parklands continues to be sought as a picturesque backdrop for a host of lifestyle programs and its natural assets are captured frequently in photography

projects, such as for the *Donna Hay Magazine* and the stalwart *Women's Weekly Magazine*.

In this period, the Trust also hosted the annual Head On Photography Festival at the Superintendent's Residence for the second year running. This year the exhibition featured artworks by photographer Anthony Browell showcasing the Parklands through pinhole photography. Sales from this exhibition contributed financial support to the Centennial Parklands Foundation.

FEES AND CHARGES

Each year the Trust reviews its fees and charges for a diverse range of facilities including its public programs, parking, sports field hire, functions and events, Moore Park Golf and the Equestrian Centre. The aim of the review is to apply Consumer Price Index changes to fees and charges and cover any increases in administrative overheads and maintenance costs.

The Trust's new rates came into effect in July 2010 and are available online at: www.centennialparklands.com.au

CASE STUDY

PARKING AT MOORE PARK – MORE INVOLVED THAN YOU MIGHT THINK

Each year, Moore Park venues play host to numerous major events which attract hundreds of thousands of people. Many of these visitors drive their own vehicles which creates a high demand for parking.

During such events, some Moore Park fields are utilised for event parking. In 2010-11, almost 100,000 cars parked on Moore Park. This generated significant and vital revenue, helping maintain and enhance all three parks – Moore, Queens and Centennial – under the Trust's remit.

The parking activity encapsulates a key challenge for the Trust: generating funds to manage the Parklands whilst

meeting the needs of a diversity of users and communities.

All of the venues in Moore Park – including Fox Professional Studios, The Entertainment Quarter, Hordern Pavilion, Royal Hall of Industries, Sydney Cricket Ground and Sydney Football Stadium – utilise the open field parking. This land is owned and managed by the Trust and it is for this reason the Trust takes a lead role in managing the logistics on such event days.

A priority is ensuring the needs of visitors, local residents and businesses, event operators and numerous other stakeholders are addressed efficiently and responsibly.

To achieve excellent logistical outcomes takes high-level communication and co-ordination between dedicated employees at Centennial Parklands and a number of local government agencies, including the Roads and Traffic

The Centennial Parklands Foundation

The Centennial Parklands Foundation is a charitable organisation established by the Trust. Its key focus is to provide funds for environmental and educational projects endorsed by the Trust and to enhance the wider community's positive sense of 'ownership' of and engagement with Centennial Parklands.

Some key actions from the Foundation's business plan, implemented in 2010-11, included:

- the continued success of the tree and bench dedication programs
- hosting the third Evergreen Dinner, raising over \$80,000
- creating a Foundation Events fundraising program
- creating a Foundation Events Committee
- creating a Parklands 'Wish List' of projects and equipment for fund raising opportunities
- securing a donation from Ausgrid for \$100,000

- an alliance with Conservation Volunteers Australia assisting in increasing participation in volunteer programs by 58% to 7,528 hours.

Full details of the work of the Foundation in 2010-11 can be found in the separate annual report for the Centennial Parklands Foundation.

For more information, visit: www.yourparklands.org.au

Future focus

In 2010-11 and beyond, the Trust will:

- continue to revise its financial strategies with the view to matching the capital and maintenance requirements of Parklands operations with current and potential funding sources
- review service-level agreements associated with the provision of shared corporate services. This will be linked with the transition of the Parklands' from the Office of Communities to the Office of Environment and Heritage
- conduct condition audits of Parklands assets (i.e. examine

assets to help ascertain how best to manage them in the future)

- develop an asset management strategy (which will lead to outcomes such as maintenance and capital plans, including the identification of potential funding shortfalls and requirements)
- renew major service contracts (e.g. irrigation maintenance)
- look at cost recovery strategies for development assessment and approval
- implement new licensing arrangements for additional service

providers at the Equestrian Centre

- undertake an expression of interest process for the redevelopment of the Moore Park Golf precinct
- undertake an expression of interest process for the provision of additional food and beverage services in Centennial Parklands
- raise the profile of the Equestrian Centre through, amongst other avenues, involvement in Equitana, the largest equestrian trade show in the southern hemisphere.

Authority, State Transit Authority and NSW Police. This work is aided by regular monthly meetings to discuss upcoming events and formulate strategies to best manage them.

The regular success of these major events, and in particular the on-grass parking facilities made available on these event days, is testament to the long and successful relationship between numerous venue operators, event organisers, the Sydney Cricket Ground and Sports Ground Trust and the Centennial Park and Moore Park Trust.



Revenue that is raised by car parking in Moore Park for major events helps Centennial Parklands be an almost entirely self-funded entity

“I love the northern side of Duck Pond – beautiful shady trees with great roots in a tangle at your feet”

COLIN CHESHIRE, PARKLANDS RANGER

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FINANCIAL STATEMENTS

CENTENNIAL PARK AND MOORE PARK TRUST

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

STATEMENT BY MEMBERS OF THE TRUST

Pursuant to Section 41C 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 Public Finance and Audit Regulation 2010 (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) are no circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.



Mr John Walker
Trust Chairman

18 November 2011



Ms Yvette Pietsch
Trustee

CENTENNIAL PARK AND MOORE PARK TRUST

INDEPENDENT AUDIT REPORT

**Independent Auditor's Report****Centennial Park and Moore Park Trust**

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Centennial Park and Moore Park Trust (the Trust), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Trust as at 30 June 2011, and its financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the Public Finance and Audit Act 1983 (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

The Trustees' Responsibility for the Financial Statements

The members of the Trust are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the members of the Trust determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Trust's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of the Trust, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

CENTENNIAL PARK AND MOORE PARK TRUST

INDEPENDENT AUDIT REPORT

My opinion does *not* provide assurance:

- about the future viability of the Trust
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- 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 of New South Wales are not compromised in their role by the possibility of losing clients or income.



Jack Kheir
Director, Financial Audit Services

15 November 2011
SYDNEY

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2011

	NOTE	2011 \$'000	2010 \$'000
REVENUE			
Sale of goods and services		8,728	9,116
Investment revenue		9,394	9,151
Retained taxes, fees and fines		233	337
Grants and contributions		7,646	5,154
Other revenue		1,575	636
Total Revenue	2	27,576	24,394
EXPENSES			
Personnel services		5,378	5,554
Other operating		13,676	13,636
Depreciation and amortisation		5,824	5,419
Loss/(Gain) on disposal of assets		(34)	334
Total Expenses	3	24,844	24,943
SURPLUS/(DEFICIT) FOR THE YEAR		2,732	(549)
OTHER COMPREHENSIVE INCOME			
Net increase in Property, Plant and Equipment Valuation	9	14,087	37,978
Total Other Comprehensive Income for the Year		14,087	37,978
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		16,819	37,429

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2011

	NOTE	2011 \$'000	2010 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	6,416	4,259
Trade and other receivables	6	1,209	839
Inventories	7	158	158
Financial assets at fair value	8	6,382	5,983
Total Current Assets		14,165	11,239
Non-Current Assets			
Property, Plant and Equipment			
• Land and buildings	9(a)	472,281	472,741
• Plant and equipment	9(b)	1,251	1,230
• Infrastructure systems	9(c)	317,364	302,643
Total Property, Plant and Equipment	9	790,896	776,614
Intangible assets	10	214	315
Other	11	76	86
Total Non-Current Assets		791,186	777,015
Total Assets		805,351	788,254
LIABILITIES			
Current Liabilities			
Trade and other payables	12	3,615	3,756
Income in advance	13	2,299	1,170
Total Current Liabilities		5,914	4,926
Non-Current Liabilities			
Income in advance	13	4,685	5,395
Total Non-Current Liabilities		4,685	5,395
Total Liabilities		10,599	10,321
NET ASSETS		794,752	777,933
Equity			
Reserves		200,425	186,356
Accumulated funds		594,327	591,577
TOTAL EQUITY		794,752	777,933

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2011

	ACCUMULATED FUNDS		ASSET REVALUATION RESERVE			
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Balance at the beginning of the Year	591,577	591,960	186,356	148,544	777,933	740,504
Surplus/(Deficit) for the Year	2,732	(549)	–	–	2,732	(549)
Other Comprehensive Income						
Increase in Property, Plant and Equipment Valuation	–	–	14,087	37,978	14,087	37,978
Total Other Comprehensive Income for the Year	–	–	14,087	37,978	14,087	37,978
Transfers Within Equity						
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	18	166	(18)	(166)	–	–
Total Transfers Within Equity	18	166	(18)	(166)	–	–
Total Comprehensive Income for the Year Attributable to Owners of the Authority	2,750	(383)	14,069	37,812	16,819	37,429
BALANCE AT THE END OF THE YEAR	594,327	591,577	200,425	186,356	794,752	777,933

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2011

	NOTE	2011 \$'000	2010 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Personnel services		5,288	5,612
Suppliers and Other		18,537	17,277
Total Payments		23,825	22,889
Receipts			
Sale of goods and services		8,659	9,471
Retained taxes, fees and fines		239	329
Interest received		360	231
Rent received		13,355	12,016
Grants		6,435	4,537
Other		1,355	1,084
Total Receipts		30,403	27,668
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	6,578	4,779
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		39	19
Purchase of land and buildings, plant and equipment and infrastructure systems		(4,460)	(4,131)
Net Cash Flows Used in Investing Activities		(4,421)	(4,112)
Net Increase in Cash		2,157	667
Opening cash and cash equivalents		4,259	3,592
CLOSING CASH AND CASH EQUIVALENTS	5	6,416	4,259

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Centennial Park and Moore Park Trust (the Trust) is a reporting entity. There are no other entities under its control which are required to be consolidated in these financial statements.

