

# Performance Indicators

## Number of employees by classification on 30 June 2005

Job classification	2001/02	2002/03	2003/04	2004/05
Administrative & Clerical	22	27.5	31.1	34
Horticulture & Ranger	29	31	31.6	28
Landscape Architects	2	3	0.4	2
TOTAL	53*	61.5*	63.1*	64**

\* Totals excluded temporary and casual staff.

\*\* Total includes temporary staff but excludes casual staff.

## Trends in the representation of EEO groups on 30 June 2005

EEO Group	Benchmark or target	2001/02	2002/03	2003/04	2004/05
Women	50%	38%	44%	46%	45%
Aboriginal and Torres Strait Islanders	2%	0%	0%	0%	0%
People whose first language was not English	20%	8%	11%	9%	9%
People with a disability	12%	2%	5%	4%	5%
People with a disability requiring work-related adjustment	7%	0%	3%	2.9%	0%
Total staff	n/a	52	66	70	64
Response rate		100%	100%	100%	100%

## Trends in the distribution of EEO groups on 30 June 2005

EEO Group	Benchmark or target	2001/02	2002/03	2003/04	2004/05
Women	100	113	114	126	116
Aboriginal and Torres Strait Islanders	100	nc	nc	nc	nc
People whose first language was not English	100	nc	nc	nc	nc
People with a disability	100	nc	nc	nc	nc
People with a disability requiring work-related adjustment	100	nc	nc	nc	nc

### Notes

- Figures include temporary staff but exclude casual staff.
- A Distribution Index of 100 indicates that the centre of the Equal Employment Opportunity (EEO) distribution across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency, the lower the index. In some cases the index may be more than 100, indicating the EEO group is less concentrated at lower salary levels.
- Nc = not calculated.
- The Distribution Index is automatically calculated by ODEOPE software.

## Safety statistics as at 30 June 2005

The sharp rise in the average cost per claim is due to one particular body stressing claim that had extensive associated rehabilitation, legal and ongoing lost time costs.

Year	2001/02	2002/03	2003/04	2004/05
Number of works compensation claims	5	9	12	10
Cost per claim per employee	\$316	\$121	\$379	\$1,416*
Organisation ranking against all government agencies	71/111	41/111	76/130	124/130*

\* Figures are as at 31 March 2005 (figures for 30 June 2005 were not available at time of printing)

# 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 standard of services and facilities offered, meet the needs and expectations of the various community groups and individuals who visit each year.

## Cultural events program

The cultural events program continued to show growth in terms of diverse opportunities for cultural expression and healthy lifestyles with 23 sporting, charity, concert and community events held within Centennial Parklands during 2004–2005. The increase in diversity of cultural events ensured the Parklands continued to appeal to the wider community and this year an estimated 159,000 patrons from the broader Sydney area attended the program of events.

The Outdoor Cinema season continued this summer attracting over 51,000 patrons. The Circus Oz troupe returned in December 2004 to entertain over 21,000 patrons.

The JP Morgan Chase Corporate Challenge has been held in Centennial Park each November for the past five years. The 5.6 kilometre road race is part of a six-country, five-continent

Corporate Challenge Series that sees the winners of each event competing in the New York Championship. This year 5,793 participants represented a 20% increase from 2003. Each year the organisers make a donation from each entry fee to a charity. This year a \$30,000 donation was made to the Patrick Rafter Cherish the Children Foundation.

Other highlights for the year included Jack Johnson concert, Good Vibrations Festival and Parklife 6. Six charity events were also staged this year including the inaugural Prince of Wales Hospital’s Ride for Life, Walk to Cure Diabetes, Bobby Goldsmith Foundation, Cricketer’s Walk for Tsunami Relief, Youth Insearch 48 hour cycle ride, and the RSPCA Million Paws Walk. These events raised in excess of \$1 million for their respective charities.



Jack Johnson performed for 20,000 fans on Friday, 18 March (Mission Fields).



Parklife music festival. Saturday, 27 November (Moore Park).



The 2004 JP Morgan Chase Corporate Challenge had a 20% increase in participants.

Strategic alliances

Centennial Parklands has been a lead agency in a number of strategic initiatives in the parks industry over many years. Parks Forum was established in May 2004 and is the peak body for the Australian and New Zealand parks industries. Centennial Parklands is a founding member and played a significant role in the establishment of Parks Forum. Parks Forum members work to enhance and increase the significant range of environmental, social and economic benefits to the community that parks provide.

During 2004–2005 Trust representatives continued involvement on Parks Forum Standing Committees for benchmarking, research, networking and conferences.

The Sydney Urban Parks Education and Research (SUPER) Group was established in 1998 to promote social research on leisure and open space use in order to have a positive impact on policy and management of urban parks and gardens. Current members of SUPER include: Botanic Gardens Trust; Centennial Parklands; Parramatta Park Trust; Department of Environment and Conservation-Parks and Wildlife; Sydney Harbour Federation Trust; Sydney Olympic Park Authority; NSW Department of Infrastructure, Planning and Natural Resources and University of Technology, Sydney. Supporting organisations include the Department of Tourism, Sport and Recreation and the NSW Department of Health.

During this reporting period, the Trust, on behalf of the SUPER Group, commissioned and managed the 2004 ‘Sydneyiders use of parks and gardens’ study. The main purpose of the tri-annual community telephone survey is to quantify the patterns of parks and gardens usage in greater Sydney in regard to awareness, visitation, activities undertaken and perceived constraints on usage. In addition to this, the survey also looked at the effect of parks and gardens visitation on mental and physical health.

Results did not generally differ to the previous studies; however, the mental and physical health results were quite interesting: those who had not visited a park in the last 12 months were most likely to rate their mental health as fair or poor and least likely to rate their mental health as excellent when compared with more frequent visitors. There was also a trend toward those who visited parks more often rating their general health more highly than those who visited parks less often.

Public interpretation and education

A diverse range of visitor activities were offered throughout the year including education excursions, guided tours and workshops, community outreach, holiday programs, birthday parties and themed event days. In the 2004–2005 period 307 activities were delivered and attended by 18,345 participants (a 36% increase in participants compared with 2003–2004).

The increase in participation is due to the additional recreational activities offered during the school holiday program. The overall number of activities declined due to reduced staffing.

