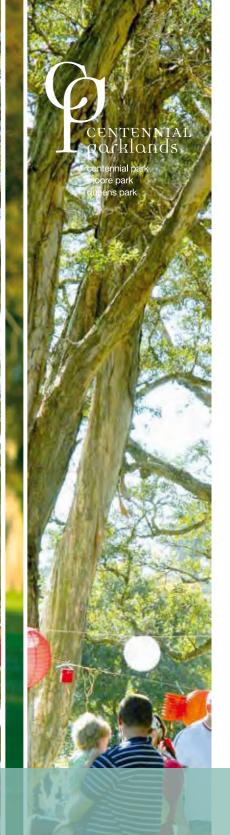


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Contents

Corporate direction	
Chairman's report	
Director and Chief Executive's report	
About Centennial Parklands	
Highlights for 2006-07	
Planning framework	
Governance	1
Responsibilities of the Trust	1
Board of Trustees	1
Operational structure and Executive responsibilities	1
Environmental performance	1
Social performance	2
The community	3
The staff	3
Economic performance	4
Appendix 1 – Governance	4
Appendix 2 – Economic	5
Index	5

Our financial statements are supplied as a separate document inside the back cover of this report.



The Hon. Graham West MP

Minister for Gaming and Racing, Minister for Sport and Recreation 31 October 2007

Level 31 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 2006-07 Annual Report of the Centennial Park and Moore Park Trust.

Yours sincerely

John Niland AC Chairman

John Walker Trustee

Scope of report

The 2006-07 annual report has been structured as follows:

- The Trust's performance against the strategies of the 2006-2016 Plan of Management is reported in the year's highlights table on pp. 8–9. This table also shows the future focus for the organisation under the key result areas.
- Detailed reporting on the Trust's performance against the challenges identified in the 2006-07 Business Plan is provided under the environmental, social and economic sections. Each of these sections also include indicators of our progress towards sustainability over the year.

Mission

To manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community.

Goals

The Corporate Plan 2007-2010 identifies four goals, which will be addressed through a number of strategies and key actions to be implemented by the Trust.

- 1. To maintain and strengthen the integrity of Centennial Parklands;
- 2. To ensure equity of access and diversity of leisure experiences;
- 3. To work in partnership with key stakeholders; and
- 4. To achieve a sustainable organisation that delivers sound business practice and improved revenue in addition to assured core government funding.

Values

The values of the Trust are:

- Conservation and celebration of the Parklands' heritage and significance in the development of Sydney and the nation;
- Provision of opportunities for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation and stewardship of the Parklands' environmental values; and
- Delivery of a high quality visitor experience underpinned by a strong economic return.

Throughout the organisation, the Trust also:

- · values and respects its people and their diversity
- values consultation and customer service
- encourages teamwork and provides an inclusive working environment to enable people to achieve their aspirations
- is committed to managing in an environmentally, socially and economically sustainable way.

CHAIRMAN'S REPORT



Professor John Niland AC

Chairman Centennial Park and Moore Park Trust

On behalf of the Trustees of the Centennial Park and Moore Park Trust, I am pleased to present our annual report for 2006-07.

The Trust is responsible for Centennial Parklands in Sydney, an intensely used area of parklands with comprehensive sporting, recreational and entertainment facilities. We operate in a complex and changing business environment and need to balance conflicting demands for recreation and leisure use, financial sustainability, equity of access and the protection of Centennial Parklands' built and natural environment.

During this financial year, the Trust improved its financial performance again by generating \$17.2 million in operating revenue, of which \$15 million (87%) funded operating expenses compared to \$13.9 million (84%) in 2005-06. Government recurrent funding of \$2.2 million funded the remaining 13% of operating expenses for the year. Total expenditure including capital was \$22.4 million for the year.

The Trust was encouraged to be working with the Entertainment Quarter lessee, Colonial First State Property Management, with the development of the new Australian Film, Television and Radio School on site. This significant development will open for the 2008 school year and will be an important element to revitalise the Entertainment Quarter.

Building on the Centennial Parklands Plan of Management 2006-2016, the Trust developed a Corporate Plan 2007-2010 this year, detailing the goals, priorities and timeframes for action over the next three-year business cycle. This publicly available Plan also aims to provide a better understanding of the operational challenges faced by the Trust and the diverse portfolio it manages.

The 2006-07 financial year also saw the Centennial Parklands Foundation begin to provide real and substantial support to the Trust with approximately \$380,000 raised for water savings, threatened plant communities, pest reduction and other environmental projects this year. The Park Improvement Plan 2003-2010 continued to deliver a range of capital improvements including new pathways in Queens Park and Moore Park, continued golf course upgrades as well as safety improvements at the golf course and the equestrian centre. The refurbishment of the Centennial Parklands Restaurant commenced and is a key focus for the Trust, given its central location and popularity.

The heritage significance of the Parklands is well recognised by the Trust and we were pleased to host a key event on Australia Day 26 January 2007, which reminded us of the important role Centennial Parklands played on another important date in Australian history as the site of the inauguration of Federation in 1901.

On Australia Day 2007, the Parklands hosted the Australian of the Year, Professor Tim Flannery and Young Australian of the Year, Tanya Major in one of their first official functions to join the community in participating in the 'Look Up and Smile' campaign organised by the National Australia Day Council.

The Council, in partnership with Microsoft Corporation, arranged aerial photography of communities at three special sites across Australia, which included Centennial Parklands. These images were then incorporated into Google Earth.

After this successful year, I look forward to working with the Centennial Parklands' team and the Board of Trustees in in 2007-08.

Professor John Niland AC Chairman Centennial Park and Moore Park Trust

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DIRECTOR AND CHIEF EXECUTIVE'S REPORT



Steve Corbett Director and Chief Executive Centennial Park and Moore Park Trust

The past 12 months have seen some major events and achievements at Centennial Parklands. As custodian of one of Australia's most popular destinations, offering diverse sporting, recreational, educational and cultural opportunities, the Trust works hard to maintain the integrity of this environmentally and historically significant setting.

By balancing the environmental, social and financial aspects of our operations, the Trust continued to provide a sustainable Parklands that met community expectations.

Environmentally, the Trust has faced some major challenges over the last year. These included drought, water resource management and the slow deterioration of the Parklands' tree population. As water was a key theme of the NSW Government in 2006-07, the Trust played its part by reducing its reliance on town supply to less than 4.5 per cent of total water usage (or approximately 26 MLs).

Socially, the Trust estimates that approximately 10 million visits were made to the Parklands last year, including to the Entertainment Quarter.

The Trust recognises that many varied user groups and stakeholders have an interest in the direction and useof the Parklands – from the solo visitor taking a walk in the park to the festival goer, the dog walker to the professionalgolfer, or the school student to the casual diner. To address their many needs, the Trust developed the Plan of Management 2006-2016.

In 2006-07, these Parklands played host to over 100 events with the majority of these being charitable events, along with Parklife, Good Vibrations Festival and V Festival music concerts. These events have assisted the Trust in achieving its corporate goal of providing a diversity of leisure, arts, sporting, entertainment and educational experiences for all people. Financially, the Trust strengthened its position from the 2005-06 year and is implementing key aspects of its strategic financial plan. This Plan is invaluable, with the Trust in 2007-08 requiring to raise approximately 90 per cent of its operating budget, with the remainder being funded by the NSW Government.

In 2007-08 we also plan to implement a range of capital funded improvements for visitors to Centennial Parklands, including the Moore Park Golf House precinct design, completion of a major refurbishment of the Centennial Parklands Restaurant, improvements to the playground and access to the restaurant, and completion of Stage 2 of the Queens Park playground to name a few.

I am confident that the mix of skills within the organisation and on our Community Consultative Committee, together with the support of the Foundation, *Friends* and volunteers, will enable us to continue to successfully oversee and promote Centennial Parklands as a wonderful community asset.

Steve Corbett Director and Chief Executive

Ensuring equity of access and diversity of leisure experiences for all people.

Centennial Parklands covers more than 360 hectares and provides important recreation and leisure facilities for both Sydney residents and visitors from interstate and overseas.

Centennial Parklands covers more than 360 hectares and provides important recreation and leisure facilities for both Sydney residents and visitors from interstate and overseas. It is listed on the State Heritage Register and the Register of the National Estate and is one of the world's most used urban parklands. It is open all year round from sunrise to sunset.

Centennial Parklands is managed by the Centennial Park and Moore Park Trust. It is made up of three parks – Centennial Park, Queens Park and Moore Park.

Centennial Park

Centennial Park has a distinctive and special place in Australian history and culture. It was once a huge catchment of creeks, swamps, springs, sand dunes and ponds fed by ground water, and was traditionally home to the Gadi people. In 1811, Governor Lachlan Macquarie designated the area as the second Sydney Common and it was used for grazing, lime burning and timber clearing. In 1825, convict labour was used to build a 3.5 km underground aqueduct, known as Busbys Bore, from the swamps to Hyde Park. This bore supplied Sydney's main water supply from 1837 to 1859.

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

On 1 January 1901, Centennial Park became the focus of the nation as the site of the inauguration of Australian Federation (this event is commemorated today by the Federation Pavilion).

More than 100 years later, Centennial Park remains a people's park – a beautiful recreation area in the middle of Sydney's densely populated eastern suburbs. It is a playground for adults and children of all ages and is one of the few inner city parks in the world to offer

horse riding facilities. It is also home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson figs, Holm oaks and Norfolk Island pines dating back to the early 20th century.

Queens Park

Queens Park is a 26 hectare park, set in a natural amphitheatre at the foot of dramatic sandstone cliffs, with panoramic views of the Sydney region. It was originally established to commemorate the centenary of European settlement in 1888 and has three giant Moreton Bay figs that may be older than the park itself. Today the park is used for informal recreation and organised sports such as cricket, rugby, soccer and touch football.

Moore Park

Moore Park provides 115 hectares of leisure choices. It has tennis and netball courts, the ES Marks Athletics Field, and an 18-hole Group One public golf course and driving range. It is also used as a venue for circuses and other outdoor events.

The Moore Park precinct includes the:

- Entertainment Quarter on lease from the Trust;
- Fox Professional Studios on lease from the Trust;
- Royal Hall of Industries and Hordern Pavilion on lease from the Trust;
- Centennial Parklands Equestrian Centre managed by the Trust;
- Adjoining Sydney Football Stadium and Sydney Cricket Ground – managed by the Sydney Cricket & Sports Ground Trust.

There is a detailed map of Centennial Parklands on the inside back cover of this report.

Strategies

Key Outcomes

Future Direction

Protect the integrity of Centennial Parklands	Conserve living heritage	Ensure equity of access
 Increased public awareness of values and priorities of Centennial Parklands Improved integration and consistency of planning across all Trust lands Effective protection of the Parklands and its boundaries 	 Continued improvements in conservation management Increasing biodiversity in the Parklands Broader community appreciation and awareness of the living heritage of the Parklands Increased visitor satisfaction with quality of maintenance 	 Improvements in equity of access to and within the Parklands Increased diversity of visitor profile and access to a range of recreational opportunities Improved satisfaction with Parklands accessibility within local and regional communities Increased proportion of pedestrian, cycle and public transport access to the Parklands
 Participated in review of a State Environmental Planning Policy for state infrastructure at request of Department of Planning Continued participation in City of Sydney LEP and Urban Design reviews Reviewed and commented on major development surrounding the Parklands including the SCG Grandstand redevelopment Contributed to the City of Sydney's draft Open Space study Assessed 44 development applications primarily from lessees on Trust lands Complete a full revaluation of all Parklands assets – now valued at \$740M 	 Completed water saving projects in Centennial Park and at Centennial Parklands Equestrian Centre Completed Water Savings Action Plan identifying further opportunities for water conservation Completed over \$5.3M of capital improvements on a range of projects in Centennial Parklands, including \$0.85M worth of improvements at Moore Park Golf Course Completed Heritage Asset Management Strategy for submission to NSW Heritage Council Eliminated European rabbits and reduced European carp as a pest species Improved capture of stormwater gross pollutants entering the Parklands 	 Completed shared pedestrian/ cycle path at Queens Park Completed Stage 3 signage installation across the Parklands Commenced Centennial Parklands Restaurant, Café and Kiosk redevelopment Completed service agreements with premier sporting groups Established Cyclist Liaison Committee which meets quarterly to discuss safety issues Completed Stage 1 footpath along Dacey Avenue – adjacent to Moore Park Golf, and a number of paths on the golf course
 Review and provide detailed input to consolidated City of Sydney LEP Establish a heritage advisory panel Seek 'place of national significance' status 	 Complete over \$4M of park improvements on a range of projects Conduct triennial visitor survey Prepare Section 170 Heritage Assets Register Continue sandstone and sculpture restoration Develop and implement the Environmental Management Plan 	 Complete Centennial Parklands Restaurant redevelopment and consolidate adjacent Precinct (Stage 1) Complete Queens Park Playground improvements (Stage 1) Establish new information kiosk at redeveloped restaurant site Implement extension of timed parking in Parklands areas used for commuter parking

