

# Our community

Centennial Parklands has been the people's park for over a hundred years, and in that time has grown to be one of the world's leading urban parklands. As an organisation, the Trust is committed to ensuring that the range and standards of services and facilities offered, meet the needs and expectations of the various community groups and individuals who visit each year.

A commitment to invest in and protect the health and wellbeing of visitors is also a priority for the Trust and this year saw the implementation of the Visitor Safety and Compliance Program and the Sydney Urban Parks Education and Research (SUPER) Group's *Healthy Parks Healthy People* initiative.

The environmental, cultural and recreational programs were expanded during 2003–2004 to include 'The Spaces Between' exhibition, the Volunteer Bush Regeneration projects, and the Sydney Morning Herald Qantas Good Food Month Spring Picnic.

Community groups and individuals were provided with many opportunities to be involved in decision making through various consultation processes including the Community Consultative Committee, the monthly newspaper column (circulation around 500,000) and the annual Open Day. In 2003–2004 community involvement was sought in the developing of strategies and plans including the Queens Park Master Plan, Sports Strategy, Cycling Code of Conduct and the Grand Drive design trial.



## Healthy Parks Healthy People

The *Healthy Parks Healthy People* launch event was held on Sunday, 26 October 2003 on the Parade Grounds at Centennial Park. Participating organisations provided information booths where members of the public could find out more about activities in Sydney's icon parks. Centennial Parklands hosted and managed the event.

Participating organisations included NSW National Parks & Wildlife Service, Parramatta Park Trust, Botanic Gardens Trust, Sydney Harbour Federation Trust, Sydney Olympic Park Authority, NSW Department of Infrastructure, Planning & Natural Resources, NSW Department of Health, Department of Tourism, Sport and Recreation and The Asthma Foundation of Australia. A variety of sporting clubs and commercial operators also participated on the day.

The launch event featured frisbee lessons, cooking demonstrations, football skills with the Sydney Swans, yoga demonstrations, soccer skills with Parramatta Power, native animals at the Zoo Mobile and Bark Busters dog obedience lessons. Visitors also enjoyed performances by students from Sydney Girls High, contemporary tap dancing from Beats per Minute and a Welcome to Country by Garrabarra Dancers.

An initiative of the Sydney Urban Parks Education and Research (SUPER) Group, the *Healthy Parks Healthy People* initiative aims to encourage increased visitation to parks and gardens by highlighting their health benefits. By demonstrating this link and increasing visitation it is hoped to gather a greater level of support for parks and enshrine their crucial role in society.

Future *Healthy Parks Healthy People* activities include joint promotions, events and research. A proposal to research the links between parks and mental well-being was initiated in conjunction with the Centre for Physical Activity and Health at the University of Sydney.

*Ficus macrophylla*

## Strategic alliance

Centennial Parklands has been a lead agency in a number of strategic initiatives in the parks industry over many years. The International Parks Strategic Partners group, formed in 1994, brought together parks agencies from Australia, New Zealand and the USA to promote best practice and benchmarking. Centennial Parklands chaired this group from 2002 until 2004. In this time the members agencies agreed to formalise the alliance by establishing a company that would become the peak body for parks in Australasia. Parks Forum Ltd was established in April 2004 as a company limited by guarantee. Its members are agencies and organisations from across Australia and New Zealand representing parks from urban parklands to botanical gardens and protected areas. Centennial Parklands, as Chair of IPSP, played a key role in establishing Parks Forum. In May 2004, Parks Forum was officially launched by its Patron Sir Edmund Hillary at the 5th biennial conference of the IPSP in Canberra. The conference was a great success and explored the theme of *Parks in Society* – how parks are valued and by whom. Keynote speakers from the USA and England joined delegates from Australia and New Zealand for two days of discussions on contemporary perspectives and challenges.



Megan and Max regularly ride around Centennial Park's 3.6km horse track.

## The Spaces Between

Following the successful launch of *Healthy Parks Healthy People*, an exhibition called 'The Spaces Between' was developed. This new exhibition opened in December 2003 at the Superintendent's Residence in Centennial Park. With contributions from Centennial Parklands, National Parks and Wildlife Service, Royal Botanic Gardens, Parramatta Park Trust and Sydney Harbour Federation Trust, 'The Spaces Between' is an exploration of Sydney's iconic parks, gardens and public open spaces. It featured historical and contemporary photographs and artefacts and explored the history, diversity and benefits of our city's public parks.

Although many areas of dedicated parklands have been engulfed by the tide of urban expansion, Sydney's significant network of open spaces remains a legacy to a belief in the 'recuperative forces which ever radiate from Nature'. These are the spaces between the city and suburb, between home and the workplace, between the past, present and the future. The exhibition runs until October 2004.



Good Vibrations  
music festival, Mission  
Fields, Centennial  
Park January 2004.



Events

The cultural events program continued to show growth in terms of revenue and diverse opportunities for cultural expression with 18 significant events attracting an estimated 141,000 patrons held within Centennial Parklands during 2003–2004. Although this was a decrease of nine events compared with last year, it is in keeping with the Event Master Plan to reduce the impact of events on the Parklands and surrounding community. The 18 sporting, charity, concert and community events generated a 21% increase in revenue.

A new ten-year agreement for the Outdoor Cinema operations was negotiated in time for the 2003–2004 summer season, which saw major improvements including a new screen and sound system, 'gold class' style deck chair seatings for patrons who prefer added comfort, and improved catering, all contributing to the ultimate outdoor cinema experience.

A significant new event was The Sydney Morning Herald Qantas Good Food Month Spring Picnic in September 2003. This free event provided a high quality food and wine experience for approximately 8,000 patrons and achieved considerable media exposure for Centennial Parklands.

Dip netting workshop.  
School students netting  
aquatic invertebrates as  
part of the 'Wet and Dry  
Environment' curriculum.



Five charity events were staged including the Red Cross Fun Run, Terry Fox Fun Run, Walk to Cure Diabetes, Bobby Goldsmith Foundation and the RSPCA Million Paws Walk. These events raised in excess of \$1 million for their respective charities.

The Event Master Plan, which was endorsed by the Trust in March 2004, focuses on ways to streamline the management of events, reduce the physical impacts, improve revenue and increase the profile of Centennial Parklands in the community. The Plan outlines new initiatives to better plan and approve events including a new classification system and location calendar. The classification system will ensure a balance in the type and nature of events and the location calendar will facilitate better management of event sites that experience higher usage and that impact the community.

In order to improve revenue and increase the profile of Centennial Parklands, the Event Master Plan identifies the need to secure a number of high profile events. A Call for Proposals to the industry, will be undertaken later in 2004 to identify appropriate event opportunities.