The mission of the Trust is to manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community. Centennial Parklands is 360 hectares in area and comprise Centennial Park, Moore Park and Queens Park. The Trust's principal activities are to provide venues for the community which enable participation in a range of recreational, cultural and educational activities for diverse users as well as preserving and improving the Parklands.

The Trust is domiciled in Australia and its principal place of business is Banksia Way, Centennial Park, Sydney.

The Trust is a not-for-profit entity (as profit is not its principal objective) and is consolidated as part of the NSW Total State Sector.

As a result of the Public Sector Employment Legislation Amendment Act 2006, employees of the Trust are reported as employees of a Division of the Government Service which currently is Department of Premier and Cabinet (refer also note 1(f)). The Trust reports employee related information as "personnel services" in its financial statements.

These financial statements for the year ended 30 June 2011 have been authorised for issue by the Trust on 27 September 2011.

(b) Basis of Preparation

The financial statements are for the Trust only and have been prepared as general purpose financial statements on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations); and
- the requirements of the Public Finance and Audit Act and Regulations.

Property, plant and equipment and financial assets are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations that management has made, are disclosed in the relevant notes to the financial statements.

Where necessary, comparative information has been reclassified to ensure consistent presentation with the current year.

Unless otherwise stated, amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Administered Activities

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

(e) Income Recognition

Revenue is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Grants

Contributions from the NSW Government and other bodies are recognised as income when the Trust obtains control over the assets comprising the contributions. Control is normally obtained upon the receipt of cash.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as income when the Trust transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement. Rental revenue is recognised in accordance with AASB 117 Leases on a straight-line basis over the lease term. Rent received in advance is recognised as revenue over the period to which the prepaid rent refers.

(f) Personnel Services

Personnel services to the Trust were provided by Communities NSW up to 3 April 2011. As a result of the Public Sector Employment and Management (Departments) Order 2011, from 4 April 2011 the Department of Premier and Cabinet has provided these services.

(g) 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 claim experience.

(h) Goods and Services Tax (GST)

Income, 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.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing activities and financing activities which is recoverable from, or payable to, the Australian Taxation office are classified as operating cash flows.

(i) Income Tax

The activities of the Trust are exempt from the provisions of the Income Tax Assessment Act and other Federal legislation, with the exception of the requirement to pay fringe benefit tax and goods and services tax.

(j) 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 the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent (i.e. the deferred payment amount is effectively discounted at an asset-specific rate).

(k) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(l) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper TPP 07-01. This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

Each class of physical non-current asset (excluding trees which are part of infrastructure assets) has been revalued every five years. The last such revaluation was completed on 30 June 2007 and, except for plant and equipment, was based on an independent assessment. This revaluation has been updated for market value movements at 30 June 2011.

Trees are now revalued on an annual basis effective from 1 July 2001. The valuation methodology uses a market value/compensation value basis at five yearly intervals (the last valuation on this

basis was carried out on 31 May 2006) 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 next adjustment to the base value was to be carried out on 30 June 2011, however, this has been extended to 30 June 2012 in order to be consistent with the timing of valuations for other classes of assets.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

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 are separately restated.

For other assets, 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 credited directly 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

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

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.

As a not-for-profit entity, 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.

(m) Impairment of Property, Plant and Equipment

As a not-for-profit entity the Trust is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(n) Depreciation of Property, Plant and Equipment

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 turfing 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 components of assets are recognised and depreciated over their shorter useful lives. Useful lives of the Trust's assets have been determined as follow:

	Average Useful Life Years	
	2011	2010
Buildings		
Heritage Buildings	350	350
Other Buildings	25-80	25-80
Plant and Equipment	4-10	4-10
Infrastructure Systems		
Heritage Infrastructure	350	350
Other Roads, paths, gates and fences	15-150	25-150
Underground services	10-70	15-70
Golf Course fairways and greens	100	100
Lakes and ponds	100	100

(o) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

(p) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(q) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred. However, where they relate to the replacement of a component of an asset, which restores the service potential and extends the life of the asset beyond that which it had originally, the costs are capitalised and depreciated.

(r) Leased Assets

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

Operating lease payments are charged to the Statement of Comprehensive Income in the periods in which they are incurred.

The Trust has also leased several of its property assets, two of which have lease terms of up to 50 years (when the option period is included). All leases are classified as operating leases as the lease payments do not represent substantially all the fair value of the land and as a result the lessee does not substantially hold all the risks and rewards incidental to ownership of the leased asset. Operating lease receipts are recognised in the Statement of Comprehensive Income in the period in which they are invoiced.

(s) Intangible Assets

The Trust recognises intangible assets only if it is probable that future economic benefits will flow to the Trust and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The useful lives of intangible assets are assessed to be finite.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Trust's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Trust's intangible assets are amortised using the straight line method over a period of four or five years. In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity the Trust is effectively exempted from impairment testing (refer paragraph (m)).

(t) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Statement of Comprehensive Income when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(u) Inventories

Inventories held for distribution are stated at cost, adjusted where appropriate for any loss of service potential.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the Trust would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Useful Lives of the Trusts intangible assets have been determined as follows:

	Average Useful Life Years	
	2011	2010
Computer Software	4	4
Other Intangible	5	5

(v) Investments

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. The Trust determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

Fair value through profit or loss –

The Trust subsequently measures investments classified as “held for trading” or designated “at fair value through profit or loss” at fair value. Financial assets are classified as “held for trading” if they are acquired for the purpose of selling in the near term. Gains or losses on these assets are recognised in the Statement of Comprehensive Income.

The Hour-Glass Investment facilities are designated at fair value through profit or loss using the second leg of the fair value option i.e. these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to the Trust's key management personnel.

The movement in the fair value of the Hour-Glass Investment facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item ‘investment revenue’.

(w) Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the Trust will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Statement of Comprehensive Income.

Any reversals of impairment losses are reversed through the Statement of Comprehensive Income, where there is objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(x) De-recognition of Financial Assets and Financial Liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Trust transfers the financial asset where:

- substantially all the risks and rewards have been transferred; or
- the Trust has not transferred substantially all the risks and rewards, if the Trust has not retained control.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

Where the Trust has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Trust's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(y) Other Assets

Other assets are recognised on a cost basis.

(z) Payables

These amounts represent liabilities for goods and services provided to the Trust and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(aa) Equity and Reserves

(i) 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 policy on the revaluation of property, plant and equipment as discussed in Note 1 (l).

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australia Accounting Standards (e.g. asset revaluation reserve).

(ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

(ab) 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.

(ac) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(ad) New Australian Accounting Standards issued but not Effective

At reporting date a number of Australian Accounting Standards have been issued by the Australian Accounting Standards Board but are not yet operative. These have not been early adopted by the Trust. The following is a list of those standards that will have an impact on the financial statements:

- *AASB 1053 Application of Tiers of Australian Accounting Standards* – reduces the disclosure burden and costs of preparing audited financial statement for the majority of public sector entities effective from 2013-14.
- *AASB 9 Financial Instruments and AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9* – set out requirements for the classification and measurement of financial assets effective from 2013-14.
- *AASB 2009-14 Amendments to Australian Interpretation* arising from the issuance of prepayments of a minimum funding requirement effective 2011-12.

- *AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements* – prescribes changes to a number of existing Australian Accounting Standards effective from 2013-14.
- *AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project* – prescribes small amendments to a number of existing Australian Accounting Standards effective from 2011-12.
- *AASB 2010-5 Amendments to Australian Accounting Standards arising from the Annual Improvements Project* – prescribes numerous editorial amendments to a range of Australian Accounting Standards and Interpretations effective from 2011-12.
- *AASB 2010-6 Amendments to Australian Accounting Standards arising from AASB 7* – set out additional disclosure requirements on transfer of financial asset effective from 2011-12.
- *AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* – prescribes changes to a number of existing Australian Accounting Standards effective from 2013-14.

These standards will be implemented from the 2011/12 financial year onwards and whilst the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART
OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

2. REVENUE

	2010 \$'000	2009 \$'000
(a) Sale of goods and services		
Rendering of services:		
Use of recreational facilities	8,725	9,111
Minor user charges	3	5
Total	8,728	9,116
(b) Investment revenue		
TCorp Hour-Glass Investment facilities designated at fair value through profit or loss	611	463
Interest revenue from financial assets not at fair value through profit or loss	82	32
Rents	8,701	8,656
Total	9,394	9,151
(c) Retained taxes, fees and fines		
Fines received from issuance of infringement notices for breaches of Trust regulations	233	337
Total	233	337
(d) Grants and contributions		
Grants		
NSW Government through Communities NSW*	6,435	4,537
Centennial Parklands Foundation	545	486
Department of Services, Technology & Administration	–	47
Total	6,980	5,070
Contributions of assets		
Department of Finance and Services	481	–
Office of Environment and Heritage	100	–
Department of Transport	45	–
NSW Public Works	40	–
Department of Premier and Cabinet	–	66
Sydney Swans	–	9
NSW Rugby Union Limited	–	9
Total	666	84
Total grants and contributions	7,646	5,154
<i>* Conditions on NSW Government Grants – the Trust has an obligation to achieve outcomes as agreed with NSW Treasury and outlined in its yearly business plan</i>		
(e) Other revenue		
Assets recognised first time:		
• Infrastructure Systems – Other (Note 9(e))	1,040	194
Insurance recoveries	18	13
Expense recoveries	400	407
Other	117	22
Total	1,575	636

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART
OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

3. EXPENSES

(a) Personnel services

	Communities NSW		Department of Premier and Cabinet		Total	
	2011 1/7/2010- 3/4/2011	2010	2011 4/4/2011- 30/6/2011	2010	2011	2010
Salaries and wages (including recreation leave)	3,525	4,830	1,155 -	-	4,680	4,830
Superannuation – defined contribution plans	239	328	80 -	-	319	328
Long service leave	-	(3)	(3) -	-	(3)	(3)
Workers' compensation insurance	82	121	25 -	-	107	121
Payroll tax and fringe benefits tax	193	261	66 -	-	259	261
Other	7	17	9 -	-	16	17
Total	4,046	5,554	1,332 -	-	5,378	5,554

Personnel services are now provided by the Department of Premier and Cabinet (refer also Note 1(f)). The amount of personnel services costs that have been capitalised in particular fixed asset accounts (and therefore excluded from the above) totalled \$496,872 (2010: \$516,427).