used for commuter parking

6 CENTENNIAL PARKLANDS ANNUAL REPORT 2006-2007

HIGHLIGHTS FOR 2006-07

Promote cultural						
diversity and expression	Work in partnership	Maintain sound business practice				
 Increased diversity of cultural activities that match the community's profile and demand Improved profile of the Parklands in hosting important cultural celebrations on local, regional, State and national scales Growth in broad community participation in Parklands activities and programs 	 Increased cooperation and collaboration between the Trust and the Parklands stakeholders Increased community participation in long-term management initiatives Increased international recognition for Best Practice in parkland management 	 Improved security of recurrent government funding Improved performance in financial management Increased diversity and sustainability of funding sources Improved performance of corporate partnerships and alignment with core service objectives 				
 Expanded sports and cultural programs by hosting NSW Golf Open and Polo in the Park Delivered over 400 visitor programs including new sporting and recreational programs such as soccer and new activities for 2 to 5 years Hosted over 100 events and contributed over \$0.1M of value-in-kind services for charitable causes Volunteer team continued work on the Eastern Suburbs Banksia Scrub rehabilitation project Successfully completed a six-month Green Corps project focussing on pond restoration work 	 Received an Australian Institute of Landscape Architects (AILA) Stewardship Award for the Park Improvement Plan body of work Participated in Parks Forum management committees and benchmarking surveys Participated and presented at Parks and Leisure Australia national and state conferences Cooperated with local resident associations regarding event information Participated in Sydney Parks Group committee, working groups and joint events Continued regular liaison with precinct stakeholders and adjacent local councils Waverley Council committed \$25,000 to assist with completion of the Queens Park pathway 	 Increased stable revenue streams for an estimated 90 per cent of annual revenue Completed a successful tender process for the Centennial Parklands Restaurant and commenced capital works on new building Completed the Corporate Plan 2007-2010 Implemented five-year Strategic Financial Plan Improved financial returns from commercial leases and licences Completed business case for Moore Park Golf Course and commenced capital work 				
 Develop and implement an Education Strategy for Centennial Parklands Expand volunteer programs Manage cultural events program and minimise impacts on the environment, park visitors and neighbours Develop and implement a noise management plan for Centennial Parklands events 	 Expand <i>Friends of Centennial</i> <i>Parklands</i> membership program to build community advocacy for the Parklands Participate in national Healthy Parks Healthy People program Work with other government agencies to deliver NSW State Plan priorities 	 Develop a sustainable model for management of the Equestrian Centre Finalise the Moore Park East Event Traffic Management Plan Create a marketing strategy for the Parklands and to support the Trust's businesses Proceed with redevelopment of ES Marks Athletics Field 				

CENTENNIAL PARKLANDS ANNUAL REPORT 2006-2007 7

The Trust has established a comprehensive planning framework to guide its future direction and decision-making processes for Centennial Parklands.

NSW State Plan

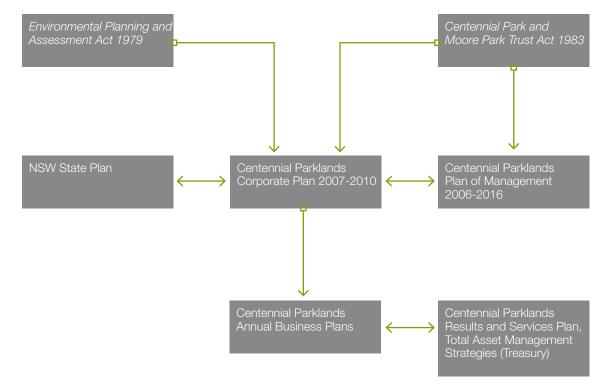
The NSW State Plan, released on 14 November 2006 by the Premier, the Hon. Morris lemma MP, provided new opportunities for the Trust as it heralded a drive for increased community participation and involvement in the Parklands and its activities. The Trust responded to the challenges through the development and release of its Corporate Plan 2007-2010, highlighting key projects and prioritising actions that ensure the operations of the Trust are in line with the State Plan.

The Centennial Park and Moore Park Trust will deliver its services for State Plan priority E8: *More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.*

Plan of Management

The Plan of Management 2006-2016 provides the Trust with the strategic framework for long-term decision making. The Plan establishes the vision, mission and guiding principles for the Parklands and sets high-level objectives and key result areas for the next 10 years.

The Plan of Management is specifically directed by the Trust Act and is informed by a range of subordinate plans, strategies and master plans.



Our planning framework

PLANNING FRAMEWORK

Corporate Plan

The Corporate Plan 2007-2010 guides the Trust's short-to-medium term goals, priorities and actions regarding resource management, public access and use of the Parklands.

The Corporate Plan has a three-year life span and actions will be implemented in one, two or three year timeframes, dependent upon the requirements of each initiative. Some actions that commence in the second or third year may necessarily extend beyond the life of the Plan.

Annual Business Plans

The Annual Business Plans outline the Trust's day-today actions for each financial year. They provide key performance indicators for staff to ensure the priorities, goals and actions outlined in the Corporate Plan are progressed and achieved. Additionally, they address the key result areas as detailed under the Strategic Directions section in the Plan of Management.

The Annual Business Plans, which include the key Trust programs for the 12-month period, are submitted to the Trust for endorsement by June each year.

Key focus areas

Key focus areas for the Trust to address over the next three years are outlined in the Corporate Plan 2007-2010. These include:

- effectively managing the Parklands' cultural and natural heritage;
- managing the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape, particularly trees;
- planning for and sustainably managing the demands of an ever-increasing number of park users, especially a rapidly growing local residential population; and
- improving existing and seeking new revenue streams while containing operational costs.

To achieve its goals and priorities, the Trust recognises that it must work in partnership with many other government and non-government organisations, including local councils, the business community, lessees and licensees, transport and access providers, and other public landowners who adjoin the Trust's lands. Ongoing consultation with the local community and other key stakeholders will also be a priority.

Implementation and resourcing

The goals, strategies and key actions detailed in the Corporate Plan 2007-2010 will be implemented through the Trust's Annual Business Plans.

Progress on the implementation of the Corporate Plan and Annual Business Plans will be communicated through the Annual Report presented to the NSW Minister for Sport and Recreation and the NSW Treasurer, and tabled in the NSW Parliament.

As the Trust in 2007-08 will be required to generate approximately 90 per cent of its total annual operating budget, it will seek additional resources over the next three years through the Centennial Parklands Foundation and through partnerships and collaboration with relevant agencies, as well as the private sector, to achieve the programs in the Corporate Plan and Annual Business Plans.



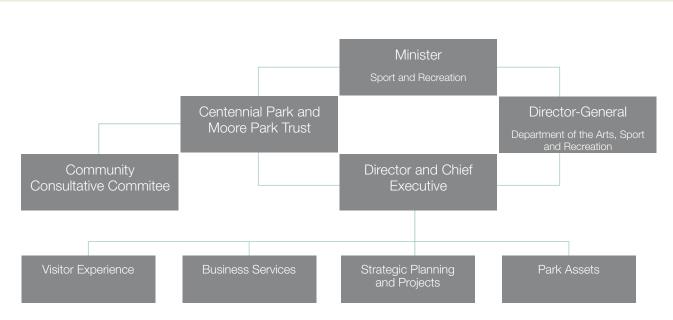
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Working in partnerships to achieve goals and objectives.



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).



Responsibilities of the Trust

The Board of the Trust consists of eight trustees, who are responsible to the Minister for Sport and Recreation for overseeing the management and policy direction of the organisation. In 2006-07, the Board met on ten occasions. A Community Consultative Committee representing broad community interests acts as an advisory body to the Trust.

The Board's objectives are to:

- maintain and improve Trust lands;
- encourage the use and enjoyment of Trust lands by the public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands;
- ensure the protection of the environment within Trust lands; and
- maintain the right of the public to the use of Trust lands.

The Trust also has finance, audit and marketing committees with external representation to help its work. These committees typically meet on a quarterly basis.

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

- business viability;
- right of access;
- increased recognition for its position and direction; and
- promotion of its cultural strength and expression.

BOARD OF TRUSTEES





Emeritus Professor John Niland AC

Chairman

BCom, MCom, PhD, Hon DSc

Professor Niland is currently an Independent Director of Macquarie Bank Limited, is President of the National Trust of Australia (NSW), serves on the University Grants Committee of Hong Kong, and is on the Board of Trustees of Singapore Management University. He was also a former Vice-Chancellor and President of the University of New South Wales (1992-02). He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors.

Appointed Chairman of the Trust in March 2002. Term expires February 2010.



The Honourable Justice Annabelle Bennett AO

BSc (Hons), PhD, LLB

The Honourable Justice Annabelle Bennett is a Judge of the Federal Court of Australia and is currently the Pro-Chancellor of the Australian National University. Before her appointment to the Federal Court, Justice Bennett was a Barrister (Senior Counsel) specialising in intellectual property. She is also a Director of the Sydney Children's Hospital Foundation, member of Chief Executive Women. and arbitrator of the Court of Arbitration for Sport.

Appointed April 2003. Term expires April 2011.



Mr David Leckie

BA (Econs)

Mr Leckie is Chief Executive Officer. Broadcast Television, of Seven Network Limited. Before this. he was associated with the Nine Network for 23 years. Having joined GTV-9 (Melbourne) as a Sales Executive, he was promoted to National Sales Manager, then Nine Network Sales Director in 1982 at TCN-9 (Sydney). In August 1990 he became Managing Director of the Nine Network and in 1994 was appointed CEO.

Appointed January 2001. Term expires January 2009.



Ms Yvette Pietsch

BBus, **MTax**

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 2010.





Dr Margaret Varady AO

BSc, MEd, DipEd, PhD FACE

Dr Varady has been the principal of Sydney Girls High School since 1992. She has held a variety of positions in schools both in New Zealand and Australia, and is on the Senate of the University of Sydney. She is a strong supporter of public education, community involvement and girls education and is currently researching effective school culture for her EdD.

Appointed March 2002. Term expires February 2010.



Mr John Walker

BBus

Mr Walker has been Managing Director of Thrifty Car Rental since early 1998 and in 2006 also became a part owner in conjunction with NRMA Motoring & Services. Before this he was General Manager Retail Banking, Westpac Banking Corporation (1995 to 1998), and held various chief executive and senior positions with Liverpool City Council, Dominos Pizza (Australia) Pty Ltd, West Australian Football and the Council of the City of Perth, as well as running his own consulting firm from 1987 to 1991. Mr Walker is also a Councillor of Woollahra Municipal Council and Chairman of the publicly listed company NewSat Limited.

Appointed February 1998. Term expires February 2010.



Ms Sarah Whyte

Ms Whyte is Chair of the Centennial Parklands Foundation. The Foundation's mission is to contribute to the value of Centennial Parklands and its environmental, cultural and recreational significance. She is also Patron of the Burma Star Association of NSW and a member of the Australiana Fund.

Appointed May 2000. Term expires May 2008.



Mr Allan Young

BA, DipEd, DipLib, MURP

Mr Young is a senior business analyst at NSW Maritime, with previous experience as a policy manager with the Department of Environment and Conservation and a policy advisor within the NSW Parliament. He is also a member of the National Parks & Wildlife Service Sydney regional advisory committee. Mr Young is the Chair and Board representative of the Trust's Community Consultative Committee.

Appointed December 2005. Term expires December 2007.



Management

The Trust's management is led by the Director and Chief Executive. The Director and Chief Executive works within the parameters of the Trust and is also responsible to the Director-General of the Department of the Arts, Sport and Recreation for administrative issues. For certain approvals and actions, the Director and Chief Executive is responsible to the Minister for Sport and Recreation.

The Director and Chief Executive leads the development and implementation of the Trust's strategic, corporate and annual business plans to meet its 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 focuses of this role.

The Trust's staff are organised into four groups, each led by a director – Park Assets, Strategic Planning and Projects, Visitor Experience and Business Services, and the Directorate.

- The Directorate provides high level and strategic advice to the Board and the Minister, measures and monitors the Trust's performance against the Plan of Management and corporate business strategy, and handles a range of stakeholder issues.
- The Park Assets group is responsible for the maintenance and presentation of the physical fabric of Centennial Parklands, including the landscape, buildings, ponds and buried infrastructure.
- The Strategic Planning and Projects group plans and delivers significant capital works and other major projects of long-term importance.
- The Visitor Experience group manages the Trust's venue services, visitor programs, and its marketing and communications strategies.
- The Business Services group manages its overall business systems and organisational performance and oversees its shared services agreement for corporate services.



Steve Corbett Director and Chief Executive







Danyelle Droga Director Visitor Experience

BA Comm.

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, community consultation, education and interpretation.



Bruce Cook Director Business Services

BA Comm.

Responsible for business and organisational performance, lease and licence administration, business development, procurement, office services, policy development, property management, records management, shared services contract management, Trust support and liaison.



Amanda Bock Director Strategic Planning and Projects

B Arch (Hons), MConst Mgmt, Grad Dip P Admin

Responsible for review and planning for major assets, capital works design and construction, environmental and heritage planning, management strategies, strategic planning, master planning, statutory planning and procurement standards.

NB: Margaret Ogston was Acting Director while Amanda Bock was on maternity leave from October.



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lan Innes Director Park Assets

BSc (Arch), B Land Arch

Responsible for arboriculture and horticulture services, asset maintenance, building infrastructure services, equestrian centre and golf course management, flora and fauna protection, conservation of heritage assets, landscape maintenance, parking administration, playground safety, waste recycling and cleaning services. Committed to achieving water savings through the Water Usage Action Plan.