Public education and interpretation

The Education and Interpretation Unit offered a diverse range of activities throughout the year including educational excursions, guided tours and workshops, community outreach, holiday programs, birthday parties and themed event days. In the 2003–2004 period, the unit developed, planned and delivered 375 activities, which were attended by a total of 13,489 participants raising over \$55,000 (excl GST) in revenue. Of the 375 activities 67 were based on cultural or recreational themes attended by over 1,600 participants.

Compared with the 2002–2003 period, revenue increased by 28%, the number of activities increased by 15% and the number of participants increased by 46%. This growth is attributed to the inclusion of the Frogmobile as a regular feature of the seasonal program and the addition of a new position to the unit which has facilitated the expansion and diversification of product offerings.

The education and interpretation program continued to offer historical, social and environmental activities while expanding to include more cultural and recreational activities such as the model yacht and Indigenous basket weaving workshops.

Ficus macrophylla



During 2003, the existing Guriwal bushtucker trail suffered from the impact of both flooding and drought, which caused the loss of many new plants and the recurrence of weeds. An alternative location for the trail has been identified north of the Learner's Cycleway and is less prone to flooding, has minimal weed infestation and provides an accessible and achievable alternative. The planning and design of the new trail and associated interpretive program has begun in consultation with Indigenous community elders and with the assistance of Randwick School's Pathways Class for gifted and talented children.

Community involvement

To ensure Centennial Parklands continues to meet the needs and expectations of the community, whenever possible it involves community groups in the development of codes and policies. During 2003–2004, the Trust worked on a draft cycling code of conduct in consultation with cycling groups and continued liaison with the Equestrian Advisory Group. The Companion Animal Reference Group which had been involved in the planning of the dog policy and regulations, is now convened when requested by the Community Consultative Committee to advise on implementation procedures. The Sports Advisory Group was also formed to guide the implementation of the Sports Strategy.

The Community Consultative Committee (CCC) is an important link to the community. CCC members meet every six weeks to discuss a wide range of community issues and provide advice where appropriate. Over recent years the CCC has participated in a range of projects. In this reporting period, the key project was the Sports Strategy.

Equitable Access Plan brings change

The Plan of Management identifies the 'Right of Access' as one of the major principles of managing Trust lands. The development of an Equitable Access Plan and the completion of an access audit in 2003 identified and recommended a number of initiatives to address the significant points of issue, in particular transport facilities, information, toilets, seating, shelter, accessible paths or viewing points.

An implementation plan was prepared during 2003–2004 to guide the allocation of resources and prioritise projects. Implementation will occur under the Park Improvement Plan and ongoing maintenance.

Volunteer program

The Volunteer Program is an important opportunity for the community and businesses to contribute to Centennial Parklands. During 2003–2004 the program expanded its bush regeneration projects with 23 volunteers participating in the regeneration of the Eastern Suburbs Banksia Scrub remnant at York Road.

Volunteers also staffed the Superintendent's Residence giving visitors information about the exhibitions, assisted with visitor information at the *Healthy Parks Healthy People* launch, and participated in Clean Up Australia Day within the Parklands. Overall, volunteers contributed approximately 1,100 work hours.



CASE STUDY

# Guriwal trail

The Randwick School's Pathways Class for gifted and talented children was hard at work in early 2004 on a project to help with the design and implementation of the soon-to-be relocated Guriwal Trail.

32



Inspired by a Trust Education program, the class became involved in a year-long project that will contribute to the Parklands and tied in with the Year of the Built Environment.

The project involved the class being divided into four groups evaluating signage options, looking at possible plant selection, security options and materials for a boardwalk.

The students met for the class once a week, and organised several trips to gather on-the-ground information from the proposed site and met with local elders within the Indigenous community to discuss the proposed plans. Most of the project was carried out as homework which demonstrated the students' discipline and commitment to their involvement. The children were also happy to volunteer their time to carry out the groundwork required to put the project into action.

Projects such as this provide the Trust with an opportunity to foster strong relationships with local schools and students and Indigenous stakeholders.

Not only can students learn about the environment of the Parklands but it also allows them insight into the complexity of managing such significant places.

The students' project will be delivered later in 2004.



33

## Sports and recreation

There has always been a high demand for quality sporting grounds within Centennial Parklands and there has been a strong commitment in recent years to improve the quality and safety of the grounds and service provided. These commitments are now being implemented within a formally endorsed policy.

Centennial Parklands' Sports Strategy which was endorsed by the Trust in April 2004 was formulated to guide the future provision of sport and organised recreation in Centennial Parklands. The Strategy was developed in consideration of other strategic plans including the Moore Park South Master Plan, Transport, Access and Parking Plan, a safety audit undertaken for ES Marks and recent planning for amenities and equestrian facilities.

The Strategy was also developed following extensive communication and consultation with individuals, schools and sporting clubs and associations. The Sports Advisory Group was formed out of the consultation process to guide the implementation of the Sports Strategy and the intention is that this Group will continue to provide input into the decision making process of a number of the larger strategies.

The key issues and actions that stem from the strategy have been identified and prioritised in an Action Plan for the next five years under seven categories: playing fields, ES Marks Athletics Stadium, outdoor courts, equestrian, cycling, golf and other organised activities (ie personal training).

Even under drought like conditions, Centennial Parklands continued to provide high quality sporting and recreation facilities during 2003–2004. During the summer season 6,443 sport and recreation events were booked. Touch Football was the most popular activity with 1,918 events booked across all fields. Cricket was the second most popular activity with 1,119 events booked. These two activities alone accounted for nearly 4,000 hours of use.

Winter months saw an increase in bookings with 7,565 sport and recreation events booked. The two most popular winter activities were soccer with 2,368 events booked across all fields and netball with 1,252 events booked. There was a total of 17,944 hours of use booked over the winter months.

There were 63 carnivals held at ES Marks and the Sydney Roosters and several large athletic clubs continued to use the facility for training throughout the season.

Wedding and picnic bookings in Centennial Parklands continued to be strong.

### Park improvements moving forward

While many projects under the Park Improvement Plan are necessary to ensure sustainability, a number of projects have been included as a result of community feedback. In 2003–2004 the following projects were undertaken to improve the attractiveness, safety and overall high quality of the Parklands to ensure visitor satisfaction:

- More play equipment has been installed in the learners' cycleway.
- The original timber post and rail fence design at MacKay Field, traditionally the only marked field in Centennial Park, has been reinstated in keeping with the heritage landscape of the area. The cricket screens have been renewed and lengthened to incorporate the fifth pitch.
- Improving access and safety has been a major concern in planning for the Moore Park East upgrade. Working with the Roads and Traffic Authority and State Transit Authority, the Trust has increased lighting in the bus station area and vehicle exits and introduced new concrete blades to identify bus bays more clearly. Gates now direct pedestrian flows to ensure the access to the Moore Park playing fields is safe. These gates close off the bus loop road when major events are staged.