The Trust has provided grants and goods and services to the Centennial Parklands Foundation amounting to \$208,633 during the year ended 30 June 2011 (2010: \$277,995).

	2011 \$'000	2010 \$'000
(b) Other operating		
Bad debts	(108)	94
Operating lease rental expense:		
• minimum lease payments	78	84
Golf Course operations:		
• cost of sales	1,295	1,611
• operating expenses		
<i>pro shop and driving range</i>	884	906
<i>food and beverage</i>	381	428
<i>administration and other</i>	1,145	875
Maintenance	3,163	2,954
Insurance	803	822
Consultants	83	28
Power and water	321	289
Legal fees	130	119

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART
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FOR THE YEAR ENDED 30 JUNE 2011

	2011 \$'000	2010 \$'000
Waste removal and cleaning	856	826
Security	816	812
Training	29	53
Telephone	48	66
Fees for service	2,222	2,085
Supplies and materials	407	363
IT maintenance	163	196
Printing and advertising	264	241
Other	696	784
Total	13,676	13,636
<i>* Reconciliation</i>		
Maintenance expense, as above	3,163	2,954
Maintenance related employee expenses included in Note 3(a)	55	66
Total maintenance expenses included in Note 3(a) and 3(b)	3,218	3,020
(c) Depreciation and amortisation		
Depreciation		
Buildings	1,790	1,657
Infrastructure systems	3,632	3,355
Plant and equipment	291	296
Total	5,713	5,308
Amortisation		
Amortisation of capitalised expenditure on management agreements	10	10
Amortisation of intangible assets	101	101
Total	111	111
Total depreciation and amortisation	5,824	5,419
(d) Gain/(Loss) on Disposal of Assets		
Gain/(Loss) on disposal of plant and equipment		
Proceeds from disposal	39	19
Less Written down value of assets disposed	(5)	(353)
Total	34	(334)

4. INDIVIDUALLY SIGNIFICANT ITEMS

There are no significant items that are relevant in explaining the financial performance (2010: \$Nil).

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

5. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2011 \$'000	2010 \$'000
Cash at bank and on hand	1,720	340
Deposits at call – TCorp Hour-Glass Cash facility	4,696	3,919
Total	6,416	4,259
For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand and short term deposits.		
Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:		
Cash and cash equivalents (per Statement of Financial Position).	6,416	4,259
Closing Cash and Cash Equivalents (per Statement of Cash Flows)	6,416	4,259

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6. CURRENT ASSETS – TRADE AND OTHER RECEIVABLES

Sale of goods and services	105	122
Retained taxes, fees and fines	21	27
Rent receivable	207	343
GST recoverable from Australian Taxation Office	192	291
Prepayment	84	49
Other debtors – related party	437	–
Other debtors – general	248	165
	1,294	997
Less Allowance for impairment*	(85)	(158)
Total	1,209	839
* Movement in the allowance for impairment:		
Balance at the beginning of the financial year	158	68
Amounts written off during the year	(15)	(4)
Amounts recovered during the year	–	–
Increase in allowance recognised in profit or loss	(108)	94
Balance at the end of the financial year	35	158

7. CURRENT ASSETS – INVENTORIES

Held for resale:		
Shop, Bar and Food at cost	158	158
Total	158	158

CENTENNIAL PARK AND MOORE PARK TRUST

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FOR THE YEAR ENDED 30 JUNE 2011

8. CURRENT ASSETS – FINANCIAL ASSETS AT FAIR VALUE

	2011 \$'000	2010 \$'000
TCorp – Hour Glass Strategic Cash Facility	6,382	5,983
Total	6,382	5,983

9. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

(a) Land and Buildings		
At Fair Value	506,986	502,366
Less Accumulated Depreciation	(34,705)	(29,625)
Net carrying amount	472,281	472,741
(b) Plant and Equipment		
At Fair Value	3,304	3,162
Less Accumulated Depreciation	(2,053)	(1,932)
Net carrying amount	1,251	1,230
(c) Infrastructure Systems		
(i) Trees		
At Fair Value	180,765	176,229
Net carrying amount	180,765	176,229
(ii) Other		
At Fair Value	209,931	198,406
Less Accumulated Depreciation	(73,332)	(71,992)
Net carrying amount	136,599	126,414
Total Infrastructure Systems	317,364	302,643
Total Property, Plant and Equipment at Net Carrying Amount	790,896	776,614

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FOR THE YEAR ENDED 30 JUNE 2011

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems – Trees \$'000	Infrastructure Systems – Other \$'000	Total \$'000
Year ended 30 June 2011					
Carrying amount at start of year	472,741	1,230	176,229	126,414	776,614
Additions	1,005	317	259	3,292	4,873
Assets recognised first time	–	–	–	1,040	1,040
Disposals	–	(5)	–	–	(5)
Net revaluation increment less revaluation decrements	325	–	4,277	9,485	14,087
Depreciation expense	(1,790)	(291)	–	(3,632)	(5,713)
Net Carrying amount at end of year	472,281	1,251	180,765	136,599	790,896
Year ended 30 June 2010					
Carrying amount at start of year	462,763	1,202	172,163	104,056	740,184
Additions	656	328	394	2,541	3,919
Assets recognised first time	–	–	–	194	194
Disposals	–	(4)	–	(349)	(353)
Net revaluation increment less revaluation decrements	11,829	–	3,672	22,477	37,978
Transfer	(850)	–	–	850	–
Depreciation expense	(1,657)	(296)	–	(3,355)	(5,308)
Net Carrying amount at end of year	472,741	1,230	176,229	126,414	776,614

CENTENNIAL PARK AND MOORE PARK TRUST

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FOR THE YEAR ENDED 30 JUNE 2011

(d) Revaluations*Land*

- (i) Land comprising Centennial Park, Queens Park and Moore Park totalling 360.57 hectares was independently valued by Mr. E Ferdinands AAPI (Val.). The valuation was formulated on the basis of market buying price or the best available market evidence where market prices cannot be observed. Land has been valued on an unimproved or "raw land" basis i.e. the valuation excludes any built 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 cycle ways
- 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 dated 30 June 2007 and updated for market value movements at 30 June 2011 is \$399,000,000.

- (ii) Land comprising the Royal Hall of Industries and Horden Pavilion site (1.89 hectares) was independently valued by Mr R.H. Timmermans, B Com (Prop Econ) AAPI and Mr. G.C. Rowe B Bus FAPI. The valuation was based on market buying price or the best available market evidence where market prices cannot be observed.

The valuation is dated 30 June 2007 and values the land at \$2,125,000.

Buildings and Infrastructure Systems – Other

Valuation of buildings and infrastructure systems (landscaping, ponds and underground services) was independently undertaken by Mr. R.H. Timmermans B Com (Prop Econ) AAPI and Mr. G.C. Rowe B Bus FAPI. The basis of valuation was depreciated replacement cost as at 30 June 2011. The valuation is dated 30 June 2007 and has been updated for market value movements at 30 June 2011.

Infrastructure Systems – Trees

Valuation of trees was independently undertaken by Professor P Martin E.D., PhD, FALAST (the last valuation on this basis was carried out on 31 May 2006 by Professor P. Martin). The valuation methodology uses a market value/compensation value basis at five yearly intervals to establish the base value.

The base value is then updated on an annual basis taking into account the following:

- 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 trees to reflect growth
- Movement in the consumer price index.

The valuation on this annual basis was to be carried out as at 31 May 2011, however as set out in Note 1(i), this has been extended to 30 June 2012. The base value is formulated based upon a limited body of factual interpretive 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 values for populations of trees using standard tree inventory data. As such, the value attributed to any given tree in the database is derived from a statistical process and must not be used as a substitute for a fully measurable 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.