The following challenges arose in key areas of the Trust's work in 2006-07. As many of the Trust's plans and strategies extend over several years, 'completed' means that the Trust has completed what it planned to do for this year.

Challenge	Comment
Participate in the review of the City of Sydney Local Environment Plan and work towards a regional approach to managing demand	The Trust participated in this review and continues to work towards managing demand
Working towards a single environmental planning instrument for all Trust lands	Completed
Redevelop heritage gardens in Frog Hollow and the Rose Garden	Deferred pending allocation of funds
Fully incorporate the Plan of Management 2006-2016 into the Trust's business planning	Completed
Complete more than \$5 million of capital works as part of the Trust's Park Improvement Plan 2003-2010	The 2006-07 components was completed and the remainder of the program being rolled out over coming years
Launch and implement a tree replacement campaign for Centennial Parklands	Completed
Increase the use of pond, rather than town water, for irrigation	Completed

Future focus

In 2007-08, the Trust plans to:

- redevelop ES Marks Athletics Field;
- further develop and implement an environmental management framework, focussing on water, biodiversity, energy and climate change;
- continue to implement the Tree Master Plan; and
- establish a consolidated expert advisory group for natural and cultural heritage.

Assessing the Trust's environmental performance

GRI Indicator*	Items		2004-05	2005-06	2006-07
EN15	Participants in environmental education programs		15,913	10,824	12,000
EN26	Tree population (includes Centennial Park, Queens Park and most of Moore Park)		9,100	15,800	15,860
EN26	Trees planted / removed	Ratio	4.7:1	2.6: 1	1.1:1
Pest speci	es reduction (observed numbers of pest population)				
EN27	lbis		367	150	200
EN27	Rabbits		300	100	5
EN27	Pigeons (deceased)		12	30	0
EN27	Foxes		3	1	4
EN27	Number of noxious weeds (species)		10	10	10
Water usag	ge				
EN5	Town water (mains) target 10 per cent reduction	MLtrs	23.3	20.2	26.8
EN5	Pond water	MLtrs	117	171	183
EN5	Bore water	MLtrs	314	262	271
Waste brea	akdown				
EN11	Non-recyclable	'000 Kgs	239	306	675
EN11	Recyclable	'000 Kgs	43	41	18
EN11	Green waste	'000 Kgs	311	369	358
Park Impre	ovement Plan delivered (cumulative)	per cent	40	54	65

Performance Indicator

Energy management

The Trust is committed to achieve savings in energy usage and sustained Energy Management principles. It had two sites and street lighting that required the purchase of electricity on the contestable market utilising the State Contracts Control Board electricity contract number 777. In addition, the Trust had 31 sites that required the purchase of electricity on the contestable market utilising the State Contracts Control Board electricity contract number 776. The purchase of electricity on these contracts minimise costs and allow the purchase of Green Power.

Planning

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



Performance

Between 2005-06 and 2006-07 there was an overall 2.3 per cent increase in electricity consumption but a resultant reduction in greenhouse gas emissions of 1.3 per cent due to the increased purchase of Green Power. There was a 21 per cent decrease in automotive diesel consumption and a 36 per cent decrease in petrol consumption. This resulted in an overall reduction of 4.1 per cent in greenhouse gas emissions.

Overall energy costs decreased by 17 per cent between 2005-06 and 2006-07 mainly due to an increase in the number of sites purchasing electricity on contract 776 and the reduction in plant and vehicle fuel consumption. The cost of a litre of fuel rose by 12 per cent between 2005-06 and 2006-07.

Mains water consumption for 2006-07 was 26.8 ML at a cost of \$33,415 representing a 32 per cent consumption increase from 2005-06. There was a 13 per cent decrease in consumption between 2005-2006 and 2006-2007.

This is probably due to the completion of several new amenities and increased water consumption at major events. Potable consumption is expected to fall significantly when the new amenities are converted to recycled pond water with the completion of installation of filtration units.

The levels of recycling decreased in 2006-07, as compared to 2005-06, due to the contamination that occurred with waste not being placed in the correct (clearly marked) receptacles by park visitors.

The Trust is working with its waste contractor to improve the waste stations' functionality and general appearance in order to increase the levels of recycling across the Parklands.

The following major energy fuels were purchased by the Trust during 2006-07:

Fuel	Energy consumed (GJ)	% of Total Energy	Annual Cost	Carbon Dioxide Greenhouse Gas Emissions (tonnes)
Electricity (Black Coal)	3,868	76.7%	\$111,000	1,027
Electricity (Green Power)	154	3.1%	\$5,727	0
Automotive Diesel	629	12.5%	\$19,356	44
Petrol (unleaded)	389	7.7%	\$13,629	26
Totals	5,040	100.0%	\$149,712	1,097

Future Direction

The Trust is in regular consultation with the Department of Commerce to keep abreast of latest innovations in energy management that will allow it to sustain the energy saving targets and deliver a positive environmental outcome.



Waste reduction and purchasing policy

The Trust is committed to balancing the increasing demands for open space with the need to maintain the natural and cultural heritage of the Parklands.

Reviewing local plans and development proposals

The Trust took an active role in local planning issues and throughout the 2006-07 year reviewed many development proposals, plans and planning policies and studies for the Parklands and its surrounding area.

Forty-eight development proposals were assessed during the year, consisting of:

- forty-four development applications;
- three major project applications:
 - the SCG 'Hill' grandstand redevelopment;
 - the construction of a new building in the Entertainment Quarter for the Australian Film, Television and Radio School; and
 - a redevelopment Concept Plan for the Entertainment Quarter.
- one internal development project assessment (Centennial Park Restaurant upgrade).

Ten of the development and major project applications required the Trust's consent as owner of the land where the development was proposed.

Plans, planning policies and studies

The following were reviewed during the year:

- Randwick Council's Draft Development Control Plan for Royal Randwick Racecourse;
- Randwick Council's nomination of the Royal Randwick Racecourse for the State Heritage Register;
- City of Sydney's Draft Heritage Streetscape Study 2006;
- City of Sydney's Draft Section 94 Contributions Plan;
- City of Sydney's Draft Sydney Cycle Strategy and Master Plan 2006-2016;
- City of Sydney's Draft Built Form Review Study and Draft Development Control Plan 1997 (amendment) for Green Square;
- City of Sydney's Draft Open Space and Recreation Needs Study;
- City of Sydney's comprehensive Draft Local Environmental Plan for the City area;
- Eastern Suburbs Transport Planning Discussion Paper; and
- Draft State Infrastructure State Environmental Planning Policy.

Park improvement projects

The Trust's seven year \$49.5 million park improvement plan is designed to conserve the park environment and heritage, improve facilities and utilities, and upgrade the Trust's visitor information services.

Approximately \$5.3M was spent in 2006-07 on a range of projects, including:

- Temporary café installation;
- A new pathway and playground fence at Queens Park;
- Equestrian Centre Safety Works (boom gate, traffic changes, horse chicane);
- Golf Course Improvements;
- Learners Cycleway Amenities upgrade; and
- Water Savings Grant Projects (Equestrian Centre and Centennial Park).

Some planned projects for 2007-08 are:

- Golf House Redevelopment Design
- Queens Park Playground Stage 1
- Centennial Parklands Equestrian Centre
 C Pavilion Upgrade
- Completion of Centennial Parklands
 Restaurant refurbishment
- Consolidation of adjacent Precinct (Stage 1)

The funding allocation for the various projects in 2006-07 was:

Project	Expenditure
Environment	153,000
Tree planting	
ESBS restoration	
Transport and Access	435,000
Signage installation	
Carrington Drive traffic management	
Grand Drive drainage	
Leisure Facilities	2,070,000
Moore Park Golf improvements and public footpath	
Queens Park public footpath and improvements	
McKay Field wicket	
Equestrian Centre improvements	
Visitor Information and Services	1,090,000
Visitor amenities upgrade	
Centennial Parklands Restaurant upgrade commenced	
Heritage Conservation	55,000
Weather Station investigation works	
RHI and Hordern Pavilion works	
Utilities	600,000
CIMS booking system	
Bus loop field drainage and goal posts	
Grand Drive post and rail fence replacement	
Irrigation projects – Centennial Park and Equestrian Centre	
New irrigation and drainage services	
Gross pollutant traps	
Annual Provisions	910,000
Office fitout	
IT/Telecommunications	
Plant and equipment	
New golf carts	
Total	5,313,000



Queens Park Improvements

The Trust has invested over \$600,000 in the largest improvement project ever seen at Queens Park. These improvements were identified in the Queens Park Master Plan, which responded to community feedback and rolls out as part of the Trust's Park Improvement Plan.

Future improvements will include a further upgrade of the playground, more trees and pathway perimeter for better access.

Work completed during 2006-07 included:

- repairs to the existing footpath at Baronga Avenue;
- improved access and refurbishment of the existing amenities block;
- a new fence around the playground with an accessible entrance; and
- construction of a 600 metre shared pathway linking the northern side of the park to the southern side forming part of Regional Cycle Route 23. This shared pathway provides access to visitors with prams, cyclists, people in wheelchairs and pedestrians and increases accessibility to this popular park. The Trust acknowledges the cooperation of, and generous contribution of \$25,000 from Waverley Council towards improvements to boundary path access to Queens Park.

Parade Grounds Café and Restaurant Refurbishment

During 2006-2007 Centennial Parklands invited proposals from suitably qualified proponents to fit out, manage and operate an upgraded Centennial Parklands Restaurant under a new 10-year licence agreement.

As part of this new Licence agreement, the Trust proposed a capital upgrade to the existing facility prior to occupation by the new licensee. The planned capital upgrade will see the existing building refurbished to provide for an enhanced restaurant, expanded café, take-away kiosk and associated facilities, as well as a Parklands visitor information desk.

The call for proposals took place from July 2006 to March 2007. Following a rigorous tender process the successful proponent was Trippas White Catering.

In April 2007, construction work began on the Restaurant refurbishment. This will continue until its completion in autumn 2008. The new facility will be consistent with a parkland theme – it aims to be sophisticated yet family friendly, with a sense of space.

The Trust envisages that the Restaurant section of the premises will cater for formal dining, capturing the vista of Centennial Park's green space. The café section will cater for casual dining with table service including a covered outdoor seating area. The high level daily trade in takeaway food and beverages for walkers, runners, cyclists and more cost conscious visitors will be serviced by the kiosk.

To continue to service Parklands visitors during the refurbishment period, the Trust constructed a temporary café on the edge of the Parade Grounds adjacent to the Restaurant site.

Golf Course Works

During 2006-07, the Trust invested over \$850,000 on course and facility improvements. The 5th and 17th tees and the 5th green were rebuilt and new landscaping work, cart paths and general bunker improvements were made throughout the course.

New 2.4 metre high fences along Dacey Avenue improved pedestrian and vehicle safety. Pedestrian access increased with the Stage 1 construction of a pathway along northern Dacey Avenue. New identification signs have also been installed.

Several other bunkers were reconstructed to shed water and prevent flooding – drastically reducing the time bunkers are out of play after rain. The Trust also continued updating the golf course machinery with the purchase of two new greens mowers and two rough-cutters.

Member and other golfer feedback confirmed that the course is in its best condition for many years and displayed these improvements to the golfing industry through the NSW Golf Open, held at Moore Park Golf in November 2006.

During 2007-08, the Trust will continue to progress plans for the Golf House Redevelopment with finalisation of the design. This staged redevelopment is aimed to be completed in the 2009-10 financial year.

Update on water saving initiatives

The Trust completed the second of four water saving projects with the installation of seven water tanks at the Centennial Parklands Equestrian Centre. The tanks hold a total of 21,000 litres of water collected from the roof surface and connected to hoses in the horsewashing bay. This water is also used to irrigate the horse exercising area.

The ongoing water savings projects were funded by two grants, secured by the Centennial Parklands Foundation in 2006. These grants were from the NSW Department of Energy, Utilities and Sustainability and the Commonwealth Water Grants. The funding has seen the completion of a new recycled watering system for the Rose and Column Gardens. The grants were also used to improve the supply of sustainable water to amenity facilities within the Parklands.

Park improvement plan wins industry accolade

The Trust was awarded with one of the first ever Australian Institute of Landscape Architects (AILA) Stewardship Awards for the Park Improvement Plan 2003-2010. The announcement was made at AILA's National Awards Dinner held in Melbourne's MCG Dining Room in October 2006.

The Trust was one of two recipients of this new award granted to an agency responsible for the management and stewardship of public lands. The award acknowledges the integrity of design while recognising that landscapes should be allowed to evolve and may go through processes of change.

This prestigious award signifies Centennial Parklands inclusion as one of 26 locations on AILA's national list of Australian Significant Landscapes, which include designed sites and urban spaces that have either retained the integrity of the original design or managed with the clear intention to evolve the design towards defined and articulated stewardship objectives.

The award recognises the rigour and consultation associated with the development of the Park Improvement Plan–a NSW Treasury approved capital program of \$50 million over a period of seven years–and will result in significant improvements across the Parklands. AILA acknowledges that the Park Improvement Plan ensures a park system that is sustainable, attractive, cost effective, safe and of high quality.

A four-member Design Review Panel consisting of external industry experts was established by the Trust in 2003 to ensure consistent and high quality design and to provide independent expert advice on projects within the Park Improvement Plan.