The education and interpretation program continued to offer historical, social and environmental activities while expanding to include more cultural and recreational activities such as circus skills workshops, Tai Chi for Seniors Week, netball, AFL and multi sport clinics, and dog photography workshops.

The education program continued to reach the wider community with 16 new schools or community groups joining the program. During 2005–2006, the Trust will develop the education programs further by incorporating additional teacher and student resources.

The planning, design and associated interpretive program for the Guriwal bushtucker trail were completed this year in consultation with Indigenous community elders.

	2002/03	2003/04	2004/05
Total no. of activities delivered	324	375	307
Total no. of participants	9,244	13,489	18,345
No. of participants in cultural and recreational activities		1,600	2,100
No. of participants in environmental education activities	6,972	11,815	15,913

CASE STUDY

Children enjoying craft activities at ParkFest, October.



Healthy Parks Healthy People

*Healthy Parks Healthy People* aims to promote the mental and physical benefits of spending time in parks. Research has shown that visiting a park can reduce stress, boost immunity, enhance productivity, promote healing, and foster psychological wellbeing.

The *Healthy Parks Healthy People* (HPHP) initiative was developed by Parks Victoria in 2000, following earlier work done by Deakin University, Parks Victoria and the International Parks Strategic Partners Group. The campaign has now been extended into NSW by the Sydney Urban Parks Education and Research (SUPER) Group which runs its own HPHP program.

Participating organisations include SUPER Group members: Botanic Gardens Trust; Centennial Parklands; Parramatta Park Trust; Department of Environment and Conservation-Parks and Wildlife; Sydney Harbour Federation Trust; Sydney Olympic Park Authority; NSW Department of Infrastructure, Planning and Natural Resources and University of Technology, Sydney. Supporting organisations include the Department of Tourism, Sport and Recreation and the NSW Department of Health.

ParkFest (the initiative’s signature event) was held on 10 October 2004 in Centennial Parklands. Over 5,000 people participated in a range of events and entertainment including parks information booths, sporting activities, relaxation techniques, live music, healthy cooking demonstrations and the launch of NSW Mental Health Week. A HPHP information day will be held annually to promote the initiative’s forthcoming program of events and to showcase all participating agencies’ activities.

During 2004–2005, 30,000 copies of a HPHP booklet, showcasing all participating parks, were published and distributed across NSW. Satellite events were held at participating parks during Seniors’ Week in March 2005, including Tai Chi at multiple locations and various talks and walks held throughout the week.

The SUPER Group has developed a HPHP 2005–2006 promotional strategy which outlines a range of activities. These include joint promotions of park venues, Art in the Park during July 2005 and a state-wide Parks Week from 9–16 October 2005.

As part of the HPHP program, SUPER Group is working on a joint research project with the Centre for Physical Activity and Health (CPAH) at the University of Sydney. The project will explore the effectiveness of park-based passive and active exercise programs on the mental health of adults aged 55 years and older. A submission is being prepared for funding through the Australian Rotary Health Research Fund.



*Sarah Dinning, Director Visitor Experience, accepted the ARA Silver Award from Carol Rushford, Director of the Australasian Reporting Awards, at the award presentation ceremony in Melbourne.*



*Joh Bailey and winners of the dog look-alike competition Christine Hely and Brocky.*



## CASE STUDY

*Photo from exhibition.*



*Netball is a popular sport at Centennial Parklands Sports Centre.*



### Awards

The Trust was the proud recipient of a silver award in the 2005 Australasian Reporting Awards. Centennial Parklands 2003–2004 Annual Report was praised for providing quality coverage of the key aspects of its core business, with 'outstanding disclosure' in at least one area.

### Volunteer program

The Volunteer Program is an important opportunity for the community and businesses to contribute to Centennial Parklands.

During 2004–2005 the program expanded its bush regeneration projects with 23 volunteers continuing their regeneration work at the Eastern Suburbs Banksia Scrub remnant at York Road from September to November 2004. From February 2005, volunteers have contributed a further 300 hours to the regeneration of the remnant in the Bird Sanctuary. Under the expert guidance of bush regeneration contractors, volunteers have been taught weed and native plant identification, weed and debris removal techniques and temporary habitat construction methods.

Visitor Information Volunteers also contributed 300 hours at the Visitor Information Centre and at Centennial Parklands' stall at ParkFest. Six youth volunteers from WAYS took part in litter collection in Centennial Park in May and 43 volunteers from the general public assisted with litter collection for Clean Up Australia Day in March.

### Involvement of community groups

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, policies and plans. During 2004–2005, the Sports Advisory Group was convened to review the proposed changes to fees and charges for sporting fields and facilities; consultation with cycling groups continued as did liaison with the Equestrian Advisory Group. The Companion Animal Reference Group which provides advice on implementation issues surrounding the dog policy and regulations was not convened during this period.

Trust staff gave a number of presentations at a range of community forums including the Queens Park Precinct Committee and the Lord Mayors Forum.

The Community Consultative Committee which is formally appointed by the Trust met nine times during the reporting period to provide advice and assistance on a range of management, community and stakeholder issues. In particular, the Committee provided a detailed submission on issues relevant to the development of the Moore Park Master Plan.

### DOG exhibition

Visitors to Centennial Parklands know that it isn't just people who enjoy the beautiful surroundings. Hundreds of dogs are walked through the Parklands each day. Dogs, who are an integral part of many visitor's lives, are welcome in the Parklands and this year the Trust celebrated the wide-ranging relationship between humans and dogs by opening a photographic exhibition at the Visitor Information Centre titled DOG.

This unique exploration into the life of the dog uncovered the dog's journey from the wild to domestication. It delved into the remarkable diversity of our 'best friend' and highlighted individual and shared experiences of dog ownership.

A highlight of the exhibition was a series of photographs showcasing dogs that look like their owners. These photographs were drawn from a collection by local photographer Ian Lever. An interactive display board also formed part of the exhibition, giving visitors the opportunity to display their own photos of themselves with their dog. These photographs were then entered into a competition and the winner was judged by celebrity hairdresser Joh Bailey.

In conjunction with the exhibition a number of complimentary visitor programs were offered including dog photography classes, a demonstration in dog handling by the acclaimed Dog Whisperer, John Richardson, and Seniors Week dog walks through Centennial Park.