(e) Assets recognised for the first time

During the revaluation of assets carried out in 2011, a number of infrastructure assets were located that had not been recognised previously. The additional assets were valued at \$1,040,113 (2010:\$193,857) and have been disclosed in revenue as assets recognised for the first time.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

9. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(f) 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:

	2011 \$'000	2010 \$'000
Buildings	1,719	748
Plant and Equipment	298	221
Infrastructure Systems – Trees	467	209
Infrastructure Systems – Roads, fences, gates and underground services	5,941	3,649
Total	8,425	4,827

10. NON-CURRENT ASSETS – INTANGIBLE ASSETS

Cost (gross carrying amount)	891	891
Accumulated amortisation	(677)	(576)
Net carrying amount	214	315

Net carrying amount at start of year	315	371
Additions	–	45
Amortisation (recognised in “depreciation and amortisation”)	(101)	(101)
Net carrying amount at end of year	214	315

11. NON-CURRENT ASSETS – OTHER

Expenditure incurred on management agreements at cost	172	172
Accumulated amortisation	(96)	(86)
Total	76	86

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

12. CURRENT LIABILITIES – TRADE AND OTHER PAYABLES

	2011 \$'000	2010 \$'000
Personnel services*	701	628
Creditors	2,537	2,852
Other	377	276
Total	3,615	3,756
* Aggregate personnel services payables and related on-costs		
Provisions – current	572	523
Accrued personnel services expenses and on-costs	129	105
Total	701	628

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 19.

13. CURRENT/NON-CURRENT LIABILITIES – OTHER

Current		
Income received in advance – rent	1,917	750
Income received in advance – other	382	420
Total	2,299	1,170
Non-Current		
Income received in advance – rent	4,685	5,395
Total	4,685	5,395

CENTENNIAL PARK AND MOORE PARK TRUST

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FOR THE YEAR ENDED 30 JUNE 2011

14. COMMITMENTS FOR EXPENDITURE

	2011 \$'000	2010 \$'000
(a) Capital Commitments		
Aggregate capital expenditure for the acquisition of infrastructure works contracted for at balance date and not provided for in the financial statements:		
Not later than one year	92	51
Total (including GST)	92	51

The commitments shown above include input tax credits of \$8,337 (2010: \$4,609) expected to be recoverable from the Australian Tax Office.

(b) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	67	46
Later than one year and not later than five years	137	45
Total (including GST)	204	91

The commitments shown above include input tax credits of \$18,558 (2010: \$8,315) expected to be recoverable from the Australian Tax Office.

15. 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.

16. REMUNERATION OF AUDITORS

Audit Office of NSW – audit of financial statements*	63	59
Total	63	59

* No other amounts were paid to the Audit Office of NSW.

17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

As at 30 June 2011 the Trust had no contingent liabilities (2010: \$Nil).

Contingent Assets

As at 30 June 2011 the Trust had no contingent assets (2010: \$Nil).

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

18. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS FROM OPERATIONS

Reconciliation of cash flows from operating activities to the Surplus as reported in the Statement of Comprehensive Income:

	2011 \$'000	2010 \$'000
Surplus/(deficit) for the Year	2,732	(549)
Assets recognised first time	(1,040)	(194)
Depreciation and amortisation	5,824	5,418
Increment/(decrement) on doubtful debts provision	(123)	90
Increment on other financial assets	(399)	(264)
Net (gain)/loss on disposal of plant and equipment	(34)	335
Increase/(decrease) in personnel services provisions	74	(75)
(Increase)/decrease in receivables	(312)	128
(Increase)/decrease in other assets	63	170
Increase/(decrease) in creditors	(728)	375
(Increase)/decrease in income received in advance	521	(655)
Net Cash Flows from Operating Activities	6,578	4,779

19. FINANCIAL INSTRUMENTS

The Trust's principal financial instruments are outlined below. These financial instruments arise directly from the Trust's operations or are required to finance its operations. The Trust does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Trust's main risks arising from financial instruments are outlined below, together with its objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Trust has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Trust, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Trust on a continuous basis.

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(a) Financial instrument categories

Class:	Note	Category	Carrying Amount	Carrying Amount
			2011 \$'000	2010 \$'000
Financial Assets				
Cash and cash equivalents	5	N/A	6,416	4,259
Receivables (excluding prepayments)	6	Receivables (at amortised cost)	933	499
Financial assets at fair value	8	At fair value through profit or loss – designated as such upon initial recognition	6,382	5,983
			13,731	10,741
Financial Liabilities				
Payables (excluding unearned revenue)	12	Financial liabilities (at amortised cost)	2,666	2,957
			2,666	2,957

(b) Credit risk

Credit risk arises when there is the possibility of the Trust's debtors defaulting on their contractual obligations, resulting in a financial loss to the Trust. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Trust, which comprises cash and receivables. No collateral is held by the Trust.

Credit risk associated with the Trust's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

(i) Cash on hand and cash equivalents

Cash comprises predominantly cash on hand and bank balances with the Westpac Banking Corporation (WBC). Interest is earned on daily bank balances at the WBC daily cash rate. Cash equivalents comprise deposits in the NSW Treasury Corporation (TCorp) Hour Glass Cash Facility which is discussed in section (d) below.

(ii) Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the Trust will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Trust is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2011: \$818,922; 2010: \$419,245) and less than 3 months past due (2011: \$62,368; 2010: \$80,930) are not considered impaired and together these represent 91% of the total trade debtors (2010: 76%). There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

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FOR THE YEAR ENDED 30 JUNE 2011

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

	\$'000		
	Total	Past due but not impaired	Considered impaired
2011			
Less than 3 months overdue	63	62	1
3 months to 6 months overdue	4	0	4
Greater than 6 months overdue	82	52	30
Total	149	114	35
2010			
Less than 3 months overdue	81	73	8
3 months to 6 months overdue	50	0	50
Greater than 6 months overdue	106	6	100
Total	237	79	158

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7.

(c) Liquidity risk

Liquidity risk is the risk that the Trust will be unable to meet its payment obligations when they fall due. The Trust continuously manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets. The objective is to maintain continuity of funding and cash and cash equivalent balances to maximise earnings and to meet payment commitments as they fall due.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Trust's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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. No interest was awarded in 2011 (2010: \$Nil). The table below summarised the maturity profile of the Trust's financial liabilities, together with the interest rate exposure.

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The table below summarises the maturity profile of the Trust's financial liabilities, together with the interest rate exposure.

Maturity Analysis on Interest Rate Exposure of Financial Liabilities

						\$'000		
						Interest Rate Exposure		
						Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Fixed Interest Rate	Variable Interest Rate	Non- interest bearing	< 1 year	1-5 years	> 5 years
2011								
Payables								
Accruals	–	1,638	–	–	1,638	1,638	–	–
Creditors	–	1,028	–	–	1,028	1,028	–	–
Total	–	2,666	–	–	2,666	2,666	–	–
2010								
Payables								
Accruals	–	1,480	–	–	1,480	1,480	–	–
Creditors	–	1,477	–	–	1,477	1,477	–	–
Total	–	2,957	–	–	2,957	2,957	–	–

Notes:

- 1 The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above may not reconcile to the Statement of Financial Position.

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Trust's exposure to market risk is primarily through price risks associated with the movement in the unit price of the TCorp Hour Glass Investment facilities. The Trust has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Trust operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance date. The analysis is performed on the same basis for 2010. The analysis assumes that all other variables remain constant.

(i) Interest rate risk

Exposure to interest rate risk arises primarily through the Trust's cash assets. This risk is minimised by placing the majority of cash funds with WBC. The Trust does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Trust's exposure to interest rate risk is set out below.

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\$'000					
		-1%		1%	
	Carrying amount	Surplus	Equity	Surplus	Equity
2011					
Financial assets					
Cash and cash equivalents	6,416	(64)	(64)	64	64
Financial assets at fair value	6,382	(64)	(64)	64	64
	12,798	(128)	(128)	128	128
2010					
Financial assets					
Cash and cash equivalents	4,259	(43)	(43)	43	43
Financial assets at fair value	5,983	(60)	(60)	60	60
	10,242	(103)	(103)	103	103

(ii) Other price risk – TCorp Hour Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment facilities, which are held for strategic rather than trading purposes. The Trust has no direct equity investments. The Trust holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment horizon	2011 \$'000	2010 \$'000
Cash facility	Cash, money market instruments	Up to 2 years	4,696	3,919
Strategic Cash facility	Cash, money market and other interest rate instruments	1.5 years to 3 years	6,382	5,983
			11,078	9,902

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the total number of units on issue for that facility. Unit prices are calculated and published daily.

TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp, acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour Glass facilities limits the Trust's exposure to risk, as it allows diversification across a pool of funds, with different investment horizons and a mix of investments.

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TCorp provides sensitivity analysis information for each of the facilities, using historically based volatility information. The TCorp Hour Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity).

	Change in unit price		Impact on profit/loss	
	2011 %	2010 %	2011 \$'000	2010 \$'000
Hour Glass Investment – Cash facility	+ / - 1	+ / - 1	+ / - 47	+ / - 39
Hour Glass Investment – Strategic Cash facility	+ / - 1	+ / - 1	+ / - 64	+ / - 60
			+ / - 111	+ / - 99

A reasonable possible change is based on the percentage change in unit price multiplied by the redemption price as at 30 June each year for each facility (as advised by TCorp).

(e) Fair value

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour Glass investments is based on the Trust's share of the value of the underlying assets of each facility, based on the market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

The amortised cost of other financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short term nature of many of the financial instruments.

(f) Fair value recognised in the Statement of Financial Position

The Trust uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 – Derived from quoted prices in active markets for identical assets/liabilities.
- Level 2 – Derived from inputs other than quoted prices that are observable directly or indirectly.
- Level 3 – Derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs).