- ✎ The major renovation to the playground at Paddington Gates commenced in May and is due for completion in September 2004. The upgraded area will provide an exciting new experience for children of all abilities from 1–12 years, including children with special needs.
- ✎ The Equestrian Grounds were upgraded to provide better quality facilities including a new dressage area, lunging yard, jumping area and re-turfing. The works were completed in June 2004 however the area will remain closed until November 2004 until full establishment of the turf.
- ✎ Renovation of Tay Reserve including turf replacement, tree planting, general maintenance and new signage was undertaken in conjunction with Randwick Council. Works were completed in June 2004.
- ✎ The construction of two new amenities areas at Dickens Drive and in Federation Valley were commenced in May 2004 and are due for completion by the end of the year.
- ✎ As a popular venue for athletics carnivals and training, ES Marks experiences heavy usage, especially the tracks on the eastern side. This year saw the replacement of the track on the eastern side along with the replacement of the long jump board and line marking of the entire track.



'We Won' sculpture located in Cannon Triangle, Centennial Park.

Queens Park Master Plan

In 2003, the Trust prepared a strategic Master Plan for Queens Park which was exhibited for community consultation in September 2003. The aim of the master plan is to incorporate the relevant outcomes from the Plan of Management, Transport Access and Parking Plan, and the Tree Master Plan into Queens Park.

Detailed plans considering community submissions are being developed for implementation as part of the Park Improvement Plan over a seven to ten year period.

Grand Drive design trial

In accordance with the Transport, Access and Parking Plan, the Trust trialed various finishes and surfaces to Grand Drive during February and March 2004. The design is intended to provide safe and equitable use for all visitors while complementing the existing character of Grand Drive.

A section of Grand Drive between Loch Avenue and Dickens Drive was selected for the trial which involved resurfacing the cycle lane, roadway and car parking area, upgrading the pedestrian pathway, introducing defined edging around the car parking and pedestrian walkways and formalising the existing running track.

The historic plantings of figs, Norfolk Island pines and Holm oaks, together with the original tree planting pattern and spacing, was retained and an inner ring of evergreen magnolias was added to create a new contemporary layer.

Extensive consultation and visitor surveys have been undertaken and the final approved design will be implemented under the Park Improvement Plan during 2004–2005.

Monument maintenance

During 2003–2004, the Trust commenced its four year Stone Maintenance Program with major conservation work to many of Centennial Parklands' statues and monuments. This restoration work will ensure the Parklands' significant stone and metal structures are maintained and will decrease their rate of deterioration. Work to-date includes the cleaning and re-sculpting of the Sunrise and Sunset statues in the Rose and Column Gardens of Centennial Park as well as cleaning and preservation of the 'We Won' statues in Cannon Triangle, Centennial Park.

PERFORMANCE INDICATORS  
Customer response

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

All verbal and written comments are centrally recorded to ensure recurring concerns and views are clearly visible to the Trust. During 2003–2004, feedback management systems and structures were improved which resulted in a significant increase in the number of customer comments recorded. During 2003–2004, 1,222 customer comments were received (924 in person, 3 written, 3 emails, 274 by phone, 18 via two-way radio).

Washingtonia filifera



Number of comments by classification

	2002/2003	2003/2004
Dog management	47	86
Cyclists	38	85
Construction works	11	18
Recreation facilities	13	35
Events	25	36
Anti-social behaviour	91	141
Car related	90	277
Rubbish	28	78
Management of assets	76	220
Other	211	246
Total	630	1,222



CASE STUDY

# Safety first for visitors

During 2003–2004, the Trust implemented a Visitor Safety and Compliance Program in an effort to balance the needs of various groups and ensure the safe use of the Parklands by all visitors.

The guiding principles of the Visitor Safety and Compliance Program (VS&CP) will ensure increased visitor safety and visitor's perceptions of safety, the provision of a safe environment for all people and activities, increased opportunities for access to the Parklands by all visitors and better management of vehicles in the Parklands.

The VS&CP targets any offence identified under any Act under which a Ranger is authorised to act. However, the following offences, identified as issues of concern in visitor surveys and by public complaint are matters which are specifically targeted under the Program: dog offences, specifically dogs not under effective control by leash, cord or chain; inappropriate and/or offensive behaviour; training cyclists, specifically riding in a group of more than 15 or more than two abreast; cyclists not wearing helmets; traffic offences, specifically vehicles exceeding the 30 kph speed limit, vehicles driving contrary to stop signs; and illegal trading in Moore Park.

The Trust has adopted a three staged approach to the enforcement of its regulations, that is, to inform, to warn, and lastly to infringe. The Trust Rangers and Ranger Security Officers are the primary staff implementing the VS&CP with the assistance of the Police.

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

The Trust promotes an environment that is welcoming for all visitors and also relies on visitors and Rangers working together to achieve it.

*Liquidamber styraciflua*

## Master research plan

For the first time a Master Research Plan was developed for Centennial Parklands in early 2004. The purpose of the plan is to consolidate all research projects currently being conducted and those proposed for the next five years.

The Plan will ensure research is applied strategically to support organisational objectives, encourage the use of research to support projects across the organisation, and to engender a culture of research and evaluation within the organisation.

The key project planned for 2004–2005 is the tri-annual Parklands Visitor Study.

## Ethnic affairs priority statement

The Trust continued its commitment to the principles of cultural diversity, encouraging community participation in expressive, symbolic and collective activities that promote the city's cultural vibrancy. A series of information sheets in 15 languages with basic information about the Parklands are available from the Administration building, the Superintendent's Residence and on the Parklands' website at [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au).

# Social Performance

## Future focus

- Conduct an Expressions of Interest for large events as directed by the Event Master Plan.
- Successfully host 25 events planned for 2004–2005 in-line with the Event Master Plan.
- Implement EEO strategies in accordance with the EEO Priority Program.
- Complete projects commenced under the Park Improvement Plan (including the Amenities blocks at Federation Valley and the corner of Dickens and Parkes Drive; Paddington Gates playground).
- Implement Signage Master Plan including the installation of permanent gate signage at Queens Park, Moore Park and Centennial Park, and the installation of a full signage 'overlay' in Centennial Park from Paddington Gates to Grand Drive.
- Develop detailed plans for the Queens Park Master Plan in consideration of community feedback. Commence implementation.
- Commence projects planned under the Equitable Access Plan and Amenities Plan.
- Implement outcomes of Grand Drive design trial.

Interpretive Planning for the landscape and cultural heritage values of the Parklands continued through the plan for reestablishment of the Guriwal Bushtucker Trail and interpretive walk, and the Tay Reserve refurbishment in consultation with Indigenous elders. An Indigenous representative participated in the Bushland Management Group.