The exhibition and associated activities ensured increased visitation to the Centre.

### Sports and recreation

Demand for sporting and leisure facilities in Centennial Parklands continues to grow. The Trust is committed to working towards a regional approach to the provision of these facilities, and plays a key role in the parks and leisure industry. The Trust is represented on the Parks and Leisure Australia NSW Committee, which provides benchmarking and partnership opportunities with local councils and other parks and gardens agencies.

Even under drought like conditions, Centennial Parklands continued to provide high quality sporting and recreation facilities during 2004–2005. There was a total of 13,291 casual and seasonal sports events booked over the winter and summer, accounting for over 29,500 hours of use.

ES Marks Athletics Field continued to be a popular facility with schools and local community groups holding 65 carnivals. The Sydney Roosters rugby league team and several large athletic clubs continued to use the facility for training throughout the season. In an effort to make ES Marks available for wider community use and to ensure a level of management and safety, the Trust introduced a casual training 'open night' two evenings a week when people can use the facilities under supervision. This initiative has proved very successful with between 80–150 people using the facility each night.

Wedding and picnic bookings in Centennial Parklands continued to be strong with a total of 64 bookings for the year.

A comprehensive review of sports fees and charges was undertaken during the year as a key action from the Sports Strategy. The review included the grading of all sports grounds and facilities, and considered demand, capacity to pay, cost of provision, and fees from comparable grounds in local council areas. The new fee structure was presented to the Sports Advisory Group, endorsed by the Trust and Minister and will be implemented from 1 August 2005.



New driving range synthetic turf and distance markers.



### Moore Park Precinct event coordination

The Moore Park Events Taskforce was established in early 2005 and is chaired by the Premier's Department. The Taskforce comprises key senior staff from relevant venues and agencies to the precinct. The Taskforce is responsible for developing short, intermediate and long-term strategies to address the traffic and parking issues facing the precinct and surrounding areas. It will report to government by late 2005. It is hoped that a number of agreed strategies can be incorporated into the Moore Park Master Plan.

This year, a temporary position of Manager Site Services and Projects was created to provide a point of contact for the Moore Park Precinct Events Operations Group (previously known as Major Events Coordination Unit), which includes precinct partners, police, transport and other government agencies. The Trust convened monthly meetings of the Operations Group and effectively developed and implemented operation plans for 118 events at Fox Studios, the Hordern Pavilion, Royal Hall of Industries and Entertainment Quarter as well as the Sydney Cricket Ground and Aussie Stadium.

A Moore Park Precinct Event Operations Plan was prepared in consultation with the Operations Group. The plan documents all existing site services and event overlays used by the various agencies ensuring effective and timely operations plans continue to be implemented. A future development would be formulation of 'heads of agreement' between the agencies for a joint operational model.

Below left and centre: Moore Park Rotunda prior to and after restoration. (opening ceremony, October 2004).

Below right: Interactive play equipment in the new Paddington Gates playground.



### Parklands improvements moving forward

In 2004–2005 projects outlined in the Master Plans, Equitable Access Plan, Amenities Plan, and the Signage Master Plan were implemented through the Park Improvement Plan. The following projects were undertaken to improve the attractiveness, safety and overall high quality of the Parklands to ensure visitor satisfaction:

- Renovation work on the driving range, Golfhouse, Patio Bar and Pro-Shop at Moore Park Golf was completed (see p.40 for further details).
- Refurbishment of the Paddington Gates playground was completed in October 2004 providing an exciting interactive experience for children of all abilities from 1–12 years. Features include: a dynamic play area for high energy activities such as climbing, swinging, spinning, balancing and sliding and a quiet play area for activities such as sand playing and learning; a new accessible swing ensures children with special needs will also enjoy their time in the Park.
- The existing rotunda in Moore Park West was restored to its original open bandstand configuration. The lower level of the bandstand was redeveloped to accommodate an accessible toilet and a potential future café or similar business. Playground equipment was also installed adjacent to the Rotunda.
- Two new toilet amenities were completed in early 2005 at Dickens and Parkes Drive and near Federation Valley. The new buildings are modern, flexible and low-maintenance, demonstrating ecologically sustainable principles (p.21).

- The design and manufacture of the street and information signage (stage one of the full signage overlay) was completed. Installation will occur during 2005–2006.
- The final stage of the upgrades to the Equestrian Grounds was completed this year. Works included a new dressage area, lunging yard, jumping area and returfing. Irrigation was also installed to ensure ongoing maintenance.
- Resilient turf was laid in a popular picnic area near the café and restaurant and the bin enclosure was relocated to improve the area's appearance and use.
- Following completion of the Grand Drive trial and a comprehensive post-trial visitor feedback and survey process, stage one of the upgrade commenced during 2004–2005. Works included upgrades to the underground services inside the horse track including the replacement of the ring main, installation of new potable (town) water pipe for bubblers, and the installation of electrical conduits for future communications needs.



Although referred to as griffins, winged lions, such as the ones seen in Centennial Parklands, are not true griffins, but are a hybrid known as a 'gryphonic.'

Stone Maintenance Program

During 2004–2005, the Trust continued its four year Stone Maintenance Program with the assistance of experts from the Government Architects Office at the Department of Commerce. This restoration work will ensure the Parklands’ significant stone and metal structures are maintained and will decrease their rate of deterioration. Projects this year included:

- ♦ repair works to the Jervois Avenue Gates including the replacement of the sandstone bullnose on either side of the gates and repairs to the southern main pier
- ♦ restoration of the Sir Henry Parkes statue positioned on the corner of Parkes and Hamilton Drives near the Paddington Gates
- ♦ restoration of the Griffins and their sandstone plinths positioned either side of Hamilton Drive which leads down from Paddington Gates (after a 32 year absence).

Research

During 2003–2004, the Trust developed a Research Coordination Plan that consolidated all research projects planned over the five years until the end of 2009. The Plan ensures 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.

Key research projects undertaken during 2004–2005 include: the Paddington playground survey which gained feedback on the playground after the upgrade and also gathered information to assist in future playground design; and the land survey which examines land topography. Early in 2005, work also commenced on the year-long, tri-annual visitor study which provides an understanding of visitors’ demographic profiles and usage patterns as well as the opportunity to explore the viability of key strategies which will ultimately ensure the Trust continues to deliver a parkland that meets the needs of the community. Final results will be reported and analysed in the 2005–2006 Annual Report.