Fair Value at 30 June 2011	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value				
Hour Glass Investment – Cash facility	–	4,696	–	4,696
Hour Glass Investment – Strategic Cash facility	–	6,382	–	6,382
Total financial assets	–	11,078	–	11,078

Fair Value at 30 June 2010	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value				
Hour Glass Investment – Cash facility	–	3,919	–	3,919
Hour Glass Investment – Strategic Cash facility	–	5,983	–	5,983
Total financial assets	–	9,902	–	9,902

The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position.

There were no transfers between level 1 and 2 during the period ended 30 June 2011 (2010: \$Nil).

CENTENNIAL PARK AND MOORE PARK TRUST

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FOR THE YEAR ENDED 30 JUNE 2011

20. LEASES

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 fifty years.

	2011 \$'000	2010 \$'000
Details of the assets leased are:		
Land and buildings		
Gross amount of leased assets	111,921	109,748
Accumulated depreciation	(19,740)	(23,327)
	92,181	86,421
Depreciation expense for the year	877	680
Future minimum lease payments receivable		
Not later than one year	5,740	5,506
Later than one year and not later than five years	21,902	19,902
Later than five years	125,426	116,731
Total future minimum lease payments	153,068	142,139

21. 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(e)(iv) 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 bank guarantee.

22. AFTER BALANCE DATE EVENTS

No events have occurred subsequent to balance date that will materially affect the financial statements.

END OF AUDITED FINANCIAL STATEMENTS



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APPENDICES

APPENDIX 1

Governance and organisational matters

CORPORATE GOVERNANCE

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* (Trust Act). All Parklands' regulations are enforceable under the *Centennial Park and Moore Park Trust Regulation 2009*.

STATEMENT OF RESPONSIBILITY

31 October 2011

The Centennial Park and Moore Park Trust's senior management and other staff have implemented an internal control process to provide reasonable assurance regarding the achievement of the Trust's objectives. The Trust's audit function includes a program of reviews to assess these controls. This system of internal control has operated satisfactorily during 2010-11.



Kim Ellis
Director and Chief Executive

CREDIT CARD CERTIFICATION

It is the policy of Centennial Park and Moore Park Trust to limit the use of permanent corporate credit cards to staff responsible for official functions. On 30 June 2011, the one and only card was on issue to the Director and Chief Executive. I certify that all charges were incurred for official purposes and that transaction dockets showed details of the nature and purpose of the expenditure. These acquittals were authorised by the Director Business Services and examined separately by the Trust Chairman.

The Trust's policies and procedures in force during 2010-11 complied with best practice as detailed in the policy and guidelines paper issued by Treasury.



Kim Ellis
Director and Chief Executive

THE TRUST

The Trust typically consists of eight Trustees (there were five in place as at 30 June 2011 with the remaining vacancies yet to be appointed by the Minister), who are responsible to the Minister for Environment and Heritage for overseeing the management and policy direction of the organisation.

In 2010-11, the Trust held full Trust meetings on eight occasions.

In addition, the Trust also has finance, audit and marketing committees with external representation to help its work. These committees typically meet on a quarterly basis. See p.78 for meeting attendance records.

During the financial year, the Trust's activities were focussed on key areas that ensured:

- business viability
- right of access
- increased recognition for its position and direction
- promotion of its cultural strength and expression
- review of the Trustees Corporate Governance and Orientation Manual in line with Public Sector guidelines.

The Trustees



MR JOHN WALKER

Chairman
B.Bus

Mr Walker is currently Executive Chairman of Planet Power Energy Ltd. He was previously Managing Director of Thrifty Australia Pty Ltd between 1998 and 2008 and prior to that General Manager, Retail Banking with Westpac Banking Corporation from 1995-1998. Mr Walker has also served as CEO for Liverpool City Council, Dominos Pizza (Australia) Pty Ltd and the West Coast Eagles Football Club. Mr Walker is a Director of a number of private companies and is a former Councillor of Woollahra Municipal Council.

Appointed February 1998.
Term expires February 2012.
Appointed as Chairman in February 2010.



MS YVETTE PIETSCH

Deputy Chair
B.Bus, M.Tax

Ms Pietsch is a Taxation and Business Advisory Partner at Pitcher Partners NSW. She is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors, and a Fellow of the Taxation Institute of Australia. Ms Pietsch is a local resident who is actively involved with Centennial Parklands and many of its facilities.

Appointed February 2004.
Term expires February 2013.



MS ANNE KEATING

Ms Keating is currently an independent director on the boards of the Goodman Group Limited, Ardent Leisure Group Limited, the Garvan Institute of Medical Research, Reva Medical Inc, GI Dynamics Inc and Clearview Wealth Limited. Ms Keating is also a member of the Advisory Council of RBS Group (Australia) Pty Ltd, Governor of the Cerebral Palsy Foundation.

Ms Keating was also the General Manager, Australia for United Airlines from 1993 to 2001.

Appointed June 2008.
Term expires May 2012.



MS LINDLEY EDWARDS

Ms Edwards is currently the Group Managing Director of AFG Venture Group. She is a Fellow of the Financial Services Institute of Australia.

Ms Edwards is also a non-executive Director and Advisory Board member of various organisations including Asialink and the Asia Society. In addition, she is a Governor of the Centennial Parklands Foundation, Member of the Australian Federal Government Co-Operative Research Committee, and a non-Executive Director of the University of Western Sydney Foundation.

In the year 2000 Ms Edwards was admitted to the Australian Businesswomen's Hall of Fame.

**Appointed November 2010.
Term expires April 2014.**



MRS FRANCES MEAGHER

Mrs Meagher is currently Chair of the Centennial Parklands Community Consultative Committee (CCC). She is a great believer in the community having a voice and believes that the CCC is an important conduit between the Trust and the broad spectrum of park visitors. Mrs Meagher was an English/History teacher for a number of years and has since held a variety of project organising positions, as well as being actively involved in fundraising for the Sydney Children's Hospital Randwick and the NSW Art Gallery. For the past six years Mrs Meagher has coordinated the Veuve Clicquot Business Woman Award. Together with her family, she has lived opposite Centennial Park for the past 19 years.

**Appointed February 2010.
Term expires February 2012.**

Trustees departed in 2010-11



**DR
MARGARET
VARADY
AO**



**THE HON
JUSTICE
ANNABELLE
BENNETT
AO**

TRUSTEE ATTENDANCE AT 2010-11 TRUST AND COMMITTEE MEETINGS

Committees

TRUSTEE ATTENDANCE AT 2010-11 TRUST AND COMMITTEE MEETINGS

TRUSTEE	TRUST MEETINGS	FINANCE COMMITTEES	AUDIT AND RISK COMMITTEE	MARKETING COMMITTEE
Mr John Walker (Chair)	8 (8)	4 (4)	3 (4)	1 (1)
Ms Yvette Pietsch	7 (8)	4 (4)	1 (1)	
Hon Justice Annabelle Bennet AO	4 (5)		2 (3)	
Ms Anne Keating	7 (8)			1 (1)
Ms Fran Meagher	8 (8)		3 (4)	1 (1)
Ms Lindley Edwards	4 (5)			
Dr Margaret Varady AO	3 (3)	1 (2)		

NB: Mr John Hunter is the Independent non-Trust member of the Audit and Risk Committee. He attended three (3) meetings in 2010-11.

SIGNIFICANT COMMITTEES ESTABLISHED AND ABOLISHED

There were no significant committees established or abolished during 2010-11.

COMMUNITY CONSULTATIVE COMMITTEE

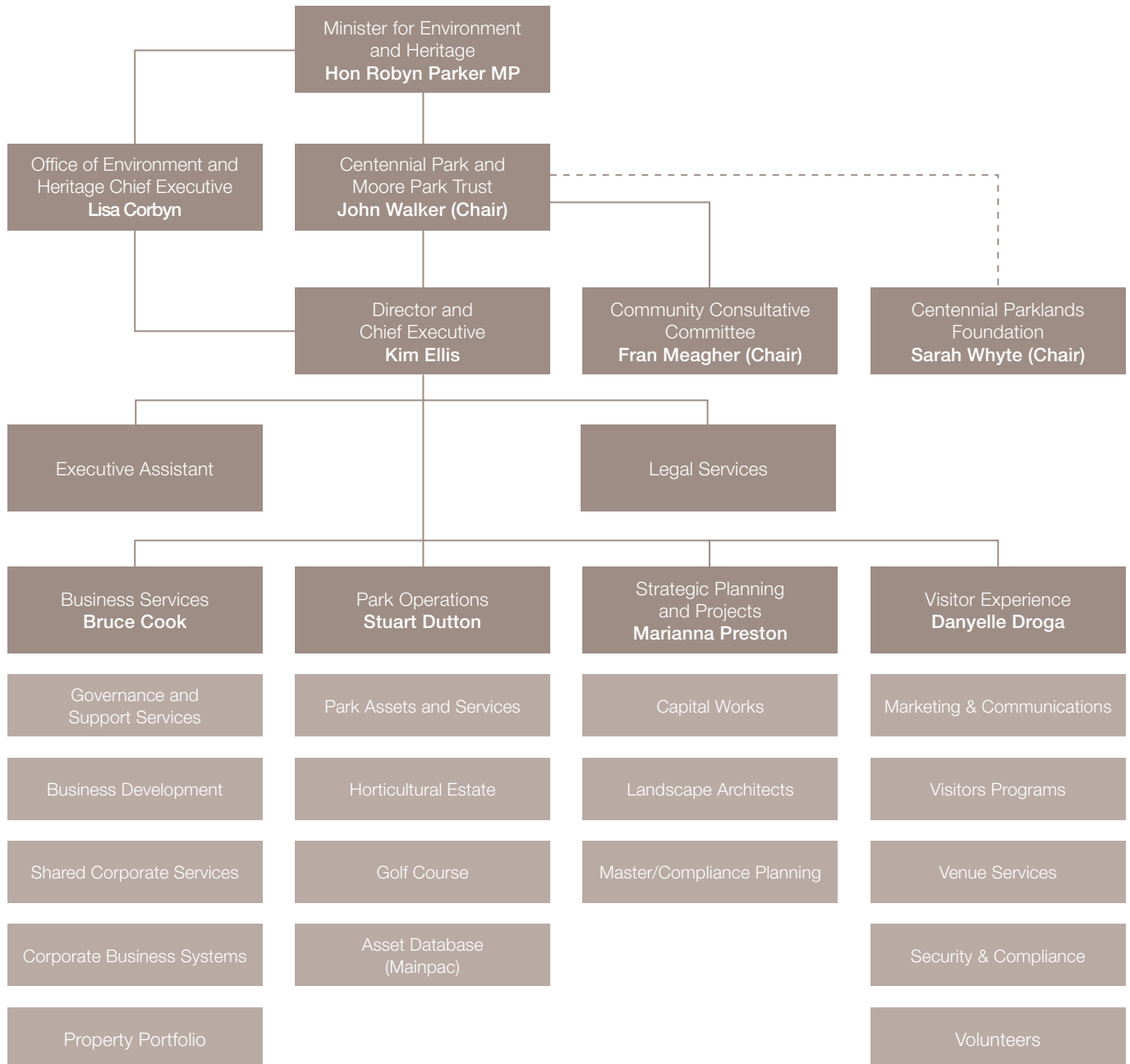
There were six Community Consultative Committee meetings in 2010-11.

