

CENTENNIAL
parklands

centennial park
moore park
queens park

This freedom – we sometimes
find it here,
fragile, in a wild
land we did not
understand
full of nations of a kind
before we came
and more to come

still
we grow to love
must learn to forgive
ourselves
making stranger into friend

our steps much lighter now
and more
gentle on the ground

the past a message
in trees and waves, and in your palm
your history mingles with this earth

and from the mouths of the wise ones
custodians sign a Law of living
that writes us
yields its path

and gives us message of repair
that says

‘it’s fine, it’s clear
you are here
your homesickness
will not last

you’re home
within us
clear path to sweet water:

all spirits
be spoken for.’

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centennial park
moore park
queens park



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The Hon. Bob Carr MP
Premier of New South Wales
Level 40
Governor Macquarie Tower
1 Farrer Place
Sydney NSW

31 October 2002

Dear Premier

It is with pleasure that we submit the 18th Annual Report of the Centennial Park and Moore Park Trust, for the year ended 30 June 2002, for presentation to the NSW Parliament.

This Report has been prepared in accordance with the *Annual Reports Statutory Bodies Act 1984*, the *Public Finance Audit Act 1983* and the regulations under those Acts.

Yours sincerely

John Niland AC
Chairman

John Walker
Trustee

Premier's foreword



The people of Sydney and New South Wales were given the honour of hosting the ceremonies to mark the birthday of a nation on 1 January 1901. They did it in the People's Park, a mass of ordinary Australians celebrating their unique democratic achievement.

Throughout 2001, ordinary Australians again gathered in Centennial Park to celebrate the Centenary of Federation. The Centennial Park and Moore Park Trust undertook an extensive capital works program that was complemented by an exciting cultural program – an outdoor art exhibition; a festival celebrating Australia's cultural diversity through dance, storytelling and food. The Trust also commissioned a poem and a sculpture exploring the themes of people, homecomings and journeys to freedom.

The historically significant Centennial Parklands symbolises the genius of a free people and the open, tolerant and fair society they created. A hundred years after Federation we not only celebrate our political achievements, important as they are. We celebrate also the transformation of our nation through immigration, a change the Founders could never have imagined.

The decision of the Centennial Park and Moore Park Trust to dedicate Parkes Drive as the Avenue of Nations was a wise one. The newly planted Avenue of Nations celebrates our democratic and multicultural achievement – the optimism that began it, the openness that feeds it, and the tolerance that sustains it.

In the past year the Trust has held extensive community consultations on the draft plans for Transport, Access and Parking; Moore Park South; and changes to the dog policy. The outcomes of the consultations were positive and the community can rest assured that its voice was heard.

Centennial Parklands has been a model of best practice and benchmarking both within its industry and across other government agencies. The shared corporate services project between Tourism NSW, Royal Botanic Gardens Sydney and Centennial Parklands is an example of public sector agencies leading the state government's corporate reform agenda.

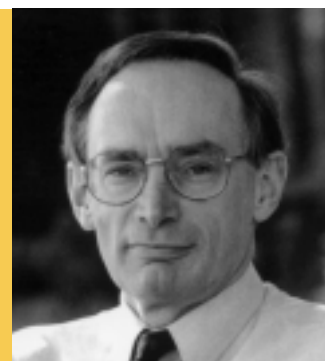
In April 2002 Centennial Parklands co-hosted, with NSW National Parks and Wildlife Services, an international conference on best practice in sustainability for parks agencies. Speakers and participants from the USA, England, New Zealand and Australia worked on further improving the management practices vital to the sustainable development of our treasured and highly valued parks and open spaces.

In this year there were a number of changes to the Trust and I would like to take this opportunity to acknowledge the former and new Trustees. Firstly, thank you to Ms Annette O'Neill who as Chairman of the Trust played a critical role in the Centenary of Federation projects, among many others. Thank you also to Mr Bob Wilson who retired as a Trustee in February 2002. Mr Phillip Black, chair of the Community Consultative Committee, completed his term as a Trustee in December 2001 and is to be thanked for his work on both the Community Consultative Committee and the Trust.

I am very pleased to welcome Professor John Niland AC as the new Chairman of the Centennial Park and Moore Park Trust. Professor Niland's vision, expertise and commitment will be highly valuable to the Trust and its future. Also joining the Trust this year is Ms Margaret Varady, principal of Sydney Girls High School, and Ms Jill Anderson, chair of the Community Consultative Committee.

I commend the dedication of the Centennial Park and Moore Park Trust for its leadership in the parks industry, its high performance in corporate reform and for continuing to deliver one of the world's most beautiful parklands for the enjoyment of all.

The Hon. Bob Carr MP
Premier of NSW



Chairman's report

I have long regarded Centennial Parklands to be one of Sydney's greatest community assets and am delighted to be so closely involved in helping carry forward this fine tradition. Centennial Parklands is recognised as one of the world's leading urban parklands. This is not only by the people who come to the parks for relaxation, for celebration, for exercise but also by industry peers. Centennial Parklands has led the industry in a range of issues from benchmarking and best practice, innovation and leadership, and very importantly partnerships. Partnerships with industry and with other government agencies within Australia and overseas are vital to the continuing improvement of the management of parks and open spaces. I hope that part of my contribution to Centennial Parklands is my experience in developing strong and sustainable partnerships.

I am pleased to report some significant achievements during the past year. The Trust developed a new five-year corporate business strategic framework. The new framework moves the focus in planning from the traditional asset-based approach adopted by many parks agencies to a market-driven approach. This new approach was incorporated into our capital bid to Treasury – the Park Improvement Program, which in turn was successful in achieving a commitment from government for seven years for major enhancements to Centennial Parklands.

After significant conservation work, the Superintendent's Residence at Paddington Gates, was opened to the public for the first time in its history this year. It provides an exhibition space, historical display and a weekend information service for visitors.

The Trust successfully completed the draft plans and community consultation for Moore Park South and for Transport, Access and Parking. The former plan will enable us to address the diverse leisure and recreational needs of the community, while the latter aims to minimise the impact of vehicles and improve access to and within Centennial Parklands.

This year, the ranger-guided education and interpretation programs continued to provide a quality service to more than 7000 participants. These activities serve to increase the awareness of the natural and cultural heritage of Centennial Parklands and to enhance our profile as a valuable educational resource.

I congratulate Annette O'Neill on her achievements as the Chairman of Centennial Park and Moore Park Trust. I would also like to welcome Margaret Varady and Jill Anderson to the Trust.

On behalf of the Trust, I especially wish to thank Mr Peter Duncan, the Executive and staff of the Trust, the members of the Community Consultative Committee, Friends of Centennial Parklands, volunteers and all of those who have generously supported Centennial Parklands during the year.

John Niland AC



Director's report

Centennial Parklands is more than ever 'the people's park'. In the past year, the Parklands hosted historic celebrations, maintained its high level of community consultation, completed extensive capital works projects and continued to be an important place of peace, recreation and escape for the people of Sydney.

I am proud to say that the Trust continues to meet the challenges that arise in the management of the Parklands in the middle of a thriving metropolis.

Celebrations in the Parklands for the Centenary of Federation culminated fittingly with the opening of Federation Way in December. The gateway symbolically reinforces the integration of Queens Park, Moore Park and Centennial Park as Centennial Parklands. The accompanying cultural program celebrated diversity and the nation's journey in a spectacular array of artistic expression.

In the last year, we embarked on a program of consolidating the planning framework for the Parklands. Community consultation continues to underpin the decision-making processes of Centennial Parklands.

The Parklands continued to strive for economies of scale, productivity gains and improvements through the joint network of the Visitor Services Agencies and an internal structural realignment.

The Park Improvement Program will fundamentally enhance the Parklands. The ponds remediation program is still in progress addressing not only the aesthetics of our ponds but also providing habitats and promoting ecological viability and improving water quality. The playgrounds in the Parklands have been earmarked for upgrade along with the new Cafe playground.

It is only through the dedication and commitment of the Trust's staff, the Friends of Centennial Parklands, Volunteers, the Community Consultative Committee and the Trustees that we continue to respond to the challenge of the ever-increasing pressures being placed on our Parklands from both users and the surrounding environment. Our work is important in ensuring that Centennial Parklands continues to occupy a special place in the heart of the nation.

Peter Duncan



Profile



Centennial Parklands was dedicated by Sir Henry Parkes as a public open space in 1888 and was the venue for the inauguration of the federation in 1901. Centennial Parklands occupies a special place in the heart of the Australian nation. Covering more than 360 hectares, less than five kilometres from Sydney's central business district and just a few minutes from the city's popular eastern beaches, the Parklands is not only one of the world's finest and most used open spaces — it also includes a monument to the birth of the Australian nation.

Centennial Parklands comprises three parks: Moore Park, Queens Park and Centennial Park. The Parklands' sporting facilities include the ES Marks Athletics Field, an 18-hole golf course and driving range, an equestrian centre, a tennis centre, netball courts and sporting fields. Other venues include the Centennial Parklands Restaurant, the Hordern Pavilion and Royal Hall of Industries, and Fox Studios Australia.

In addition to its historical and environmental significance, Centennial Parklands is one of the city's great assets. It has an estimated annual value to the people of New South Wales exceeding \$100 million, with a total asset base of more than \$530 million. It contributes more than \$10 million a year to the State from tourism and during 1999–2000 attracted more than five million visitors.

Centennial Parklands is managed by the Centennial Park and Moore Park Trust.

Our Vision

Centennial Parklands will become Australia's premier integrated leisure environment and remain a place of beauty, peace, excitement and culture in the hearts of the people of New South Wales.

Our Mission

The sustainable management of urban parkland and leisure facilities on behalf of the people of New South Wales.

Our Values

The Trust is committed to encouraging the public to use and enjoy Centennial Parklands, resulting in increased value of the lands, which has recreational, historical, scientific, educational, cultural, environmental, and economic significance.



About Centennial Parklands

ABOUT THE PARKLANDS

Since 1991, the Centennial Park and Moore Park Trust has been responsible for the coordinated management of the Parklands three distinct, heritage-listed parks:



CENTENNIAL PARK

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

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

The Park is home to diverse flora and fauna and many significant tree plantings, including spectacular Port Jackson Figs, Holm Oaks and Norfolk Island Pines. It also has a restaurant and kiosk, a marquee site and, within the Trust's offices, a visitor's information point with a range of reference materials available. The historic Superintendent's Residence, located at Paddington Gates is now used as an exhibition space and an information centre.

QUEENS PARK

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

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

MOORE PARK

The 115 hectares that make up Moore Park boast a range of recreation choices.

In addition to its generous open spaces and playing fields, the Park features the ES Marks Athletics Field, an 18-hole Moore Park Golf Course and Driving Range and the Parklands Tennis Centre. It is also used as a venue for circuses and other outdoor events.

Other major facilities operating in Moore Park are:

- Fox Studios Australia's film studio and family entertainment complex (on lease from the Trust – 29 hectares)
- Royal Hall of Industries and Hordern Pavilion (licensed to Playbill Venue Management)
- Centennial Parklands Equestrian Centre (managed by the Trust).

About the Trust



LEGISLATIVE FRAMEWORK

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

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

Trustees during 2001-2002 were:

Annette O'Neill (appointed in August 1997, Chairman until February 2002), John Niland AC (appointed Chairman February 2002), Jill Anderson (appointed December 2001), Phillip Black (appointed in March 2000, term expired December 2001), Jill Hickson, David Leckie, Michael Marx AM, Margaret Varady (appointed February 2002), John Walker, Sarah Whyte, Bob Wilson (appointed in August 1997, term expired February 2002)

Trustee details are at Appendix 1



Trustees (from left to right):

Jill Anderson
John Walker
Michael Marx AM
Sarah Whyte
John Niland AC
Margaret Varady
Jill Hickson
David Leckie

RESPONSIBILITIES

The Centennial Park and Moore Park Trust lies within the portfolio of the Premier of NSW. The Trustees are responsible for overseeing the management and policy direction of the organisation. The Trust meets monthly.

OBJECTIVES

- To maintain and improve the Trust lands.
- To encourage use and enjoyment of the Trust lands by the public through promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands.
- To maintain the right of the public to use the Trust lands.
- Such other objectives, consistent with the functions of the Trust in relation to the Trust lands, as the Trust considers appropriate.

MANAGEMENT

The Trust's Director, Peter Duncan, is responsible for the administration and management of the Trust lands. He reports to the Trust on the management of the Parklands and to the Director-General of the Premier's Department on administrative matters. The Divisional Managers assisting him in this role were:

Robert Alder BBus DipCM, ASCPA, FCIS, Registered Tax Agent, FRSA – Manager Business Services (until December 2001)

Sarah Dinning BSc BA – Manager Marketing and Community Relations

Andrew Ferris AssDip Hort (Parks) AssDipAppSci (Landscape) Mgmt CertMPLA – Manager Operations

Marlene Krasovitsky BA (Hons) Psych, MBA – A/Manager Planning and Corporate Services

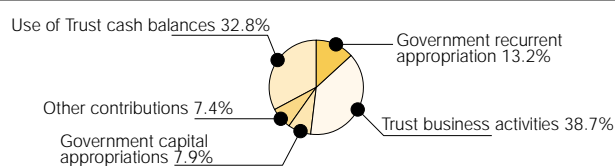
Judith Peters BA MBus – Manager Corporate Strategy and Policy (until 30 November 2001)

Financial summary

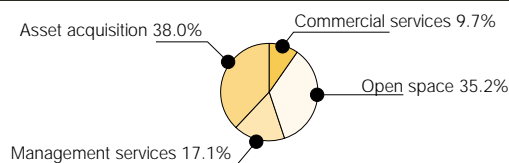
The year saw a continuation of the Trust's sound financial position.

The position was supported by growth in revenue from the Trust's commercial activities reflecting the focus on further diversifying and increasing the Trust's revenue streams. This approach recognises the need for the Trust to contribute funding to the new Park Improvement Plan which commences in 2002 – 2003.

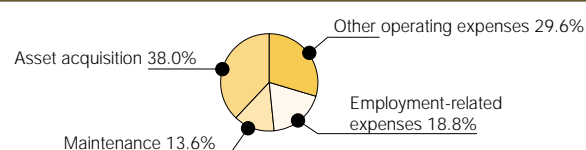
Where funds came from:



How funds were allocated:



Where funds were spent:

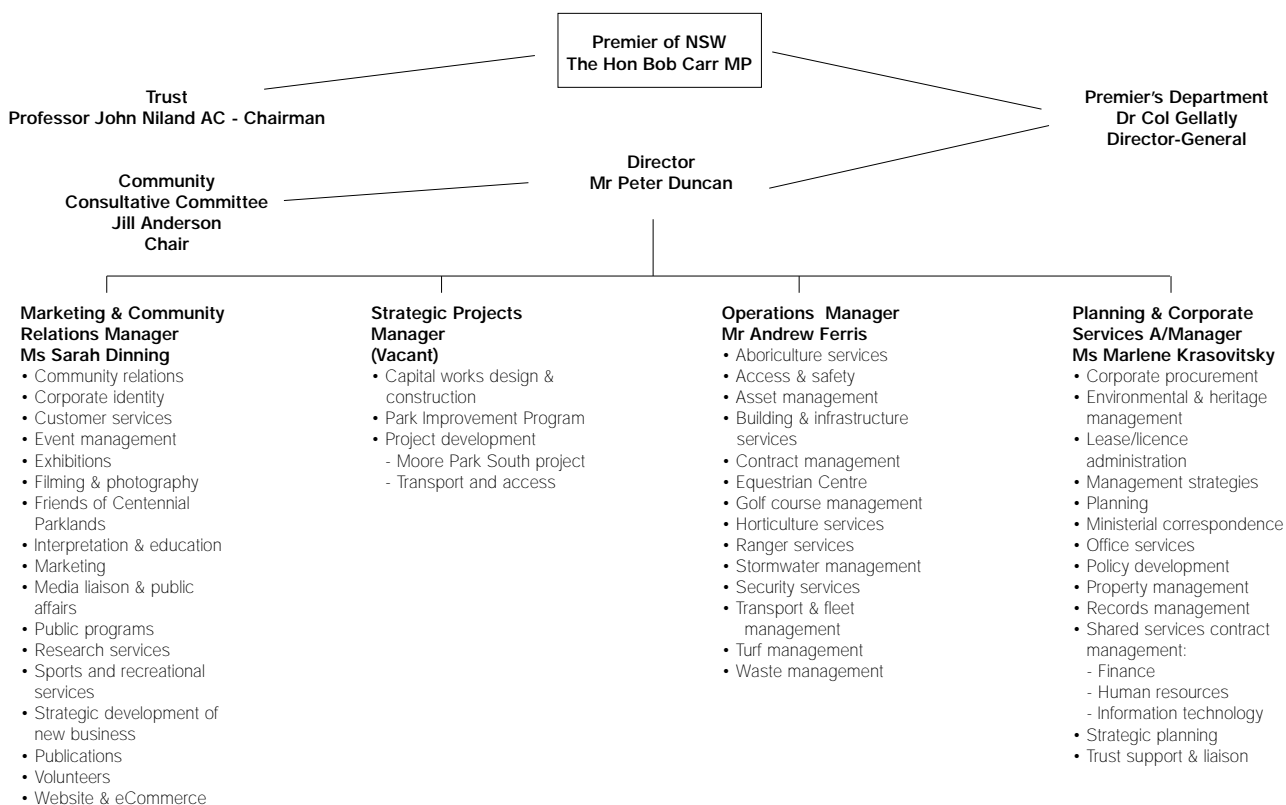


The work of the Trust

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

- Integrity of the Parklands
- Co-operative Positioning
- Living Heritage
- Rights of Access
- Cultural Expression
- Business Viability.