Projects that will continue during 2005–2006 include the Tri-annual Visitor Study, invertebrate species survey, noxious weed mapping, Eastern Suburbs Banksia Scrub rehabilitation monitoring.

Ethnic affairs priorities statement (EAPS)

The Trust continued its commitment to the principles of multiculturalism, encouraging community participation in expressive, symbolic and collective activities that promote the city’s cultural vibrancy. During 2004–2005 a series of information sheets in 15 languages with basic information about the Parklands were made available from the Administration building, the Visitor Information Centre and on the Parklands’ website at [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au).

Key initiatives for 2005–2006 will be to integrate EAPS planning with corporate and business planning processes, and to incorporate cross-cultural issues into relevant training programs, particularly for staff with customer service responsibilities.

Performance Indicator

Customer response

The Trust continued its commitment to provide quality customer service to park visitors and the local community through its feedback management system. All verbal and written comments are centrally recorded on the automated reporting system IRIMS to ensure recurring concerns and views are clearly visible to the Trust. Trust officers respond to verbal comments within 48 hours and written comments within 10 working days.

During 2003–2004, feedback management systems were improved which resulted in a significant increase in the number of customer comments recorded.

In early 2005 however, a new software program was introduced to allow all areas of the organisation to input comments electronically as they occur. Unfortunately, due to a number of initial complications, a reduced number of comments were recorded, down from 1,200 to 663. These complications have now been resolved.

Number of comments by classification

	2002/03	2003/04	2004/05
Dog management	47	86	28
Cyclists	38	85	13
Construction works	11	18	0
Recreation facilities	13	35	4
Events	25	36	11
Anti-social behaviour	91	141	151
Car related	90	277	66
Rubbish	28	78	18
Management of assets	76	220	56
Other	211	246	316
Total	630	1,222	663



## CASE STUDY

*NSW Minister for Tourism and Sport and Recreation, The Hon. Sandra Nori, opens the refurbished Moore Park Golf driving range, pictured here with Trust Chairman, Professor John Niland (left), Channel 7 identities Ian Dickson and Mark Baretta, and Trust Director and Chief Executive, Steve Corbett.*



### Moore Park Golf refurbishment

Under the Park Improvement Plan, major renovation works at the Moore Park Golf driving range were completed in 2005. The refurbishment included the installation of 5,000 square meters of new grass turf and 6,000 square meters of synthetic turf which will reduce maintenance and, along with the provision of new distance markers and target greens, will ensure a better experience for golfers. Moore Park Golf is the first in Australia to install a synthetic surface landing area.

Work around the course proper included the rejuvenation of about 12,500 square meters of turf and the installation of new drinking fountains, seats and ball washers.

A number of associated improvements were also completed around the Golfhouse, Patio Bar and Pro-shop including enhanced landscaping, new lighting, carpet, painting and new outdoor furniture.

These improvements were an outcome of the Moore Park South Master Plan which was developed in 2002 to provide a framework for the renewal and redevelopment of the area. In the first month following the opening of the refurbished driving range, weekly patronage increase by up to 50%.

### Future focus

- ✦ Continue major stone maintenance program including work on gates and statues.
- ✦ Develop and install new exhibition at the Visitor Information Centre.
- ✦ Consider the adaptive reuse of the Superintendent's Residence.
- ✦ Successfully host 25 events planned for 2005–2006 in accordance with the Event Master Plan.
- ✦ Implement EEO strategies in accordance with the EEO Priority Program.
- ✦ Complete projects planned under the Park Improvement Plan including stage one of the Grand Drive upgrade, completion of the three amenities blocks, remediation of Area 2 in Moore Park.
- ✦ Complete the installation of Stage 1 of the Signage Master Plan.
- ✦ Conduct the 2006 staff satisfaction survey and develop and implement plans to address the issues raised.
- ✦ Continue to implement Action Plans from the Sports Strategy.
- ✦ Continue to provide community consultation opportunities and involve community groups in the development of codes and policies.
- ✦ Complete the 2005 visitor survey and incorporate findings into the planning process.
- ✦ Review Centennial Park and Moore Park Trust Act and implement any changes.
- ✦ Finalise Moore Park Master Plan (East-West) and commence implementation.
- ✦ Continue implementation of the Moore Park Precinct Event Operations Plan and explore development of 'heads of agreement' between agencies for a joint operational model.
- ✦ Further implement actions from the Indigenous program including reconciliation statement and appointment of an Indigenous representative on advisory bodies.
- ✦ Continue to improve Centennial Parklands incident reporting system.
- ✦ Continue to implement and monitor the OHS Strategic Plan and Safety Management System.
- ✦ Continue to participate in the development of Moore Park Events Taskforce strategies for addressing traffic and parking management in and around the precinct.
- ✦ Continue to implement and monitor the Visitor Safety and Compliance Program.

# Economic performance



THURSDAY 4PM  
Cannon Triangle

Challenge	Comment
Commence preparation of a five year Financial Strategy to guide Trust business focus.	Commenced.
Finalise contract with NSW Department of Commerce to monitor all leases and licences to ensure compliance with the terms of the agreements.	Completed.
Develop and utilise a property management licence database.	Ongoing.
Continue to implement new corporate reporting framework.	Ongoing.
Incorporate Conservation Management Plan into asset management systems.	Deferred.
Roll out performance planning and development system in conjunction with the 2004–2005 Business Plan.	Completed.
Continue to review policies and procedures – Code of Conduct, Reporting Corruption and other forms of Misconduct, Ministerial Procedures.	Ongoing.
Continue to develop and utilise the asset management system and an asset management framework with the Royal Botanic Gardens, Sydney.	Ongoing.
Launch Foundation and fundraising program (p.48).	Completed.
Continue to implement business plans for the Foundation.	Ongoing.
Explore opportunities for adaptive re-use of the Toll House (Moore Park).	Deferred.
Explore new business opportunities including Moore Park Rotunda, merchandise licence in Driver Avenue and a food and beverage outlet in Queens Park (p.49).	Ongoing.
Assist in the evaluation and implementation of a common financial system for the Department of Tourism, Sport and Recreation (p.48).	Ongoing.
Finalise and implement revised regulations for the Centennial Park and Moore Park Trust (p.56).	Completed.
Explore cooperative strategies with partners under the Department of Tourism, Sport and Recreation.	Ongoing.