## 2003 Rugby World Cup

The Trust worked closely with the Premiers' World Cup Rugby 2003 Taskforce and the Moore Park Precinct Planning groups to ensure effective planning and coordination of public transport and promotion, car parking and event patron safety and security for the successful staging of five major World Cup games at Aussie Stadium in October 2003.

The Trust continued to participate in other major event coordination meetings with precinct partners, Police and transport agencies to develop effective operational plans for Moore Park precinct events at Fox Studios, the Horden Pavilion, Royal Hall of Industries as well as Sydney Cricket Ground and Aussie Stadium.

- Develop and implement plans to address issues raised from the staff satisfaction survey.
- Complete planting of the new Guriwal bushtucker trail and implement interpretive plan.
- Implement Action Plans from the Sports Strategy in particular a comprehensive review of fees and charges for all sports grounds and a review of the use of fields to manage future allocation.
- Continue to provide community consultation opportunities and involve community groups in the development of codes and policies.
- Coordinate the SUPER Group's 2004–2005 research program including the tri-annual 'Sydneysiders' use of parks and gardens' study and the HPHP study into the relationship between mental health and parks and gardens.
- Review Centennial Park and Moore Park Trust Act and Regulations and implement new Regulations.
- Prepare a Master Plan for Moore Park East and West.

# Economic Performance

## Economic Performance At a glance

Challenges	Remark
Undertake risk assessment of the Equestrian Centre and equestrian use in Centennial Parklands.	Completed.
Finalise contract with NSW Department of Commerce to monitor all leases and licences to ensure compliance with the terms of the agreements and develop a property management licence database.	Targets reached.
Implement record keeping systems and practices to comply with the State Records Act 1998.	Completed
Implement new reporting framework.	Ongoing.
Roll out performance planning and development system in conjunction with the 2003–2004 Business Plan.	Completed.
Continue to review policies and procedures.	Ongoing.
Continue to develop and utilise the asset management system and an asset management framework with the Royal Botanic Gardens, Sydney.	Ongoing.
Implement the operational and business plans for Centennial Parklands Foundation.	Completed.
Upgrade bandwidth to enhance client capabilities by making applications for finance, human resources and records easily available.	Completed.
Explore new business opportunities eg introduce bike hire business.	Completed.

### Performance

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

### Investment performance

In the past year the Trust has continued to invest surplus funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the Cash Facility 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 UBSWA Bank Bill Index. The benchmark for the Bond Market is 60% UBSWA Australian Composite Bond Index (0+ years) and 40% UBSWA Bank Bill Index. Details on the Trust's Hourglass Investment as at 30 June 2004 are shown below:

#### Hourglass Investment on 30 June 2004

Investment performance criteria	Investment performance
Value of Cash Facility on 1 July 2003	\$19,420
Value of Cash Facility on 30 June 2004	\$4,346,721
Interest income earned	\$213,531
Actual rate of return	5.25%
Benchmark rate of return	5.30%
Value of Bond Market Facility on 1 July 2003	\$3,993,745
Value of Bond Market Facility on 30 June 2004	\$4,125,947
Interest income earned	\$132,203
Actual rate of return	3.31%
Benchmark rate of return	3.45%



Account payment performance

Accounts payable at the end of each quarter	Quarter ended Sept. 2003 \$	Quarter ended Dec. 2003 \$	Quarter ended March 2004 \$	Quarter ended June 2004 \$
Current (within 30 days)	101,674	8,391	39,907	309,155
Overdue less than 30 days	111,923	14,062	55,023	843,917
Overdue between 30 and 60 days	6,717	67,380	21,531	83,675
Overdue between 60 and 90 days	2,865	0	3,640	57,116
Overdue more than 90 days	4,285	3,444	2,051	1,722

Total value of accounts paid

Quarter	Target %	Total accounts paid on time Actual %	\$	Total amount paid \$
September quarter	95	88.94	5,617,135	6,239,877
December quarter	95	89.46	3,438,836	4,588,072
March quarter	95	84.65	2,689,482	3,333,870
June quarter	95	76.13	3,231,614	4,199,677

The percentage of total accounts paid on time was relatively stable in the first half of the year but declined in the second half. This arose due to resourcing issues and delays as a result of the relocation of the Trust's shared services provider. An improvement in payment performance should occur in the September 2004 quarter as these issues have been addressed. In addition, during 2004–2005 the Trust will be upgrading its accounting systems which will provide for electronic work flows in relation to purchasing and payment of accounts. These new processes should result in further improvement in account payment performance.

During the year there was no interest paid in respect of any delays in the payment of accounts.

Price determination

The Trust conducts an annual review of all fees and charges for discretionary products and services in line with changes in the CPI, other cost movements and Government directives. Ministerial approval for all rate increases was obtained in June and the new rate cards came into effect as of 1 August 2004.

Major assets/land – disposals and acquisitions

There were no disposals of major assets during the year.

Major assets acquired during the year were:

Moore Park East works	\$0.90 million
Grand Drive design development	\$0.55 million
Continuation of ponds refurbishment	\$1.25 million
Mission Fields upgrade	\$0.39 million
Golf Club business assets	\$1.68 million
Amenities plan and refurbishment	\$0.28 million
Rotunda Development	\$0.39 million
Playgrounds	\$0.37 million
Kensington Culvert	\$0.48 million
<b>Total</b>	<b>\$6.29 million</b>

Major assets other than land holdings:

The Trust owns \$1.1 million in plant and equipment and \$0.2 million in computer equipment.

Asset management system

Work continued on the development and utilisation of the asset management system. This is a combined project with the Royal Botanic Gardens, Sydney to develop a common asset framework and system to assist with the total asset management policy of government. Work continued on development of the asset register and financial reporting of assets, business rules development, operations manual for asset managers and population of asset maintenance data.

Equestrian risk assessment

A risk management plan has been completed for the Equestrian Centre which has benchmarked the facility and equestrian usage with the industry code 'Horsesaft'. The risk management plan is an essential component and is being conducted concurrently with a business management review for the centre. The consideration of risks within the operating environment for the Centre and its parkland facilities will have a significant bearing on the future direction of management for the Centre. A number of incremental improvements have been made including \$180,000 of priority maintenance works, improved traffic and parking arrangements within the Centre, commenced upgrade of the equestrian grounds facilities in Centennial Parklands, improved accident and incident reporting procedures.

Delivery of electronic services

Projects achieved during the year were successfully aligned with the three core priorities consistent with whole-of-government objectives. These are:

- an environment that supports corporate services reform and whole-of-government structural changes,
- creating systems that can deliver, or be interfaced easily to a web-driven electronic service platform,
- addressing shortcomings in existing systems that prevent the effective delivery of core agency services.