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



Integrity of the Parklands



Strategy

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

| PERFORMANCE AGAINST KEY RESULT AREA | |
|--|---|
| Result | Future |
| Furniture overlay for Moore Park East and West implemented. | Install signage and drinking fountains in Moore Park East and West. |
| Prepared and exhibited Moore Park South Master Plan and conducted community consultation. Sought Ministerial approval for final Moore Park South Master Plan. | Undertake feasibility study for implementation of Moore Park South Master Plan. |
| Completed a land titles audit for Centennial Park. | Implement outcomes of the land titles audit. Finalise Eastern Distributor permanent licence. |
| Commenced new ground maintenance contract for Centennial Park, Moore Park and Queens Park. | Review and implement new contracts for waste, cleaning, security and irrigation services. |
| Reduced car parking demand on Moore Park through increased public transport usage. | Increase number of people travelling to Moore Park by public transport. Continue to monitor car parking demand and public transport usage. |
| Prepared amendments to the Plan of Management to incorporate Transport, Access and Parking Plan and Moore Park South Master Plan. | Implement amendments to Plan of Management. |
| Audit and review of development proposals surrounding the Parklands. | Advocate with the four local Councils to protect Parklands integrity. |
| Extensive consultation on draft Conservation Management Plan. | Approve and implement Conservation Management Plan. |
| Federation Way completed by December 2001. | |



CONSERVATION MANAGEMENT PLAN

Centennial Parklands is listed on the State Heritage Register. In this reporting period, the Trust engaged consultants and established a Steering Committee to prepare a Conservation Management Plan.

The development of Centennial Parklands first Conservation Management Plan (CMP) will provide direction on heritage conservation and management for all programs and services. The CMP, together with the Tree Master Plan, aims to provide guidelines for maintaining the Victorian character of the Parklands and identify highly significant native vegetation to be rehabilitated.

Consultation with Indigenous communities has also been a key feature of the draft CMP and has facilitated the establishment of ongoing partnerships between Sydney's Aboriginal communities and the Trust. This consultation was assisted by a NSW Heritage Council grant of \$15,000. As part of the wider CMP, a draft Indigenous Program is also proposed.

The CMP will assist the Trust to manage the Parklands, while considering the essential and ongoing need to renew facilities, gardens and designed landscapes. It will help identify heritage issues and assess cultural, Indigenous, natural, archaeological, recreational and socially significant areas.

Members of CMP Steering Committee:

Phillip Black (Trust representative)

Mary Watt (CCC representative)

Lorraine Cairnes – Fathom Group

James Weirick – University of NSW

Bruce Baskerville – NSW Heritage Office

Sue Suter – Suter & Associates

Paul Ashton – University of Technology Sydney

MOORE PARK WEST

In the last financial year, the Trust installed furniture and planted additional trees and made improvements to the drainage system of the playing fields. The new park furniture included nine park seats, four picnic settings, six bench/tables, a barbeque and a further eleven waste recycling stations. New tree plantings included Magnolia, Moreton Bay and Hills Weeping figs.

FOX STUDIOS RESTRUCTURE

Ministerial consent was granted in April 2002 for the inclusion of part of the former Backlot into the Working Studio Precinct and its conversion to professional film and television studios (Development Application 18). Approval was granted for the subdivision of the site to expand the Working Studio Precinct from 11.5 hectares to approximately 13.2 hectares (Development Application 19).

PUBLIC TRANSPORT

The Trust continues to be committed to reducing car parking demand on the Parklands by encouraging increased use of public transport.

The Trust is an active representative on Transport NSW's Major Events Coordination Unit. The Unit has been established to implement plans to efficiently coordinate the Government agency response to managing transport, traffic, parking, access and the safety of people attending major events in Moore Park. It consists of the following agencies: Centennial Parklands; Sydney Cricket and Sports Ground Trust; Fox Studios; Playbill Venue Management; Police; Roads and Traffic Authority; State Transit Authority; Transport NSW; Bus and Coach Association; NSW Taxi Council; South Sydney City Council; City Rail; Australian Jockey Club.

Transport NSW, Moore Park venues and the Trust promote event transport information via the media and on Websites. This has assisted with reducing the demand for parking on Moore Park by 70 per cent since completion of the Eastern Distributor.

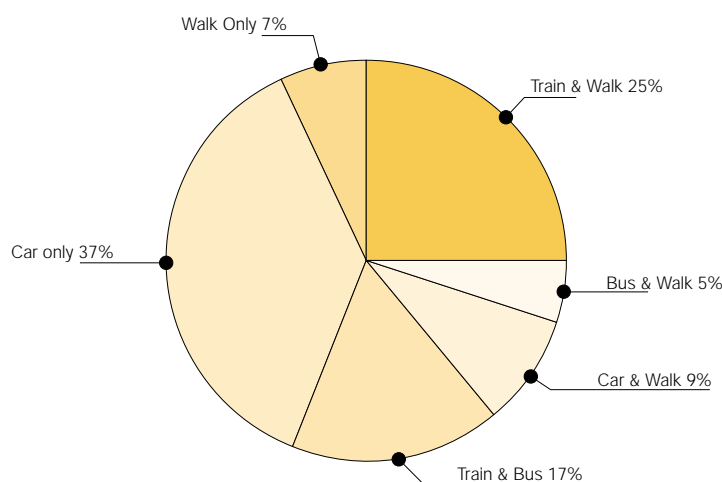
TRAVEL MODES TO MOORE PARK EVENTS

South Sydney Council undertook a study into transport modes and pedestrian routes to and from special events at the Sydney Cricket Ground and Sydney Football Stadium. The study was conducted on two days in January 2002 and involved people attending two one-day cricket matches involving Australia.

The travel modes people chose are shown in the graph to right.

Approximately 46 per cent of people used private transport and 54 per cent of people used public transport.

Convenience was the most common reason cited for a person's choice of travel mode. Few people cited parking availability or lack of parking availability as a reason for their choice of travel mode.



Source: South Sydney Council

Average percentage of public transport users to the Moore Park Bus Station (people carried via Moore Park Bus Station)

| At sports games (Moore Park) | 1999-00 | 2000-01 | Actual 2001-02 | Target 2002-03 |
|------------------------------|---------|---------|-------------------|-------------------|
| Cricket | 22 | 20.5 | 19 | 25 |
| AFL | 19 | 17.8 | 17.1 | 20 |
| NRL | 6 | 7 | 6.2 | 8 |
| Rugby Union | 5 | 6.8 | 8 | 10 |

Co-operative positioning



Strategy

Seek co-operation of appropriate authorities to:

- Achieve flexible arrangements consistent with a whole-of-Parklands planning concept for the future use of major sporting facilities both within and external to Centennial Parklands' boundaries.
- Improve traffic flow, parking and public transport access to Centennial Parklands.
- Link Centennial Parklands with nearby heritage sites and precincts.
- Seek co-operation of key stakeholders — including Tourism NSW, Heritage Council, Planning NSW, other Government and semi-Government authorities, local councils, visitor, users and interest groups — to position Centennial Parklands.

PERFORMANCE AGAINST KEY RESULT AREA

Result

Participated in key whole-of-Government Committees including asset management, venues, events and Sydney Olympic Park advisory committee.

Continued active partnership in Major Events Co-ordination Unit for management of the Moore Park Precinct.

Executed Deed of Management for Hordern Pavilion and Royal Hall of Industries with Playbill Venue Management.

Established monthly information column in major Sydney paper (circulation of 500,000).

Community Consultative Committee considered a variety of issues, including playgrounds and dog policy.

Consolidated the shared corporate services arrangement with Royal Botanic Gardens and Tourism NSW.

Reviewed licence compliance and property management with Department of Public Works and Services.

Work with other government agencies to celebrate Centenary of Federation.

Implemented volunteers program.

Completed survey on Sydney-siders use of parks on behalf of SUPER Group.

Chaired the Strategic Partners Best Practice Forum

Future

Continue participation in committees within government and across key stakeholder organisations.

Continue collaboration with Moore Park venues and transport providers to increase public transport use.

Manage Deeds and Licences of Agreement.

Work closely with external event organisations and precinct partners.

Continue community participation in key projects.

Achieve efficiency, process improvements and economies of scale with Royal Botanic Gardens and Tourism NSW.

Implement enhanced property management contract
Establish property management licence database.

Continue to promote national significance of Centennial Parklands.

Encourage greater support of the Parklands via the Friends and Volunteers program and activities.

Continue to convene and administer Sydney Urban Parks Education Research (SUPER) group.

Chair International Parks and Strategic Partners until 2004 and contribute to the development of parks leadership forums.
Continue to work co-operatively with precinct partners to increase promotion and recognition.



INTERNATIONAL PARKS STRATEGIC PARTNERS FORUM

Parks practitioners from Australia, New Zealand, the United Kingdom and the United States addressed the International Parks Strategic Partners (IPSP) Forum in Sydney in April 2002. The Forum was hosted by Centennial Parklands with joint sponsorship from the NSW National Parks and Wildlife Service.

The theme of the Forum was *Parks – A Sustainable Future*. Issues discussed included benchmarking and best practice, and measuring the social, environmental, cultural and economic issues for parks.

Keynote speakers were Brian O'Neill, CEO, Golden Gate National Recreation Area, USA (the largest urban national park in the world); Trish Caswell, Executive Director of Global Sustainability at Royal Melbourne Institute of Technology; and English parks campaigner and author David Lambert.

The Hon. Bob Debus MP, Minister for the Environment, Minister for Emergency Services and Minister Assisting the Premier on the Arts opened the Forum. The Forum was considered a major success with delegates rating content and presentations as extremely valuable and informative.

SYDNEY URBAN PARKS EDUCATION RESEARCH (SUPER) GROUP

Centennial Parklands chaired and provided organisational support and funding to the Sydney Urban Parks Education Research (SUPER) Group during 2001–2002.

The Group aims to promote, facilitate, exchange and foster social research on urban parks and gardens. It also aims to develop and promote forums for research and education in urban parks management. This work assists the Group which in turn promotes the values and benefits of open space to governments, the leisure industry and the wider community.

SUPER undertook a survey of Sydneysiders' use of parks and gardens in December 2001 as a replication of a survey in 1999. The survey confirmed the importance of parks to the people of Sydney. An estimated 74 million visits are made annually to Sydney parks and gardens, with an average of 91 per cent of respondents having visited at least one park in the six months prior to the survey. Parks and gardens were also rated higher than other leisure activities such as going to the beach, a museum or gallery and shopping.

Another project undertaken was a study into the Benefits of Public Open Space for Community Service Provision. This study estimated that public open space contributed an annual benefit of \$10 million to the NSW public sector with Centennial Parklands accounting for \$4 million of this benefit.

SUPER research was profiled at both the annual Parks and Leisure Australia conference in October 2001 and an International Parks and Strategic Partners Forum on Parks Benchmarking and Best Practice (*'Parks – A Sustainable Future for Parks'*) in April 2002. International park managers and local and State Government agencies showed considerable interest in the results.

As at June 2002, a project to standardise visitor surveys across agencies was nearing completion.

SUPER provided funding to research being undertaken at the Georges River in Sydney, which aims to assess the use of parks by various communities. The Group is also supporting a joint PhD scholarship with the Cooperative Research Center for Sustainable Tourism on the contribution of parks to tourism in urban areas.

The Sydney Harbour Federation Trust and Planning NSW joined the SUPER Group in the reporting year.

MOORE PARK PRECINCT MARKETING

The Moore Park Precinct Marketing Committee comprises representatives from Centennial Parklands, Fox Studios Australia, Playbill Venue Management (representing the Hordern Pavilion and Royal Hall of Industries) and the Sydney Cricket and Sports Ground Trust. The Committee meets on a regular basis to discuss marketing opportunities and develop joint promotional initiatives.

In November 2001, the Committee launched a joint website www.mooreparkprecinct.com.au which provides information on events and activities taking place in the precinct, public transport information and a precinct map.

In December 2001, the Moore Park Precinct's application to the Sydney Tourism Experience Development (STED) Program to develop and communicate the precinct to the tourist market was successful. The program is sponsored by Tourism NSW.

During 2002 – 2003, the committee will further the opportunities available under the STED program as well as develop a new public transport guide to the precinct.

2002 VISITOR STUDY

Centennial Parklands has been committed to undertaking visitor research since 1985. Previous studies have provided the Parklands with a sound understanding of its users' demographic profiles and usage patterns. The key objectives of the 2002 project were broadened to not only provide the Trust with information to complement and build upon its existing quantitative research, but to address some of the key strategies identified in the Corporate Business Strategy for 2002–2007. These were to:

- Target new markets in addition to traditional markets and develop new products.
- Develop new businesses in the Parklands and build up current businesses consistent with the Parklands' positioning.
- Align assets with the Parklands' overall strategy to increase market attractiveness and improve revenue potential.
- Improve access and safety to and within the Parklands.
- Increase recognition for the Parklands' positioning and direction.

A research company was commissioned in February 2002 to undertake the project. The range of techniques being adopted over a course of nine months will provide a

complete picture of the market for the Parklands. The adopted research methodology has four components: two Sydney-wide telephone surveys; two on-site visitor surveys; four focus groups; and internal workshops with key Parklands' staff.

The final report will be provided in November 2002.

CORPORATE BUSINESS STRATEGY

Following extensive work in assessing Centennial Parklands planning architecture, business imperatives and market research in 2000–2001, a new five-year corporate business strategic framework was developed. In August 2001, the Trust adopted the corporate business strategic framework including a new vision and mission for the organisation. The key highlight of the strategy was to move the focus in planning from the traditional asset approach adopted by many parks agencies to a market-driven approach.

This approach is innovative in the industry and also better links the importance of Centennial Parklands to the social, economic and environmental health of the community and the state.

Another factor identified in the planning architecture was the need to better align the overall strategic direction and planning processes with the Treasury timetables. The new strategic framework was incorporated into the successful capital bid to Treasury in November 2001.

During the last reporting period a series of staff workshops were held to develop the first 12 month business plan to be effective from July 2002.

Living heritage



Strategy

- Conserve and enhance the significant natural and cultural heritage of Centennial Parklands, optimising opportunities for ecological sustainability.
- Ensure that the Centenary of Federation in 2001 will enhance the future natural and cultural heritage of Centennial Parklands.
- Improve the quality of water in the Centennial Parklands pond system using a catchment management approach.
- Regulate uses of Centennial Parklands which cause significant environmental or heritage site damage.

PERFORMANCE AGAINST KEY RESULT AREA

Result

Developed design and documentation of Busby's and Randwick ponds restoration.

Developed maintenance management manual for ponds.

Finalised fauna inventory methodology and database
Implemented noxious and environmental weed program.
Developed, implemented and monitored routine arboriculture, horticulture, ponds maintenance programs.

Continued tree replacement planting program consistent with the Tree Master Plan.

Completed major plantings and refurbishment of playing fields in Moore Park following the Eastern Distributor.

Implemented updated co-mingled recycling waste system across the Parklands including dog waste.

Completed Avenue of Nations tree planting project.

Re-established Old Grand Drive - renamed "Federation Way".

Future

Implement Busby's and Randwick ponds restoration works.

Implement maintenance manual for ponds.

Undertake twelve month fauna inventory surveys.
Continue to manage pest, flora and fauna in the Parklands.
Review and implement routine asset maintenance programs.

Continue plantings in line with the Tree Master Plan.

Approval of Horticulture Master Plan for Centennial Parklands.

Implement Park Improvement Program.
Implement maintenance enhancement program.



YORK ROAD BUSHLAND

In November 2001, Moriah College received development consent from Waverley Council to expand the College onto the TAFE site on Lot 22 at York Road.