# Performance

The Trust has met all budget timetable deadlines for general government budget-dependent agencies during the reporting period. The Trust actively manages its current revenue sources and continuously investigates further business opportunities and partnerships to enhance its economic sustainability.

## 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 2005 are show below:

## Hourglass Investment on 30 June 2005

Investment performance criteria	2002/03	2003/04	2004/05
Value of Cash Facility on 1 July	\$18,520	\$19,420	\$4,346,721
Value of Cash Facility on 30 June	\$19,420	\$4,346,721	\$736,481
Interest income earned	\$899	\$213,531	\$189,975
Actual rate of return	4.85%	5.25%	5.59%
Benchmark rate of return	4.97%	5.30%	5.64%
Value of Bond Market Facility on 1 July	\$3,711,799	\$3,993,745	\$4,125,947
Value of Bond Market Facility on 30 June	\$3,993,745	\$4,125,947	\$4,412,322
Interest income earned	\$281,946	\$132,203	\$286,375
Actual rate of return	7.60%	3.31%	6.95%
Benchmark rate of return	7.85%	3.45%	7.09%

Owing to a reduction in Government recurrent appropriation compared with the previous year, the Trust cash balance was used to fund \$1.5 million of the asset acquisition program as outlined on p.46. and to pay creditors outstanding at 30 June 2004.



## Account payment performance

Accounts payable at the end of each quarter	Quarter ended Sept. 2004 \$	Quarter ended Dec. 2004 \$	Quarter ended March 2005 \$	Quarter ended June 2005 \$
Current (within 30 days)	323,162	575,161	402,213	0
Overdue less than 30 days	0	0	0	0
Overdue between 30 and 60 days	0	0	0	0
Overdue between 60 and 90 days	0	0	0	0
Overdue more than 90 days	0	0	0	0

For the 2004–2005 year there were no accounts payable overdue at the end of each quarter as cheque payment and EFT payment runs are performed regularly throughout each month.

## Total value of accounts paid

	Target %	Total accounts paid on time Actual %	Total amount paid \$
September quarter	95	80.4	7,621,025
December quarter	95	64.7	4,129,202
March quarter	95	79.6	4,012,760
June quarter	95	93.5	9,947,250

The percentage of total accounts paid on time was well below benchmark in the first three quarters of the financial year. This arose because of staff turnover within the Trust's shared corporate services provider which resulted in resourcing issues for a period of time. During the first half of the year a review of processes was undertaken and new procedures introduced which streamlined the accounts payable process. With resourcing back to normal and better processes an improvement was seen in the June quarter payment performance.



Kippax Lake, Moore Park.



Major assets/land disposed during the year:

There were no disposals of major assets during the year.

Major assets/land acquired during the year:

Signage master plan and installation	\$0.39 million
Grand Drive upgrade	\$0.86 million
Moore Park East Area 2 upgrade	\$0.22 million
Netball/tennis centre improvements	\$0.36 million
Moore Park Golf improvements	\$1.04 million
Equestrian Centre and Grounds	\$0.58 million
Playgrounds	\$0.32 million
New amenities blocks	\$2.36 million
Rotunda refurbishment	\$0.61 million
New electrical main	\$0.45 million
Depot amenities building	\$0.61 million
<b>TOTAL</b>	<b>\$7.80 million</b>

Major assets other than land holdings:

The Trust owns \$1.22 million in plant and equipment and \$0.17 million in computer equipment.

Asset management system

Development and utilisation of Centennial Parklands asset management system, Mainpac, continued through 2004–2005: all newly created or acquired assets have been accessioned; staff received training in the automatic generation of maintenance job sheets for the various asset classes; and depreciation and valuation reports were generated in preparation of the financial statements.

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; benchmarking with other parks, gardens and recreation facilities; other cost movements; and Government directives. The Trust implements a comprehensive communication strategy involving advertising, direct mail and media liaison in an attempt to inform the community of any changes. Ministerial approval for all rate changes will enable the new rate cards to come into effect as of 1 August 2005.

Maintaining Centennial Parklands assets

The Trust continued with the \$53 million Park Improvement Plan and \$4 million Maintenance Enhancement Program of which the NSW State Government provided \$7.9 million of the total \$10.4 million expended this year.

Key projects for 2004–2005 were:

<b>Environmental sustainability</b>	<b>\$ 300,000</b>
✦ Eastern Suburbs Banksia Scrub Restoration at York Road and Bird Sanctuary	
✦ Tree Procurement	
<b>Transport and access</b>	<b>\$ 1,800,000</b>
✦ Moore Park East Improvements	
✦ Signage Procurement	
✦ Grand Drive Design	
✦ Moore Park Masterplan (Draft Plan)	
✦ Footpath upgrades	
<b>Leisure facilities</b>	<b>\$ 2,700,000</b>
✦ Paddington Gates Playground	
✦ Equestrian Grounds Upgrade	
✦ Equestrian Centre Improvements	
✦ Parklands Sports Centre Improvements	
✦ Golf Course and Driving Range Improvements	
✦ Turf Replacement at ES Marks	
<b>Visitor information and services</b>	<b>\$ 3,000,000</b>
✦ Rotunda Refurbishment and Playground	
✦ New Amenities	
<b>Heritage conservation</b>	<b>\$ 600,000</b>
✦ Hordern Pavillion Remedial Works	
✦ Stone Statue, Monuments and Gates Restoration Program	
<b>Utilities</b>	<b>\$ 2,000,000</b>
✦ Centennial Park Ring Main Replacement	
✦ New Electrical Services	
✦ New Sewerage Services	
✦ Plant and Equipment	
<b>TOTAL</b>	<b>\$10,400,000</b>

Centennial Parklands Foundation Board of Governors (left to right): Steve Corbett, Phillip Black, Peter Duncan (front), Jack Cowin (back), Margaret Varady AO, Annabelle Bennett AO, Sarah Whyte (Chair), Professor John Niland AC (back), Geoffrey Cohen AO (front), Crystal Condous OAM, Richard Cobden, David Butcher.