The Department of Tourism, Sport and Recreation was created on 29 August 2003, incorporating Tourism NSW, Centennial Parklands and the Department of Sport and Recreation. By the end of the 2003 year, a new internal Corporate Services group had been formed and provides corporate services in financial management, human resources and information technology support to the Trust.



Liquidamber styraciflua

During 2003–2004, resources focussed on the transition activities for the agency mergers with the following highlights achieved:

- Phasing out of Novell/GroupWise products and consolidating to a full Microsoft platform, including the rollout of Microsoft Outlook, resulting in reductions in support costs with the IT service provider;
- The file storage capacity on the file server at Centennial Parklands was increased to allow for the increasing growth in usage;
- Upgrading the Trust's email application;
- Significant reductions in IT recurrent costs, particularly leasing, resulting from a consolidated IT hardware acquisition program;
- Assist in the evaluation of a common Financial System for the Department of Tourism, Sport and Recreation. Final selection and implementation will occur during 2004–05 financial year.



Maintaining Centennial Parklands assets

The Trust continued with the \$53 million Park Improvement Plan and \$4 million Maintenance Enhancement Program.

Key projects for 2003–2004 were:

Environmental sustainability \$1,463,000

- Busby's and Randwick Ponds restoration
- Rabbit proofing of Eastern Suburbs Banksia Scrub in Bird Sanctuary, Centennial Park
- Bushland restoration on York Road
- Major turf restoration

Transport and access \$1,807,000

- Improvements to eastern area of Moore Park
- Grand Drive trial
- Signage Master Plan
- Moore Park East Refurbishment
- Repairs to roads and paths (all parks)
- Lachlan Swamp fence

Leisure facilities \$4,055,000

- Equestrian Grounds
- Tay Reserve
- Moore Park Golf Club
- Paddington Gates Playgrounds
- Upgrade to Mission Fields
- Equestrian Centre Maintenance Plan and works
- RHI/Hordern Pavilion Maintenance Plan and works
- Repairs to ES Marks Track

Visitor information and services \$700,000

- Rotunda development
- Amenities refurbishment

Heritage conservation \$394,000

- Stone Maintenance Program
- Repairs to Ranger's Residence

Utilities \$1,656,000

- New depot amenities building
- Kensington Culvert reinstatement
- Repairs to stormwater and sewerage
- Upgrades to electrical services

TOTAL \$10,075,000

Building a Foundation

The Trust established the Centennial Parklands Foundation in 1998 for the purpose of raising funds to support projects with an 'environmental purpose'. The Centennial Parklands Foundation is listed on the Register of Environmental Organisations and has a registered Deed that guides its governance.

The main functions of the Foundation as a charitable organisation are strictly defined and fall into the following categories:

- for the preservation of the natural environmental value of Centennial Parklands;
- for the encouragement and promotion of public enjoyment of recreation and activity within natural surroundings;
- for the recognition and appreciation of the natural and historical significance of Centennial Parklands; and
- for the enhancement and promotion of all other aspects of the environmental benefits provided by Centennial Parklands and enjoyed by all members of the public.

As part of the process of building awareness of the Foundation, a new program of fundraising activities will be launched in October 2004 that focus on specific projects within Centennial Parklands. The projects include aquatic plantings of the ponds, tree planting in Queens Park and restoration of the Eastern Suburbs Banksia Scrub remnants.

As part of the new fundraising program, all proceeds from the *Friends of Centennial Parklands* will now be directed towards the Foundation and its projects. *Friends* will have an opportunity to be involved in a range of special activities and events throughout the year designed to nurture this unique green oasis.

Bike hire business

As part of the Trust's commitment to ensuring continued business viability, a public expression of interest proposal resulted in a licence being granted in June 2004 to Centennial Parklands Cycles to operate a bike hire service within Centennial Parklands. This is an important visitor service which will enhance the total Parklands experience for visitors, as well as addressing safety concerns associated with bringing bikes in via busy roads from external sites.

The service operates seven days a week, providing a range of bikes for both adults and children. To date, the service has been operating successfully with strong demand for weekend hire.

FUTURE FOCUS  
Economic Performance

- Launch Foundation fundraising activities in October 2004.
- Continue to review policies and procedures.
- Explore cooperative strategies with partners under new Department of Tourism, Sport and Recreation.
- Investigate new business opportunities including Moore Park Rotunda, merchandise licence in Driver Avenue and a food and beverage outlet in Queens Park.
- Continue development of the asset management system incorporating CMP principles.
- Prepare an integrated Moore Park Precinct Events Operations Plan.
- Finalise and implement revised regulations for the Trust.

Liquidamber styraciflua



# Outlook

44



*Banksia serrata*

45

## Outlook

### Future

As Centennial Parklands' surrounding population continues to grow, the Trust will face new challenges and opportunities. A new Plan of Management is currently being prepared by the Trust that will provide the framework for long-term decision-making. A State of the Parklands report will be finalised by the end of 2004 and will provide an assessment of pressures and a general condition of Centennial Parklands, which will provide priorities for asset management and direction for policy responses, including the new Plan of Management.

Ultimately, the Trust will meet the future challenges and opportunities by ensuring the natural, social and cultural (including Indigenous) heritage of Centennial Parklands is conserved and that facilities and services continue to meet the needs and expectations of its visitors.

The Trust's existing strategic plans including the Tree Master Plan, Transport Access and Parking Plan, Moore Park South Master Plan, Conservation Management Plan and Sports Strategy, will continue to be implemented over the next decade as part of the Park Improvement Plan, ensuring Centennial Parklands maintains its position as one of Australia's premier integrated leisure environments.



# Appendices

## Appendix 1 – Governance

page no.

Statement of responsibility .....	48
Trustee profiles .....	48
Trust sub-committees .....	49
Significant committees established and abolished .....	49
Significant committees with Centennial Parklands' representatives .....	49
Significant Centennial Parklands' committees .....	50
Community Consultative Committee .....	50
Presentations given by Centennial Parklands representatives .....	51
Legislation and legal change .....	51
Acts administered by the Trust .....	51
Significant judicial decisions .....	51
Controlled entities .....	51
Freedom of information and statements of affairs .....	52
Freedom of information statistics .....	52

## Appendix 2 – Economic

Executive remuneration .....	53
Exceptional movements in wages, salaries and allowances .....	53
Value of recreation leave and long service leave entitlements .....	53
Overseas travel .....	53
Consultants .....	54
Grants to non-government organisations .....	54
Contracting and market testing .....	54
Research and development .....	54

## Appendix 3 – Social

Major EEO outcomes for 2004–2005 .....	55
Guarantee of service .....	55
Code of Conduct .....	55
Privacy and personal information protection .....	55
Publications .....	55
Form of Annual Report .....	55



# Appendix 1 – Governance

## Statement of Responsibility

6 October 2004

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

To the best of my knowledge this system of internal control has operated satisfactorily during 2003–2004.