The College and the Trust are commenced negotiating the terms of a Memorandum of Understanding (MOU) as a framework to assist in funding the rehabilitation of the bushland on Lot 23. The MOU will not be executed until all necessary approvals have been granted.

Moriah College proposed to the Trust that areas of Eastern Suburbs Banksia Scrub (ESBS), an endangered ecological community, on the College site (Lot 23) be consolidated onto Trust land.

The Trust convened a Bushland Management Group to provide relevant technical expertise and stakeholder advice in developing a Vegetation Management

Plan for the area. The immediate objective is to protect and prepare the site for works outlined in the Vegetation Management Plan and to develop community awareness of the project. Plans for other ESBS sites on Trust land will be subsequently developed.

THE PONDS RESTORATION PROGRAM

In 1997, the Trust commenced a six stage rehabilitation program for the Ponds system. Four years later, major restoration has been completed on Model Yacht, Fly Casting, Musgrave, One More Shot, Willow and Duck ponds, with two stages remaining.

The plan for the remaining two stages are focussed on restoring Busby's and Randwick ponds. A key factor in the Pond restoration work is to balance the pond's environmental sustainability with its cultural character.

This next stage will focus on stabilising embankments and making them attractive viewing places for visitors. To improve the quality of the water, stormwater inlet and outlets will be improved, silt build-ups removed and aquatic plants introduced. By removing pest habitats, the Trust hopes to encourage native wildlife and improve the turtle habitat by constructing sandy edges at key locations.

Plans were placed on public exhibition from May to June 2002 and a Heritage Impact Statement was prepared and submitted to the Heritage Office. A review of environmental factors was prepared and submitted to NSW Environmental Planning Authority for approval. Design and documentation was completed within the year for construction to commence in late 2002.

PEST MANAGEMENT

Pest species in the Parklands including ibis, rabbits, foxes, pigeons and carp, continue to present a management challenge in this urban setting. Centennial Parklands has adopted a more proactive approach by introducing a Pest Management Plan and appointing a part-time Pest Species Officer.

The Trust has been successful in reducing the impact of rabbits, ibis, pigeon and carp

within the Parklands. The development of a fauna inventory database was completed during the reporting year which will greatly assist in the future effective fauna management on Trust lands.

TREE PLANTING

Consistent with the Tree Master Plan, the Trust is implementing its tree replacement program. The focus in the year was on plantings in Moore Park and Queens Park.

Ficus macrophylla (Moreton Bay Fig), *Ficus hillii* (Hills Weeping Fig), *Magnolia grandiflora* (Tree magnolia), *Melaleuca quinquernervia* (Paperbark) and *Livistona australis* (Cabbage Tree palm) were planted. Special maintenance was also continuing to the 426 young trees planted in previous years as part of the Moore Park restoration works and the Avenue of Nations plantings in Parkes Drive.

TABLE OF CAPITAL WORKS

| Project | Description | Spending 2001-02 (\$) | Completion Date |
|---|--|-----------------------------|------------------|
| Federation Place, Way and Gate | Completion of federally funded major infrastructure works including the provision of new park gateway and stone paved forecourt, refurbished avenue walkway from Moore Park to Centennial Park and a shared crossing at the Robertson Road entry gates to Centennial Parklands | 6,115,889 | December 2001 |
| New furniture for Moore Park and Queens Park | The placement of new seats, picnic tables, garbage bin enclosures and barbeque facilities in Moore Park and Queens Park. | 183,395 | April 2002 |
| Café and Learners Cycleway Playground redevelopment | Refurbishment and general improvements to the range of play equipment and the landscape settings to these two playgrounds | 80,274 | Work in progress |
| Tree planting | Commencing the first year of the initial five-year tree replacement programme for Centennial Parklands. Focused on new major tree replacements in Moore Park and Queens Park | 21,254 | June 2002 |
| Ponds restoration stages 5 and 6 | Prepare plans, documentation and contracts for restoration work to Randwick and Busby's ponds | 449,840 | May 2002 |
| Superintendents Residence | The conversion of the Residence to a visitors centre and including minor building repairs, major painting and decorating, modifications to ensure the building is fully accessible, including grounds improvements and pathworks | 101,425 | December 2001 |
| Moore Park Golf Course improvements | Improvement program works comprising paths, drainage, golf course furniture, tee reconstruction | 149,000 | June 2002 |
| Signage | Provision of signs in Moore Park | 75,000 | Work in progress |



Living heritage continued



ASSET MANAGEMENT

Progress was made in the year towards agency compliance with the NSW Government Total Asset Management guideline which places an emphasis on agencies strategic asset planning to include corporate planning and capital investment planning.

The major project involved the development and implementation of a common asset management framework and asset information management system with the Royal Botanic Gardens Sydney funded through the Visitor Services Agencies (VSA).

The agencies have developed a common asset management framework, called for Expressions of Interest and purchased and installed MAINPAC software as the computerised asset management system.

The full integration of the system with financial and GIS systems will ensure a consistent approach and central location of asset information for improved financial accounting and budget planning for asset maintenance and replacement.

Significant field work was completed on updating the Trust's asset register and valuations for the purpose of the five-yearly asset revaluations.

The Trust's second five-year Capital Works Strategic Plan (Park Improvement Plan) was completed and submitted to Treasury. The 2001 – 2007 plan includes a detailed investment program to secure the long-term sustainable future for the Parklands.

Continual improvement was made to the provision of maintenance services on Trust lands. The Trust tendered and awarded a new grounds maintenance contract for

Centennial Park which commenced in April 2002.

The continued implementation of the golf course improvement program and improved maintenance practices achieved positive results for the course which receives strong patronage and industry recognition. The program included installation of paths on the first, third, fourth and eighteenth tees; tee reconstructions on the third and fourth; furniture consisting of tee signage, seats and golf ball washers; and replacement of major maintenance plant and equipment.

PERFORMANCE INDICATORS

Tree Management

| Comparison of trees | 1997-98 | 1998-99 | 1999-00 | 2000-01 | Actual 2001-02 | Target 2002-03 |
|---------------------|---------|---------|---------|---------|-------------------|-------------------|
| Planted | 110 | 118 | 1277 | 208 | 173 | 150 |
| Removed | 73 | 164 | 154 | 74 | 83 | 80 |

Weed Management

| Area of weeds treated (hectares) | 1999-00 | 2000-01 | Actual 2001-02 | Target 2002-03 |
|---|---------|---------|-------------------|-------------------|
| Noxious | 28 | 28 | 18 ha | 15 ha |
| Aquatic (Kensington Pond water hyacinth) | 3.3 | 1.2 | 0 ha | 0.2 ha |
| Environmental (Bindii & broadleaved turf weeds) | 46 | 46 | 40 ha | 40 ha |

The noxious weeds targeted in the last financial year were: *Blackberry, Cestrum, Lantana, Pellitory, Pampas, Castor Oil, Luwnigia*.

Ponds management

| | 1997-98 | 1998-99 | 1999-00 | 2000-01 | Actual 2001-02 | Target 2002-03 |
|---|---------|-----------|----------|-----------|-------------------|-------------------|
| Percentage of Ponds with acceptable water quality (%) | 15% | 30% | 40.6% | 44% | 48% | 55% |
| Total Carp removed from ponds (kg) | | 2351.3 kg | 727.0 kg | 1513.0 kg | 665.0 kg | 500.0 |

Right of Access



Strategy

- Manage demand and reduce conflicts of use in the Centennial Parklands; where appropriate, relocate some activities.
- Increase visitor safety and visitors' perceptions of safety.
- Remove exclusive use arrangements and introduce multi-use of and equitable access to open space and facilities.
- Enhance links and access points between parts of Centennial Parklands.
- Foster equity of access through information provision and consultation.

PERFORMANCE AGAINST KEY RESULT AREA

| Result | Future |
|---|--|
| Completion of incident and claims risk review. | Better manage public risk issues and claims. |
| Prepared draft bus road licence agreement for Department of Transport. | Assist transport authorities to review, audit and implement bus road safety program. |
| Prepared licence agreement for Waverley College's use of Queens Park. | Conduct accessibility audit and implement actions arising. |
| Prepared and exhibited Transport, Access and Parking Plan and conducted community consultation Sought Ministerial approval of the final Plan. | Finalise Waverley College licence agreement. |
| Completed playground user survey at the Café. | Implement Transport, Access and Parking Plan. |
| Annual review of fees and charges. | Develop and implement a Signage Master Plan. |
| Implemented new booking management system for sports users. | Construct a new playground at café. |
| | Continue annual reviews of fees and charges. |
| | Integrate new booking management system into Sun finance system. |
| | Further develop open space risk management strategies with Treasury Managed Fund. |
| | Finalise and implement park safety program. |



WEBSITE

A number of improvements were made to the website during the reporting period. The online map has been enhanced with added functionality and dynamic links to it throughout the site. All portable document files (PDFs) now have links to both 'Acrobat Reader' and 'Accessible Acrobat Reader' to improve access for users who are visually impaired.

The website has been used to provide information at various stages of community consultation including the consultation of Moore Park South Master Plan; Transport, Access and Parking Plan; Dog Policy; and the Conservation Management Plan.

During the last 12 months the implementation of four e-commerce modules has progressed. This is a joint project with the Art Gallery of NSW, Royal Botanic Gardens and Tourism NSW. The 'Shop' module was launched in January 2002 and allows users to buy a range of gifts and merchandise online.

The remaining modules, including Venues, Events and Friends will go online in 2002 – 2003.

SUPERINTENDENT'S RESIDENCE

The Superintendent's Residence was opened to the public in September 2001. It was built in 1891 and was designed by colonial architect James Barnet, who is well known for his public buildings.

Since the 19th Century, the building has been home to superintendents and in later year's rangers. The Residence is historically and aesthetically rich, and contributes to Centennial Parklands' status on the NSW Heritage List.

The Residence has improved access to information for the community and is open Wednesdays and weekends 10.00am to 3.00pm. General Parkland's information, publications and merchandise are available.

From September 2001 to April 2002, the

Residence housed 'Portrait of a Park', a black and white photographic exhibition by Wendy McDougall and Brendan Read highlighting the cultural diversity of the Parklands. This project formed part of the broader program of exhibitions for the Centenary of Federation with the Museum of Sydney.

In April 2002, elements of 'Portrait of a Park' were replaced by a photographic exhibition from South Sydney City Council entitled 'Changes 1901 – 2001 A Retrospective'. This exhibition reflects the process of change that has taken place in the area over the past century, highlighting some well known South Sydney locations.

Right of Access continued



TRANSPORT, ACCESS AND PARKING PLAN

With the increasing level of use in and around the Centennial Parklands, the Centennial Park and Moore Park Trust commissioned a consultant to develop an integrated Transport, Access and Parking Plan. The Plan aims to minimise the impact of vehicles on the Parklands, improve accessibility, maximise the visitor experience and enhance the sustainability of the Parklands resource.

The Centennial Parklands Transport Access and Parking Plan was approved by the Trust and forwarded to the NSW Government for approval. Pending approval it will be adopted as an amendment to the Centennial Parklands Plan of Management (1998). The Plan sets out the proposed actions to achieve sustainability in the longer term.

The general public, Parklands users, businesses, surrounding property owners and other stakeholders have had the opportunity to provide input into the draft Plan through a reference group newsletter, the Trust's website and a freecall 1800 number. A plan to introduce parking meters to fund the Plan was rejected after substantial public consultation.

The planning process

The Plan has been developed using a

combination of specialist transport planning, environmental, social and economic studies, along with continuous communication between the study team, the public and key stakeholders.

The Plan has been developed to address a number of issues including:

- improve access to the Parklands for people with disabilities;
- better linking of walking and cycling facilities within the Parklands and to external facilities;
- enhance accessibility for all users whilst maintaining the Parklands environment;
- safety and amenity concerns arising from the actions of groups of training cyclists;
- the negative impact of vehicles in the natural Parklands environment;
- resolve current visitor/vehicle conflicts and safety issues; and
- respond to the wider transport agenda.

These issues have been debated throughout the development of the Plan. The actions contained within the Plan have been designed to address these issues via a wide range of mechanisms, taking into account issues such as technical specifications, community and stakeholder opinions, cost and the feasibility of implementation.

PERFORMANCE INDICATORS

| | | Actual 2001-02 | Target 2001-02 |
|---------------------------|----------------|-------------------|-------------------|
| Golf course usage* | 2000-01 | | |
| Members | 17,722 | 16,787 | 17,000 |
| Public | 40,061 | 36,874 | 45,000 |
| Driving range | 124,000 | 109,344 | 120,000 |
| TOTAL | 181,783 | 163,005 | 182,000 |

* figures supplied by the Moore Park Golf Club

Cultural expression



Strategy

- Continue Centennial Parklands role as a symbol of the development of the nation and the city of Sydney.
- Promote cultural uses of Centennial Parklands consistent with its natural and cultural values past, present and future.
- Promote a broad spectrum of cultural activities in the Centennial Parklands consistent with the whole-of-Parklands strategy, including active sports, social pursuits and arts-based activities.

PERFORMANCE AGAINST KEY RESULT AREA

Result

Hosted 36 events in the 2001 – 2002 financial year. Total income of \$261,000 and 459,000 total visitors to the Parklands, including 20,300 people for Centenary of Federation Events.

- Significant golf events included:
Avenue of Nations Opening
ParkFest
Artful Park
Federation Place Opening
- Community events included:
RSPCA Million Paws Walk
Sydney Children's Hospital Gold Dinner
- Corporate events included:
Big Bold & Brassy Jazz Concert
Moonlight Cinema

Successfully hosted community outreach programs which included:
Streamwatch
Westpac Volunteer Program
Community Space Display as part of the Biodiversity Exhibition at The Australian Museum
Clean Up Australia Day held in Centennial Park and Moore Park.

Sports User Survey completed.

7070 people attended 281 ranger-guided Escape and Explore activities.

Outline for Waste Education Strategy developed and implemented.

Established an information and interpretive centre
Opened Superintendent's Residence with "Portrait of a Park" exhibition.
1901 – 2001 South Sydney Council Retrospective Exhibition.

Implemented Volunteer program for the Parklands based on feedback from surveys undertaken.

Future

Host a planned 24 events for 2002 – 2003 period including:
JP Morgan Chase Challenge
Sydney Marathon
Walk to Cure Diabetes
The Inaugural "Livid – Sydney 2002" festival in conjunction with Playbill Venue Management.
Gay Games 2002
Moonlight Cinema
Polo in the Park

Continue to support community programs including:
National Tree Day
Stream Watch

Develop a sports information brochure.

Ongoing review and improvement of the Escape and Explore Program.

Complete Guriwal Bushtucker Trail and interpretive walk.

Support Clean up Australia Day.

Improve visitor services offered at information centre.

Curate and develop an exhibition of Austin Platt artworks.

Prepare an interpretive plan for the landscape and cultural heritage values of the Parklands.

Continue to recruit volunteers for further projects.



Cultural expression continued



EDUCATION AND INTERPRETATION PROGRAMS

Over 7000 people participated in a range of educational and interpretive activities in the reporting year. The program has six components: birthday parties, educational excursions, guided tours and workshops, holiday programs, community outreach and themed event days.

Two hundred and forty seven Education and Interpretation activities were developed and conducted by Rangers over the course of the reporting period. Fifty seven of these were held in the evenings as Spotlight Prowls.

The number of educational excursions has increased by almost fifty per cent over the previous year's figures. Half of these excursions were conducted for primary school students studying parts of Human Society and its Environment and Science and Technology curricula. Despite the overall increase in this program, the number of early childhood groups has been reduced significantly as new laws requiring seatbelts for bus travel for pre-school children limits their capacity to visit the Parklands.

Eight hundred and five people participated in forty nine guided walks and workshops across the Parklands. Topics included Heritage Walks, Birdwatchers Breakfasts, Tree Tours, Indigenous Flora Workshops, Bus Tours, Spotlight Prowls and Equestrian Centre Tours.

Ranger guided activities for children during school holiday periods continue to be a successful component of the Education and Interpretation Program. Sixty-seven activities were conducted for children 2–10 years and were based on four basic topics: Ponds, Flora, Fauna and Heritage.

A total of 60 Birthday Party programs were conducted for over 1,300 children aged 3–12 years. These programs provided fun, informative and hands-on experiences to allow children to discover the Parklands natural environment.

SPORTS SURVEY

A survey of Parklands sports users was carried out in order to gauge the level of satisfaction of sporting facilities across the Parklands. The total number of respondents was 64. Eighty one per cent of the respondents were from schools or sporting groups and associations. Corporate users made up 11 per cent of the respondents and community groups accounted for 3 per cent.