### Delivery of electronic services

The Trust continues to utilise the Department of Tourism, Sport and Recreation Information Technology Shared Services Group for its IT needs. The highlights for 2004–2005 were:

- ♦ an extension of the outsourced service provider, Datacom Australia, by twelve months achieving a small reduction in overall contract support costs
- ♦ extended use of the Government Wide IP data links to improve services at the Visitor Centre and the Equestrian Centre
- ♦ IT support for new financial management system including an electronic purchasing module.

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

### Planning

The *Centennial Park and Moore Park Trust Act 1983* requires that a Plan of Management is developed to provide the overall framework by which the Trust manages its lands and activities. The 1998 Plan of Management is currently being updated to include the expanded landholdings and acknowledge the many principles and initiatives that have been adopted in the intervening years. The Draft Plan of Management was prepared during 2004–2005. Public exhibition and finalisation will take place during 2005–2006.

The Trust also commenced developing a master plan to provide the framework for the renewal and redevelopment of Moore Park while protecting the key values of the area. Public exhibition and Ministerial approval will occur during 2005–2006.

### Building a Foundation

The Centennial Parklands Foundation launched its fundraising program in October 2004 with a family-friendly event in Centennial Park. The Foundation hosted a marquee at the *Healthy Parks Healthy People* Parkfest with promotional material, gifts of seedlings, wildlife displays and other activities for children. A number of companies donated products and services to reduce the costs of running the event. Over \$11,000 was raised on the day and membership of the *Friends of Centennial Parklands* increased by 6%. Ms Cherie Norton MP launched the fundraising program with the Foundation Chair Sarah Whyte and Trust Chairman John Niland AC. The event was a great opportunity to promote the benefits of the Parklands and the Foundation to the large audience that participated in the Parkfest celebration.

The Foundation's mission is to foster commitment to the Parklands through fundraising and to give people the opportunity to directly contribute to its future. Its vision is to ensure that the natural environment provided by Centennial Parklands continues to be enjoyed by future generations. Funds contributed to the Foundation are allocated to environmental and education projects that have been approved by the Centennial Park and Moore Park Trust. The Foundation identified three key projects for its initial fundraising activities. These are aquatic plantings, restoration of the Eastern Suburbs Banksia Scrub and tree planting in Queens Park.

The Foundation also had focus on establishing its operating procedures during 2004–2005. In February 2004 there were a number of new appointments to the Board of Governors. The 2005–2008 Strategic Program and 2005–2006 Business Plan were developed and approved, and the recruitment of the Executive Officer position commenced.

The Foundation established the *Friends* Reference Group with the aim of building community ownership of the *Friends of Centennial Parklands* program. The Reference Group plans to operate for about 12 months only and in that time develop a strong basis for creating value for *Friends* and growing the membership. A *Friends* workshop was held in January to canvass the views of current *Friends* and to assist with development plans.

### Filming and photography

Filming and photography revenue increased by 27% this year with 144 film and photo shoots yielding \$104,819 (excluding GST). The level of business is subject to activity in the industry, however, the Trust continues to foster industry relationships and increase the profile of the Parklands as a location.

### New business opportunities

In January, the Trust trialled a new mobile coffee cart at the Visitor Centre near Paddington Gates. Henry's was open on weekends for a three month period. Unfortunately the café attracted insufficient patronage and the trial was discontinued.

An expressions of interest process was carried out for business opportunities at the Moore Park Rotunda. The Trust is continuing to evaluate these proposals.

The Trust will continue to explore appropriate opportunities to provide food and beverage outlets in other areas of the Parklands.

### Future focus

- ♦ Complete Financial Strategy and commence implementation.
- ♦ Fully utilise the electronic procurement capabilities of the Financial Information Management System (FIMS) and to roll out online purchasing, enquiry and financial reporting to all relevant administrative staff and line management.
- ♦ Continue to investigate new business opportunities including Moore Park Rotunda, merchandise licence in Driver Avenue and a food and beverage outlet in Queens Park.
- ♦ Continue to review policies and procedures.
- ♦ Commence review of Centennial Park and Moore Park Trust Act.
- ♦ Continue development and utilisation of the Asset Management System, Mainpac.
- ♦ Continue to implement strategies from the Centennial Parklands Foundation Business Plan.





# Appendices

SATURDAY 3PM  
Paperbark Grove

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# Appendix 1 – Governance

## Statement of responsibility

Centennial Parklands Director, senior management and other employees have effected an internal control process to provide reasonable assurance regarding the achievements of the 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 2004–2005.



**Steve Corbett**  
Director and Chief Executive

## Statement of responsibility

It is the policy of Centennial Parklands to limit the issue of permanent corporate credit cards to officers responsible for official functions. On 30 June 2005 one card was on issue.

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

Centennial Parklands policy and procedures in force during 2004–2005 complied with best practice as detailed in the guide ‘Policy and Guidelines paper’ issued by the Treasury in June 1999.



**Steve Corbett**  
Director and Chief Executive

## Centennial Parklands Foundation Board of Governors

### The Foundation Board of Governors met five times during 2004–2005

Sarah Whyte	Chair and Trustee
Annabelle Bennett AO	Trustee and Judge of the Federal Court
Phillip Black	Councillor of the City of Sydney
David Butcher	CEO Greening Australia
Richard Cobden	Barrister Nigel Bowen Chambers
Geoffrey Cohen AO	Partner Minter Ellison Lawyers
Crystal Condous OAM	Principal Crystal Condous Consulting Services
Steve Corbett	Trust Director and Chief Executive
Jack Cowin	Executive Chairman Competitive Foods Australia
Peter Duncan	CEO Forests NSW
Professor John Niland AC	Chairman of Trust
Margaret Varady AO	Trustee and Principal of Sydney Girls High School

## Community Consultative Committee

Representative	Term
Sarah Dinning	January 2000 (Director’s representative)
Yvette Pietsch	January 2002 – February 2006 (Chair since February 2004)
Susette Dixon	September 2002 – February 2006
James Harrison	January 2002 – February 2006
Michael McDonald	January 2004 – February 2006
Fran Meagher	January 2004 – February 2006
Todd Philpott	January 2004 – February 2006
Sandy Pratten	January 2004 – February 2006
Peter Reid	January 2004 – February 2006
Allan Young	January 2004 – February 2006

## Significant committees established and abolished

During the 2004–2005 period there were no significant committees abolished; however, the following committees were established: Moore Park Master Plan Project Steering Group and Plan of Management Steering Committee.