Steve Corbett  
Director and Chief Executive

## Trustee profiles

**Professor John Niland**  
*AC, BCom, MCom, PhD, FAICD*  
Appointed as Chairman to the Trust in March 2002, term expires February 2006. John Niland is a Professor Emeritus of the University of New South Wales (UNSW) and was Vice-Chancellor and President of UNSW from 1992–2002. Before that he served as Dean of the Faculty of Commerce and Economics and Head of the School of Economics. He is currently Chairman of Research Australia and is a member of the University Grants Committee of Hong Kong, a member of the Board of Trustees of Singapore Management University and is an Independent Director of Macquarie Bank Limited. Professor Niland is a former Chief Executive of the State Pollution Control Commission and Chairman of the Environment Protection Authority. He has served on the Prime Minister's Science, Engineering and Innovation Committee, the Australian Universities Council, and the Boards of St Vincent's Hospital, the Sydney Symphony Orchestra Foundation and the Sydney Olympic bid's Building Commission.

**Ms Jill Anderson**  
*BEc LLB (Hons), LLM*  
Chairman of the Community Consultative Committee (CCC), was appointed to the Trust in December 2001, term expired December 2003. Jill Anderson is the Policy and Research Officer at the National Pro Bono Resource Centre. Jill was formerly a Lecturer at the University of New South Wales and a solicitor with the Public Interest Advocacy Centre, at the Intellectual Disability Rights Service and in private practice. Jill is a Policy Advisor for the Australian Council of Social Service and a member of the Intellectual Disability Rights Service. Jill was previously a member of the Administrative Review Council (Cth).

**The Honourable Justice Annabelle Bennett**  
*BSc (Hons), PhD, LLB*  
Appointed April 2003, term expires April 2007. 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. Prior to her appointment to the Federal Court, Justice Bennett was a Barrister (Senior Counsel) specialising in intellectual property. Justice Bennett is also a Director of the Sydney Children's Hospital Foundation, member of Chief Executive Women and President of the Australian Academy of Forensic Sciences.

**Mr David Leckie**  
*BA (Econs)*  
Appointed January 2001, term expires January 2005. David Leckie was appointed Chief Executive Officer, Seven Network in April 2003. Prior to this, David 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 David became Managing Director of the Nine Network and in 1994 was appointed CEO.

**Mr Michael Marx**  
*AM, BA LLB*  
Appointed August 1997, term expires February 2006. Michael Marx is Partner, Chalmers Marx Lawyers, specialising in criminal law. He is Past President, New South Wales Jewish Board of Deputies, Deputy Chair of The Community Relations Commission, Member of Geographical Names Board of NSW, and Life Member of Waverley Action for Youth Services. He has held various positions with the Legal Aid Commission of NSW and with the Attorney General of NSW.

**Ms Yvette Pietsch**  
*B.Bus, M.Tax*  
Chair of the Community Consultative Committee (CCC). Appointed to the Trust in February 2004, term expires February 2006. Yvette Pietsch is a Taxation and Business Advisory Partner at Pitcher Partners NSW. Yvette is a member of the Institute of Chartered Accountants in Australia and the Australian Institute of Company Directors and

Fellow of the Taxation Institute of Australia. Yvette was previously a member of the Quality Committee of the Prince of Wales Hospital. Yvette is a local resident who regularly uses Centennial Parklands and its facilities.

**Mrs Margaret Varady**  
*BSc, MEd, DipEd, FACE*  
Appointed March 2002, term expires February 2006. Margaret Varady has been the Principal of Sydney Girls High School since 1992 and has held a variety of positions in schools both in New Zealand and Australia. Margaret is on the Senate of the University of Sydney as well as the Board of Studies. Margaret is a strong supporter of public education, community involvement and girls education and is currently researching effective school culture for her EdD.

**Mr John Walker**  
*B.Bus*  
Appointed February 1998, term expires February 2006. John Walker has been Managing Director, Thrifty (Australia) Pty Ltd since early 1998 and was recently elected as a Councillor of Woollahra Council. Prior to this John 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. John is also Chairman of the publicly listed company MultiEmedia Ltd.

**Mrs Sarah Whyte**  
Appointed May 2000, term expires May 2008. Sarah Whyte is Chair of Centennial Parklands Foundation. The Foundation's mission is to contribute to the value of Centennial Parklands and its environmental, cultural and recreational significance. Sarah is also Patron of the Burma Star Association of NSW and a member of the Australiana Fund.

## Trust sub-committees

**Finance Committee**  
*(meets four times per year)*

John Walker	Chair and Trustee
Professor John Niland AC	Trust Chairman
Margaret Varady	Trustee
Sue Power	NSW Treasury
Marlene Krasovitsky	Acting Director
Anthony Shaw	External Financial Advisor
Kim Smith	VSA Finance Manager

**Audit Committee**  
*(meets three times per year)*

Yvette Pietsch	Chair and Trustee
Professor John Niland AC	Trust Chairman
Michael Marx	Trustee
Dennis Krallis	Deloitte Touche Tohmatsu
Jack Khier	NSW Audit Office
Marlene Krasovitsky	Acting Director
Anthony Shaw	External Financial Advisor
Kim Smith	VSA Finance Manager

**Marketing Committee**  
*(meets three times per year)*

John Walker	Trustee
David Leckie	Trustee
Sarah Dinning	Manager Marketing and Community Relations
Marlene Krasovitsky	Acting Director

**Foundation**  
*(meets four times per year)*

Sarah Whyte	Chair and Trustee
Annabelle Bennett	Trustee
Margaret Varady	Trustee
Geoffrey Cohen	Minter Ellison Lawyers
Sarah Dinning	Manager Marketing and Community Relations
Marlene Krasovitsky	Acting Director
Anthony Shaw	External Financial Advisor

## Significant committees established and abolished

During the 2003–2004 period there were no significant committees established or abolished.