Feedback from the survey was positive with 57 per cent believing the quality of fields was excellent or good and 7 per cent viewing the quality of line marking as poor. Seventy five per cent of sports users believed that access to the fields was good to excellent and 76 per cent believed that ease of bookings was good to excellent.

CENTENNIAL PARKLANDS VOLUNTEER PROGRAM

Following a survey conducted in early 2001 as part of the International Year of Volunteers, 15 enthusiastic people were recruited as Visitor Information Volunteers at the newly opened Superintendent's Residence.

The volunteers have been staffing the Residence since September 2001 and providing a customer service role and general Parklands information. The volunteers have taken ownership of this project and are providing an important service to visitors to the Park.

Volunteers will undertake further projects during the next reporting period.

CORPORATE VOLUNTEERS

A group of volunteers from MLC spent a busy day in Centennial Park in March 2002 conducting litter patrols and stencilling stormwater drains. Corporate volunteer groups such as this work alongside park staff in their daily duties. Their assistance is greatly appreciated in maintaining the aesthetics of the Parklands as well as having an opportunity for team building experiences outside the normal workplace.



ERN HOSKIN BIRD SIGN

A refurbished bird sign featuring illustrations of common water birds of Centennial Park was officially unveiled by the artist in March 2002. Originally hand painted by renowned ornithologist Ern Hoskin in 1973, the sign stood adjacent to Duck Pond as an acknowledgment of his commitment to the avifauna of Centennial Parklands. Following its refurbishment, it was relocated to the Willow Pond for bird identification and interpretation.

Ern is an outstanding bird illustrator with a wide portfolio of sketches and illustrations. Many of these were also used in the latest edition of Birds of Sydney, which is a comprehensive guide book revised in 1991.

PERFORMANCE INDICATORS

Education and Interpretation activities

| | 1999-00 | 2000-01 | Target 2001-02 | Actual 2001-02 | Target 2002-03 |
|---|---------|---------|-------------------|-------------------|-------------------|
| Percentage of participants from outside a 5 km radius | 37% | 28% | 30% | 29% | 35% |
| TOTAL PARTICIPANTS | 6577 | 7070 | 7000 | 7107 | 8000 |

Business viability



Strategy

- Ensure financial management and resource allocation accords with Government policy and best practice in urban park management.
- Monitor the organisational performance of the Trust in key areas and report on achievements.
- Attract, develop, equip and retain a skilled workforce with the capacity to support Trust objectives.
- Continuously improve management, administrative and information systems within the Trust.
- Ensure service providers add value to the Trust Management and deliver services and facilities that support Trust objectives.
- Optimise Centennial Parklands' business ventures.
- Establish and maintain a governance structure which enables the Trust to fulfil its charter.

PERFORMANCE AGAINST KEY RESULT AREA

Result

Integrated electronic lodgement of Business Activity Statement.

Cooperative agreement for shared corporate services delivery of information technology, human resources and finance by the Visitor Services Agencies (Royal Botanic Gardens, Centennial Parklands and Tourism NSW).

Piloted HR Kiosk employee self-service modules.

Approximately 70 per cent of operating expenditure was self-generated through leases and licences, marketing of products and services and Trust cash balances.

Reviewed management options for Centennial Parklands Equestrian Centre.

Implemented golf course improvements program comprising of paths, drainage, furniture and signage works.

Developed corporate business strategy, identifying new business opportunities, revenue streams and promotional opportunities.

Development and approval of the five year Park Improvement Program.

Introduced initial implementation of e-commerce shop functions to allow delivery of more core services via the Internet.

Purchased and installed asset management software system with the Royal Botanic Gardens.

Upgraded Standard Operating Environment (SOE) to maintain reliable end-user IT platform.

Reviewed organisational structure and accommodation requirements.

Future

Implementation, consolidation and monitoring of Visitor Services Agencies Shared Corporate services model.

Complete rollout of HR Kiosk to all staff.

Seek appropriate funding to implement marketing strategy.

Extend interim management arrangements for Centennial Parklands Equestrian Centre until long-term options implemented.

Continue to implement golf course improvement program.

Develop the business plan and launch the Parklands Foundation.

Develop a corporate reporting framework to report progress to all stakeholders.

Implement the Park Improvement Program.

Further enhance functionality of the website.

Develop integrated asset management project with Royal Botanic Gardens.

Continue to enhance the capability of Information Technology Services.

Develop a common chart of accounts across participating VSA agencies.

Implement organisational re-alignment.



Business viability continued



TRUST BUSINESSES AND LICENCES

The majority of revenue was generated through the Parklands, business activities with all business revenue streams performing within budget for the financial year. Important sources of revenue included Fox Studios, Moore Park Golf Course, car parking and the Centennial Parklands Equestrian Centre. The Trust continued to provide marketing support and establish co-operative marketing opportunities which assist the Parklands businesses and the Trust to achieve mutual goals.

The Trust continued to progress a number of opportunities for new licences on Trust lands, such as mobile food vans in Queens and Moore Park and cycle hire in Centennial Park.

The completion of Waverley College's licence next financial year will mean all permissive occupancy agreements in Centennial Park have been terminated and replaced with licence agreements in line with the Plan of Management directive.

The majority of licences in the Centennial Parklands Equestrian Centre were renewed this year. A licence was extended to Stephen Ashcroft for the Moore Park Tennis Courts situated below the Golf Course and the Centennial Parklands Children's Centre licence was also renewed during the year.

Discussions continue with Moore Park Golf Club regarding the lease and licence of the Club House and Golf Driving Range.

EQUESTRIAN CENTRE

In January 2001, following the calling of tenders the Trust entered into an interim management agreement with RANS Management Group for the management of the Centennial Parklands Equestrian Centre.

On 12 June 2002 the Trust was advised in writing of the intention of the Board of RANS Management Group to appoint administrators to fully assess discrepancies appearing in its accounts believed to be tax related.

This notification of appointment of administrators was received at a time when negotiations were commencing for the extension of the existing management agreement. These negotiations were postponed until such time as the Trust were provided with the details arising from the investigations by the administrators

ORGANISATIONAL RE-ALIGNMENT

A number of significant events and changes during the reporting period had a major impact on Centennial Parklands.

An organisational re-alignment was proposed to ensure a continued focus on the Trust's key objectives. These included such as safety and access, park improvements, continual improvement to park maintenance service delivery and corporate reform.

The re-alignment aims to reduce temporary positions, provide better equity of workloads, develop better team work and multi-skilling, create career paths, promotional and re-skilling opportunities and provide more challenging, manageable and enjoyable roles for staff.

After staff consultation, the Director-General of the Premier's Department approved the re-alignment proposal in December 2001.

Significant progress has been achieved on its implementation including the review and evaluation of position descriptions and recruitment activity. At the end of the reporting period, 75 per cent of the positions affected by the realignment had been evaluated, and recruitment was underway.

VISITOR SERVICES AGENCIES

As part of the Government's corporate service reform agenda, the Trust continued to collaborate with other Government Visitor Services Agencies (Tourism NSW and Royal Botanic Gardens) in the shared provision of corporate services.

The VSA Shared Corporate Services model will achieve economies of scale and efficiencies in the delivery of finance, human resource and information technology advice and services. Significant benefits have already been realised including improvements to business processes and enhancements to the IT platform. For example, the information technology infrastructure now operates as an integrated network across participating agencies.

OUR PEOPLE

Staff continue to work towards maintaining and achieving the vision and mission of the Trust. Significant resources were invested to further develop the skills and knowledge of Trust staff through professional development and team building programs.

Centennial Parklands has carried a number of contract and temporary staff in anticipation of the organisational realignment. Currently among our 53 permanent staff members, 35.85 per cent are women, 1.88 per cent are people with a disability, 18.87 per cent are people whose first language is not English, and 20.75 per cent are people from racial, ethnic or ethno- religious minority groups (see Appendix 6 for further details).

The Employee Assistance Program continued to be offered by an external service provider, providing staff with access to a confidential counselling service for personal and work-related problems.

PERFORMANCE INDICATORS

Average number of sick days per EFT
(Equivalent Full-Time employee)

| Target 1999-00 | Actual 1999-00 | Target 2000-01 | Actual 2000-01 | Target 2001-02 | Actual 2001-02 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 6 | 5.94 | 5 | 6.38 | 5 | 4.44 |

Involving the Community



Strategy

Providing opportunities for community involvement in decisions continues to be a key priority for the Trust. The Community Consultative Committee (CCC) is set up to do just this. The CCC met eight times during the reporting year, to discuss matters of interest to the community and items raised by the Trust requiring community input.

The Trust also held a number of community consultations throughout the year, including:

- Draft Moore Park South Master Plan open day and exhibition.
- Draft Transport, Access and Parking Master Plan open-day and exhibition.
- Federation Drive exhibition.
- Parklands heritage listing and the draft Conservation Management Plan.
- Companion Animals Reference Group and review of Dog Policy.

DOG POLICY REVIEW

The Companion Animal Reference Group was established to assist with ongoing consultation, review and implementation of the Centennial Parklands Dog Policy.

The Trust continues to consult with a broad cross-section of community interests regarding the dog policy for the Parklands.

A major outcome of this consultation process was the commencement of a 12-month trial where dogs could be off-leash in Federation Valley, but must be under effective control. At the same time, the reference group agreed that a ten-metre exclusion zone for dogs around Federation Pavilion was to form part of the trial. Professional dog walkers agreed not to use Federation Valley to avoid the impacts of overuse. This arrangement was introduced to protect the heritage significance of the Pavilion and the Commonwealth Stone Houses. This trial is being monitored on a regular basis by dog walking representatives together with Trust staff.

CENTENNIAL PARKLANDS TRANSPORT ACCESS AND PARKING PLAN

The Centennial Park and Moore Park Trust commissioned consultants to prepare a Transport Access and Parking Plan for

Centennial Parklands. The Plan was developed in 2001 and provided a framework for the long-term sustainable management of vehicles in Centennial Park and access to and within the Parklands and links to regional transport networks.

A comprehensive public consultation process was implemented throughout the development of the Plan and over 600 submissions were received. Consultation also included a Project Reference Group, telephone information line, website information and feedback opportunities, briefings, newsletters and the public exhibition of the Draft Plan. This ensured that the public, Parklands users, businesses, surrounding property owners and other stakeholders had opportunities to receive information and provide input into the development of the Plan.

MOORE PARK SOUTH MASTER PLAN

The Centennial Park and Moore Park Trust commissioned consultants to prepare a Master Plan for the renewal and redevelopment of Moore Park South, which includes the Moore Park Golf Course and Clubhouse, the historic Toll House and the ES Marks Athletics Field.

Public consultation during the development of the Plan was extensive. A series of

workshops and Open Days were held with key stakeholders, commercial and residential neighbours, Parklands staff and interested groups and individuals to determine the key values of this part of the Parklands, and to discuss the key considerations for the future development and management of the area.

The consultation phases of the project identified eight key values: public ownership, sporting, recreational, cultural heritage, aesthetic, social, environmental, and economic.

The Site Development Plan is a strategic blueprint for the physical development of Moore Park South over the next 20 years. The implementation of the Plan will be a staged process which responds to community recreational demand and the funding available to the Centennial Park & Moore Park Trust.

PLAYGROUNDS

As part of the Community Consultative Committee's work, extensive consultation was undertaken to develop strategies on future development of playgrounds with the Parklands.

The principles for upgrading and developing the playgrounds include users and carers being involved in the playground planning process; playgrounds being provided to cater for children from a broad range of ages and for children with disabilities; the playground will have elements of uniqueness or distinctness promoting the Parklands cultural, environmental and historical values; and development will be consistent with the relevant applicable Standards.

All playgrounds in Centennial Parklands are currently being reviewed and will be progressively updated. During the reporting year, the Trust commenced planning and design of a new playground near Centennial Parklands Restaurant, and for the expansion of the learner's cycleway playground.





CENTENARY OF FEDERATION

As part of the Centenary of Federation celebrations, Centennial Parklands received a \$10 million grant from the Commonwealth Centenary of Federation Grants Program. The Parklands successfully delivered major capital works and cultural events reflecting the significance of Federation and its association with the Parklands.

The cultural activities program successfully enhanced the Parklands cultural heritage by bringing people from diverse backgrounds together to celebrate the Centenary of Federation and its significance to the community.

The capital works program ensured restoration and development of the Parklands that can be enjoyed by the community for generations to come.

REPLANTING OF PARKES DRIVE

The Avenue of Nations features more than 170 Kauri Pine trees planted along Parkes Drive to represent the nations that make up Australia. The pines were planted to recreate the magnificent colonnade effect of the original Canary Island Date Palms, once a famous landmark of Centennial Park.

As part of the official opening of the Avenue of Nations, a one-day festival was held in October. *ParkFest* featured the best of song, dance, food and entertainment from the many cultures that are Australian society today. Over 10,000 people visited the festival. A survey, conducted on the day, indicated that over 20 per cent were first time visitors to Centennial Parklands.

In addition, an interpretive sculpture, *Hand Upon Hand*, was commissioned to explore the themes of culture and communication.

The bronze hanging shells are engraved with words reflecting the poem, *Avenue of Nations*, which was also commissioned for this project. The full text of the poem can be found on the inside front cover of this report.

COMPLETION OF A GRAND PLAN

The completion of the grand entrance to Centennial Parklands enabled the grand drive originally envisaged for Centennial Park in the 1880s to be finally completed. The new Federation Place and Gateway create a ceremonial and symbolic entrance and provide a functional link between Moore Park and Centennial Park.

The Gate's contemporary design by Alexander Tzannes was inspired by the geometry of the tree canopies and features timber, copper and bronze to create a dramatic entry to the Parklands.



The design of Federation Way, formerly known as Old Grand Drive, is based on the original plans from 1890s Grand Drive which included long vistas from Anzac Parade to the Park between the arched canopies of the trees. Federation Way will be closed to vehicles except during ceremonial occasions.

The project, which enhances safety and access for all users of the precinct, also includes a shared zone for pedestrians, horse riders and cyclists and lighting and traffic calming devices.

CELEBRATIONS

Centenary of Federation celebrations began in the Parklands on 1 January 2001 and continued throughout the year providing the community with many opportunities to celebrate the birth of the nation and the values of the people.

The aim of the cultural activities program was to present people with the opportunity to interpret the significance of Federation to the Australian community. Key stakeholder groups within the community identified three major interpretive themes: *'One Nation of People from Diverse Backgrounds'*, *'The Federation Journey'* and *'Centennial Park – the People's Park'*.

In November 2001, the Parklands joined with Sydney Dance Company and the NSW Centenary of Federation Committee to present Dance in the Park. Outdoor performances of the internationally acclaimed 'Free Radicals' were held at the Belvedere Amphitheatre in Federation Valley. The performance was a celebration of our nation's freedom, radical spirit, and the diversity and natural beauty of our land.

Artful Park, in association with the Museum of Contemporary Art, was held in early

December. It was a free outdoor art exhibition exploring the themes of diversity and the people's park attracting great interest from regular users and first-time visitors alike.

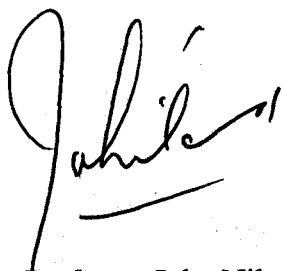
A family day with exciting activities and entertainment was also held on 9 December 2001 to celebrate the opening of Federation Place. The day included a community sausage sizzle, face-painting, live performances by pop icon Christine Anu and the Sydney Boys and Sydney Girls High School choirs.

Financial Statements

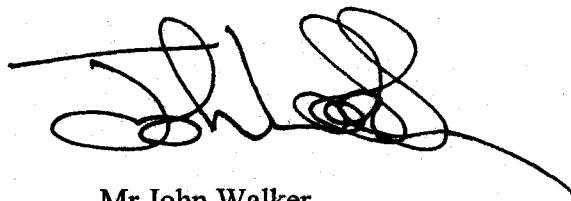
Statement by Members of the Trust

Pursuant to the Public Finance and Audit Act 1983 and in accordance with a resolution of the members of the Centennial Park and Moore Park Trust, we declare on behalf of the Trust that in our opinion:

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



Professor John Niland AC
Trust Chairman



Mr John Walker
Trustee



GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

CENTENNIAL PARK AND MOORE PARK TRUST

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the Centennial Park and Moore Park Trust for the year ended 30 June 2002. The members of the Trust are responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows and summary of compliance with financial directives together with the notes thereto, and the information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the *Public Finance and Audit Act 1983* (the Act).