## Significant Centennial Parklands committees

Committee	External Representatives	
Bushland Management Group	Paul Adam	Paul Ibbetson
	Martin Bremner	Joe Johnson
	Denis Collister	Leanne Johnston
	Bettina Digby	John Lennis
	Alison Halliday	Roslyn McCulloch
	James Harrison	Ian Perkins
Centennial Parklands Equestrian Centre Advisory Committee	Pamela Bode	Rosemary Gough
	Alex Clarke	Tim Roberts
	Kate Guilfoyle	Jamie Winning
Design Review Panel	Catherin Bull	Peter Mould
	Oi Choong	Alex Tzannes
Golf Course Coordination Committee	Bruce Goldsmith	
	David Wall	
Moore Park Master Plan Project Steering Group	Darryl Clout	Kevin Simmonds
	Linda Corkery	Cameron White
	Chris Ford	
Plan of Management Steering Committee	Brett Cheatley	Yvette Pietsch
	James Harrison	Margaret Varady AO
	Reece McDougall	Bob Waldron
Sports Advisory Group	Doug Atkinson	Wayne Morgan
	Ron Crawford	Yvette Pietsch
	Graeme Dedrick	Greg Weiss
	Laurie Heil	Derek Zilich



Significant committees with Centennial Parklands representation

Officer	Position	Committee
Stephen Anderson	Manager Site Services and Projects	Moore Park Events Operations Group.
Nicola Bryden	Coordinator Planning and Conservation	Department of Infrastructure, Planning, and Natural Resources – Sydney Metropolitan Greenspace Program – Independent Reference Panel (Parks and Leisure Australia (NSW) representative; Woollahra Council Animal Advisory Committee.
Colin Cheshire	Trust Ranger	Woollahra Council Animal Advisory Committee.
Steve Corbett	Director and Chief Executive	Moore Park Events Operations Group; Member of Board Parks Forum; Sydney Urban Parks Education and Research Group; Moore Park Events Taskforce; Department of Tourism, Sport and Recreation Corporate Services Steering Committee; Centennial Parklands Foundation; Centennial Parklands Foundation Management Committee.
Sarah Dinning	Director Visitor Experience	Parks Forum Ltd – Company Secretary; Sydney Urban Parks Education and Research (SUPER) Group; Chair, SUPER Marketing Committee; Centennial Parklands Foundation Management Committee; Chair, National <i>Healthy Parks Healthy People</i> Coordination Group.
Danyelle Droga	Manager Marketing and Communications	Moore Park Precinct Group; <i>Healthy Parks Healthy People</i> Working Group.
Rachel Ely	Manager Visitor Programs	Interpretation Australia Association – Secretary.
Julie Hunter Ward	Communications Officer	Media and Communications Group, Premier’s Department.
Ian Innes	Director Park Assets	Moore Park Events Operations Group; City of Sydney – Hyde Park Tree Management Plan Steering Committee; City of Sydney – Significant Tree Register Review Panel; Botanic Gardens of Adelaide – Plan of Management Steering Committee.
Marlene Krasovitsky	Director Business Services	Conference Standing Committee, Parks Forum.
Lisa Taylor	Coordinator Events and Recreation Services	Central Sydney Operations Group, Premier’s Department.
Craig Van Dartel	Project Officer Marketing	Moore Park Precinct Group; Moore Park Events Operations Group.

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, 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 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.

Freedom of information statistics

	2002/03	2003/04	2004/05
<b>New requests</b>			
Personal	0	0	0
Other	0	1	1
<b>Total to be processed</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Completed requests</b>			
Personal	0	0	0
Other	0	1	1
<b>Total processed</b>	<b>0</b>	<b>1</b>	<b>1</b>
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
<b>Unfinished requests</b>			
Personal	0	0	0
Other	0	0	0
<b>Total granted in part or refused</b>			
Note: There were no other bases for requests to be granted in part or refused.	0	0	0
<b>Costs and fees of requests</b>			
Processed			
Assessed costs	\$0	\$0	\$0
Fees received	\$0	\$30.00	\$30.00
<b>Total costs and fees</b>	<b>\$0</b>	<b>\$30.00</b>	<b>\$30.00</b>
<b>Discounts allowed</b>			
Personal	0	0	0
Other	0	0	0
<b>Total discounts</b>	<b>0</b>	<b>0</b>	<b>0</b>
Significant correction of personal records	0	0	0
<b>Processing time</b>			
Personal	0	0	0
Other	0	2	4
<b>Total hours</b>	<b>0</b>	<b>2</b>	<b>4</b>
Reviews and appeals	0	0	0
<b>Internal reviews completed</b>			
Other upheld	0	0	0
Other varied	0	0	0
<b>Total grounds on which internal</b>	<b>0</b>	<b>0</b>	<b>0</b>

Details of internal review results

There were no internal reviews.

Reviews and appeals

There were no reviews of personal requests conducted.

Legislation and legal change

During 2003–2004 the Trust commenced a review of its Regulations. In July 2004 the Trust undertook public consultation, inviting comments and submissions from the public and key stakeholders. The Centennial Park and Moore Park Trust Regulations 2004 was approved by Her Excellency the Governor and the Executive Council on 25 August 2004. The new Regulations came into effect on 1 September 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

There were no significant judicial decisions in the 2004–2005 financial year.

Controlled entities

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

Appendix 2 – Economic

Executive remuneration

Executive officer information

SES	2002/03		2003/04		2004/05	
Grade level	Male	Female	Male	Female	Male	Female
8						
7						
6						
5						
4						
3				1 (from Jan '04)	1	
2	1		1 (until 31 Oct '03)	1 (until Jan '04)		
1						

Note: Under 2003/2004 the female SES Officer was in an acting capacity.

Exceptional movements in wages, salaries and allowances

The Crown Employees Award (Public Sector Salaries 2004) Award provided for a 4% increase in salaries effective from 2 July 2004.