## Significant committees with Centennial Parklands' representatives

Officer	Position	Committee
Nicola Bryden	Coordinator Policy and Planning	Eastern Suburb Banksia Scrub (ESBS) Recovery Team; Sydney Urban Parks Education and Research (SUPER) Group; Woollahra Council Animal Advisory Committee
Colin Cheshire	Trust Ranger	Woollahra Council Animal Advisory Committee
Sarah Dinning	Manager Marketing and Community Relations	International Parks Strategic Partners – Chair; Parks Forum Ltd – Secretary since May 2004; Sydney Urban Parks Education and Research (SUPER) Group – Chair
Danyelle Droga	Acting Coordinator Marketing	Moore Park Precinct Marketing Committee; Healthy Parks Healthy People Working Group
Rachel Ely	Coordinator Education and Public Programs	Interpretation Australia Association – Secretary
Andrew Ferris	Manager Operations	Centennial Parklands Equestrian Centre Advisory Committee – Chair; Moore Park Golf Course Coordination Management Committee – Chair; Rugby World Cup 2003 Moore Park Precinct Planning Group – Chair; Rugby World Cub 2003 Taskforce; Major Events Co-ordination Unit; Central Sydney Operations Group Executive
Julie Hunter Ward	Acting Coordinator Community Relations	Premier's Department Media and Communications Group
Marlene Krasovitsky	Acting Director	CEO Network
Mark Pillidge	Coordinator Access and Safety	Major Events Co-ordination Unit; Moore Park Precinct Security and Safety Group
Craig Van Dartel	Project Officer Marketing	Moore Park Precinct Marketing Committee



Significant Centennial Parklands’ committees

Committee	External Representatives	
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode Alex Clarke Kate Guilfoyle	Rose Gough Tim Roberts Jamie Winning
Design Review Panel	Catherine Bull Oi Choong	Peter Mould Alex Tzannes
Bushland Management Group	Paul Adam Martin Bremner Denis Collister Bettina Digby Alison Halliday James Harrison Paul Ibbetson	Joe Johnson Leanne Johnston John Lennis Roslyn McCulloch Patricia Meagher Ian Perkins
Sports Advisory Group	Doug Atkinson Ron Crawford Graeme Dedrick Laurie Heil Wayne Morgan	Yvette Pietsch Peter Tzannes Greg Weiss Derek Zilich

Community Consultative Committee

Representative	Term
Sarah Dinning	January 2000 (Director’s representative)
Yvette Pietsch	January 2002 (Chair since February 2004)
Jill Anderson	January 2000 – December 2003 (Chair from January 2002)
Susette Dixon	September 2002 –
James Harrison	January 2002 –
Michael McDonald	January 2004 –
Fran Meagher	January 2004 –
Todd Philpott	January 2004 –
Sandy Pratten	January 2004 –
Peter Reid	January 2004 –
Allan Young	January 2004 –
Peter Tzannes	January 2000 – February 2004
Roger Doyle	January 2000 – February 2004
Ryan Fahy	January 2002 – February 2004
Wayne Morgan	January 2000 – February 2004
Janelle McIntosh	January 2000 – December 2003

Presentations given by Centennial Parklands representatives

Officer	Position	Presentation details
Sarah Dinning	Manager Marketing and Community Relations	Urban Parks: Diversity and Change (co-presented with Anthony J Veal), Australian and New Zealand Academic Leisure Study ANZALS 2003 Conference, Sydney NSW, July 2003.
		Parks and the City (co-presented with Anthony J Veal), State of Australian Cities National Conference, Sydney NSW, December 2003.
		Parks in Society – opening address, Parks Forum (5th Biennial International Conference), Canberra ACT, May 2004.
Nicola Bryden	Coordinator Policy and Planning	Experiences in developing a Conservation Management Plan for Centennial Parklands, Sydney (co-authored with Peter Duncan, delivered by Peter Duncan), Botanic Gardens of Australia and New Zealand Congress, Geelong VIC, October 2003.
		Integrating natural, Indigenous and cultural heritage significance in urban parkland – lessons for the conservation management process (co-authored with L Caines, delivered by Nicola Bryden), Environment of Australian and New Zealand National Conference – Outback Summit, Broken Hill NSW, October 2003.

Legislation and legal change

The Trust administers and operates under the terms of the Centennial Park and Moore Park Trust Act 1983. During 2003–2004 the Trust commenced a review of its Regulations. The amended Regulations will be presented to the Ministerial Council in late 2004.

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

During the year the Trust was involved in litigation in relation to Moore Park Golf Club Limited and in a separate matter, the Fox Entertainment Precinct Pty Limited.

Moore Park Golf Club Limited commenced legal proceedings against the Trust during the 2002–2003 financial year in relation to a dispute over a licence agreement with the Trust. During 2003–2004 discussions were held with the Club with the purpose of seeking a commercial settlement of the dispute. Following significant progress with these discussions the Club applied to the Supreme Court to have the legal proceedings dismissed and this occurred on 12 March 2004. Subsequent negotiations culminated on the 30 June 2004 with the Trust entering into a business sale agreement and acquiring all of the business assets of the Moore Park Golf Club Limited. Agreements were also entered into to provide the Club with office accommodation and for member access to the golf course under an access fee arrangement.

During 2003–2004 Fox Entertainment Pty Limited (Fox) commenced legal proceedings in the Equity Division of the Supreme Court seeking rectification of a turnover rent clause in its lease with the Trust. The matter was heard in February 2004 and on 26 March 2004 Justice Barrett handed down his judgement. The claim by Fox for rectification of the lease was dismissed and an order made for Fox to pay outstanding turnover rent and the Trust’s costs. In May 2004, Fox lodged a Notice of Appeal without appointment. This issue was settled on 30 June 2004, as part of the formal agreements for the assignment of the lease to Colonial First State. Settlement included payment of the Trust’s costs and withdrawal of the appeal.

Controlled entities

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

Freedom of information and statements of affairs

Statement of affairs

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

Structure and functions

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

Effect of functions on members of the public

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

Public participation in policy development

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

Categories of documents held by the Trust

The categories of documents held include:

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

Accessing and amending Trust documents

Policy documents, annual reports and brochures may be obtained by contacting Centennial Parklands administration.

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

The FOI and Privacy Officer

Centennial Parklands  
Locked Bag 15  
Paddington NSW 2021

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

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

Freedom of information statistics

	01/02	02/03	03/04
New requests			
Personal	0	0	0
Other	0	0	1
Total to be processed	0	0	1
Completed requests			
Personal	0	0	0
Other	0	0	1
Total processed	0	0	1
Ministerial Certificates issued	0	0	0
Requests requiring formal consultations	0	0	0
Requests for amendment of personal records	0	0	0
Requests for notation of personal records	0	0	0
Unfinished requests			
Personal	0	0	0
Other	0	0	0
Total granted in part or refused	0	0	0
Note: There were no other bases for requests to be granted in part or refused.			
Costs and fees of requests processed			
Assessed costs	\$0	\$0	\$0
Fees received	\$0	\$0	\$30
Total costs and fees	\$0	\$0	\$30
Discounts allowed			
Personal	0	0	0
Other	0	0	0
Total discounts	0	0	0
Significant correction of personal records	0	0	0
Processing time			
Personal	0	0	0
Other	0	0	2
Total hours	0	0	2
Reviews and appeals	0	0	0
Internal reviews completed			
Other upheld	0	0	0
Other varied	0	0	0
Total grounds on which internal	0	0	0

Details of internal review results

There were no internal reviews.