McKay Oval wicket renovated

The 80 year-old premium grade turf wicket at McKay Oval, in Centennial Park, has been renovated. These significant improvements involved excavating the soil to a depth of 150 mm to integrate the new supply of Oberon soil with the existing soil profile and turfing the surface with a couch grass variety called 'Conquest'. This reconstruction will greatly benefit regular cricket hirers and was completed in late-2006 for the start of the cricket season.

Asset Maintenance – performance review

As at 30 June 2007, the Trust held \$740 million in assets. The Trust uses an asset management framework, which includes a database to capture information and record maintenance costs to help with scheduling the work program. Using this as a foundation, the Trust prepared a total asset management plan to report on the maintenance of land, which was created using a NSW Treasury template. This plan shows that maintenance of land, infrastructure and water assets supports the services that Centennial Parklands is providing to the community.

Given their age, and the wear and tear resulting from heavy use during up to six million visits made to the parks each year, a substantial commitment to ongoing recurrent maintenance is required for these assets to continue to be available, and to maximise their operational life before full replacement becomes necessary.

The asset portfolio provides the setting in which all the Parklands' services are delivered and comprises buildings, infrastructure, landscape, utilities/services and trees with a written down value of \$300 million (excluding land and investments).

The maintenance program saw the Trust spend \$2.7 million across the assets it directly manages (including the Golf House facilities). This can be expressed as 0.7 per cent per annum of capital replacement value, or \$0.43 per visit. The Trust will continue to strive for the industry standard of 2–3 per cent as a basis for maintenance budgeting. While the value of the Trust's deferred maintenance program was estimated to be \$1.7 million a year, it does not compromise visitor safety. This level of maintenance deferral is not unusual for major urban parks of the size of the Centennial Parklands.

Energy management

The Trust's overall energy consumption was reduced by nine per cent between 2005-06 and 2006-07, mainly due to a large decrease in vehicular and plant fuel consumption.

The Trust's purchased six per cent Green Power for approximately 31 sites during 2006-07. Green Power consumption increased from 4,821 kWh during 2005-06 to 42,846 kWh during 2006-07.

Office buildings (combined services)

At the main administration office and maintenance depot (Grand Parade Centennial Park) there was a seven per cent increase in electricity consumed during 2006-07, compared to the previous year. This may have been as a result of increased working hours during 2006-07.

Transport energy

There was a 33 per cent decrease in consumption from the previous year. This decrease was achieved because grass was growing less, so mowers and tractors were being used less in 2006-07 compared to 2005-06.

Infrastructure

At the three bore pumps located in Moore Park Golf Course, consumption decreased to 46,569 kWh in 2006-07 from 64,581 kWh in 2005-06. The decrease in consumption was a result of less pumping for irrigation.

Other buildings

Electricity data for the Office (Corner South Dowling Street and Cleveland Street, Moore Park), Fodder Store (Cook Road), Moore Park Depot and Centennial Park Depot (36 Lang Road) was as follows:



Consumption decreased by 40 per cent between 2004-05 and 2005-06 but rose by 91 per cent between 2005-06 and 2006-07.

Consumption at the Office increased from 4,349 kWh in 2005-06 to 19,358 kWh in 2006-07. The redundant metering at this site, from January 2006 to about July 2006, would have accounted for the low reading in 2005-06.

Other Users

Energy consumed by all other facilities such as toilets, dressing sheds, sporting facilities and amenities increased by four per cent from 2005-06. This was probably a result of a slight increase in patronage at major events.

Water consumption savings

The Trust completed conversion of irrigation services from potable to bore and pond water funded through an Australian Government water savings grant. Most of Centennial Parklands was using bore water or pond water for irrigation. For historical reasons there were a few areas, including the formal garden, which were not taken off the town water supply. The Australian Government grant was used to install new plumbing so that the Trust could disconnect the town water supply and connect it into its recycled water inlet.

Before sufficient rains fell to replenish the supply of water in its ponds, irrigation was minimised in Centennial Park with watering of public playing fields undertaken only for safety reasons. Bore water from the aquifer was additionally used on the golf course. In horticultural areas, enough water was used to keep plants alive. Early in 2006, the ponds dried up completely. The Parklands' ponds usually contain 270 megalitres of stormwater when full, which is topped by rainfall. Water is also taken from bores that tap into the aquifer beneath the Parklands. The Trust noticed that the ground water level was falling because of the amount of water that was also being extracted from the aquifer by the many other bore owners. There is concern generally across NSW about the health of ground water aquifers, so the Trust has used that source of water cautiously, reducing its reliance on bore water consumption in the process.

The shallow water during the drought attracted a lot more wading birds. For several months, large concentrations were taking advantage of a good food supply and shallower water. The mix of birds changed when the water levels rose. The construction of the ponds was typical of the design for an English public park. They are all fairly shallow with a big surface area that results in high evaporation.

The Trust also began converting its new public amenities to pond water so that toilets were flushed with recycled stormwater, including installation of a new filtration system to improve the water quality going into the toilets. This will result in further reductions in the use of potable water.

The Trust has collated a large amount of previous research on the ponds in Centennial Park and the underground aquifer. Reliable technical data about the pond's hydrology and interface with the aquifer will be critical in determining future sustainable use.

There were adverse impacts on the Parklands' water supplies from catchment activities. The Botany Sand Aquifer appears heavily committed in terms of extraction, so water level access by the bores dropped by several metres. The Trust's ability to draw water from this source is critical.



Water savings action plan

The Centennial Parklands' Water Savings Action Plan was prepared during the financial year in accordance with guidelines drafted by the Department of Energy, Utilities and Sustainability (DEUS) based on similar approaches used in Australia and overseas for identifying water savings measures, with the focus on achieving outcomes in an effective, practical and expeditious way.

The Trust's Action Plan indicated that Centennial Parklands performed well in its water conservation measures, including the exploration of alternate sources of water such as captured stormwater and groundwater, the introduction of new technological solutions and management awareness of water savings opportunities.

Tree management

The cumulative impact of drought on mature trees will not be evident for several years. There was an increase in senescence and death of old trees. However, the exact impact was hard to judge because many of the Trust's trees are old and some were at the end of their lives. The drought probably accelerated the decline of trees that were in a marginal condition because of their age. Tree replacement will remain an issue for the next 25 to 40 years, but plans are in place to replace trees more frequently.

To conserve and maintain heritage items listed in its Section 170 Register, the Trust commissioned the development of a heritage asset maintenance strategy by conservation experts. These experts looked at the Trust's current systems. Their review established criteria for improvements; systems that need to be initiated and current activities.

Many trees are heritage assets in the Parklands, so the Trust did a substantial tree management and replacement plan in accordance with its Tree Master Plan. The Tree Master Plan and Parklands Conservation Management Plan dictate that the tree collection remains a mixture of exotic and native species, as this is one of the key aspects of significance of the Parklands. This mix was adhered to when replacing trees to maintain the diversity.

In 2006, the Trust resurveyed the entire tree collection using a specialist team. In the course of this survey, they also assessed the condition of every tree, and categorised them in terms of life expectancy. The Trust was especially interested in the zero to five year horizon, as an increasing number of its trees were moving into that category. As a result, it is expected that an increasing numbers of trees will be removed in the coming years, and the need to balance this with an increased planting program will become vital. Although the new trees will not necessarily be planted in the same locations, the Trust will maintain an overall balance of numbers.

During the financial year, 150 trees were removed and approximately 160 new trees planted across the Parklands. The Trust anticipates that 150 to 180 trees will be removed annually into the immediate future. This will be supported through the fundraising efforts of the Centennial Parklands Foundation.

The Trust's tree replacement program has ensured the balance between ornamental, native and non-native. Native species, such as the Moreton Bay Fig, Port Jackson Fig and Hoop Pines, which are native to NSW, were the main local species planted. They are also the species that were planted in the Centennial Park in the nineteenth century.

In 2006-07, the Trust continued to maintain and protect the Parklands' heritage. Its three parks are listed as items of state significance in the NSW State Heritage Register. As a government agency, the Trust has a statutory obligation under the Heritage Act to maintain them to a prescribed minimum standard. In most areas, the Trust's programs exceeded these standards. Heritage management was absorbed into the general maintenance program that keeps facilities in a good state of repair and fit for use.





Heritage maintenance

Under Section 170 of the Heritage Asset Register, the Trust completed the Heritage Asset Maintenance Strategy (HAMS). The HAMS is the Trust's forward planning document, which has been prepared to fulfil the requirements of the State Agency Heritage Guide, issued by the NSW Heritage Council under the *NSW Heritage Act 1977*. The State Heritage Guide helps the agency to provide responsible stewardship of government heritage assets in NSW. The Guide and the HAMS have been structured in line with the Government's Total Asset Management policy to achieve better planning and management of the State's assets.

Complete refurbishment of the formal gardens was delayed, but existing features were maintained and the formal gardens were upgraded.

The Trust continued to maintain and upgrade the aquatic plantings to augment several of the ponds, including the Model Yacht Pond, Fly Casting Pond, Willow Pond and Duck Pond.

Pest management

Weeds

The presence and impact of noxious weeds across the Parklands were restricted to low levels. The species of greatest concern predominantly occur along the pond edges. These include:

- water primrose (Ludwigia peruviana);
- glush weed (Hygrophylla costata); and
- water hyacinth (Eichhornia crassipes).

These three species are all germinating from their residual seedbank. As a result, they are occurring at low levels and are readily controlled with routine maintenance.

During the reporting year, the Trust has focused on managing weedy grasses including:

- Coolatai grass (Hyparrhenia hirta);
- whiskey grass (Andropogon virginicus);
- red Natal grass (Melinis repens);
- paspalum (Paspalum dilatatum);
- African feather grass (Pennisetum macrourum); and
- African love grass (Eragrostis curvula).

The first three species listed occur in small isolated infestations, and, as such, additional attention has been allocated to their control to prevent their further spread.

Animals, fish and birds

Trust programs targeted:

- the European rabbit in accordance with the Rural Lands Protection Act 1998 the rabbit population has been maintained at a low level resulting with no rabbit damage to the Eastern Suburbs Banksia Scrub threatened species community and an insignificant level of damage to the sports fields or formal gardens.
- foxes the Trust fumigated several dens during the breeding season. As a participant in the Sydney South Region Animal Management Committee, the Trust contributed to an educational brochure about foxes.
- European carp a major pest in the ponds system, predate upon native fish, invertebrates and plants and resuspend sediments, resulting in poor water quality and algal blooms. During 2006-07, five days of electro-fishing removed just under two tonnes of carp, the longest of which was 85cm and the heaviest was 12.5kg.

Australian white ibis monitoring also continued. The reduced numbers occurring within the Parklands – less than 250 – are seen as having no negative impact. As a result, no control measures were implemented. The Trust acknowledges that ibis are a native species and the islands within the ponds provide a suitable habitat for them.



Delivery of a high quality visitor experience underpinned by a strong economic return.



SOCIAL PERFORMANCE

The following challenges cover key areas of the Trust's work in 2006-07. As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what it planned to do for the financial year.

Challenge	Comment
Implement the Moore Park Precinct event operations plan and explore development of 'heads of agreement' between agencies for a joint operational model	Completed
Participate in the development of Moore Park Events Taskforce strategies for addressing traffic and parking management in and around the precinct	Completed
Improve Centennial Parklands incident reporting system and risk management strategies	Reviewed and actions developed
Develop and install a new exhibition at the visitor centre	Development was completed
Improve the performance and development system for all staff by incorporating feedback	Completed
Conduct the 2006 staff satisfaction survey and develop and implement plans to address the issues raised in it	Survey completed
Implement EEO strategies	Completed
Successfully manage our cultural events program, particularly impacts on the park environment and other park users	Completed
Expand events program by hosting events such as the 2006 NSW Open at Moore Park and Polo in Centennial Park	Completed
Complete service level agreements for premier sports user groups	Completed
Hold quarterly meetings with cyclists to discuss park regulations, behaviour and safety issues	Completed
Implement Stage 3 of our signage master plan	Completed

Future focus

The Trust will increase participation in, and diversity of, cultural, sporting and recreational activities in line with NSW State Plan Priority E8: *More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.* To achieve this goal, the Trust will:

- upgrade existing facilities and deliver appropriate new facilities;
- continue to seek business partnerships with providers of cultural, sporting and recreational services and facilities;
- improve the profile of the Parklands by hosting important cultural celebrations on local, regional, state, national and international level;
- increase engagement and develop enhanced cultural programs with Aboriginal groups;
- seek community participation through volunteerism; and
- establish visitor information services at the refurbished restaurant.



Assessing social performance

GRI					
Indicator	Items		2004-05	2005-06	2006-07
	Visitation (visits to parks only)	·000	5,327	5,460	5,620
	Number of complaints		658	208	193*
	Number of Friends of Centennial Parklands		251	245	314
	Staff satisfaction index	%	_	_	57.3
LA2	Staff turnover	%	10	26.4	23.9
LA7	Number of lost time injuries	Full days	11	106	11
	Number of participants at events (Centennial Parklands as venue manager)	'000 est.	159	165	179
HR4	% of new capital works in accordance with access strategy	%	100	100	100

* This figure does not include the 129 complaints received by the Trust's new complaints hotline that operated on major-event days for Parklife, Good Vibrations Festival and V Festival in 2006-07.