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Trust's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the Centennial Park and Moore Park Trust complies with section 41B of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Trust as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

J Kheir BEc, FCPA
Director of Audit

Financial Statements

START OF THE AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2002

| | Notes | Actual 2002 \$'000 | Budget 2002 \$'000 | Actual 2001 \$'000 |
|---|-----------|--------------------------|--------------------------|--------------------------|
| Expenses | | | | |
| Operating expenses | | | | |
| Employee related | 2(a) | 4,279 | 4,278 | 4,082 |
| Other operating expenses | 2(b) | 5,434 | 3,783 | 5,146 |
| Maintenance | | 2,995 | 3,661 | 2,282 |
| Depreciation and amortisation | 2(c) | 4,032 | 3,482 | 2,941 |
| Total Expenses | | 16,740 | 15,204 | 14,451 |
| Less: | | | | |
| Retained Revenue | | | | |
| Sale of goods and services | 3(a) | 2,717 | 2,850 | 2,582 |
| Investment income | 3(b) | 7,412 | 6,935 | 6,637 |
| Retained taxes, fees and fines | 3(c) | 293 | 77 | 79 |
| Grants and contributions | 3(d), 7 | 880 | 18 | 7,870 |
| Other revenue | 3(e) | 148 | 211 | 496 |
| Total Retained Revenue | | 11,450 | 10,091 | 17,664 |
| Gain/(loss) on disposal of non-current assets | 4 | 10 | - | (53) |
| Net Cost of Services | 23 | 5,280 | 5,113 | (3,160) |
| Government Contributions | | | | |
| Recurrent appropriation | 6 | 2,890 | 2,640 | 2,335 |
| Capital appropriation | 6 | 1,752 | 1,752 | 2,941 |
| Acceptance by the Crown Entity of employee entitlements and other liabilities | 8 | 240 | 342 | 280 |
| Total Government Contributions | | 4,882 | 4,734 | 5,556 |
| SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES | | (398) | (379) | 8,716 |
| SURPLUS/(DEFICIT) FOR THE YEAR | | (398) | (379) | 8,716 |
| NON-OWNER TRANSACTION CHANGES IN EQUITY | | | | |
| Net increase in asset revaluation reserve | | 60,866 | | |
| TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY | | 60,866 | - | - |
| TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS | 18 | 60,468 | (379) | 8,716 |

The accompanying notes form part of these statements

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2002

| | Notes | Actual 2002 \$'000 | Budget 2002 \$'000 | Actual 2001 \$'000 |
|--|-------|--------------------------|--------------------------|--------------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Cash | 10 | 6,277 | 12,285 | 13,463 |
| Receivables | 11,25 | 1,193 | 1,202 | 1,252 |
| Other financial assets | 12,25 | 3,711 | 3,517 | 3,517 |
| TOTAL CURRENT ASSETS | | 11,181 | 17,004 | 18,232 |
| Non-Current Assets | | | | |
| Property, Plant and Equipment | | | | |
| - Land and Buildings | 13(a) | 414,706 | 358,675 | 359,887 |
| - Plant and Equipment | 13(b) | 1,192 | 610 | 665 |
| - Infrastructure Systems | 13(c) | 174,040 | 165,104 | 163,519 |
| Total Property, Plant and Equipment | | 589,938 | 524,389 | 524,071 |
| Other | 14 | 163 | 160 | 160 |
| TOTAL NON-CURRENT ASSETS | | 590,101 | 524,549 | 524,231 |
| TOTAL ASSETS | | 601,282 | 541,553 | 542,463 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 15,25 | 528 | 1,573 | 12,262 |
| Employee entitlements and other provisions | 16 | 436 | 393 | 393 |
| Other | 17,27 | 590 | 715 | 57 |
| Total Current Liabilities | | 1,554 | 2,681 | 12,712 |
| Non-Current Liabilities | | | | |
| Other | 17,27 | 9,509 | 9,500 | - |
| Total Non-Current Liabilities | | 9,509 | 9,500 | - |
| Total Liabilities | | 11,063 | 12,181 | 12,712 |
| Net Assets | | 590,219 | 529,372 | 529,751 |
| EQUITY | | | | |
| Reserves | 18 | 69,266 | 8,400 | 8,400 |
| Accumulated funds | 18 | 520,953 | 520,972 | 521,351 |
| Total Equity | | 590,219 | 529,372 | 529,751 |

The accompanying notes form part of these statements

Financial Statements

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2002

| | Notes | Actual 2002 \$'000 | Budget 2002 \$'000 | Actual 2001 \$'000 |
|---|-----------|--------------------------|--------------------------|--------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | |
| Payments | | | | |
| Employee related | | (4,232) | (4,095) | (3,988) |
| Other | | (12,462) | (10,316) | (7,957) |
| Total Payments | | (16,694) | (14,411) | (11,945) |
| Receipts | | | | |
| Sale of goods and services | | 2,955 | 2,850 | 2,412 |
| Retained taxes, fees and fines | | 287 | 77 | 82 |
| Interest received | | 522 | 458 | 774 |
| Other | | 19,954 | 9,098 | 15,207 |
| Total Receipts | | 23,718 | 12,483 | 18,475 |
| Cash Flows from Government | | | | |
| Recurrent appropriation | | 2,890 | 2,640 | 2,335 |
| Capital appropriation | | 1,752 | 1,752 | 2,941 |
| Cash reimbursements from the Crown Entity | | 148 | 158 | 160 |
| Net Cash Flows from Government | | 4,790 | 4,550 | 5,436 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 23 | 11,814 | 2,622 | 11,966 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Proceeds from sale of Land and Buildings, Plant and Equipment and Infrastructure Systems | | 28 | 25 | 16 |
| Proceeds from sale of investments | | - | - | - |
| Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems | | (19,028) | (3,825) | (8,130) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | | (19,000) | (3,800) | (8,114) |
| NET INCREASE/(DECREASE) IN CASH | | (7,186) | (1,178) | 3,852 |
| Opening cash and cash equivalents | | 13,463 | 13,463 | 9,611 |
| CLOSING CASH AND CASH EQUIVALENTS | 10 | 6,277 | 12,285 | 13,463 |

The accompanying notes form part of these statements

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2002

| | 2002 | | | | 2001 | | | |
|--|----------------------------|--|--------------------------|--|----------------------------|--------------|--------------------------|--------------|
| | Recurrent Appropriation | Expenditure/ Net Claim on Consolidated Fund | Capital Appropriation | Expenditure/ Net Claim on Consolidated Fund | Recurrent Appropriation | Expenditure | Capital Appropriation | Expenditure |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Original Budget Appropriation/Expenditure | | | | | | | | |
| • Appropriation Act | 2,640 | 2,640 | 1,752 | 1,752 | 2,582 | 2,332 | 2,941 | 2,941 |
| | 2,640 | 2,640 | 1,752 | 1,752 | 2,582 | 2,332 | 2,941 | 2,941 |
| Other Appropriations/Expenditure | | | | | | | | |
| • Treasurer's Advance | 250 | 250 | – | – | 3 | 3 | – | – |
| | 250 | 250 | – | – | 3 | 3 | – | – |
| Total Appropriations | 2,890 | | 1,752 | 1,752 | 2,585 | | 2,941 | |
| Expenditure/Net Claim on Consolidated Fund (includes transfer payments) | | 2,890 | | | | 2,335 | | 2,941 |
| Amount drawn down against Appropriation | | 2,890 | | 1,752 | | 2,335 | | 2,941 |
| Liability to Consolidated Fund | | – | | – | | – | | – |

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

The accompanying notes form part of these statements

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2002

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

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

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

(b) Basis of Accounting

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

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

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

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

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

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

(c) Revenue Recognition

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

(i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and

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

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue. There were no amounts required to be repaid during the year ended 30 June 2002.

(ii) Sale of Goods and Services

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

(iii) Investment Income

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

(d) Employee Entitlements

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

Liabilities for salaries and wages, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

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

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

(ii) Long Service Leave and Superannuation

The Trust's liabilities for long service leave and superannuation are assumed by the Crown Entity. The Trust accounts for the liability as having been extinguished resulting in the amount assumed being shown as part

of the non-monetary revenue item described as "Acceptance by the Crown Entity of Employee Entitlements and other Liabilities".

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

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

(e) Insurance

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

(f) Accounting for the Goods and Services Tax (GST)

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

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

(g) Acquisition of Assets

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

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

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

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

(h) Plant and Equipment

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

(i) Revaluation of Physical Non-Current Assets

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

Each class of physical non-current asset (excluding trees which are part of infrastructure assets) is revalued every 5 years. The last such revaluation was completed on 30 June 2002 and, except for plant and equipment, was based on an independent assessment.

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

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

This annual adjustment basis has been used for the first time at 30 June 2002 and will be applied annually in between each five yearly revaluation.

In accordance with Treasury policy, the Trust has applied the AASB1041 "Revaluation of Non-Current Assets" transitional provisions for the public sector and has elected to continue to apply the existing revaluation basis, while Treasury's policy on fair value is finalised. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect

the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

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

The recoverable amount test has not been applied as the Trust is a not-for-profit entity whose asset's service potential is not related to their ability to generate net cash inflows.

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

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

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

(j) Depreciation of Non-Current Physical Assets

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

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

Major depreciation periods are:

- Buildings
25-80 years
- Plant and Equipment
4-10 years
- Infrastructure Systems
 - Roads, paths, gates and fences
25-150 years
 - Underground services
20-70 years
 - Golf Course fairways and greens
100 years
 - Lakes and ponds
100 years

(k) Maintenance and repairs

The costs of maintenance are charged as expenses as incurred, except where they

relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(l) Leased Assets

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

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

(m) Receivables

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

(n) Other financial assets

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

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

(o) Payables

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

(p) Budgeted amounts

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

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

(q) Expenditure on Management Agreements

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

(n) Other assets

Other assets including prepayments are recognised on a cost basis.

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2002

2. EXPENSES

| | 2002 | 2001 |
|---|--------------|--------------|
| | \$'000 | \$'000 |
| <i>(a) Employee related expenses comprise the following specific items:</i> | | |
| Salaries and wages (including recreation leave) | 3,628 | 3,459 |
| Superannuation | 212 | 234 |
| Long service leave | 14 | 31 |
| Workers' compensation insurance | 183 | 152 |
| Payroll tax and fringe benefits tax | 182 | 183 |
| Other | 60 | 23 |
| | 4,279 | 4,082 |
| <i>(b) Other operating expenses</i> | | |
| Auditor's remuneration | | |
| - audit of the financial reports | 30 | 32 |
| Bad and doubtful debts | 40 | - |
| Operating lease rental expense | | |
| - minimum lease payments | 148 | 132 |
| Insurance | 566 | 593 |
| Consultants | 203 | 178 |
| Power and water | 220 | 217 |
| Legal fees | 281 | 172 |
| Waste removal and cleaning | 626 | 593 |
| Security | 692 | 619 |
| Federation celebrations – cultural and interpretative elements | 530 | - |
| Training | 54 | 62 |
| Telephones | 91 | 86 |
| Fees for service | 485 | 687 |
| Supplies and materials | 97 | 116 |
| Transport and access plan | 239 | 225 |
| Conservation management plan | 86 | - |
| Other | 1,046 | 1,434 |
| | 5,434 | 5,146 |
| <i>(c) Depreciation and amortisation expense</i> | | |
| Depreciation | | |
| Buildings | 1,685 | 1,087 |
| Infrastructure Systems | 2,126 | 1,606 |
| Plant and Equipment | 223 | 224 |
| | 4,034 | 2,917 |
| Amortisation | | |
| Amortisation of capitalised expenditure on management agreements | (2) | 24 |
| | (2) | 24 |
| Total depreciation and amortisation | 4,032 | 2,941 |
| 3. REVENUES | | |
| <i>(a) Sale of goods and services</i> | | |
| Rendering of services | | |
| Use of recreational facilities * | 2,716 | 2,581 |
| Minor user charges | 1 | 1 |
| | 2,717 | 2,582 |
| * The Trust subsidised one organisation by charging concessional rates on golf course green fees. The subsidy was to Moore Park Golf Club for \$144,271 (\$136,258 in 2001) | | |
| <i>(b) Investment Income</i> | | |
| Interest | 717 | 996 |
| Rents* | 6,695 | 5,641 |
| | 7,412 | 6,637 |
| * The Trust subsidised one organisation by charging concessional rates on licence fees. The subsidy was to KU Children's Services for \$62,532 (\$65,532 in 2001). | | |

3. REVENUES (continued)**2002****2001****\$'000****\$'000***(c) Retained taxes, fees and fines*Fines received from issuance of
infringement notices for breaches of Trust Regulations

293

79

293**79***(d) Grants and contributions***Grants**

Multiplex Constructions

–

5

Department of Public Works and Services

–

5

Moore Park Gardens

–

5

Macquarie Infrastructure Group

–

5

Roads and Traffic Authority

–

10

NSW Premiers Department

–

15

NSW Centenary of Federation Committee

50

30

Commonwealth Department of the Environment and Heritage

135

7,625

Total grants**185****7,700****Contributions of assets**

Department of Transport

–

152

The Council of the City of South Sydney

679

–

Donations

16

18

Total contributions of assets**695****170****Total grants and contributions****880****7,870***(e) Other revenue*

Income arising from use of Trust lands by the Roads and Traffic Authority

–

88

Insurance recoveries

95

245

Other

53

163

148**496****4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS****Gain/(loss) on disposal of land and buildings, plant and equipment and infrastructure systems**

Proceeds from disposal

28

16

Written down value of assets disposed

(18)

(69)

**Net gain/(loss) on disposal of land and buildings,
plant and equipment and infrastructure systems****10****(53)****Gain/(loss) on disposal of non-current assets****10****(53)****5. CONDITIONS ON CONTRIBUTIONS**

This financial year the Trust received a grant of \$135,000 (2001: \$7,625,000) from the Commonwealth Department of the Environment and Heritage expressly for the purpose of undertaking improvements in Centennial Park for various Federation projects which were completed during this financial year. The grant has been recognised as revenue this financial year. Over the life of the projects grants totalling \$10,000,000 were received and expenditure of \$10,676,205 was incurred.

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2002

6. APPROPRIATIONS

Recurrent appropriations

Total recurrent drawdowns from
Treasury (per Summary of Compliance)

Less: Liability to Consolidated Fund
(per Summary of Compliance)

Total

Comprising:

Recurrent appropriations
(per Statement of Financial Performance)

Total

Capital appropriations

Total capital drawdowns from Treasury
(per Summary of Compliance)

Less: Liability to Consolidated Fund
(per Summary of Compliance)

Total

Comprising:

Capital appropriations
(per Statement of Financial Performance)

Total

2002
\$'000

2,890

-

2,890

2,890

2,890

1,752

-

1,752

1,752

1,752

2001
\$'000

2,335

-

2,335

2,335

2,335

2,941

-

2,941

2,941

2,941

7. INDIVIDUALLY SIGNIFICANT ITEMS

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

Revenue

Grant from Commonwealth Department of Environment and Heritage

Contribution of asset by The Council of the City of South Sydney

Expenses

Federation celebrations – cultural and interpretative elements

135

679

530

7,625

-

-

8. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES

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

Superannuation

Long service leave

Payroll tax

212

14

14

240

235

31

15

280

9. PROGRAMS/ACTIVITIES OF THE TRUST

For Budget purposes the Centennial Park & Moore Park Trust is a single program agency. The objective of the program is to manage the sustainable development of diverse urban parkland and leisure facilities

on behalf of the community. The program covers the protection and enhancement of the Centennial Parklands; the provision of equitable high quality recreational and cultural opportunities for the enjoyment of

Sydneysiders and visitors alike; and the promotion of the recreational, historical, scientific, educational, cultural and environmental values of Trust lands.