The Statutory and other Officers Remuneration Tribunal has made its annual determination in relation to the Chief Executive Service (CES) and Senior Executive Service (SES). The Tribunal has determined a general increase to SES remuneration packages of 4.7%. This increase took effect from 1 October 2004.

Value of recreation leave and long service leave entitlements

Value of recreation leave and long service leave entitlements on 30 June 2005

Recreation leave – \$331,190.00

Long service leave – \$566,167.00

Overseas visits

Travel undertaken at cost to the Trust

Officer and position	Country	Purpose	Dates of visit	Cost \$
Steve Corbett <i>Director and Chief Executive</i>	New Zealand	Attendance at Parks Forum Board Meeting held in Wellington, New Zealand.  Steve Corbett is on the Board of Directors of Parks Forum and Chair of the Leadership and Relationships Committee	20–23 March 2005	\$1,533
Sarah Dinning <i>Director Visitor Experience</i>	New Zealand	Staff Exchange with Auckland Regional Council (part of two week visit to new Zealand as noted in 2004–2005 Annual Report).	3–10 july 2004	nil to Trust
Sarah Dinning <i>Director Visitor Experience</i>	New Zealand	Attendance at Parks Forum Board Meeting held in Wellington, New Zealand, and presentation to New Zealand Recreation Association seminar.  Sarah Dinning is Company Secretary of Parks Forum.	20–23 March 2005	\$1,533



Consultants

Consultancies equal to or more than \$30,000	Consultant and Project	Cost \$
Finance and accounting/tax		
Information technology		
Legal		
Management services	Clouston Associates – advice regarding Stages 1–3 of the Plan of Management	\$64,548
Environmental		
Engineering		
Organisational review		
Training		
Total		\$64,548
Total consultancies less than \$30,000	During the year nine consultancies were engaged in the areas of security, organisational review and operation.	\$78,028
TOTAL CONSULTANCIES		\$142,576

Grants to non-government organisations

There were no grants to non-government organisations during the 2004–2005 year.

Contracting and market testing

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

- ♦ Property 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

External presentations given by Centennial Parklands representatives

Officer	Position	Presentation details
Nicola Bryden	Coordinator Planning and Conservation	‘Measuring Recreational Displacement in Parks and Public Recreation Spaces’. World Leisure Congress, Parks and Leisure Australasia National Conference. Brisbane QLD, September 2004.  ‘Achieving a Balance between Leisure and Conservation’ (co-authored with Sarah Dinning). World Leisure Congress, Parks and Leisure Australasia National Conference. Brisbane QLD, September 2004.
Sarah Dinning	Director Visitor Experience	‘Centennial Parklands – Managing for the Future’. The Future of Recreation in Sydney Conference. Sydney NSW, August 2004.  ‘Achieving a Balance between Leisure and Conservation’ (co-authored with Nicola Bryden – presented by Nicola Bryden as per above).  ‘Healthy Parks Healthy People’, Parks Forum/New Zealand Recreation Association Seminar. Wellington, New Zealand, March 2005.  ‘Healthy Parks Healthy People – the Sydney experience’. Parks Forum Seminar. Melbourne VIC, March 2005.
Ian Innes	Director Park Assets	‘The Place Managers’ Issues – management of ageing trees in cultural landscapes’. Tree Management Forum, Australian Institute of Landscape Architects. Sydney NSW, May 2005.

Major equal employment opportunity outcomes for 2005–2006

In 2005–2006 the Trust will continue to prioritise and review EEO policies.

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 these were incorporated as part of the 2004–2005 Code of Conduct Review.

The revised Code of Conduct was launched in February 2005, and retraining was provided for all Centennial Parklands staff.

Privacy and personal information protection

During 2004–2005 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](http://www.cp.nsw.gov.au). A brochure is also available upon request.

Publications

Parklands magazine	quarterly
Calendar of Events	quarterly
What’s on Boards	quarterly
Centennial Parklands Annual Report	2003/2004
Fact sheets	various
Website	information updated regularly

Form of Annual Report

Size	ISO A4
Number of copies printed	300
Total production budget	\$24,000

Availability

NSW Government bookshops  
Internet: [www.cp.nsw.gov.au](http://www.cp.nsw.gov.au)  
Centennial Parklands

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# Acronyms

<b>ANZECC</b>	Australian and New Zealand Environment and Conservation Council
<b>CCC</b>	Community Consultative Committee
<b>CES</b>	Chief Executive Service
<b>CMP</b>	Conservation Management Plan
<b>CPAH</b>	Centre for Physical Activity and Health
<b>EAPS</b>	Ethnic Affairs Priorities Statement
<b>EEO</b>	Equal Employment Opportunity
<b>ESBS</b>	Eastern Suburbs Banksia Scrub
<b>FIMS</b>	Financial Information Management System
<b>FOI</b>	Freedom of Information
<b>GRI</b>	Global Reporting Initiative
<b>HPHP</b>	Healthy Parks Health People
<b>KPI</b>	Key Performance Indicator
<b>OHS</b>	Occupational Health and Safety
<b>PIP</b>	Park Improvement Plan
<b>POM</b>	Plan of Management
<b>PPD</b>	Performance Planning and Development
<b>SES</b>	Senior Executive Service
<b>SUPER</b>	Sydney Urban Parks Education and Research Group
<b>TAM</b>	Tree Asset Management
<b>VMP</b>	Vegetation Management Plan
<b>VSA</b>	Visitor Services Agencies
<b>VS&amp;CP</b>	Visitor Safety and Compliance Program
<b>WRAPP</b>	Waste Recycling and Purchasing Policy

# Glossary

<b>Potable water</b>	town water supply
<b>Macrophytes</b>	aquatic plants

## Acknowledgements

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## Centennial Park and Moore Park Trust

Corner Grand Drive and Parkes Drive  
Centennial Park  
Sydney NSW Australia

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Paddington NSW 2021  
**Phone** 61 2 9339 6699  
**Fax** 61 2 9360 4215  
**Email** info@cp.nsw.gov.au  
**Web** www.cp.nsw.gov.au

## Office Hours

**Trust building**  
Monday to Friday  
8.30 am–5.00 pm

## Superintendent's Residence

Wednesdays and weekends  
10.00 am–3.00 pm  
  
Centennial, Moore and Queens Parks  
open to the public 365 days a year.