NAME	TERM	MEETINGS ATTENDED
Giles Edmonds	February 2010 – February 2012	6
Melinda Hayton	February 2010 – February 2012	5
Rosemary Kingsford	February 2010 – February 2012	6
Sandy Libling	February 2008 – February 2012	3
Fran Meagher (Appointed Chair February 2010)	February 2008 – February 2012	6
Bruce Morrow	February 2009 – February 2011	3
Lucy Pryor	February 2011 – February 2013	3
Brenda Sambrook	February 2009 – February 2011	0
Michael Schapiro	February 2011 – February 2013	4
Stacy Warren	February 2008 – February 2012	3

NB: Craig Easdown, Manager Marketing and Communications, attended throughout the year as the Director and Chief Executive's nominated representative.

APPENDIX 2 Organisation

ORGANISATIONAL STRUCTURE



ORGANISATIONAL DESCRIPTION

The Trust's management is led by the Director and Chief Executive (DCE) who works within the parameters of the Trust and is also responsible to the Director-General of the Office of Environment and Heritage for administrative issues.

For certain approvals and actions, the DCE is responsible to the Minister for Environment and Heritage.

The DCE leads the development and implementation of the Trust's strategic, corporate and annual business plans to meet its short and long-term objectives, and provide staff with a strong vision and business direction. Best practice management, sustainable development and the financial viability of the Trust are the key focusses of this role.

The Executive team

KIM ELLIS

Director and Chief Executive Officer
MBA, BA(MIL), GRAD DIP HRM

Kim is responsible for leading the organisation and ensuring the Trust meets its strategic operational, financial and custodial objectives. He provides high level advice to the Trustees and Minister and manages the important and complex stakeholder relationships with community, government and industry.

STUART DUTTON

Director Park Operations
MBA

Stuart is responsible for the maintenance and presentation of the physical fabric of Centennial Parklands, including the landscape, buildings, ponds and buried infrastructure.

MARIANNA PRESTON

Director Strategic Planning and Projects
B Land Arch (Hons)

Marianna is responsible for compliance and master planning; major project development; securing capital funding and delivery of all capital improvements.

DANYELLE DROGA

Director Visitor Experience
BA Comm

Danyelle is responsible for customer service, visitor programs, events, marketing, media liaison and public affairs, publications, ranger services, security services, recreation services, volunteers, visitor research, visitor safety, education and interpretation.

BRUCE COOK

Director Business Services
MBA

Bruce is responsible for the management of the organisation's overall business systems and performance, plus also oversees its shared services agreement for corporate services.

NB: Stuart Dutton and Craig Easdown were acting Director Visitor Experience at various times throughout 2010-11.



EXECUTIVE OFFICER INFORMATION

	2006-07		2007-08		2008-09		2009-10		2010-11	
SES GRADE LEVEL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
8										
7										
6										
5										
4										
3	1		1		1		1		1	
2										
1										

Value of recreation leave and long service leave entitlements

LEAVE ENTITLEMENT	VALUE AS AT 30 JUNE 2010
Recreation leave	\$512,109
Long Service leave	\$629,000

CODE OF CONDUCT

The Centennial Park and Moore Park Trust's Code of Conduct outlines the expected standards of behaviour and guides staff on how to deal with ethical issues that may arise in the course of their work.

The Trust's values as an organisation are based on trust, respect and recognition of the significant roles the Trust plays in managing the Parklands. The Code of Conduct is an important element of maintaining that trust, respect and recognition.

The Trust's Code of Conduct is in alignment with the Department of Premier and Cabinet revised its "Model Code of Conduct for NSW Public Sector Agencies".

CONSULTANTS

THRESHOLDS	COST
Consultancies equal to or more than \$30,000	\$0
Total consultancies less than \$30,000	\$83,259
TOTAL CONSULTANCIES	\$83,259

RISK MANAGEMENT

Insurance coverage

The Trust's insurance coverage with the NSW Treasury Managed Fund includes policies for workers compensation, public liability, motor vehicle, property and miscellaneous insurance. The Trust continued to operate a rigorous reporting system for injuries and risks in the Parklands. The reports generated by this system were systematically followed up and stored for future reference.

When an incident may have had insurance implications, the Trust sent the details to the Trust's risk managers for advice and liaison with the Trust's insurers. All incidents were investigated and any associated maintenance issues addressed via a work request system. The Trust's OHS committee conducted regular workplace inspections and reviewed all incident and hazard reports.

The Trust incorporated risk mitigation strategies into all its day-to-day activities and programs and into key documents such as licence agreements. It also regularly reviewed and updated its safe work method statements.

The Trust implemented its Risk Assessment and Management Strategy and reviewed potential risks and mitigation strategies. These 'risks' range from variations in the business viability of key lessees and licensees and other funding sources to traffic and parking issues.

These actions are consistent with the Trust's Risk Management Framework, including an internal audit program and key reviews.

Six internal audits were undertaken in 2010-11:

- Capital Works Program delivery
- Moore Park Golf Operating Licence
- procurement and training
- finance function and cash handling
- incident management
- follow-up of the recommendations from previous internal audits.

Reporting incidents and managing risks

The Trust is committed to ensuring the safety of employees, contractors, visitors and tourists, with a large number of public users accessing its facilities on a daily basis. One manifestation of this commitment was the implementation of a new incident reporting system, which was extensively utilised by Ranger Security Officers, other Trust employees and visitors. The system logs and tracks the status of completion for all incidents.

Regular reports were provided to the Trust Executive and appropriate remedial action was taken on individual incidents, whilst work is planned for where patterns of incidents were identified (for example, at the Learners Cycleway and in the vicinity of Robertson Road gates).

Data from the reports will also inform revisions to the traffic management plan and it helped facilitate and inform consultation with Parklands user groups such as cyclists and dog owners.

Trust Rangers and Ranger Security Officers monitored visitor safety, protected assets and responded to numerous incidents and accidents across Centennial Parklands. In addition, Ranger Security Officers were used in large numbers to enforce Trust regulations at major events.

With the large-scale events conducted in the Parklands, managing patron flow whilst minimising impact on other park users is a challenge, as is managing the potential pedestrian/vehicle conflict. Trust mitigation strategies include fenced corridors of access to control pedestrian flow to and from the event sites and the enforcement of the Trust's regulation regarding no parking after sunset. The implementation of these strategies is borne by event promoters.

Cycling incidents continue to be of concern to the Trust, which is committed to safe recreational and commuter cycling in Centennial Parklands. Meetings were held with Bicycle NSW and City of Sydney to explore mechanisms to improve visitor safety in this area. These discussions and ongoing data on cycling incidents have informed planning for new pedestrian crossings in Centennial Park in 2011-12.