10. CURRENT ASSETS – CASH

Cash at bank and on hand

Deposits at call

426

5,851

6,277

544

12,919

13,463

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

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

Cash (per Statement of Financial Position)

6,277

13,463

Closing cash and cash equivalents (per Statement of Cash Flows)

6,277

13,463

11. CURRENT ASSETS – RECEIVABLES

| | Note | 2002 \$'000 | 2001 \$'000 |
|---|------|----------------|----------------|
| Sale of goods and services | | 332 | 409 |
| Rent receivable | | 637 | 318 |
| Retained taxes, fees and fines | | 21 | 15 |
| GST recoverable from Australian Taxation Office | | 171 | 473 |
| Other debtors | | 72 | 37 |
| | | 1,233 | 1,252 |
| Less: Provision for doubtful debts | | 40 | – |
| | | 1,193 | 1,252 |

12. CURRENT ASSETS – OTHER FINANCIAL ASSETS

| | | | |
|--|--|--------------|--------------|
| TCorp – Hour-Glass investment facilities | | 3,711 | 3,517 |
| | | 3,711 | 3,517 |

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT*(a) Land and Buildings*

| | | | |
|---------------------------------------|-------|-----------------|----------------|
| At Cost | | – | 86,347 |
| At Valuation | 13(d) | 428,722 | 282,006 |
| | | 428,722 | 368,353 |
| Accumulated Depreciation at Cost | | – | (2,001) |
| Accumulated Depreciation at Valuation | | (14,016) | (6,465) |
| | | (14,016) | (8,466) |
| | | 414,706 | 359,887 |

(b) Plant and Equipment

| | | | |
|---------------------------------------|-------|--------------|----------------|
| At Cost | | – | 754 |
| At Valuation | 13(d) | 1,895 | 1,291 |
| | | 1,895 | 2,045 |
| Accumulated Depreciation at Cost | | – | (205) |
| Accumulated Depreciation at Valuation | | (703) | (1,175) |
| | | (703) | (1,380) |
| | | 1,192 | 665 |

*(c) Infrastructure Systems**(i) Trees*

| | | | |
|--------------|-------|---------------|---------------|
| At Cost | | – | 90,631 |
| At Valuation | 13(d) | 94,610 | – |
| | | 94,610 | 90,631 |

(ii) Other

| | | | |
|---------------------------------------|-------|-----------------|-----------------|
| At Cost | | 817 | 28,262 |
| At Valuation | 13(d) | 120,184 | 73,207 |
| | | 121,001 | 101,469 |
| Accumulated Depreciation at Cost | | – | (2,284) |
| Accumulated Depreciation at Valuation | | (41,571) | (26,297) |
| | | (41,571) | (28,581) |
| | | 79,430 | 72,888 |

Total Infrastructure Systems

| | | | |
|--|--|----------------|----------------|
| | | 174,040 | 163,519 |
| Total Property, Plant and Equipment At Net Book Value | | 589,938 | 524,071 |

Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (continued)

Reconciliations

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

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Infrastructure Systems-Trees \$'000 | Infrastructure Systems-Other \$'000 | Total \$'000 |
|---|---------------------------------|----------------------------------|---|---|-----------------|
| 2002 | | | | | |
| Carrying amount at start of year | 359,887 | 665 | 90,631 | 72,888 | 524,071 |
| Additions | 83 | 551 | 273 | 8,146 | 9,053 |
| Disposals | – | (18) | – | – | (18) |
| Net revaluation increment less revaluation decrements | 56,421 | 217 | 3,706 | 522 | 60,866 |
| Depreciation expense | (1,685) | (223) | – | (2,126) | (4,034) |
| Carrying amount at end of year | 414,706 | 1,192 | 94,610 | 79,430 | 589,938 |

(d) Revaluations

Land

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

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

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

Buildings and Infrastructure Systems – Other

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

Infrastructure Systems – Trees

Valuation of trees was independently undertaken by Mr P Martin E.D., PhD, FALAST. The valuation is dated 21 July 2002. The valuation methodology uses a market value/compensation value basis at 5 yearly intervals (the last valuation on this basis was carried out on 30 June 1999 by Mr P Martin) to establish the base value. This base value is then updated on an annual basis taking into account the following factors:

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

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (continued)**Infrastructure Systems – Trees (continued)**

The base value is formulated based upon a limited body of factual interpretative information gathered by the valuer and used in the development of mathematical models with a view to deriving an estimate of the value of the trees in Centennial Parklands from tree inventory information compiled by the Trust. The information contained in the valuation has been developed for the purpose of generating meaningful estimates of asset value for populations of trees using standard tree inventory data. As such, the value attributed to any given tree in the data base is derived from a statistical process and must not be used as a substitute for a fully measured valuation by a properly qualified and experienced person where a value is required in relation to compensation claims or similar matters for either an individual tree or a small number of trees.

Plant and Equipment

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

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

(e) Work in progress

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

| | 2002 \$'000 | 2001 \$'000 |
|---|----------------|----------------|
| infrastructure Systems – Roads, fences, gates and underground services | 817 | 3,058 |
| | 817 | 3,058 |
| 14. NON-CURRENT ASSETS – OTHER | | |
| Expenditure incurred on management agreements at cost | 173 | 244 |
| Accumulated amortisation | (10) | (84) |
| | 163 | 160 |
| 15. CURRENT LIABILITIES – PAYABLES | | |
| Creditors | | |
| - amount due for fitout of Royal Hall of Industries and Hordern Pavilion | – | 10,692 |
| - other creditors | 338 | 1,174 |
| Other | 190 | 396 |
| | 528 | 12,262 |
| 16. CURRENT LIABILITIES - EMPLOYEE ENTITLEMENTS AND OTHER PROVISIONS | | |
| Recreation leave | 260 | 261 |
| Accrued salaries and wages | 115 | 47 |
| Accrued fringe benefits tax | 7 | – |
| PAYG tax payable | 52 | 73 |
| Accrued payroll tax | 1 | 10 |
| Other | 1 | 2 |
| Total employee entitlements and other provisions | 436 | 393 |
| Aggregate employee entitlements | 436 | 393 |
| 17. OTHER LIABILITIES | | |
| CURRENT | | |
| Income received in advance - sale of goods and services | – | 57 |
| Income received in advance–rent (refer Note 27) | 590 | – |
| | 590 | 57 |
| NON-CURRENT | | |
| Income received in advance–rent (refer Note 27) | 9,509 | – |
| | 9,509 | – |

Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

18. CHANGES IN EQUITY

| | Accumulated Funds | | Asset revaluation Reserve | | Total Equity | |
|---|-------------------|--------------|---------------------------|----------|---------------|--------------|
| | 2002 | 2001 | 2002 | 2001 | 2002 | 2001 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Balance at the beginning of the financial year | 521,351 | 512,635 | 8,400 | 8,400 | 529,751 | 521,035 |
| Changes in equity – other than transactions with owners as owners | | | | | | |
| Surplus/(deficit) for the year | (398) | 8,716 | – | – | (398) | 8,716 |
| Increment/(decrement) on revaluation of: | | | | | | |
| * Land and Buildings | – | – | 56,421 | – | 56,421 | – |
| * Plant and equipment | – | – | 217 | – | 217 | – |
| * Infrastructure systems | – | – | 4,228 | – | 4,228 | – |
| Total | (398) | 8,716 | 60,866 | – | 60,468 | 8,716 |
| Balance at the end of the financial year | 520,953 | 512,351 | 69,266 | 8,400 | 590,219 | 529,751 |

Asset revaluation reserve

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

19. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

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

| | 2002 \$'000 | 2001 \$'000 |
|-------------------------------|----------------|----------------|
| Not later than one year | 153 | 558 |
| Total (including GST)* | 153 | 558 |

(b) Other Expenditure Commitments

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

| | 2002 \$'000 | 2001 \$'000 |
|-------------------------------|----------------|----------------|
| Not later than one year | 202 | 264 |
| Total (including GST)* | 202 | 264 |

(c) Operating Lease Commitments

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

| | 2002 \$'000 | 2001 \$'000 |
|---|----------------|----------------|
| Not later than one year | 143 | 77 |
| Later than one year and not later than five years | 82 | 107 |
| Total (including GST)* | 225 | 184 |

The Trust has entered into operating leases for its motor vehicle fleet. The operating leases are standard Government arrangements for leasing motor vehicles from StateFleet Services. At 30 June 2002 these arrangements applied to 19 motor vehicles. The operating lease commitments are not recognized in the Financial Statements as liabilities.

*Contingent Asset

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

| | 2002 \$'000 | 2001 \$'000 |
|--------------------------------|----------------|----------------|
| Capital commitments | 14 | 51 |
| Other expenditure commitments | 18 | 24 |
| Operating lease commitments | 20 | 17 |
| Total input tax credits | 52 | 92 |

20. PAYMENTS TO TRUST MEMBERS

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

21. CONTINGENT LIABILITY

The Trust has no contingent liabilities at 30 June 2002 (30 June 2001: NIL).

22. BUDGET REVIEW**Net cost of services**

The actual net cost of services was higher than budget by \$0.17m. This variance arose for the following reasons:

- (a) Revenue from investments exceeded budget by \$0.48m due to higher than expected revenue from the rental of trust properties and higher than expected interest on Trust cash balances.
- (b) Revenue from grants and contributions exceeded budget by \$0.86 million mainly due to the transfer of an infrastructure asset to the Trust at fair value.
- (c) Offsetting these favourable variances was total expenses which exceeded budget by \$1.5 million. This was primarily due to expenditure on the Federation celebrations, the completion of the transport and access plan and depreciation of the fitout for the Royal Hall of Industries and Hordern Pavilion.

Assets and liabilities

Total assets were higher than budget by \$59.7m. The main reason for this was the bringing to account of a revaluation increment of \$60.9 million following the revaluation of property, plant and equipment at 30 June 2002 and the carry over of \$6.0m in capital expenditure from 2000-2001. Offsetting this was a reduction in cash balances of \$6.0m as a result of the capital carried forward to the current financial year.

Cash flows

Net cash flows from operating activities exceeded budget by \$9.2m. This was mainly the result of the receipt of rental income in advance on one of the Trust's properties. Net cash used in investing activities was higher than budget by \$15.2 million as a result of expenditure on Federation works carried over from the previous financial year and expenditure on the fitout of the Royal Hall of Industries and the Hordern Pavilion which had been accrued as a liability in the previous financial year.

23. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

| | | |
|---|----------|---------|
| Net cash from operating activities | 11,814 | 11,966 |
| Cash Flows from Government/ Appropriations | (4,642) | (5,276) |
| Acceptance by the Crown Entity of employee entitlements and other liabilities | (240) | (280) |
| Depreciation and amortisation | (4,032) | (2,941) |
| Provision for doubtful debts | (40) | – |
| Increment on other financial assets | 194 | 222 |
| Net gain/(loss) on disposal of buildings, plant and equipment | 10 | (53) |
| (Increase)/decrease in employee entitlements | (43) | 9 |
| Increase/(decrease) in receivables | (19) | 638 |
| Assets acquired free of liability | 679 | 152 |
| (Increase)/decrease in creditors | 1,081 | (1,308) |
| (Increase)/decrease in income received in advance | (10,042) | 31 |

Net cost of services

| 2002 \$'000 | 2001 \$'000 |
|----------------|----------------|
| 11,814 | 11,966 |
| (4,642) | (5,276) |
| (240) | (280) |
| (4,032) | (2,941) |
| (40) | – |
| 194 | 222 |
| 10 | (53) |
| (43) | 9 |
| (19) | 638 |
| 679 | 152 |
| 1,081 | (1,308) |
| (10,042) | 31 |
| (5,280) | 3,160 |

24. NON-CASH FINANCING AND INVESTING ACTIVITIES**Property, Plant and Equipment**

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

Infrastructure systems acquired free of liability and included in the financial statements at fair value (refer Note 3(d))

| | |
|-----|-----|
| 679 | 152 |
|-----|-----|

Notes to the Financial Statements

CENTENNIAL PARK & MOORE PARK TRUST

25. FINANCIAL INSTRUMENTS

Cash

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

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are

known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales of goods and services are made on 14 day terms.

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

Hour-Glass Investment Facilities

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

The Trust's investments are:

Cash

Cash Facility
Cash Plus Facility

Other financial assets

Bond Market Facility

| 2002 \$'000 | 2001 \$'000 |
|----------------|----------------|
| 19 | 18 |
| 5,833 | 12,901 |
| 5,852 | 12,919 |
| 3,712 | 3,517 |
| 3,712 | 3,517 |

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

Bank Overdraft

The Trust does not have any bank overdraft facility.

Trade Creditors and Accruals

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

Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

Other Current Liabilities

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

26. LEASES

(a) The Trust has entered into a number of agreements whereby land and buildings owned by the Trust are leased to third parties for the purpose of operating various commercial enterprises. The term of these agreements range from 3 years to 50 years.

(b) Details of the assets leased are:

Land and buildings

Gross amount of leased assets

Accumulated depreciation

Depreciation expense for the year

(c) Future minimum lease payments

Not later than one year

Later than one year and not later than five years

Later than five years

Total future minimum lease payments

| 2002 \$'000 | 2001 \$'000 |
|----------------|----------------|
| 85,447 | 71,834 |
| (5,723) | (2,843) |
| 79,724 | 68,991 |
| 1,171 | 594 |
| 4,425 | 15,063 |
| 14,142 | 15,893 |
| 105,871 | 107,571 |
| 124,438 | 138,527 |

27. MANAGEMENT AGREEMENT

On the 29th June 2001 the Trust entered into a Management Deed with Playbill Venue Management Pty Limited (PVM). The agreement is for a term of 20 years and grants PVM the right to manage the Hordern Pavilion and Royal Hall of Industries and other associated rights in return for an annual licence fee payable monthly in advance. Under the agreement PVM had the right to elect to prepay part of the annual licence fee. On 31 October 2001 PVM elected to prepay part of the rent in accordance with the Management Deed. An amount was subsequently received on 9 November 2001. As explained in Note 1(c)(iii) rent received in advance is recognised as revenue over the period to which the prepaid rent refers (in this case the remaining term of the licence agreement). PVM's obligations under the Management Deed have been guaranteed by Lend Lease Development Pty Limited.

END OF AUDITED FINANCIAL STATEMENTS**UNORDEDED FINANCIAL STATEMENTS****Budget 2002 – 2003****Expenses**

Operating expenses

-Employee related

-Other operating expenses

Maintenance

Depreciation and amortisation

Total Expenses

Less:

Retained Revenue

Sale of goods and services

Investment income

Retained taxes, fees and fines

Grants and contributions

Other revenue

Total Retained Revenue

Gain/(loss) on disposal of non-current assets

Net Cost of Services**Government Contributions**

Recurrent appropriation

Capital appropriation

Acceptance by the Crown Entity of employee entitlements and other liabilities

Total Government**DEFICIT FOR THE YEAR**

| 2002 – 03 \$'000 | 2001 – 2002 \$'000 |
|---------------------|-----------------------|
| 4,415 | 4,278 |
| 5,309 | 3,783 |
| 3,653 | 3,661 |
| 4,206 | 3,482 |
| 17,583 | 15,204 |
| 2,717 | 2,850 |
| 6,705 | 6,935 |
| 200 | 77 |
| 26 | 18 |
| 20 | 211 |
| 9,668 | 10,091 |
| – | – |
| 7,915 | 5,113 |
| 3,664 | 2,640 |
| 2,156 | 1,752 |
| 361 | 342 |
| 6,181 | 4,734 |
| (1,734) | (379) |

Appendices



APPENDIX 1

Professor John Niland AC, BCom, MCom, PhD

Appointed as Chairman to the Trust in March 2002, term to expire February 2006. Professor Niland recently concluded a ten-year term as Vice-Chancellor and President of the University of New South Wales, where he also held the Chair of Industrial Relations since 1974. He is a Fellow of the Academy of Social Sciences in Australia and the Australian Institute of Company Directors. Prior to becoming Vice-Chancellor, he was a consultant to governments, industry, the OECD and the ILO; was the President of the International Industrial Relations Association in Geneva; and Chairman of the Environmental Protection Authority. Professor Niland is currently Chairman of the UNSW Foundation, Research Australia Limited, Realestate.com.au Limited, and is a Director of Macquarie Technology Ventures Limited and the Singapore Management University. (3 meetings)

Jill Anderson BEc LLB (Hons), LLM

Chairman of the Community Consultative Committee (CCC), was appointed to the Trust in December 2001, term expires December 2003. Jill Anderson is a lawyer, currently writing a legal publication. She was formerly a Lecturer at the University of New South Wales and a solicitor with the Public Interest Advocacy Centre, at the Intellectual Disability Rights Service and in private practice. She is a Policy Resource Coordinator with the Australian Council of Social Service and a member of the Intellectual Disability Rights Service. She was previously a member of the Administrative Review Council (Cth). (4 meetings)

Phillip Black BSc, Dip Ed, Diploma in Gemmology

Appointed in March 2000, term expired December 2001. (5 meetings)

Chairman of the Community Consultative Committee and the Committee's representative on the Trust. Currently owns and manages a partnership business in running a guest house for local and international travellers. Prior to 1991, Mr Black worked in various geologist positions with the NSW Government and in the 1970s was a Science Teacher with the NSW Department of Education. His interests lie in the fields of history of science, mineral heritage, local history and garden history. His memberships include the South Sydney Heritage Society Inc, Sydney Water Southern Regional Customer Council, and Friends of Centennial Parklands.