Responding to visitor feedback

The Trust is committed to providing quality customer service to park visitors and the local community and responding to any feedback.

Visitor feedback was received through online forms on the Trust's website, email, phone, fax, letter, or as verbal feedback to the Trust's office, visitor centre or the rangers. The Trust also included feedback from the evaluation forms that were distributed to participants of the visitor programs. All verbal and written comments received by the Trust were centrally recorded on its incident reporting and issues management system (IRIMS). This system allowed the Trust to input comments, complaints and compliments electronically, and ensured that any recurring concerns and views were clearly visible and addressed.

A total of 928 feedback comments were recorded in IRIMS in 2006-07. Of these, 193 were complaints and 356 were compliments. The remaining 379 were reports of accidents, incidents or observations. These feedback comments are categorised in the table overpage.

SOCIAL PERFORMANCE

Visitor Feedback

Classification	2004-05	2005-06	2006-07
Dog management	28	31	25
Cyclists	13	13	16
Construction works	0	0	0
Recreation facilities	4	23	6
Events	11	15	45
Anti-social behaviour	151	137	104
Car related	66	40	20
Rubbish	18	66	49
Management of assets	56	64	42
Visitor programs	-	344	340
Other	316	271	281
Total	663	1004	928

In addition to the feedback recorded in IRIMS, 120 letters were written to the Director and Chief Executive. Of these, 41 were letters providing feedback about the Moore Park Master Plan and the Plan of Management 2006-2016, both of which involved community consultation inviting comments. Nineteen letters included car related comments and 22 were related to events, including both compliments and complaints.

In 2006-07, the Trust made further improvements to IRIMS so that it could include more detailed classification categories and incorporate letters sent to the Director and Chief Executive.

As part of a process of continual improvement in the use of IRIMS, the Trust undertook an internal audit of its incident management processes. This resulted in a decision to make further improvements in the coming year.

The Trust continued to meet its benchmark of responding to verbal comments within 48 hours and written comments within 10 working days.

Our guarantee of service

The Trust makes the following commitments:

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

SOCIAL PERFORMANCE

Annual comparisons of the education and interpretation programs/activities:

Classification	2003-04	2004-05	2005-06	2006-07
Total programs	387	307	337	404
Total no of participants	13,489	18,345	13,647	17,172
No of participants in cultural and recreational activities	1,600	2,100	2,823	5,172
No of participants in environmental education activities	11,815	15,913	10,824	12,000

The community served by the Trust

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

Visitor Programs

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

In the 2006-07, the Trust:

- delivered 404 programs attended by 17,172 participants;
- facilitated 37 weddings; and
- took 176 picnic bookings.

The education and interpretation program continued to offer historical, social and environmental programs while expanding to include new sporting and recreational programs such as football (soccer), multi-sports camps, rugby league, Australian Rules, rugby union, photography for children, basketball programs and new activities for two to five year olds. The themed events included programs for Seniors' Week, Heritage Week, Parks Week, Halloween, Healthy Parks Healthy People and participation at ABC Gardening Australia Expo.

Volunteers

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

In 2006-07 the Volunteer Program included:

- bush regeneration;
- park management;
- Visitor Centre management;
- volunteer exchanges;
- Clean Up Australia Day activities;
- Gardening Australia Expo staffing; and
- mural painting.

These volunteer activities contributed hundreds of volunteer hours of work in the Parklands, including:

- general bush regeneration and park management (approximately 360 volunteer hours);
- corporate bush regeneration (Westpac) (160 volunteer hours);
- visitor information (168 volunteer hours);
- Clean Up Australia Day community and staff activities (540 volunteer hours); and
- Mural painting restaurant hoarding (50 volunteer hours).

In June, a Volunteer Coordinator commenced and currently contributes three hours per week to help coordinate the Centennial Parklands volunteer programs. Consequently, the Trust received a total of approximately 1,300 hours invaluable volunteer support during the year.

Once again the Trust participated in National Tree Day activities, receiving fantastic support from the local community and students from Bourke Street Public School and Sydney Girls High. Their combined efforts saw over 2,000 new trees planted at Mt Steel in Moore Park and near Woollahra Gates in Centennial Park.

Accommodating diverse sporting groups

Centennial Parklands continues to accommodate the needs of clubs and schools that have traditionally trained and based their competitions at the Parklands. Equally, the Trust has been able to accommodate new clubs and schools and several professional teams.

During 2006-07 the Trust administered 709 sport and recreation bookings including:

- 89 athletics carnivals; and
- 406 casual sports bookings.

The ES Marks Athletics Field open nights continued to be popular with attendance ranging from 80 to 150 people. ES Marks continues to be a useful facility for schools and the community.

A service level agreement with the Sydney Swans and NSW Rugby Union was completed for training on the Bus Loop field at Moore Park. The agreement sets out the level of service, terms and conditions on which the Trust made the Bus Loop Oval available for use by the Sydney Swans and HSBC Waratahs. While the Trust provides professional sporting clubs a high quality training ground, there is also capacity for community access and use.

The Trust acknowledges the broad benefits that are associated with active and passive sport and recreation and seeks to continue to support its visitors and customers in pursuing active and healthy lifestyles in a manner that can be sustained by the Parklands' assets.

To improve the management of the allocation of grounds, the Trust liaises biannually with all seasonal sports groups and schools. These meetings resolved over 500 potential booking clashes for 44 seasonal hirers. To ensure continued involvement and communication with sports, schools and activity groups the Trust meets annually with the Sports Advisory Group.

Consulting with the community

Whenever possible, the Trust involves community groups in the development of its policies and plans.

Community Consultative Committee

The Community Consultative Committee (CCC) comprises of people who are regular users of Centennial Parklands and who want to be actively involved in preserving and improving the Parklands and making sure it is used effectively.

The Committee met seven times during 2006-07 to discuss a range of issues such as recreational opportunities, enforcement matters, conservation, traffic strategies, safety issues and infrastructure planning. The Committee also contributed to the development of the Corporate Plan 2007-2010, timed parking extension policy and the restaurant refurbishment project. A full list of the current members of the Community Consultative Committee and their attendance records can be found in the Appendix 1 of this annual report.

In 2007-08, the Trust will be consulting community groups and the CCC on projects such as the tree replacement program, Moore Park Golf House refurbishment project and the new playground at the restaurant site.

For more information or to contact the CCC, please visit: **www.cp.nsw.gov.au/consultation**

Information can also be obtained by phoning (02) 9339 6699 or email **ccc@cp.nsw.gov.au**

Corporate Plan consultation

In developing the Corporate Plan 2007-2010, the Trust sought input from a wide range of key stakeholders through a series of workshops. The many constructive comments received as a result of these workshops have been used by the Trust to inform the development of the Corporate Plan.

Promoting Visitor Safety

During 2006-07, the Trust initiated Phases Two and Three of its Visitor Safety Program;

- Phase Two focused on cyclist education on the regulations pertaining to speed and stop signage.
- Phase Three focused on dog management. During this phase, 241 offences were recorded. Eightyfour per cent of the total offences were for dogs not under effective control and 16 per cent of the total offences were for dogs in prohibited places. Grand Drive in Centennial Park was the area in which the most offences occurred.

The first Cyclist Liaison Committee meeting was held in July 2006 with meetings held quarterly. Terms of Reference were established, and through the work and consultation of this group, there have been a number of recorded improvements in cyclists' behaviour, including:

- implementation of a self-policing system by training clubs;
- information dissemination to cycling club members about accidents and incidents involving cyclists;
- opportunity for cyclists to provide input into any investigations to reduce accidents and incidents.

Trust Regulations have been distributed to, and discussed with members, and they have been consulted on key issues which impact on visitor safety within the Parklands.



Safety initiatives at the Equestrian Centre

The Trust has implemented a range of safety initiatives to protect riders, visitors and horses at the Centennial Parklands Equestrian Centre. In April, a new boom gate and a horse chicane were installed inside the Centre's Lang Road entrance. These were designed to slow traffic entering the Centre as well manage any untethered horses within the Centre. The chicane will also allow horses to re-enter the Centre if they accidentally get loose outside.

Other safety initiatives within the Centre include:

- a speed hump trial, part of an ongoing exploration of ways to effectively slow down traffic;
- convex mirrors on blind corners;
- improved traffic signage and sign location;
- road painting to emphasise the shared zone between horses and pedestrians, plus improved lane markings; and
- improved safety signage.

Reporting incidents and managing risks

Ranger Security Officers provided a presence across the Parklands throughout the year, monitoring visitor safety, protecting assets and responding to numerous incidents and accidents. In addition, Ranger Security Officers were used in larger numbers than previous years to meet needs at major music events. The Trust's security contractor provided 30 trained Temporary Ranger Security Officers for Trust activities.

With the large-scale events conducted in the Parklands, egress of patrons is a challenge, particularly via the Paddington Gates exit. The Trust introduced mitigation strategies, including buses leaving from within Centennial Park, infrastructure to control pedestrian flow, and extensive use of Police to manage traffic, and were part of the event promoter's costs. This mitigation was paid for by the event promoter.

After many successful years, the *JP Morgan Chase Corporate Challenge* was postponed and eventually cancelled due to extreme weather conditions. This led to a change in procedure where structures can now be pegged rather than weighted in order to decrease the risk of this reoccurring.

Hosting events

The 2006-07 financial year was successful with a range of events taking place within Centennial Parklands. Several events returned after previous successes and a number of new events were added to the events calendar for the first time.

Consistent with the aims of the NSW State Plan, the diverse events calendar allowed a wide range and number of visitors to use Centennial Parklands.

In September 2006, the Development Application (DA) for the use of Moore Park was granted by the City of Sydney. This DA allows events with capacity over 2,500 persons to be held in Moore Park for up to 20 days per year for the next five years.

SOCIAL PERFORMANCE

In 2006, the Events Amending Regulation passed through Parliament, allowing Centennial Parklands to host events in excess of 20,000 people. Three clients that host events increased their capacity with resulting crowds of 22,000 (*Parklife*), 36,500 (*Good Vibrations*) and 33,500 (*V Festival*).

Supporting community groups

During the year the Trust supported a number of charities and community organisations through reduced fees for fundraising events at its venues.

These organisations included Juvenile Diabetes Research, Sydney Children's Hospital and the Variety Club. It is estimated that the Trust has supported community events to the value of over \$100,000. With this help, these organisations have been successful in raising significant funds of several million dollars for their causes.

Managing events in Moore Park

The Moore Park Precinct was as busy as usual during the period with approximately 80 events conducted in Sydney Football Stadium and the Sydney Cricket Ground alone. Additional events conducted at the Hordern Pavilion, Royal Hall of Industries, the Entertainment Quarter and the Trust added to the demands in this precinct. The Venue Services Unit provided successful coordination of traffic, access and parking of all events which placed a high demand on Ranger Security Officers, parking contractors and Trust staff.

Venue Services staff attended the Moore Park Events Operations Group (MEOG) and Central Sydney Operations Group (CSOG) meetings, providing input and coordination for operations in these areas.

In 2006-07, the Trust explored development of an agreement between the heads of agencies for a joint operations model. It collaborated with the Trust's partners at the Sydney Cricket Ground and Sport Ground Trust, Colonial First State Property, NSW Police, the Roads and Traffic Authority, State Transit Authority and the Australian Jockey Club to discuss operational matters, traffic and public transport.

Visitor information

The Trust's Visitor Centre is located in the original Superintendent's Residence next to the Paddington Gates. It is open on weekends from 10.00 am to 3.00 pm.

The Centre includes a newly furnished lounge area especially for the *Friends of Centennial Parklands*. It offers free tea, coffee and newspapers and the opportunity for *Friends* to relax and enjoy this Victorian style residence that recently received work to preserve its historical value. On weekdays, the Parklands Office provides visitor information and deals with public inquiries. It also has a range of brochures and maps available free of charge.

In 2007-08 the redeveloped Restaurant in Centennial Park will include a visitor information kiosk.

Award winning publications

For the third successive year, the Trust's annual report again received a silver award at the 2007 Australasian Reporting Awards. Copies of its annual reports are available through its offices and on its website.

Marketing and promotional publications

The Trust produced a range of other publications during the year, and these were distributed through its office, visitor centre, mobile ranger station, local businesses, licensees and in brochure holders within Centennial Parklands. The Trust also posted copies out to local libraries and visitor outlets within the Sydney metropolitan area. Publications produced during the financial year include:

Fact Sheets

- Mt Steel tree replacement;
- Carrington drive and Moonlight cinema;
- Moore Park Golf Course;
- One More Shot Pond;
- Restaurant upgrade;
- Toll House Moore Park;
- Sydney Water works in Centennial Park; and
- Water Savings Grant Centennial Parklands Foundation.

Other publications

- Moore Park Golf Course Guide 2006;
- Call for proposals to operate the upgraded Centennial Parklands Restaurant – A new refreshment experience for Centennial Parklands (brochure);
- Tree dedication pamphlet Sometimes a tree can say it all;
- Centennial Parklands Magazine and What's On Spring, Summer, Autumn and Winter editions;
- Park Improvement Plan Project Highlights and Future Commitments 2003-2010;
- Centennial Parklands needs a Transplant Brochure 2006;
- Centennial Parklands Plan of Management 2006-2016;

- Centennial Parklands Corporate Plan 2007 -2010;
- Centennial Parklands Map reprint;
- Centennial Parklands Christmas Card 2006;
- Moore Park Golf DL brochures: About Us, Corporate Golf, Venues and Events, and Membership.