Reviews and appeals

There were no reviews of personal requests conducted.

Appendix 2– Economic

Executive remuneration

Executive officer information

SES	2003/2004		2002/2003		2001/2002	
Grade level	Male	Female	Male	Female	Male	Female
8						
7						
6						
5						
4						
3		1 (from Jan '04)				
2	1 (until 31 Oct '03)	1 (until Jan '04)	1		1	
1						

Note: female SES Officer was in an acting capacity.

Exceptional movements in wages, salaries and allowances

The Crown Employees (Public Sector – Salaries January 2002) Award provided a 4 per cent increase in salaries effective from 3 January 2003.

The Statutory and other Officers Remuneration Tribunal made its annual determination in relation to the Chief Executive Service (CES) and Senior Executive Service (SES). The Tribunal determined a general increase to SES remuneration packages of 4.7%, representing a 3% economic adjustment and a further 1.7% 'catch up' to maintain relativity with the Senior Officer classification. This increase took effect from 1 October 2003.

Value of recreation leave and long service leave entitlements

Value of recreation leave and long service leave entitlements on 30 June 2004

Recreation leave	\$341,017.00
Long service leave	\$446,561.00

Overseas visits

Travel undertaken at cost to the Trust

Name and position	Country	Purpose	Dates of visit	Cost \$
Sarah Dinning, Manager Marketing and Community Relations	New Zealand	Attend Australia New Zealand School of Government (ANZSOG)	27 June – 2 July 2004	\$978.00



Consultants

Consultancies over \$30,000	Consultant and Project	Cost
Finance and accounting/tax		
Information technology		
Legal		
Management services	Hunter Bay Partners Control Risks Group Pty Ltd	
	 Feasibility study – Moore Park South Master Plan	\$56,000
	 Review of security, incident and emergency procedures and preparation of new tender documents for new security contract.	\$63,825
Environmental		
Engineering		
Organisational review		
Training		
<b>Total</b>		<b>\$119,825</b>
<b>Total consultancies under \$30,000</b>		<b>\$60,842</b>

Grants to non-government organisations

There were no grants to non-government organisations during the 2003–2004 year.

Contracting and market testing

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

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

Research and development

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

Appendix 3 – Social

Major equal employment opportunity outcomes for 2004–2005

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

-  Implement action plans to address key issues identified from the 2003/2004 employee survey.
-  Conduct exit interviews with all staff and review every six months to identify issues and develop appropriate strategies.
-  Provide training to all staff on harassment and bullying prevention in the workplace.
-  Enhance the Spokeswomen's Program through developing an agency Spokeswoman network within the Department of Tourism, Sport and Recreation.
-  Explore an indigenous traineeship program.
-  Undertake indigenous cultural awareness training.
-  Design a questionnaire and conduct random survey of job applicants to ascertain post selection feedback on the recruitment and selection process.
-  Deliver job application and interview skills as required.
-  Install TTY phone system and provide training to relevant staff.
-  Develop, implement and analyse report on incidence of Higher Duties Allowances amongst EEO groups.
-  Participate in the Minister's Lucy Mentoring Program to increase development opportunities for staff.

Guarantee of service

The Trust makes the following commitments:

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

Code of Conduct

During 2004 the Code of Conduct was audited by the Trust's internal auditors. Some minor recommendations were made and will be incorporated as part of the 2004–2005 Code of Conduct Review.

Privacy and personal information protection

During 2003–2004 the Trust received no applications under the Privacy and Personal Information Act. The Trust continues to monitor compliance with this Act.

Centennial Parklands Privacy Policy is available on the website at **www.cp.nsw.gov.au**. A brochure is also available upon request.

Publications

<b>Parklands magazine</b>	quarterly
<b>Calendar of Events</b>	quarterly
<b>What's on Boards</b>	quarterly
<b>Centennial Parklands Annual Report</b>	2002/2003
<b>Fact sheets</b>	various

Form of Annual Report

<b>Size:</b>	ISO A4
<b>Total production budget:</b>	\$24,055
<b>Availability:</b> NSW Government bookshops	
Internet: <a href="http://www.cp.nsw.gov.au">www.cp.nsw.gov.au</a>	
Centennial Parklands Administration	

# Index

Access .....	Inside Back Cover	Risk management and insurance .....	26
Accounts payment performance .....	40	Significant judicial decisions .....	51
Action plan for women .....	25	Sport and recreation .....	33
Acts administered by the Trust .....	51	Statements of responsibility .....	48
Availability .....	55	Tree management .....	18
Charter .....	6	Trustee members .....	48
Chief and senior officers .....	7	Trustee meetings .....	8
Code of conduct .....	55	Waste reduction and purchasing policy .....	19
Committees established and abolished .....	49	Weed management .....	19
Committees, representation .....	49	Volunteers .....	31
Community Consultative Committee .....	31, 50		
Consultants .....	54		
Contracting and market testing policy .....	54		
Controlled entities .....	51		
Cost of annual report and availability .....	55		
Conservation Management Plan .....	16		
Consumer response .....	35		
Disability plan (Equitable Access Plan) .....	31		
Drought response .....	18		
Education and interpretation .....	30		
Electronic service delivery .....	41		
Energy policy and management .....	21		
Equal employment opportunity .....	24, 27, 55		
Equestrian risk assessment .....	41		
Ethnic affairs priority statement .....	37		
Events .....	30		
Executive remuneration .....	53		
Financial statements .....	Attachment		
Form of annual report .....	55		
Foundation .....	42		
Freedom of information and summary of affairs .....	52		
Grants to non-government organisations .....	54		
Guarantee of service .....	55		
Healthy Parks Healthy People .....	28		
Human resources – staff numbers by classification .....	27		
Investment performance .....	39		
Land disposal .....	40		
Legislative change .....	51		
Letter to the Minister .....	Inside Front cover		
Major assets/land – disposals and acquisitions .....	40		
Major assets other than land holdings .....	40		
Management and activities .....	14		
Market testing and contracting .....	54		
Objectives .....	6		
Occupational health and safety .....	25, 27		
Organisation chart .....	9		
Overseas visits .....	53		
Park Improvement Plan .....	16, 33		
Parks Forum (Strategic alliance) .....	29		
Pest fauna management .....	19		
Price determination .....	40		
Privacy and personal information protection .....	55		
Publications .....	55		
Queens Park Master Plan .....	34		
Recycling .....	19		
Recreation and long service leave .....	53		
Research and development .....	54		