Jill Hickson BA, MBA

Re-appointed May 2000, term completed August 2002. Ms Hickson is currently a Director of Abigroup Limited, SMEC Holdings Ltd and a number of other companies; Trustee of the Historic Houses Trust of New South Wales and Chair of the Foundation for the Historic Houses Trust of New South Wales; member of the National Board of Musica Viva and the Advisory Council of the Australian Graduate School of Management, and Patron of Greening Australia (NSW). (10 meetings)

David Leckie BA (Econs)

Appointed January 2001, term expires January 2005. Until recently, Mr Leckie was Managing Director and Chief Executive Officer, Nine Network. He was associated with the Nine Network for 23 years. Having joined GTV-9 (Melbourne) as a Sales Executive, he was promoted to National Sales Manager, then Nine Network Sales Director in 1982 at TCN-9 (Sydney). In August 1990 he became Managing Director of the Nine Network and in 1994 was appointed CEO. Now a company director. (9 meetings)

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. Mr Marx has held various positions with the Legal Aid Commission of NSW and with the Attorney General of NSW. (9 meetings)

Annette O'Neill BA, Dip Soc Studies, M.Sc

Appointed in August 1997, term expired February 2002. Consultant social worker. A Governor of the Law and Justice Foundation and acting Director June – December 2000. Member of the NSW Administrative Decisions Tribunal; Advisory Committee of the Centre for Legal Education (December 2000); Board of Directors of the Public Interest Advocacy Centre; and the Board of Studies in Social Work at the University of Sydney. Academic, public sector, planning and social work experience in Victoria, Papua New Guinea and Sydney, including eight years as Senior Member of the Social Security Appeals Tribunal in NSW. (5 meetings)

Margaret Varady BSc, MEd, DipEd, FACE

Appointed March 2002, term expires February 2006. Ms Varady has been the Principal of Sydney Girls High School since 1992 and has held a variety of positions in schools both in New Zealand and Australia. She is a strong supporter of public education and is currently researching effective school culture for her EdD. (2 meetings)

John Walker B. Bus

Appointed February 1998, term expires February 2006. John Walker has been Managing Director, Thrifty (Australia) Pty Ltd since early 1998. Prior to this he was General Manager Retail Banking, Westpac Banking Corporation (1995 to 1998), and held various chief executive and senior positions with Liverpool City Council, Dominos Pizza (Australia) Pty Ltd, West Australian Football and the Council of the City of Perth, as well as running his own consulting firm from 1987 to 1991. Mr Walker is also Chairman of the publicly listed company MultiMedia Ltd. (10 meetings)

Robert Wilson BA, Post Grad Cert Accounting

Appointed in August 1997, term expired February 2002. Consultant on Environmental and Strategic Planning and Organisational Reform since his retirement as Managing Director of the Sydney Water Board (1987 to 1993). A member of the Board of Greenpeace Australia and the Public Interest Advocacy Centre. Chairs the Strategic Planning Committee for the Georges River Catchment. Held various chief executive and senior officer positions prior to 1987 with Water Resources Commission, Water Board and Premier's Department. (2 meetings)

Sarah Whyte

Appointed May 2000, term expires May 2004. With a strong background in "people focused" organisations, Sarah Whyte has worked as a volunteer welfare worker for the Smith Family since 1989. She is also Patron of the Burma Star Association of NSW and a member of the Australiana Fund. (7 meetings)

APPENDIX 2

Community Consultative Committee

There were a number of changes to the membership of the committee during the reporting year as members completed their terms. A total of eight meetings were held in the reporting year.

Members until December 2001

Phillip Black BSc, DipEd

(Chair until December 2001). Appointed December 1997. Details under Trustees. (4 meetings)

John Newbury BA

Appointed May 1999. Consultant specialising in organisational restructure and project management. (3 meetings)

Mary Watt BBus, Grad Dip Env Mgmt

Appointed January 1998. Business Consultant for small businesses; Centennial Parklands volunteer. (3 meetings)

Continuing Members**Jill Anderson BEc LLB (Hons) LLM**

Appointed January 2000 (Chair from January 2002) Details under Trustee. (8 meetings)

Patricia Meagher BSc - Urban Hort (Hons)

Appointed August 1998. Horticultural Researcher for Plant Sciences branch of Royal Botanic Gardens. (8 meetings)

Roger Doyle AFAIM, MCITA, MIEE

Appointed January 2000, Director Operational Support, NSW Fire Brigades. (8 meetings)

Janelle McIntosh

Appointed January 2000. Former community development worker, with specialist interest in aged and disability services. Currently Town Centre Coordinator with Canterbury City Council. (4 meetings)

Wayne Morgan MAITD

Appointed January 2000. Human resources consultant to organisations in the financial, academic and aged care sectors. Running and fitness coach. (8 meetings)

Peter Tzannes BPharm

Appointed January 2000. Pharmacist. Chairman of the Centennial Park Residents Association. (5 meetings)

Members from January 2002**Yvette Pietsch Master Taxation Law, BBus**

Appointed January 2002. Tax & Business Service Partner at Young Barnsdall Chartered Accountants. Member of Centennial Park Equestrian Centre. (4 meetings)

James Harrison BA (Hons)

Town Planning, Dip Town Planning Appointed January 2002. Director at JBA , Urban Planning Consultants. (4 meetings)

Ryan Fahy MBA, BA Engineering

Appointed January 2002. Deputy leader, Legacy Evolution Program, Medical Benefits Fund. Postgraduate in Nuclear Power Engineering. (4 meetings)

Director/Director's Representatives

Mr Peter Duncan, Director

4

Ms Sarah Dinning

8

Ms Anne Ferguson

2

Further information on the Committee may be obtained by contacting the Trust on (02) 9339 6699

APPENDIX 3**Legislation and Legal Change**

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

APPENDIX 4**Heritage Management**

In March 2000 Centennial Parklands was listed on the New South Wales State Heritage Register (SHR). Listing on the SHR recognises that Centennial Parklands is of particular significance to New South Wales and enriches the community's understanding of the State's history.

A number of general and site specific exemptions have been identified for Centennial Parklands. The exemptions cover:

- General maintenance and repair
- Maintenance of services and utilities
- Implementation of the Centennial Parklands Tree Master Plan
- Alteration of roads, pathways and fences
- Management of lawns, sports fields, garden beds, hard landscaping and living collections
- Management of interpretive information and directional signage
- Management of temporary events
- Activities and works for the 2000 Olympics and the Centenary of Federation
- Alterations to buildings and/or works

Conservation works in accordance with an approved Conservation Management Plan (CMP) for a heritage item are also exempt under the *NSW Heritage Act 1977*.

The Trust commenced development of a draft Conservation Management Plan in June 2001 and proceeded to consult with the community during October and November 2001.

Updates on the development of the Plan were sent out in October 2001, November 2001 and March 2002 to staff, Friends of the Parklands and members of the public who registered their interest in the process.

In 2001, the Trust successfully applied for a grant from the Heritage Council for additional work towards the Indigenous Heritage component of the Plan. This enabled more detailed consultation to be conducted with Indigenous stakeholders and represents Stage One of a proposed program towards more meaningful partnerships with Sydney's Indigenous communities.

Following further community consultation in Spring 2002 and Trust endorsement, the Plan will be forwarded to the Heritage Council for approval.

Major initiatives in heritage management completed during 2001 – 2002 include:

- Preliminary heritage assessments of Tay Reserve, Comrie Fountain and Anzac Parade Columns
- Preliminary heritage impact assessments for the Draft Moore Park South Master Plan and the Draft Transport Access and Parking Plan.
- Refurbishment of front rooms of the Superintendent's Residence at Paddington Gates.

APPENDIX 5**Delivery of Electronic Services**

Participation with the Visitor Services Agency (VSA) IT partnership in 2001 established higher quality services in the following areas:

- Shared financial system
- Shared Intranet system
- A Standard Operating Environment system (SOE) was deployed
- The Booking Management system was updated

APPENDIX 6**Publications**

Publications issued in 2001-2002 included:

- *Parklands Magazine* - quarterly
- Events Calendar - quarterly
- What's On Boards - quarterly
- Centennial Parklands Annual Report 2000 – 2001
- Centennial Parklands Fact Sheets (various topics)
- Artful Park brochure
- Federation Projects book
- Park Improvement Program book
- Dogs in the Parklands brochure

Appendices



APPENDIX 7

Government Energy Management Statistics

| End use category | Energy Use | Actual Amount | Actual Amount | Actual Amount |
|----------------------------|--------------------|-----------------|------------------|------------------|
| | | 1999-00 | 2000-01 | 2001-02 |
| Other facilities | Electricity | 619153 Kwh | 655984 Kwh | 753260 Kwh |
| Office buildings | Electricity | 128098 Kwh | 143440 Kwh | 138560 Kwh |
| Roadways | Electricity | 127944 Kwh | 124992 Kwh | 124992 Kwh |
| Cost | Electricity | \$97,447 | \$114,712 | \$125,305 |
| Transport - other vehicles | Petrol | 51,039Ltrs | 43,393Ltrs | 40,640Ltrs |
| | Diesel | 25,091Ltrs | 22,490Ltrs | 23,587Ltrs |
| | Unleaded | 25,948Ltrs | 19,421Ltrs | 17,053Ltrs |
| | LPG | - | 1,482Ltrs | 1,766Ltrs |
| Cost | Fuel | | \$35,956 | \$35,079 |

APPENDIX 8

Human Resources

| *Number of employees by category | June 2000 | June 2001 | June 2002 |
|----------------------------------|-----------|-----------|-----------|
| Clerical & Administration | 28 | 22 | 22 |
| Horticulture & Ranger | 30 | 29 | 29 |
| Landscape Architects | 2 | 2 | 2 |
| Total | | | |

*Does not include temporary agency staff

60

53

53

As part of the Memorandum of Understanding to the Crown Employees (Public Sector Salaries January 2000) Award there was a three per cent salaries increase in January 2002. To support the achievement of the savings required to fund the productivity component of the pay agreement, Centennial Parklands has actively introduced key work place reforms. Reforms include the establishment of the Visitor Services Agencies Shared Corporate Services, the organisational

realignment and improving management systems.

Trust policies are in place for a broad range of employment and operational matters including:

Equal Employment Opportunity; Equity; Flexible Work Practices; Grievance Policy and Procedures and Occupational Health and Safety.

The Trust has also implemented a Working with Children Policy in accordance with

legislative requirements. The aim is to provide a safe environment for children and young people in the Trust's care by identifying risks, such as prohibited people and high risk situations, and where possible to prevent or limit them. The Trust's staff are aware of the dangers presented to children and young people and are able to report any incident through the appropriate channels. The Trust has implemented procedures to fulfil the aims of the policy.

APPENDIX 9

Consultants

Year ended 30 June 2002

Consultancies over \$30,000

| | Project | Cost (\$) |
|---|--|------------------|
| Legal | | |
| Price Waterhouse Coopers | Fox Studios subdivision | 40,480 |
| Environment | | |
| Taylor Cullity | Formal lawns horticultural redevelopment | 40,090 |
| Price Waterhouse Coopers | Moore Park South Master Plan | 43,975 |
| Conybeare Morrison & Partners | Conservation Management Plan | 61,795 |
| Sinclair Knight Merz | Transport, Access and Parking Plan | 77,085 |
| Hassell | Ponds redevelopment and design | 314,430 |
| Finance/Accounting | | |
| Kerry Hudson & Associates | Asset management system | 34,476 |
| TOTAL Consultancies over \$30,000 | | \$612,331 |
| TOTAL Consultancies under \$30,000 | | \$256,599 |

APPENDIX 10

Equal Employment Opportunity

Table 1: Percentage of total staff by level

Subgroup as percentage of total staff at each level

| LEVEL | TOTAL STAFF (Number) | Respondents % | Men % | Women % | Aboriginal people and Torres Strait Islanders % | People from racial, ethnic, ethno-religious minority groups % | People whose first language spoken as a child was not English % | People with a disability % | People with a disability requiring work-related adjustment % |
|---------------------------------------|-------------------------|------------------|--------------|--------------|--|---|---|----------------------------------|--|
| < \$26,276 | 1 | 1.88 | – | 1.88 | – | 1.88 | – | – | – |
| \$26,276 - \$38,582 | 17 | 32.08 | 22.64 | 9.43 | – | 9.43 | 11.32 | – | – |
| \$38,583 - \$48,823 | 13 | 24.53 | 15.09 | 9.43 | – | 5.66 | 3.77 | 1.88 | 1.88 |
| \$48,824 - \$63,137 | 14 | 26.42 | 16.98 | 9.43 | – | 1.88 | 1.88 | – | – |
| > \$63,137 (non SES) | 7 | 13.20 | 7.55 | 5.66 | – | 1.88 | 1.88 | – | – |
| SES | 1 | 1.88 | 1.88 | 0 | – | – | – | – | – |
| TOTAL | 53 | 100 | 64.15 | 35.85 | – | 20.75 | 18.87 | 1.88 | 1.88 |
| Estimated Subgroup totals (number) | 53 | – | 34 | 19 | 0 | 11 | 10 | 1 | 1 |

Table 2: Percentage of total staff by employment basis

Subgroup as percentage of total staff at each level

| LEVEL | TOTAL STAFF (Number) | Respondents % | Men % | Women % | Aboriginal people and Torres Strait Islanders % | People from racial, ethnic, ethno-religious minority groups % | People whose first language spoken as a child was not English % | People with a disability % | People with a disability requiring work-related adjustment % |
|------------------|-------------------------|------------------|--------------|--------------|--|---|---|----------------------------------|--|
| Permanent | | | | | | | | | |
| Full-time | 38 | 71.70 | 54.72 | 16.98 | – | 11.32 | 15.09 | 1.88 | 1.88 |
| Part-time | 3 | 5.66 | – | 5.66 | – | 1.88 | – | – | – |
| Temporary | | | | | | | | | |
| Full-time | 11 | 20.76 | 7.55 | 13.21 | – | 7.55 | 3.77 | – | – |
| Part-time | – | – | – | – | – | – | – | – | – |
| Contract | | | | | | | | | |
| SES | 1 | 1.88 | 1.88 | – | – | – | – | – | – |
| TOTAL | 53 | 100 | 64.15 | 35.85 | 0 | 20.75 | 18.86 | 1.88 | 1.88 |

Appendices



APPENDIX 11

Consumer response

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

48 hours and written comments within 10 working days.

All comments (written and verbal) are centrally recorded so that recurring concerns and views are clearly visible to the Trust. During the year, 503 consumer comments were received in the following media and quantity: In person 328, written 20, email 3, phone 146, web page 2, radio 4.

| | |
|-----------------------|-----|
| Dog Management | 50 |
| Cyclists | 41 |
| Constructional Works | 2 |
| Recreation Facilities | 75 |
| Events | 11 |
| Anti-social behaviour | 56 |
| Car related | 95 |
| Rubbish | 15 |
| Management of assets | 15 |
| Other | 143 |

APPENDIX 12

Payment Performance Indicators

This table relates to outstanding payments at the end of each quarter, as extracted from the Trust's accounting system

| | Current (ie within due date) | Less than 30 days overdue | Between 30 & 60 days overdue | Between 60 & 90 days overdue | More than 90 days overdue |
|--|---------------------------------|------------------------------|---------------------------------|---------------------------------|------------------------------|
| | \$ | \$ | \$ | \$ | \$ |
| Aged analysis at end of each quarter | | | | | |
| September Quarter | 1,349,443 | 195,396 | 56,947 | 248 | 9,183 |
| December Quarter | 5,023,189 | 658,383 | 87,644 | 63,959 | 8,116 |
| March Quarter | 3,789,092 | 431,334 | 50,278 | 29,989 | 27,099 |
| June Quarter | 7,135,631 | 530,241 | 81,814 | 37,490 | 36,150 |
| | | | | | Total Amount Paid 2001-02 |
| Accounts paid on time within each quarter | | Target % | Actual % | \$ | \$ |
| September Quarter | | 95 | 86 | 1,349,443 | 1,611,217 |
| December Quarter | | 95 | 83 | 5,023,189 | 5,841,291 |
| March Quarter | | 95 | 87 | 3,789,092 | 4,304,994 |
| June Quarter | | 95 | 90 | 7,135,631 | 7,821,326 |

The delays in payment were mainly due to the initial problems associated with movement of resources and the move towards a shared services arrangement during the year.

APPENDIX 13

Guarantee of service

The Trust makes the following commitments:

- 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 a high quality of information and assistance.
- Staff are interested in your suggestions and feedback to improve services.
- Staff will identify themselves when dealing with customers and are committed to providing a friendly, courteous service.
- 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.
- We aim to implement best practice in park management.

APPENDIX 14

Risk Management Insurance

For the reporting year, the emphasis on risk management has focussed on improving and managing access without compromising safety. The Trust also undertook a review of all incidents and claims to manage risk more strategically. All Trust projects integrate risk management principles into decision-making processes.

The Trust also participated in the development of the NSW Treasury Managed Fund open space risk management model project.