The Trust's map guide

The Trust's map guide is a comprehensive guide to the Parklands. Approximately 3,000 copies of this brochure are distributed each month through various outlets. The Trust also mailed out map guides with education, sport and event booking confirmations and other relevant correspondence, and posted 100 copies each month to local libraries and visitor outlets.

The map is continually refined as required, with the latest addition being the new bus stops within Centennial Park to assist sports hirers transporting school students to the Parklands.

The map guide can be accessed through the Centennial Parklands' website at: **www.cp.nsw.gov.au/map**

Parklands magazine

Parklands magazine is produced quarterly, with a new issue released at the start of each season. This twelve-page, full colour, A4 magazine is a key tool for communicating to government and corporate stakeholders as well as the *Friends of Centennial Parklands*. The Trust produced 3,500 copies each quarter with approximately 1,700 copies posted to subscribers, nationally and internationally.

The winter 2007 edition (released 1 June 2007) was the magazine's 10th anniversary edition. This edition also featured a readers' survey which captured feedback from readers on the design, content and potential plans for the publication.

What's On brochure

The *What's On* brochure is produced concurrently with the *Parklands* magazine. It promotes school holiday activities, events and festivals and the broad range of visitor programs on offer in Centennial Parklands. In addition to the general on-site and visitor centre distribution channels, the Trust letterbox dropped approximately 10,000 brochures to residents and subscribers in local suburbs.

The Trust also produced poster-sized versions of *What's On* and these were displayed at twelve locations in the Parklands.

Corporate Plan 2007-2010

In June 2007, the Trust finalised its Corporate Plan 2007-2010, a document that outlines the operating environment, goals and priorities of the organisation. Primarily aimed at government and external stakeholders, the Trust published a summary brochure for a more general audience the following month.

Website

The Centennial Parklands website received 197,280 visits in 2006-07. This is a 61 per cent increase on the 120,550 visits in 2005-06.

In February 2007, the NSW Government issued a new style directive for all NSW Government websites. This directive aimed at improving accessibility, consistency and recognition across sites, as well as promoting best-practice principles on design. The Trust audited its website to assess it against the new directives, and advise on corrective action required. The outcomes of this audit were reported back to the Trust in May 2007 and recommended a major redesign of the site to achieve the most cost-efficient means of achieving compliance. This work has been scheduled for 2007-08.

Other promotions

To complement its seasonal and regular publications, the Trust also undertook a number of ad hoc activities throughout 2006-07, including:

- rotation of banner signs at the major gates;
- poster and brochure distribution at the Parade Grounds Café, Moore Park Golf, Parklands Tennis Centre, KU Childcare Centre and Centennial Cycles; and
- special event signage.

Ethnic Affairs Priorities Statement

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

The Trust's new Plan of Management took into account the significant cultural diversity in the suburbs surrounding Centennial Parklands. With 40 per cent of the population in its local and district visitor catchment area being born overseas, 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.

In July 2006, the Parklands were host to an inaugural *Pic Nic au Parc* with traditional French food and entertainment and live broadcasts from SBS radio.

Additionally, the Parklands continued to be the major venue for the Brazilian Soccer Club.



Trust staff

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

Staff turnover was at an annualised rate of 21.9 per cent for 2006-07. This figure is above the State Government average and in part reflects the final phase of an organisational restructure and the result of some temporary positions replaced by permanent staff.

Shared services

The Trust's corporate services – finance, human resources and information technology – are outsourced to the Department of the Arts, Sports and Recreation. 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 the Trust's computers.

Improving the Trust's performance and development system

In conjunction with the development of the Trust's Corporate Plan 2007-2010, the staff Performance Planning and Development System was revised to reflect the strategies and key actions from the Corporate Plan. A number of training sessions were conducted in-house to assist staff and management on effectively using the system to meet ongoing and future resourcing needs.

The Trust provided a range of training and development opportunities for staff and supported their attendance at a range of training courses. During the financial year 55 staff (or 95 per cent of staff) attended a total of 90 courses at a total cost of \$50,000. These courses included occupational health and safety and first aid courses, and sessions on project and contract management, the implementation of State Government Policies, and professional development.

The Trust also continued to review the Trust's office accommodation and completed construction and fit-outs to meet OHS and workplace needs.

Managing and communicating with the Trust's staff

The Trust's Joint Consultative Committee (JCC) provides a formal framework for consultation between staff and senior management. It met on a quarterly basis to:

- promote cooperation and open communication;
- provide a forum for raising issues of organisation wide concern and suggestions for their possible resolution;
- discuss key policy and strategic issues;
- initiate quality improvement projects; and
- improve the dissemination of information about the work of the Trust to staff at all levels.

The JCC is chaired by the Director Business Services and includes representatives from each area of the organisation, the Public Service Association and Human Resources.

A key outcome of the JCC's work in 2006-07 was the Organisational Survey.



Organisational Survey 2007

In November 2006 employees from Centennial Parklands were asked to complete the Centennial Parklands Organisational Survey.

The survey was developed to examine staff opinions, attitudes and perceptions about a range of themes affecting the overall organisation.

In total, 74 per cent of employees completed the survey with 89 per cent undertaking the online version and 11 per cent the paper version. All surveys responses were processed confidentially.

Overall, staff satisfaction was highest with Safety, Work Practice and Environment, and Innovation. However, the three most critical results were around Staff Morale and satisfaction levels with feedback about performance.

In its assessment of these results, the JCC found that there had been an improvement since the last survey in 2004. A Staff Survey Action Group was convened to address issues arising from the survey.

Implementing EEO strategies

The Trust is committed to making sure that its workplaces are free of discrimination and harassment, and the Trust's practices and behaviours do not disadvantage people because they belong to a particular group. The Trust also encourages staff to take advantage of flexible working arrangements and leave options to help them maintain an effective work and life balance.

Women at Centennial Parklands

Bernadette Mitsis, Customer Service Officer, is the representative for the Spokeswomen's Program for the Trust. Amanda Bock, Director Strategic Planning and Projects, is the senior member of management designated to authorise spending on Spokeswomen's Program activities.

Trends in the representation of EEO groups

EEO Group	Benchmark or target	2002-03	2003-04	2004-05	2005-06	2006-07
Women	50%	44%	46%	45%	45%	43%
Aboriginal and Torres Strait Islanders	2%	0%	0%	0%	0%	0%
People whose first language was not English	20%	11%	9%	9%	13%	7%
People with a disability	12%	5%	4%	5%	6%	0%
People with a disability requiring work-related adjustment	7%	3%	2.9%	0%	2%	0%
Total staff	n/a	66	70	64	58	64
Response rate		100%	100%	100%	100%	100%

NB: Table on Trends in the distribution of EEO groups can be found in Appendix 2



The activities supporting the action plan for women during the reporting year were:

- February 2007 tour of the Rose Gardens and Column Gardens. A member from the horticultural team gave a talk about the newly renovated garden beds, which was followed by a morning tea. Fifteen staff members attended.
- March 2007 Clean Up Australia Day. The Spokeswomen's program hosted a morning tea for the staff. Staff cleaned up different areas in the park. Thirty staff members attended.
- July 2006 Jeans for Genes Day staff participated in a walk around the park, and a gold coin donation was collected from most staff members.
- August 2006 Daffodil Day. The Spokeswomen Program hosted a morning tea. A member of the horticultural team ran a floristry workshop, enjoyed by about 15 staff members. Through this workshop, \$200 was raised for The Cancer Council NSW.

Occupational Health and Safety

The Trust's OHS and risk management training program helped its staff to understand the OHS legislative environment and the Trust's safety management system and policies, and their individual roles and responsibilities. The Trust continued its rigorous training program to keep staff 'working at safety' and managers completed training in the safety management system. The Trust continued to use the safety management system, which prescribes the organisation's commitment, workplace hazard assessment and risk controls, accident investigation and return to work processes. External professional trainers were brought into the organisation to present OHS and environmental training and to set up a training system. Key staff in the organisation helped the consultants from Deloitte Touche Tohmatsu to tailor training for staff on the application of the safety management system.

The Trust recognises that outdoor operations have a higher level of inherent risk than some other occupations, and introduced effective systems to prevent injuries.

During 2006-07, the Trust continued its injury prevention 'stretching' program for teams in the outdoor physical working environment to reduce strain and sprain injuries. This training has done much to change the working culture of employees in physically demanding areas.

The Trust's occupational health and safety committee continued monthly meetings and provided help and advice to management on the resolution of any OHS issues. The committee also carried out regular workplace inspections and reviewed all incident and hazard reports.

There were no WorkCover NSW prosecutions involving Centennial Parklands during the financial year, and the Trust saw a 30 per cent reduction in workers compensation claims. Only six workers compensation claims were lodged, compared with nine during the previous financial year. Only 81 hours were lost due to workplace injuries or illnesses, which was a significant reduction when compared with the 743 hours lost during the previous reporting period and the 287 hours lost in 2004-05.

The Trust's safety record

Year	2003-04	2004-05	2005-06	2006-07
Number of workers compensation claims	12	10	9	6
Cost per claim per employee	\$379	\$1,416	\$6,352	\$4,156
Hours lost to workplace injury or illness	_	287	743	81

A sustainable organisation that delivers sound business practice and improved revenue.

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ECONOMIC PERFORMANCE

The following challenges cover key areas of the Trust's work in 2006-07. As many of the Trust's plans and strategies extend over several years, the comment 'completed' means that the Trust has completed what the Trust planned to do for the financial year. Other items that are deferred or ongoing will carry more detailed notes, although many of these projects are planned for 2007-08.

Challenge	Comment
Conduct a post-implementation review of our customer information management system (CIMS)	Completed
Continue to implement the Trust's new corporate reporting framework	Completed
Develop and use the Trust's asset management system	Completed
Incorporate the conservation management plan into the Trust's asset management systems	Completed
Fully utilise the electronic procurement capabilities of the financial information management system (FIMS) and start to roll out online purchasing, enquiry and financial reporting to all relevant administrative staff and line management	Completed tasks and met all targets for the reporting year
Implement the Trust's five-year strategic financial plan	Commenced
Implement environmental improvements using Green Corps and corporate volunteers	Completed
Complete a 'call for proposals' for the Centennial Parklands Restaurant, appoint a new licensee, and start upgrade works	Completed
Implement cost recovery of NSW Police and RTA charges for Moore Park Precinct traffic management	Completed
Prepare detailed plans for the redevelopment of the Golf House facility to improve viability and visitor experience	Completed
Create and develop a new schedule of benefits and discounts for <i>Friends of Centennial Parklands</i>	Work commenced on the development of an enhanced benefits schedule for the <i>Friends</i> program

Future focus

In 2007-08 the Trust plans to:

- attract, develop, equip and retain a skilled workforce with the capacity and resources to support Trust objectives and priorities;
- review and effectively manage leases and licences to optimise returns to the Trust, with a focus on enhanced performance measures for new or renewed arrangements;
- investigate and establish new sources of funding including sponsorship, advertising, grants and fundraising by the Centennial Parklands Foundation; and
- unveil an enhanced benefits schedule for the *Friends* program. It will include a wider number of Trust-related benefits, offerings with licensees and event organisers on Trust lands, as well as reciprocal benefits with other like Friends programs at a range of cultural institutions.

ECONOMIC PERFORMANCE

Economic performance

GRI Indicator*	Items		2004-05	2005-06	2006-07
EC3	Open space cost per visit (on 5.62 million visits per annum)	\$	1.30	1.14	1.20
EC2	Visitors outside 5km radius (data collected every three years as per visitor survey mentioned above)	%	37%	34%	34%
EC3	Maintenance costs as a % of asset value	%	0.53	0.35	0.42
EC13	Total asset value	\$M	660.0	722.9	738.3
EC3	Net cost to Government per visit	\$	0.54	0.52	0.39
EC3	Net cost to Trust per visit	\$	2.69	2.55	2.67
EC9	% of overall operating costs funded by Trust revenue	%	85.8	83.6	87.1
EC1	Revenue growth	%	10.9	9.4	9.6

Payment performance

Account payment performance

Accounts payable at the end of each quarter	Quarter ended Sept 2006	Quarter ended Dec 2006	Quarter ended March 2007	Quarter ended June 2007
	\$	\$	\$	\$
Current (within 30 days)	172,099	85,664	631,270	486,253
Overdue less than 30 days	39,217	63,767	264,663	233,163
Overdue between 30 and 60 days	35	50,231	37,801	11,332
Overdue between 60 and 90 days	0	2,741	4,438	8,530
Overdue more than 90 days	7,678	0	7,684	8,555

In 2006-07, the overdue accounts payable at the end of each quarter were due almost entirely to disputed invoices.

	Тс	otal accounts pai	d on time	Total amount paid
Total value of accounts paid	Target %	Actual %	\$	\$
September quarter	95	65	2,965,118	4,527,948
December quarter	95	75	2,425,188	3,240,634
March quarter	95	64	1,995,865	3,125,061
June quarter	95	89	10,081,915	11,321,333

Our performance in 2006-07 has strengthened in the final quarter with the implementation of improved procedures and retention of key operational staff.