OTHER ADVISORY COMMITTEES

COMMITTEE	REPRESENTATIVES		
Centennial Parklands Equestrian Centre Advisory Committee (committee ceased to operate November 2010)	Bruce Cook Robert Hermann Karen Sharpe Lynne Edwards	Pedr Danks Shelley Bourke Sandra Jones (to August 2010)	Augusta Clarke Sigrid Schaerff Wendy Cohen
Moore Park Golf Liaison Committee	Mal Durkin Robert Hermann Karen Sharpe Tony Shaw	Erich Weber Peter Goddard Anne Hill	Greg Dick (to October 2010) John Kitney (from October 2010)
Sports Advisory Group (establishing)	Mark Read	Ben Gauci	
Design Review Panel	Dr Catherine Bull Peter Mould	Oi Choong Alec Tzannes	Marianna Preston

SIGNIFICANT COMMITTEES WITH CENTENNIAL PARKLANDS' REPRESENTATION

STAFF MEMBER	POSITION	EXTERNAL COMMITTEES
Colin Cheshire	Ranger	Woollahra Council Animal Advisory Committee; Randwick Council Community Safety Committee; NSW Police Surry Hills Local Area Command's Police Accountability Community Team.
Steve Corbett	Director and Chief Executive (July–October 2010)	Parks Forum Leadership & Relationship Standing Committee – Chair; Member of Board Parks Forum; Sydney Parks Group; Centennial Parklands Foundation Board; Centennial Parklands Foundation Management Committee; Chair of NSW State Plan Priority E8 Parks & Reserves Group; Member of the University of New South Wales Science Advisory Committee.
Jason Cutcliffe	Arborist	NSW Local Government Tree Resources Association.
Danyelle Droga	Director Visitor Experience (Stuart Dutton and Craig Easdown acted in this role for parts of 2010–11)	Sydney Parks Group; Centennial Parklands Foundation Management Committee; Community Consultative Committee; NSW State Plan Priority E8 Interdepartmental Planning Group; NSW State Plan E8 Parks & Reserves Group.
Stuart Dutton	Director Park Operations	Royal Botanic Gardens Grey Headed Flying Fox Relocation Steering Committee.
Craig Easdown	Manager Marketing & Communications	Moore Park Precinct Marketing Meeting.
Kim Ellis	Director and Chief Executive (February 2011 onwards)	Centennial Parklands Foundation Board; Member of the University of New South Wales Science Advisory Committee.
Tomas Finnerty	Coordinator Site Services	Moore Park Events Operations Group.
Toby Holyhead	Arborist	NSW Local Government Tree Resources Association.
Luke Latham	Arborist	NSW Local Government Tree Resources Association.
Marianna Preston	Director Strategic Planning and Projects	Department of Premier & Cabinet – Moore Park East Project Control Group and associated working committees.

ETHNIC AFFAIRS PRIORITIES STATEMENT

The Trust is committed to the principles of multiculturalism, encouraging participation of people from diverse cultural and linguistic backgrounds in all Parklands events and visitor programs.

The Trust's Plan of Management has taken into account the significant cultural diversity in the suburbs surrounding Centennial Parklands. 40% of the population in its local and district visitor catchment area was born overseas and the Parklands continued to be an important meeting place for a host of diverse communities.

A key strategic direction in the Trust's Plan of Management is to promote cultural diversity and expression, and the use of the Parklands for cultural

activities. Helping to achieve this goal, a number of key personnel employed within the Parklands themselves represent a range of diverse cultural and linguistic backgrounds.

Multicultural issues are included in the Trust's induction program and flexible, inclusive consultation processes are included in Trust planning.

SHARED SERVICES

The Trust's corporate services – finance, human resources and information technology – are outsourced to Communities NSW.

Trust employees have access to human resource and occupational health and safety (OHS) services, either by telephone, email or through regular visits by the service provider.

Employees are also able to access payroll and leave data via the online HR Kiosk at all Trust computers.

IMPLEMENTING EQUAL EMPLOYMENT OPPORTUNITY STRATEGIES

The Trust strives to ensure that its work places are free of discrimination and harassment, and that the Trust's practices and behaviour do not disadvantage people because they belong to a particular group. Staff members are encouraged to take advantage of flexible working arrangements and leave options to help them maintain an effective work and life balance.

TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO GROUP	BENCHMARK OR TARGET	PERCENTAGE OF TOTAL STAFF		
		2009	2010	2011
Women	50.0%		44.0%	47.5%
Aboriginal people and Torres Strait Islanders	2.6%		0.0%	0.0%
People whose first language was not English	19.0%		11.0%	8.3%
People with a disability	N/A		0.0%	1.7%
People with a disability requiring work-related adjustment	1.5%		0.0%	0.0%

EEO GROUP	BENCHMARK	PERCENTAGE OF TOTAL STAFF		
		2009	2010	2011
Women	100		105%	110%
Aboriginal people and Torres Strait Islanders	100			
People whose first language was not English	100		n/a	n/a
People with a disability	100			n/a
People with a disability requiring work-related adjustment	100			

Note 1. A distribution index of 100 indicates that the centre of the distribution of the EEO group 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 is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

Note 2. The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

STAFF STATISTICS

Centennial Park and Moore Park Trust

Staff numbers (as at 30 June 2011). All statistics shown in the following tables are expressed as equivalent full time unless otherwise stated.

HEADCOUNT	2009	2010	2011	% CHANGE 2010 – 2011
Headcount at census date	–	60	66	10.00%
Non-casual headcount at census date	–	59	61	3.39%

Numbers of female and male staff within salary levels (headcount as at 23 June 2011 – census date)

SALARY LEVEL	>\$0 – < \$39 670	\$39 670 – < \$52 104	\$52 104 – < \$58 249	\$58 249 – < \$73 709	\$73 709 – < \$95 319	\$95 319 – <=\$119 149	>\$119 149 (NON SES)	>\$119 149 (SES)	TOTAL
Female	–	–	6	6	12	3	2	–	29
Male	–	5	8	5	5	7	1	1	32
Totals	–	5	14	11	17	10	3	1	61

Numbers and level of SES staff

	2009-10	2010-11
Level 3	1	1
Total	1	1

Female executive officers

Nil

OCCUPATIONAL HEALTH AND SAFETY

Training was provided to members of the Occupational Health and Safety (OHS) committee in line with the continued commitment of the Trust to comply with all safety and WorkCover workplace requirements. Training was also provided to other staff members to assist, and promote awareness and technical expertise in implementing, the Trust safety management system.

The OHS Committee is consulting at present to promote health and well being in the workplace.

There were no WorkCover NSW prosecutions involving Centennial Parklands during the financial year and the Trust saw a one third reduction in workers compensation claims. Only four workers compensation claims were lodged, compared with six during the previous financial year, although 291 hours were lost due to workplace illness or injury.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Accident/Injury Analysis 2010-11

Financial Year in Summary

REPORTED INCIDENTS/ NEAR MISSES	REPORTED FIRST AID TREATED INJURIES	REPORTED MEDICAL TREATED INJURIES	REPORTED LOST TIME INJURIES
5	N/A	N/A	1

Total Workers Compensation Claims for 2010-11

DATE OF INJURY	DATE OF NOTIFIED	CAUSE OF ACCIDENT	HRS LOST	POSITION	ACTION PLANS TO PREVENT ACCIDENT RE-OCCURRING
25.8.10	25.8.10	Hit by motor vehicle on way to work whilst on push bike	15.2	Arborist	Be more aware of what is happening. It is difficult to prevent the stupidity of others.
3.9.10	6.9.10	Inflammation and swelling to elbow from shovelling sand and changing golf greenholes	0	Greenkeeper	Awareness of body position when shovelling, change arms when shovelling, controlled movements, don't overload shovel, task / job rotation.
10.12.10	10.12.10	Stepped on edge of subsidence spraining left ankle	0	Ranger	Staff member reported to Park Operations at time of incident & they confirmed that the recess would be filled in to make safe the next day.
1.4.11	1.4.11	Cut to ring finger from holding onto moving part of hedger	0	Horticulturist	<p>We have purchased Kevlar (anti cut/slice) gloves, that are to be worn when operating the hedger or sharpening blades.</p> <p>When moving to another section of the hedge, the hedger is to be stopped and restarted when at the new operating area.</p>

Total notification only/near miss incidents for 2010-11 financial year

DATE OF INJURY	DATE OF NOTIFIED	CAUSE OF ACCIDENT	POSITION	ACTION PLANS TO PREVENT ACCIDENT RE-OCCURRING
29.9.10	29.9.10	Whilst unhooking the water tanker off the back of a ute the "D shackle" metal barbs caused an abrasion of left hand	Horticulturist	Staff to report if "D shackle" is damaged any way and replace/tag if damaged – Staff to be aware of their surroundings and damage to equipment.
20.1.11	21.1.11	Dropped starting saw injuring wrist	Arborist	Change starting technique when starting saw. Eg. Place on ground or use leg lock technique.
5.4.11	6.4.11	Cut to left forearm from pruning shrub with saw	Horticulturist	Wear gloves while operating pruning saws and staff are to be aware of their surroundings while operating pruning saws.
30.4.11	30.4.11	Reaching down to open the fridge door, the chair slid out from under her and she fell forward hitting her head on the desk	Ranger	Staff to take more care when using office chairs including getting out of chairs to move around the office.
20.5.11	24.5.11	Struck in chest by tree branch	Arborist	Treated at RNS Hospital. Returned to work. Incident only. No costs.

The Trust's safety record

YEAR	2006-07	2007-08	2008-09	2009-10	2010-11
Number of workers compensation claims	6	4	8	5	4
Cost of claim per employee	\$4,156	\$4,935	\$1,704	\$377	\$411
Hours lost to workplace injury or illness	81	305	47	55	15

VOLUNTEER HOURS

The Volunteer Program at Centennial Parklands is an important opportunity for the community to contribute to environmental projects in the Parklands.