The Trust has insurance coverage with the NSW Treasury Managed Fund, which is administered by GIO General Insurance Ltd. Policies cover workers compensation, public liability, motor vehicles, property and miscellaneous insurances.

APPENDIX 15

Disability Plan

The Transport Access and Parking Plan's public consultation identified the facilities required for improved access for people with disabilities. A review and extension of the previous Disability Access Audit will be undertaken.

APPENDIX 16

Ethnic Affairs Priorities Statement

The Trust is committed to the principles of cultural diversity. The Trust cultural policy encourages community participation in expressive, symbolic and collective activities that promote the city's cultural vibrancy.

The Trust has replanted Parkes Drive. This avenue of trees is known as the Avenue of Nations and is dedicated to the many nationalities that make up Australia's society. The 'Festival of Diversity' to launch the Avenue of Nations was held in October 2001 and was attended by over 10,000 people.

The Trust has a series of park maps with basic information about the Parklands in 15 languages.

The Trust will continue to identify and assess the needs of the community to ensure that the services and facilities provided promote cultural diversity.

APPENDIX 17

Statement of Women's Affairs

The Centennial Park and Moore Park Trust is committed to the principles of equity, rights and participation in the workplace. The Trust is also committed to adhere to the Premier's target of 50 per cent of women in full time employment by 2003.

The Spokeswomen's program continues to convene quarterly to discuss various topics. Guest speakers from other organisations and agencies have been invited to address staff on social, business and personal development issues for women in the workplace.

APPENDIX 18

Occupational Health and Safety

The Occupational Health and Safety Committee (OH&S) met monthly during the year to undertake regular workplace reviews and inspections, concentrating on the physical work environment and work procedures.

The Trust continues to:

- monitor accidents and incidents in order to identify and rectify hazards as soon as possible
- complete OH&S inspections sheets by supervisors to eliminate potential hazards
- training of staff in areas such as sharps handling
- motivate staff to improve safety

The Trust will continue implementing safety improvements in line with the new *Occupational Health and Safety Act 2000*. Policies and procedures will continue to be reviewed to ensure compliance with legislation and to further improve safety management systems.

APPENDIX 19

Privacy Act

Centennial Parklands is aiming to protect privacy and comply with the requirements of the *Privacy and Personal Information Protection Act 1998* with the development a policy and management plan. The Plan will outline and prioritise our actions to ensure continued protection of privacy, accuracy and security of personal information.

APPENDIX 20

Fees and Charges

The Centennial Park and Moore Park 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.

On 1 July 2001, the majority of fees and charges increased by the adjusted CPI. Public notices were placed in the Sydney Morning Herald and local papers to inform the community of these rates. Rate cards were made available from the Trust's Administration Office.

Due to the implementation of e-commerce capabilities expected in 2002 - 2003, the

Trust deferred placing the fees and charges on the website.

APPENDIX 21

Leases and Licences

The following leases/licences for facilities operated on Trust lands in the reporting year:

- Centennial Parklands Sports Centre
- Centennial Parklands Restaurant and Kiosk
- Centennial Parklands Children's Centre
- Fox Studios Australia Pty Limited
- Hordern Pavilion and Royal Hall of Industries
- Centennial Parklands Equestrian Centre (comprising 10 individual licences)
- Moore Park Golf Course (Golf Pro Shop and Driving Range)
- Moore Park Golf Clubhouse
- Mobile Food Van
- RANS Management (Management of Centennial Parklands Equestrian Centre)
- Sydney Boys High School
- Stephen Ashcroft Tennis Courts
- Kiosk at ES Marks
- Ozray Pty Limited (Moore Park Parking)

APPENDIX 22

Investment Performance

In the past year the Trust continued to invest surplus funds in the appropriate NSW Treasury Corporation Hour-Glass Investment Facility that matches the duration of the underlying liabilities for which the Trust is holding funds. Surplus funds have been invested in the Cash Facility, Cash Plus Facility and Bond Market Facility to meet the Trust's short-term cash flow requirements and specific future capital project commitments. The appropriate benchmark performance for comparison for the Cash and Cash Plus Facility is the UBSWA Bank Bill Index. The benchmark for the Bond Market is 60% UBSWA Australian Composite Bond Index (0+ years) and 40% UBSWA Bank Bill Index. Details on the Trust's Hourglass Investment as at 30 June 2002 are shown below:

| Investment Performance Criteria | Investment Performance |
|--|------------------------|
| Value of Cash Facility as at 01 July 2001 | \$17,704 |
| Value of Cash Facility as at 30 June 2002 | \$18,520 |
| Interest Income earned | \$816 |
| Actual rate of Return | 4.61% |
| Benchmark rate of return | 4.66% |
| Value of Cash Plus Facility as at 1 July 2001 | \$12,901,070 |
| Value of Cash Plus Facility as at 30 June 2002 | \$5,832,662 |
| Interest income earned | \$481,593 |
| Actual rate of Return | 4.67% |
| Benchmark rate of return | 4.66% |
| Value of Bond Market Facility as at 1 July 2001 | \$3,517,086 |
| Value of Bond Market Facility as at 30 June 2002 | \$3,711,799 |
| Interest income earned | \$194,713 |
| Actual rate of Return | 5.54% |
| Benchmark rate of return | 5.61% |

Appendices



APPENDIX 23

Performance of Executive Officers

The Trust has no Senior Executive Officers at Level 5 or above. Peter Duncan is the Trust's most senior officer and was appointed to the position of Director on September 6, 1999. The Director's performance is reviewed yearly by the Director-General of Premier's Department, Dr Col Gellatly. All significant targets for the period of review have been achieved. Major achievements against performance criteria for the reporting year include:

- Implementation of corporate reform. Completion of a combined corporate services (IT, Finance and Human Resources) unit with Tourism NSW and Royal Botanic Gardens and Domain Trust.
- Centenary of Federation events and capital works completed within budget and on time.
- Planning and consultation of Transport and Access Plan, Moore Park South Master Plan and Dog Policy completed.
- Conservation Management Plan Planning and Consultation under way. (Finalisation pending in next reporting period.)
- Promotion of public transport jointly with Fox Studios Australia, Sydney Cricket and Sports Ground Trust has continued provided a reduction in parking on parklands.
- Organisation review completed and realignment commenced to respond to the corporate reform and future directions of the Parklands.
- Completed the development of a new five-year Corporate Business Strategy
- A new five-year Park Improvement Program 2002- 2007 completed and approved.
- Budget enhancement for major maintenance in the Parklands approved for the next four years.

APPENDIX 24

External committees

Peter Duncan

- International Parks Strategic Partners – Chairman
- Parks and Leisure Australia 2001 conference organising committee
- Premier's Department Management Board
- Smaller Agencies Chief Executives Committee
- Sydney Urban Parks Education Research Group - Chairman
- Sydney Olympic Park Authority, Parklands Advisory Committee
- University of Technology Leisure Industry Advisory Panel

Nicola Bryden

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

Sarah Dinning

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

Rachel Ely

- NSW Representative for Interpretation Association Australia

Andrew Ferris

- Botany Wetlands Management Committee\
- Central Sydney Operations Group
- Sydney Region Park Management Integrated KPI Group

Marlene Krasovitsky

- Visitor Services Agencies Reference Group

Vaughan MacDonald

- Central Sydney Operations Group
- Major Events Coordination Unit
- Rugby World Cup Transport Task Force

Rachel Maiden

- Moore Park Marketing Precinct Committee
- Sydney's Unique Venues Association - Vice President (Marketing)

APPENDIX 25

Code of Conduct

The Trust's *Code of Conduct* was published in the 1997 – 1998 Annual Report. No amendments were made to the Code during the reporting period. An updated *Code of Conduct* is being developed and will be implemented in 2002 – 2003.

APPENDIX 26

Land holdings

| | |
|-----------------|---------------------|
| Centennial Park | 189 hectares |
| Moore Park | 115 hectares |
| Queens Park | 26 hectares |
| Fox Studios | 29 hectares |
| Other | 2 hectares |
| TOTAL | 361 hectares |

APPENDIX 27

Benchmarking

The Trust is currently (2002 – 2003) chair of the International Parks Strategic Partners (IPSP) group. This is a group of park agencies from Australia, New Zealand and the United States that meet share and discuss benchmarking and best practice initiatives. This group continues to work towards benchmarking each agency's services to provide for an ongoing program of comparing performance.

In April 2002, Centennial Park and Moore Park Trust chaired and coordinated the IPSP Best practice Forum in Sydney, '*Parks – A Sustainable Future*'. The forum was attended by 100 representatives from park agencies and allied groups from Australia and New Zealand and with guest speakers from the United States and United Kingdom. The Forum was considered a major success by delegates rating the content as extremely valuable and informative.

APPENDIX 28

Overseas visits

There was one overseas visit conducted during the reporting period.

Andrew Ferris,

Manager Operations

IFPRA 19th World Congress, South Africa
17 – 20 September 2001

APPENDIX 29

Freedom of Information

The Trust has formulated internal procedures for processing FOI applications. Members of the public may seek information in person, by mail or by phone.

Arrangements can be made to obtain, or to inspect copies of available documents at the Trust by contacting the FOI Officer. Formal requests should be accompanied by a \$30 application fee.

FOI procedures had no significant impact on the Trust's administration and no issues or problems arose in complying with the FOI Act.

Statistics are set out in the format prescribed by the NSW Premier's Departmental Circular (27 June 1991, Attachment A)

Section A - New requests

| FOI requests | Personal | | Other | | Total | |
|---------------------------------|----------|---------|---------|---------|---------|---------|
| | 2000-01 | 2001-02 | 2000-01 | 2001-02 | 2000-01 | 2001-02 |
| New (including transferred in) | 1 | 0 | 0 | 0 | 1 | 0 |
| Brought forward | 0 | 0 | 0 | 0 | 0 | 0 |
| Total to be processed | 1 | 0 | 0 | 0 | 1 | 0 |
| Completed | 1 | 0 | 0 | 0 | 1 | 0 |
| Transferred out | 0 | 0 | 0 | 0 | 0 | 0 |
| Withdrawn | 0 | 0 | 0 | 0 | 0 | 0 |
| Total processed | 1 | 0 | 0 | 0 | 1 | 0 |
| Unfinished (Carried forward) | 0 | 0 | 0 | 0 | 0 | 0 |

Section B – Results of FOI requests

| | Personal | | Other | | Total | |
|-----------------|----------|---------|---------|---------|---------|---------|
| | 2000-01 | 2001-02 | 2000-01 | 2001-02 | 2000-01 | 2001-02 |
| Granted in full | 1 | 0 | 0 | 0 | 1 | 0 |
| Granted in part | 0 | 0 | 0 | 0 | 0 | 0 |
| Refused | 0 | 0 | 0 | 0 | 0 | 0 |
| Deferred | 0 | 0 | 0 | 0 | 0 | 0 |
| Completed | 1 | 0 | 0 | 0 | 1 | 0 |

Section C - Ministerial Certificates

There were no Ministerial Certificates issued.

Section D - Formal Consultations

There were no formal consultations requested.

Section E - Amendment of personal records

During the reporting year there were no requests for amendment of personal records.

Section F - Notation of personal records

There were no requests for notation of personal records.

Section G - FOI requests granted in part or refused

There were no FOI requests during the reporting period.

Section H – Costs and fees of requests

| | Assessed Costs | | FOI Fees Received | |
|------------------------|----------------|---------|-------------------|---------|
| | 2000-01 | 2001-02 | 2000-01 | 2001-02 |
| | | \$ | | \$ |
| All completed requests | 0 | 0 | 0 | 0 |

Section I - Discounts allowed

There were no discounts during the reporting year.

Section J – Days to process

| Elapsed Time | Personal | | Other | |
|--------------|----------|---------|---------|---------|
| | 2000-01 | 2001-02 | 2000-01 | 2001-02 |
| 0-21 days | 0 | 1 | 0 | 0 |
| 22-35 days | 0 | 0 | 0 | 0 |
| Over 35 days | 0 | 0 | 0 | 0 |
| Totals | 0 | 0 | 0 | 0 |

Appendices



APPENDIX 29 (continued) Freedom of Information

Section K – Processing time

| Processing hours | Personal | | Other | |
|------------------|----------|----------|----------|----------|
| | 2000-01 | 2001-02 | 2000-01 | 2001-02 |
| 0-10 hours | 0 | 1 | 0 | 0 |
| 11-20 hours | 0 | 0 | 0 | 0 |
| 21-40 hours | 0 | 0 | 0 | 0 |
| over 40 hours | 0 | 0 | 0 | 0 |
| Totals | 0 | 0 | 0 | 0 |

Section L – Reviews and Appeals

There were no reviews or appeals.

Section M - Details of Internal Review Results

There were no internal reviews.

APPENDIX 30

Corporate Governance

The Trust identified a strategy to address corporate governance issues. This was achieved by:

- maintaining Finance Sub-Committee
- introduction of a Audit Sub-Committee
- Abiding to a disclosures policy
- committing to an annual review of Corporate Governance via the Audit committee

Membership of the sub-committees consists of Trustee representatives, Trust management, and a representative from the Treasury Office, Audit Office and internal auditors. The Trust also established a Marketing Committee and a Foundation Committee in 2002.

Corporate Governance has been actively discussed at Trust meetings. The Trust's Community Consultative Committee (CCC) has been requested to provide feedback on aspects relevant to the CCC.

APPENDIX 31

Waste reduction and purchasing policy

Consistent with the Governments Waste Reduction and Purchasing Policy (WRAPP), the Trust continued its program of waste management improvements.

Resource recovery played an important role during the reporting period. Eighty per cent of parkland general vegetation was recycled for use as mulch and where possible, tree stumps and logs are now reused within the parklands. Other initiatives taken during the year were the construction of Federation Gateway using recycled copper; the sculpture located behind the café on Parkes Drive using recycled rubber; returning all used toner cartridges for recycling and the introduction of all one-sided paper waste being turned into note pads for staff.

The generation of waste was reduced by establishing a worm farm to recycle food and vegetation, placing food waste receptacles in all kitchen areas and introducing desktop recycling trays to all work stations.

Centennial Parklands commitment to the use of recycled material continued with the purchase of recycled paper products and toner, installation of recycled doggy bag containers and the use of recycled construction material. In addition, staff have been briefed to raise awareness of the WRAPP principles.

Park Waste (Tonnes)

| | Jul 01 | Aug 01 | Sep 01 | Oct 01 | Nov 01 | Dec 01 | Jan 02 | Feb 02 | Mar 02 | Apr 02 | May 02 | Jun 02 | Total |
|--------------|--------------|--------------|-----------|--------------|-----------|--------------|--------------|--------------|--------------|--------------|-----------|--------------|---------------|
| Waste | 11.1 | 11.46 | 10.94 | 13.08 | 13.5 | 17.52 | 16.68 | 11.3 | 13.82 | 15.44 | 10.6 | 11.16 | 156.78 |
| | 8 | | | | 4 | | | | | | 6 | | |
| Recycling | 2.56 | 5.4 | 3.06 | 3.86 | 3.46 | 5.1 | 4.58 | 5.42 | 4.24 | 4.22 | 4.34 | 2.76 | 49 |
| Total | 13.74 | 16.86 | 14 | 16.94 | 17 | 22.62 | 21.26 | 16.72 | 18.06 | 19.66 | 15 | 13.92 | 205.78 |

Gross Pollutant Traps (GPTs)

During the last four years the Trust has installed four GPTs in the ponds system which collects litter in stormwater drains at the entrance of Centennial Park. It covers an external catchment of 590 hectares.

| total weight (tonnes) | % Sediment | | % Litter | | % organic |
|-----------------------|------------|---------|----------|----|-----------|
| | 2000-01 | 2001-02 | | | |
| | 174.2 | 112.18 | 10 | 20 | 70 |

APPENDIX 32

Annual Report Statistics

In line with NSW Government directions to provide more information on the internet, Centennial Parklands have produced both electronic and printed versions of the 2001 – 2002 Annual Report. This year 300 copies were printed. The web version of this report can be found at www.cp.nsw.gov.au. Total budget was \$15,000

APPENDIX 33

Statement of Responsibility – Credit Card Use

No irregularities in the use of corporate credit cards have been recorded during the reporting year. I certify that credit card use in Centennial Parklands has been in accordance with Premier's Memoranda and Treasurer's Directions.



Peter Duncan

18 October 2002.

APPENDIX 34

Statement of affairs

Under the Freedom of Information Act 1989, each NSW Government department and 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 how the public can 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 New South Wales. The Parklands Plan of Management and the 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 first 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 the Parklands. The Trust 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 the protection of the environment within the lands.

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 Department

The categories of documents that are held by the Trust 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 departmental 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 1988* 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 the above address.

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

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Wendy McDougall

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