The five-year financial strategy

The Trust is midway through the second year of the fiveyear strategic financial plan which is aims to:

- reduce volatility in revenue streams while maintaining control of costs;
- enhance existing revenue streams through its marketing and business development focus;
- continually refine financial reporting systems to enable better understanding of cost drivers;
- rebuild cash balances to ensure adequate working capital; and
- develop new funding sources for the capital program.

Investment performance

During the reporting year the Trust continued to invest surplus funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the Cash Facility and Bond Market Facility to meet the Trust's short-term cash flow requirements and specific future capital project commitments.

The appropriate benchmark performance for comparison for the Cash Facility is the UBS Bank Bill Index. The benchmark for the Bond Market Facility is 40% UBS Bank Bill Index, 12% UBS Treasury Index, 24% UBS Semi Government Index and 24% UBS Supranational/Sovereign Index. Details on the Trust's Hour-Glass investments are show below:

Investment performance criteria	2004-05	2005-06	2006-07
Value of cash facility on 1 July	\$4,346,721	\$736,481	\$478,396
Value of cash facility on 30 June	\$736,481	\$478,396	\$3,038,724
Interest income earned	\$189,975	\$41,914	\$310,329
Actual rate of return	5.59%	5.69%	6.41%
Benchmark rate of return	5.64%	5.76%	6.42%
Value of bond market facility on 1 July	\$4,125,947	\$4,412,322	\$4,582,588
Value of bond market facility on 30 June	\$4,412,322	\$4,582,588	\$5,133,233
Interest income earned	\$286,375	\$170,265	\$220,645
Actual rate of return	6.95%	3.86%	4.68%
Benchmark rate of return	7.09%	4.04%	4.75%

Hour-Glass Investment Facilities

The Trust increased its holdings in the TCorp Cash Facility as part of its Financial Strategy to ensure adequate working capital. After allowing for fees, the return on both the Cash Facility and Bond Market Facility were in line with the benchmark rate of return.



The corporate reporting framework

The financial year 2006-07 was the final year of the Trust's Corporate Business Strategy 2002-2007 – from which the Trust developed its Annual Business Plan. This business plan included several key performance indicators and the Trust reports to the Board on these indicators every quarter. In addition, at each Trust meeting throughout the year, the Board is provided with progress reports on all key projects and actions being undertaken. The Annual Business Plan is also used for regular reporting to the Minister.

The Trust monitors its financial performance on a monthly basis and provides reports at each Trust meeting. Each business unit is also required to report quarterly on the achievement of their financial and other targets.

The Trust's Annual Business Plan also drives team and individual work plans that are monitored throughout the year.

Further information on the Planning Framework is found on pp. 8-9.

Reviewing policies and procedures

In 2006-07, the following policies and procedures were implemented:

- Induction Policy and Procedures (August 2006);
- Financial Delegations (August 2006);
- Sun Protection Policy and Procedures (September 2006) and associated training session and issue of personal protective equipment (PPE) to all staff;
- Employee Guide (June 2007);
- Cash Handling Procedures (May 2007);
- Monthly Financial Controls Checklist; and
- Performance Planning and Development System Guidelines (June 2007) and associated training sessions.

The Policy and Procedures Framework is to be revised in 2007-08 to guide the prioritisation and comprehensive development of policies and procedures. Priorities include:

- Induction and Orientation;
- Code of Conduct;
- Feedback Handling; and
- Records Management.

In 2006-07, the Trust's OHS Committee reviewed the:

- OHS Policy and associated safety management system;
- first aid policy; and
- non-smoking policy.

ECONOMIC PERFORMANCE



Managing and maintaining the Trust's assets

During 2005-06, the Trust developed a property management licence database and in 2006-2007 completed a Heritage Asset Maintenance Strategy, required by the NSW Heritage Office. This plan involves aligning the heritage information in the conservation management plan with the Mainpac asset database, and scheduling programmed maintenance of listed heritage assets to ensure their conservation.

Major assets / land disposed of during the year

There were no major assets disposed of in 2006-07.

Major assets other than land holdings

The net value of the Trust's plant and equipment is \$986,928 and the net value of its computer equipment is \$60,991.

Delivery of electronic services

The Trust's website includes a facility for members of the public to provide feedback on a range of issues. It also provides application forms for booking picnics and weddings, proposal forms for special events, and booking request forms for Centennial Square. As a result of the introduction of an automated system, the Trust saw an increase in payments by credit card.

Investigating new business opportunities

The Trust continued to generate revenue in new areas and this is covered in other, operational areas of the report.

Australian Film, Television and Radio School move to the Entertainment Quarter

The Australian Film, Television and Radio School (AFTRS), a statutory Commonwealth organisation, finalised a deal in 2006-07 with Colonial First State Property Management (Colonial) to relocate from its current premises at Ryde to a purpose built building within the Entertainment Quarter at Moore Park.

After meeting strict development criteria set out under State Environmental Planning Policy (SEPP) 47 and the Major Projects SEPP, as well as the City of Sydney's development proposal process the Trust endorsed the AFTRS proposal recognising that the project is of state and national significance. The Trust negotiated a mutually acceptable financial arrangement with Colonial in relation to the development.

It is expected that the refurbishment of the premises will be ready for student enrolment in early 2008.



Golf flourishes at Moore Park

The Trust and the Moore Park Golf Club continued to work in close partnership during 2006-07. This has been the first year of the new Operating Agreement and has resulted in an improved and positive working relationship.

Enhanced benefit packages are now available to the public as well as existing members of the Golf Club. The packages encourage new members to join one of the best known Golf Clubs in Sydney and allow the Trust and the Club to work together to develop social golf, and women's and junior golf programs.

During 2007-08 the Trust will continue to progress plans for the Golf House Redevelopment with finalisation of the design. This exciting staged redevelopment is expected to be completed in 2009-10.

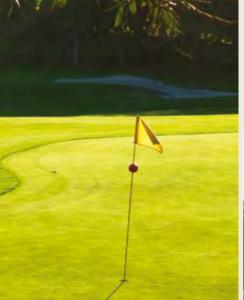
Risk management and insurance

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.

As part of its annual business planning, the Trust prepared a list of 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 and the effect of continuing drought conditions on the environment of the Parklands.





Filming and photography

Demand from the film and photography industry saw almost continuous location bookings over the 12-month period. Among the projects filmed were episodes of *Love My Way* and *Celebrity Dog School*, as well as numerous advertisements such as Nicorette, Listerine and McDonalds.

Filming and photography revenue for the period was approximately \$100,000. This was \$20,000 above budget expectations and ahead of results from the previous financial year (\$82,716 in 2005-06).

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 CPI changes to fees and charges and cover any increases in administrative overheads and maintenance costs.

The Trust's new rates came into effect in August 2006 and are available online at: **www.cp.nsw.gov.au**

Implementing the Centennial Parklands Foundation business plan

The Centennial Parklands Foundation is an independent charitable organisation established by the Trust. Its key focus is to provide funds for environmental and educational projects endorsed by the Trust.

Some key actions implemented from the Foundation's business plan in 2006-07 include:

- National Tree Day (Sunday 30 July 2006) the Foundation hosted a highly successful community planting event at Sandstone Ridge in Centennial Park. Fifty Sydney red gums were planted and \$25,000 was raised towards the Tree Replacement Program which aims to replace over 60 per cent of the Parklands 16,000 trees over the next 40 years.
- Green Corps grant application in conjunction with Greening Australia, a grant application for Green Corps' Young Australians for the Environment was awarded to the Foundation. The three major projects successfully undertaken by the Green Corps team in Centennial Parklands were the construction of a nursery facility, European carp reduction from the pond system, and the landscaping of pond banks. The grant was valued at about \$70,000 or 6,860 hours in staff time.
- The Ibis management project research into the management of excessive numbers of these birds affecting the Parklands – commenced with Foundation funding of \$10,000.

Full details of the work of the Foundation in 2006-07 can be found in the Centennial Parklands Foundation's Annual Report.

Appendices

APPENDIX 1 – GOVERNANCE

Statement of responsibility

31 October 2007

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 2006-07.

Steve Corbett 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 2007, 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 examined and authorised by the Director Business Services.

The Trust's policy and procedures in force during 2006-07 complied with best practice as detailed in the policy and guidelines paper issued by Treasury.

Steve Corbett Director and Chief Executive

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.

In 2007, the Department of Premier and Cabinet revised its "Model Code of Conduct for NSW Public Sector Agencies". The Trust's Code of Conduct is to be reviewed against this document in 2007-08.

Community Consultative Committee

There were seven Community Consultative Committee meetings in 2006-2007.

Representative	Term	Attendance at Meetings
Allan Young	January 2004 – February 2008 (Chair since February 2006)	5
Danyelle Droga	September 2005 (Director's representative)	5
Ann Bilmon	April 2006 – April 2008	7
Don Carseldine	August 2006 – August 2008	6
Robert Goodman	April 2006 – April 2008	6
Craig Lyons	April 2006 – April 2008	5
Michael McDonald	January 2004 – February 2008	5
Sandy Pratten	January 2004 – February 2008	6
Peter Reid	January 2004 – February 2008	6
Clare Skinner	April 2006 – April 2008	5

Significant committees established and abolished

The Trust's Plan of Management Steering Committee was abolished as its work had moved to a new stage.



Significant Centennial Parklands' committees

The table shows the number of Trust and committee meetings attended by each Board Member during 2006-07, with the number of meetings held during the time shown in brackets.

Trustee	Trust meetings	Finance committee ¹	Audit committee ²	Marketing committee ³	Foundation Board of Governors ⁴
Professor John Niland AC	10 (10) Chair	4 (4)	2 (3)		3 (4)
Annabelle Bennett AO	9 (10)				2 (4)
David Leckie	5 (10)			4 (4)	
Michael Marx AM*	1 (10)		1(3)		
Yvette Pietsch	7 (10)		2 (3)		
Margaret Varady AO	9 (10)	3 (4)			3 (4)
John Walker	9 (10)	4 (4)	1(3)	3 (4)	
Sarah Whyte	6 (10)				4 (4) Chair
Allan Young**	5 (5)				

Notes

- 1 Other members of the Finance Committee are: Sue Power (NSW Treasury), Cary Mather (NSW Treasury), Steve Corbett (Director and Chief Executive), Bruce Cook (Director Business Services), Robert Hermann (Business Manager), Anthony Shaw (External Financial Advisor), John Cuthbert (Manager Finance Services).
- 2 Other members of the Audit Committee are: Dennis Krallis (Deloitte Touche Tohmatsu), Ron Hegarty (NSW Audit Office), Mary Mahoney (NSW Audit Office), Steve Corbett (Director and Chief Executive), Bruce Cook (Director Business Services), Robert Hermann (Business Manager), Anthony Shaw (External Financial Advisor), John Cuthbert (Manager Finance Services).
- 3 Other members of the Marketing Committee are: Steve Corbett (Director and Chief Executive), Danyelle Droga (Director Visitor Experience)
- 4 Other members of the Foundation Board of Governors are: Phillip Black (City of Sydney Council), David Butcher (Greening Australia), Richard Cobden (Nigel Bowen Chambers), Geoffrey Cohen AM (Minter Ellison Lawyers), Crystal Condous OAM (Crystal Condous Consulting Services), Jack Cowin (Competitive Foods Australia), Peter Duncan (Premier's Department), Steve Corbett (Director and Chief Executive).



Other advisory committees

Committee	Representatives		
Bushland Management Group	Paul Adam Martin Bremner Denis Collister Bettina Digby Daniel Goulburn Daniel Grover	Alison Halliday Paul Ibetson Joe Johnson Helen Kemp John Lennis	Roslyn McCulloch Sandy Pratten Ian Innes Paul Tracey John Martin
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode Alex Clarke Kate Guilfoyle Mary Walsh	Rosemary Gough Tim Roberts Jamie Winning	Kelly Paton Dee Vodden Bruce Cook
Golf Course Coordination Committee	Simon Roberts Harry James	Jon Urquhart Ian Innes	Mal Durkin
Design Review Panel	Peter Mould Catherin Bull	Alex Tzannes Oi Choong	Amanda Bock
Plan of Management Steering Committee	Brett Cheatley James Harrison Reece McDougall	Yvette Pietsch Margaret Varady Bob Waldron	Steve Corbett lan Innes
Sports Advisory Group	Doug Atkinson Ron Crawford Graeme Dedrick	Laurie Heil Wayne Morgan Greg Weiss	Derek Zilich Bernadette Walker Danyelle Droga
Golf Course Liaison Committee	Harry James Greg Dick Peter Godddard Jon Urquhart	Brett Leahy Robert Hermann Anthony Shaw	Cathy Thurley Craig Easdown Bruce Cook

APPENDIX 1 – GOVERNANCE

Staff Member(s)	Position	External Committees
Yvonne Barden	Marketing Services Officer	Moore Park Precinct Marketing Group.
Amanda Bock	Director Strategic Planning and Projects	Moore Park Events Taskforce; Construction Resources User Group.
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	Parks Forum Leadership & Relationship Standing Committee – Chair; Member of Board Parks Forum; Sydney Parks Group; Moore Park Events Taskforce; Department of the Arts, Sport and Recreation Corporate Services Steering Committee; Centennial Parklands Foundation; Centennial Parklands Foundation Management Committee; NSW State Plan Priority E8 Interdepartmental Planning Group.
Danyelle Droga	Director Visitor Experience	Sydney Parks Group; Sydney Parks Group Marketing Committee; Centennial Parklands Foundation Management Committee; <i>Friends of Centennial</i> <i>Parklands</i> Reference Group; NSW Healthy Parks Healthy People Working Group; National Healthy Parks Healthy People Coordination Group; Community Consultative Committee; NSW State Plan Priority E8 Interdepartmental Planning Group.
Stuart Dutton	Manager Venue Services	Premier's Department: Central Sydney Operations Group; Moore Park Events Operations Group; Event Safety Working Party.
lan Innes	Director Park Assets	City of Sydney – Hyde Park Master Plan Steering Committee.
John Martin	Environmental Officer	Sydney Central Region Weeds Committee; Sydney South Region Feral Animal Management Committee; South Sydney–Centennial Park Floodplain Risk Management Committee, Botany Wetlands Steering Committee.