In 2010-11 the Centennial Parklands Volunteer Program included:

VOLUNTEER GROUP / ACTIVITY	VOLUNTEER HOURS CONTRIBUTED
Archive	188
Birders	161
Bush Regeneration	282
Ponds Group Carp – Grass Roots	1121
Ponds Group Carp – Kids Clinic(NEW)	40
Carp Fishing Photo Shoot	68
Ponds Group – Carp Research (NEW)	683
Ponds Group Carp – New Era	155
Ponds Group – Litter Pickup, Disability (NEW)	117
Corporate Carp Management	1391
Corporate Weeding and Litter pickup	938
Growing Group – Regular	657.5
Plant Sale	40
Growing Group Permaculture Training	24
Growing Group – Watering	167
Growing Group – Open Day Tuesday (NEW)	13
Clean Up Australia Day	366
Volunteers in the Garden (NEW)	6
National Tree Day for Schools	87
Misc incl meetings, one off enviro work, Syd Weekender etc	244.5
Oral History Interviews	12
Lachlan Swamp Pollen Research	8
Bat Research	225
Visitor Information Counter	148
School – Visitor Information Counter	30.5
Water Quality Measuring	98
Windgap	268
Special Talents	24
Trust Meetings FY Total	190
TOTAL	7,752.5

APPENDIX 3

Legislative and periodic reporting

GOVERNMENT INFORMATION (PUBLIC ACCESS) AND STATEMENT OF AFFAIRS

On 1 July 2010, the *Government Information (Public Access) Act 2009 (NSW)* (GIPA Act) replaced the *Freedom of Information Act 1989 (NSW)*, and introduced new rights to access information.

The new system is focussed on making government information more readily available.

In accordance with the Trust's obligations under the Act, the annual report includes information on the release of information and the total number of valid access applications received by the Trust.

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. The Trust's Plan of Management and associated key result areas have been developed to help meet these objectives.

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 their use and enjoyment 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 protecting the environment in the Parklands.

Public participation in policy development

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

Categories of documents held by the Trust

The categories of documents held include:

- policy documents and correspondence, including memoranda and circulars
- policy and planning documents which assist the Trust.

Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting the Trust.

Applications for access to Trust documents under GIPA should be accompanied by a \$30 application fee and sent to:

GIPA Officer
Centennial Parklands
Locked Bag 15
Paddington NSW 2021

Applications to amend documents relating to an individual's 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 GIPA and privacy officer (02) 9339 6699 or emailing: info@centennialparklands.com.au

Applications under the *Freedom of Information Act 1989*

The Trust received three applications under the *Freedom of Information Act 1989* in the reporting year.

Applications under the *Government Information (Public Access) Act 2009*

The Trust received one application under the *Government Information (Public Access) Act 2009* (GIPA Act) in the reporting year.

Details of internal review results

The request was met and the requested information provided.

Details of applications that were denied

No applications were denied in the 2010-11 reporting period.

SCHEDULE 2 STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media								
Members of Parliament								
Private sector business								
Not for profit organisations or community groups								
Members of the public (application by legal representative)	1							
Members of the public (other)								

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1							
Access applications (other than personal information applications)								
Access applications that are partly personal information applications and partly other								

* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

REASON FOR INVALIDITY	NO OF APPLICATIONS
Application does not comply with formal requirements (section 41 of the Act)	–
Application is for excluded information of the agency (section 43 of the Act)	–
Application contravenes restraint order (section 110 of the Act)	–
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	–

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	NUMBER OF TIMES CONSIDERATION USED*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Decided within the statutory timeframe (20 days plus any extensions)	
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review			0
Review by Information Commissioner*			0
Internal review following recommendation under section 93 of Act			0
Review by ADT			0
Total			0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

REVIEWS AND APPEALS

There were no reviews or appeals conducted by either the NSW Ombudsman or the Administrative Decisions Tribunal.

PRIVACY AND PERSONAL INFORMATION PROTECTION

During 2010-11 the Trust received no applications under the *Privacy and Personal Information Protection Act 1998*. The Trust continues to monitor compliance with this Act.

The Trust's privacy policy is available on the Trust's website at: www.centennialparklands.com.au

LEGISLATION AND LEGAL CHANGE

No amendments were made to Trust regulations in 2010-11.

ACTS ADMINISTERED BY THE TRUST

The Trust administers and operates under the terms of the *Centennial Park and Moore Park Trust Act 1983*.

SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions in the 2010-11 year.

CONTROLLED ENTITIES

The Trust controls the Centennial Parklands Foundation under Section 45A(1A) of the *Public Finance and Audit Act 1983*.

OVERSEAS VISITS

No overseas visits were undertaken in 2010-11.

GRANTS TO NON-GOVERNMENT ORGANISATIONS

There were no grants to non-government organisations during 2010-11.

RESEARCH AND DEVELOPMENT

No research and development projects were undertaken during 2010-11.

CONTRACTING AND MARKET TESTING

New contracting and market testing during 2010-11 was undertaken with regard to the operation of Petwash 2000 in the Parklands.

List of abbreviations used throughout this Report

CEED	Community Engagement and Events Department	kWh	Kilowatt hours
CIMS	Customer Information Management System	LGAs	Local Government Authorities
CIP	Capital Investment Program	MEOG	Moore Park Events Operations Group
CCC	Community Consultative Committee	ML	Megalitres
CPI	Consumer Price Index	NSW	New South Wales
DCE	Director and Chief Executive	OHS	Occupational Health and Safety
EEO	Equal Employment Opportunity	PIP	Park Improvement Plan
FoI	Freedom of Information	PDF	Page display format
GIPA	Government Information (Public Access)	PGA	Professional Golf Association of Australia
GJ	Gigajoule	SWMS	Safe Work Method Statements
JCC	Joint Consultative Committee	TMP	Tree Master Plan
Kg	Kilograms	VIC	Visitor Information Counter
KL	Kilolitres	WRAPP	Waste Reduction and Purchasing Policy

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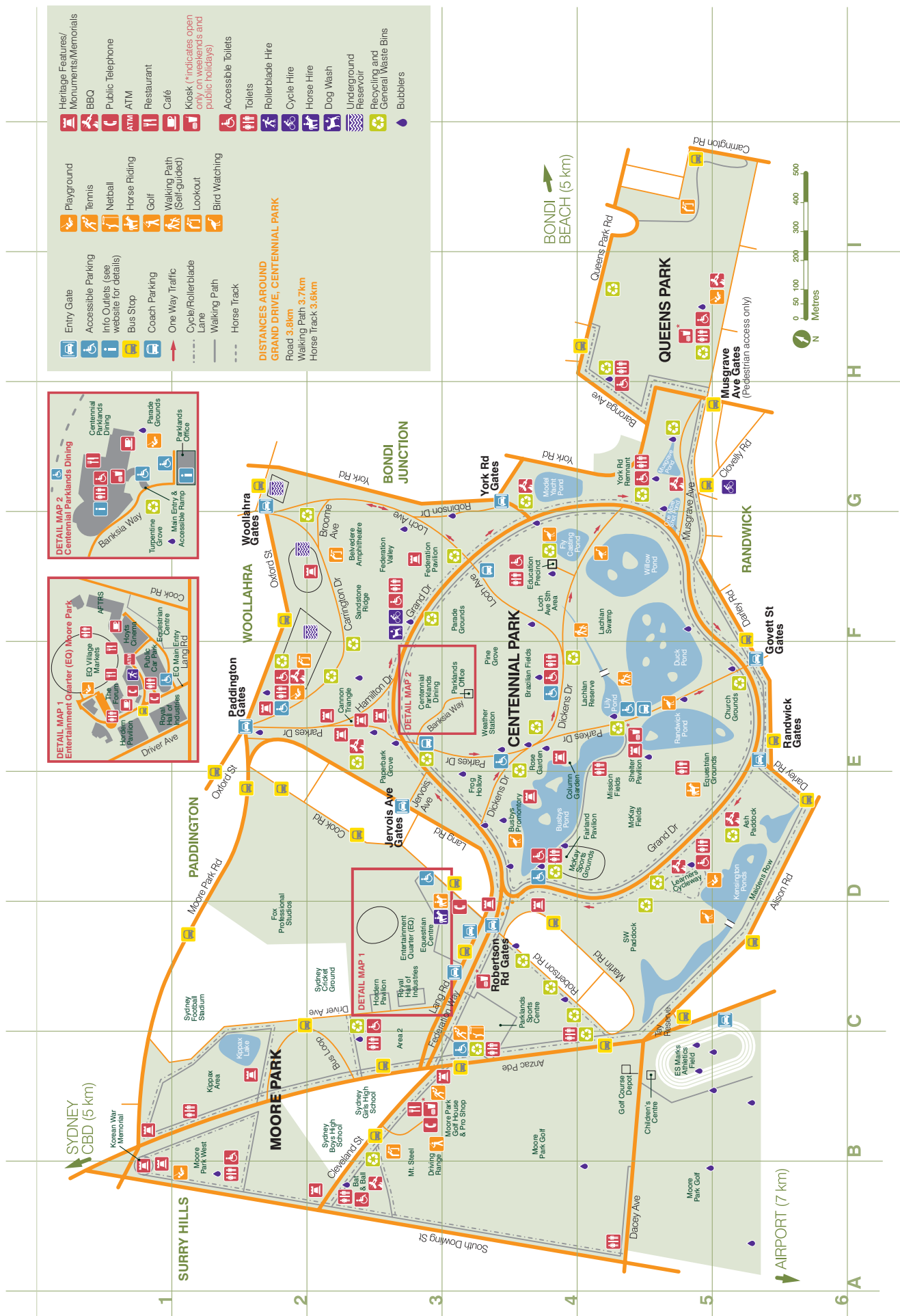
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NSW Government bookshops
www.centennialparklands.com.au
 Centennial Parklands Office

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Visit www.centennialparklands.com.au/map for the latest map updates.



PRODUCTION NOTES

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