Significant committees with Centennial Parkland's representation

External presentations by Trust staff

Staff Member(s)	Position	Event
Amanda Bock	Director Strategic Planning and Projects	'Centennial Parklands Park Improvement Plan – Continuing the Legacy'; Parks & Leisure Australia National Conference 2006
lan Innes	Director Park Assets	'Is Brown The New Green?': Responses to drought in public parks; Parks and Leisure Australia, NSW State Conference 2007
Bernadette Walker	Manager Visitor Programs	Planning for future demand; Parks and Leisure Australia, NSW State Conference 2007
Geoff Reinhard	Coordinator Planning	Planning for future demand; Parks and Leisure Australia, NSW State Conference 2007

Note: Brian Page, Parklands Ranger, also delivered numerous presentations to community groups on the history of Centennial Parklands in 2006-07.

Freedom of information and statement of affairs

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

Structure and functions

The primary responsibility of the Trust is to ensure the sustainable management of urban parkland and leisure facilities on behalf of the people of NSW. 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;
- documents on the internal administration of the Trust; and
- 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 administration.

Applications for access to Trust documents under the *Freedom of Information Act 1989* should be accompanied by a \$30 application fee and sent to:

The Freedom of Information Officer Centennial Parklands Locked Bag 15 Paddington NSW 2021 Applications to amend documents relating to a person's own personal affairs may also be made to this address.

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

Applications under the Freedom of Information Act 1989

The Trust received one application under the *Freedom* of *Information Act 1989* in the reporting year. The request involved a third party and the Trust was required to consult the third party to obtain their permission to release their details.

Details of internal review results

The third party consulted to release their personal information objected to the release of this information. However, the *Freedom of Information Act 1989* states that an agency must test for "unreasonable disclosure" of personal information. The internal review upheld the original decision to release the information, but reduced the scope of the personal information disclosed.

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 2006-07 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.cp.nsw.gov.au** A brochure is also available upon request.

Legislation and legal change

The Centennial Park and Moore Park Trust Amendment (Events) Regulation 2006 was tabled in Parliament by the Parliamentary Counsel in June 2006 and came into effect on 31 August 2006. This amendment allows the Trust to hold events that attract more than 20,000 people at one time.

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 2006-07 year.

Controlled entities

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

APPENDIX 1 – GOVERNANCE

Executive officer information

200	3-04	200	94-05	200	5-06	200	6-07
Male	Female	Male	Female	Male	Female	Male	Female
	1	1		1		1	
1	1						
		2003-04 Male Female					

Note: in 2003–04 the female SES Officer was in an acting capacity.

Number of officers and employees by category

Centennial Park and Moore Park Trust

Staff Numbers	:	2005-06	2	2006-07
Occupational Group (ANZSCO)	FTE	Headcount	FTE	Headcount
Managers	N/A	N/A	12.9	13
Professionals	N/A	N/A	10.9	15
Technicians and Trades Workers	N/A	N/A	16.0	18
Community and Personal Service Workers	N/A	N/A	0.0	0
Clerical and Administrative Workers	N/A	N/A	13.0	15
Sales Workers	N/A	N/A	0.0	0
Machinery Operators and Drivers	N/A	N/A	0.0	0
Labourers	N/A	N/A	3.0	3
TOTAL	58.4	58	55.8	64

Notes:

- 1. Data includes Permanent, Temporary and Casual Employees in 2006-07.
- 2. The Department of the Arts, Sport and Recreation provides personnel services to the Centennial Park and Moore Park Trust.
- 3. It is the Department's intention to report staff numbers as Full Time Equivalent (FTE) staff units in 2007 and future years, as this methodology provides a more accurate measure of staff utilisation.
- 4. Occupational groupings for 2007 are classified by the Australian and New Zealand Standard Classification of Occupations (ANZSCO) for the majority of Divisions. The occupational groupings are not comparable with the groupings in the now superseded Australian Standard Classification of Occupations (ASCO) used by some Divisions.
- 5. Where historical data is not available the entry is shown as Not Available (N/A).
- 6. The Full Time Equivalent (FTE) staff units reported in the table is for the surveyed reference period (final pay period of 2006-07 financial year).

Trends in the distribution of EEO groups

Distribution index

EEO group	Benchmark or target	2006	2007
Women	100	116	117
Aboriginal people and Torres Strait Islanders	100	n/a*	n/a*
People whose first language was not English	100	n/a*	n/a*
People with a disability	100	n/a*	n/a*
People with a disability requiring work-related adjustment	100	n/a*	n/a*

Notes:

- 1. Staff numbers are as at the end of June 2007;
- 2. Excludes any casual staff or contractors;
- 3. 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. The distribution index is automatically calculated by the software provided by Office of the Director of Equal Opportunity in Public Employment; and
- 4. *The distribution index is not calculated where EEO group or non-EEO group numbers were less than 20.

Value of recreation leave and long service leave entitlements

Leave entitlement	Value as at 30 June 2007
Recreation leave	\$373,257
Long Service leave	\$559,705

Consultants

Thresholds	Consultant and project	Cost
Consultancies equal to or more than \$30,000	There were no consultants equal to or more than \$30,000 engaged in 2006-07	\$0
Total consultancies less than \$30,000	During the year ten consultancies were engaged in the areas of occupational health and safety, management services and property.	\$33,650
Total consultancies		\$33,650

Overseas visits

Only Steve Corbett, Director and Chief Executive travelled overseas during the 2006-07 financial year. He attended an International Parks Forum in Reading, United Kingdom. While in the United Kingdom he also presented to the members of the East England group of the national organisation, Greenspace, on Centennial Parklands and the Parks Forum.

Grants to non-Government organisations

There were no grants to non-government organisations during 2006-07.

Research and development

No research and development projects were undertaken during 2006-07.

Contracting and market testing

Due to the Trust's operational size, it has market tested a number of services and, as a result, contracts out:

- Property portfolio management
- Legal services
- Venue operator services
- Construction and design services
- Waste Management Services
- Cleaning Services
- Grounds maintenance
- Building and infrastructure maintenance
- Irrigation maintenance

INDEX

Α

About Centennial Parklands	5
Advisory committees	51
Annual Business Plans	9
Asset maintenance	24
Australian Film, Television and Radio School	45
В	

Board of Trustees12

C	
Centennial Park	
Chairman's report	2
Code of conduct	49
Committees, representation	52
Community Consultative Committee	49
Consultants	55
Contracting and market testing	55
Controlled entities	
Corporate Plan	9
Credit card certification	
D	

Development proposals	.20
Director and Chief Executive's report	3

E

Economic performance	.41
Electronic service delivery	.45
Employee numbers	
Energy management	.24
Environmental performance	.17
Equal employment opportunity	
Equestrian Centre, safety initiatives	
Ethnic affairs priorities statement	.36
Events	
Executive staff	
Executive officer information	

F.

Fees and charges	47
Filming and photography	47
Financial statements	inside back cover.
Financial strategy	43
Foundation Board of Governors	50
Foundation business plan	47
Freedom of information and statement of	of affairs 53

G

G
Golf course works23
Governance11
Guarantee of service
н
Heritage maintenance27
Highlights for 2006-07
Hour-glass investment facilities
The second s
Investment performance43
J
Joint consultative committee
L
Legislative change53
Letter to the Ministerinside front cover

м

Major assets/land – disposals and acquisitions	
McKay Oval wicket renovated	
Moore Park	
Moore Park, events	35
Moore Park Golf	46
N	
NSW State Plan	8
0	
Occupational health and safety	
Operational structure	
Organisational direction	
Overseas visits	55
P	.
Park improvement projects	
Payment performance Pest management	
Plan of Management	
Planning Framework	
Policies and procedures	44
Presentations by staff	
Privacy and personal information protection	
Publications	35
Q	
Queens Park	
Queens Park improvements	22
R	
Recreation and long service leave	
Research and development Restaurant refurbishment	
Risk management and insurance	
	+0
Safety record	30
Shared services	
	53
Significant judicial decisions	
Significant judicial decisions	29
Significant judicial decisions Social performance Sporting groups Staff survey	29 33 38
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development	29 33 38 37
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility	29 33 38 37 49
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups	29 33 38 37 49
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups T	29 33 38 37 49 35
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups T Tree management	29 33 38 37 49 35 26
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups T Tree management Trustee meetings	29 33 38 37 49 35 26
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups T Tree management Trustee meetings	29 33 38 37 49 35 35 26 50
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups Furge management Trustee meetings W Waste reduction and purchasing policy	29 33 37 49 35 26 50
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups Supporting community groups Tree management Trustee meetings W Waste reduction and purchasing policy Water consumption savings	29 33 37 49 35 26 50 20 25
Significant judicial decisions Social performance Sporting groups Staff survey Staff training and development Statement of responsibility Supporting community groups Supporting community groups Tree management Trustee meetings W Waste reduction and purchasing policy Water consumption savings Water savings initiatives	29 33 38 37 49 35 26 50 20 23
Significant judicial decisions	29 33 38 37 49 35 26 20 20 23 23 26
Significant judicial decisions	29 33 38 37 49 35 26 20 23 23 26 36
Significant judicial decisions	29 33 38 37 49 35 26 20 25 23 26 26 36 27
Significant judicial decisions	29 33 38 37 49 35 26 20 25 23 26 26 36 27
Significant judicial decisions	29 33 38 37 49 35 26 20 25 23 26 23 26 23 27 38
Significant judicial decisions	29 33 38 37 49 35 26 20 25 23 26 23 26 23 26 23 26 23 31
Significant judicial decisions	29 33 38 37 49 35 26 20 20 25 23 26 38 31 35 32
Significant judicial decisions	29 33 38 37 49 35 26 20 25 23 26 38 31 35 32 33

Website

Visit www.cp.nsw.gov.au/map for the latest map updates DISTANCES AROUND GRAND DRIVE, CENTENNIAL PARK Heritage Feature Entry Gate Playground Horse Hire Underground L Accessible Parking 🞢 Tennis BBQ ***** Road 3.8 km Reservoi Walking Path 3.7 km i Info Public Telephone 1 Netball **Recycling Bins** Horse Track 3.6 km Jogging Track 3.5 km Bus Stop ÷۴ Horse Riding Restaurant Accessible Toilets Ċ, ---- One Way Traffic Golf * Open weekends & public holidays Cycle/Rollerblade Walking Path (Self-guided) **†** Toilets Åλ Lane Food Walking Path Lookout **A Bird Watching** Café - - - Horse Track K Jogging Track Rollerblading Rollerblade Hire 50 100 200 300 400 Cycle Hire Metres or Cycling N SYDNEY CBD (5 km) PADDINGTON ·~-Addington WOOLLAHRA ŧ|ŧ & Woollahra Gates nipµ Lake sitor Centre Ξ Ξi BONDI Fox Professional Studios MOORE PARK ŧ!! JUNCTION Sydney Cricket Ground Sydney Boys High School Ξ Carring Cannor E Bat & Ball " St Sydney Girls Hig School iii & 8 Hordern Pavilion Royal Hall of ŕī of it it Mt. Steel Ġ Quarter (EQ) Driving Range **7** 20 **1**8 Moore Park Golf House & Pro Shop Equest Parade Grounds C Ψ Pine Grove York Rd Parklands Office Robertsor Rd Gates ė Busbys Promonte BONDI 🛹 <u>اا ا</u> Parkla Sports Centre Ξ BEACH (5 km) 3 હે હે Model Yacht Pond 占 占 🖬 Moore Park Golf ÷11 Dickens Dr **i** MCKay 0 Queens Park Rd serve Centennial Parklands Golf Course Depot (Th Lachlar Swamp 솠 11 £., & **#**|**†** Ρ ė Dacey Av 🖧 🕹 🖬 Centennial Parklands Children's Centre One More Shot Pond Musgrave Pond QUEENS PARK 53 ŧIŧ Duck Pond Musgrave Ave Moore Park Golf Athle ۍ 🌜 **i**li Musgrave Ave Gates (Pedestrian 60 X access only Govett St Gates AIRPORT (7 km) RANDWICK

A B C D E F G H I

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

Availability

NSW Government bookshops www.cp.nsw.gov.au

Centennial Parklands Office

