



GREATER
SYDNEY
PARKLANDS

Callan
Park

Centennial
Parklands

Fernhill
Estate

Parramatta
Park

Western
Sydney
Parklands

9 April 2025

The Hon Peter Primrose MLC
Chair
Joint Select Committee on the Greater Sydney Parklands Trust
Parliament House
SYDNEY NSW 2000

Email: GreaterSydneyParklandsTrust@parliament.nsw.gov.au

Dear Chair,

Subject: Inquiry into the Review of the *Greater Sydney Parklands Trust Act 2022* – supplementary questions

Thank you for the provision of the supplementary questions as part of the Review of the *Greater Sydney Parklands Trust Act 2022*.

We appreciated the opportunity to contribute evidence to the Committee.

Please find enclosed Attachment 1 – Response to Supplementary Questions.

We trust this information is of assistance to the Committee.

Yours sincerely,



Joshua French
Chief Executive
Greater Sydney Parklands

Encl: Attachment 1 - Department responses to Supplementary Questions



Response to Supplementary Questions

Question:

1. For each of Centennial Park and Moore Park Trust, Parramatta Park Trust, and Western Sydney Parklands Trust, please provide the following budgeted and revised figures for the following financial years: 2021/22, 2022/23, and 2023/24:

Total expenses, and a breakdown of:

- a. Employee expenses/ personnel services
- b. Other operating expenses
- c. Depreciation/ amortisation.

Total revenue

- a. Sales of goods and services
- b. Cluster grant revenue/ funding distribution from Department.

Operating result.

Answer:

Please see Budget Papers – Agency Financial Statements for FY [2021-22](#) (pages 4-26 and 4-47), [2022-23](#) (pages 9-18 and 9-27) and [2023-24](#) (pages 6-35 and 6-56) for Centennial Park and Moore Park Trust and Western Sydney Parklands. Please see Annual Reports for Parramatta Park for FY [2021-22](#) (page 20), [2022-23](#) (page 38) and [2023-24](#) (page 36).

Note Parramatta Park Trust statements are based on actuals as required by accounting procedures.

Question:

2. For the financial year 2024-25 please provide the following budgeted figures for each of Centennial Park and Moore Park Trust, Parramatta Park Trust, and Western Sydney Parklands Trust:

Total expenses, and a breakdown of:

- a. Employee expenses/personnel services
- b. Other operating expenses
- c. Depreciation/amortisation.

Total revenue

- a. Sales of goods and services
- b. Cluster grant revenue/ funding distribution from Department.

Operating result

Answer:

Please see Budget Papers – Agency Financial Statements for [FY 2024-25](#) (pages 9-23 and 9-44) for Centennial Park and Moore Park Trust and Western Sydney Parklands.

Note Parramatta Park Trust statements are based on actuals as required by accounting procedures.

Question:

3. Please provide the Committee with a series of maps showing the location of the various parks in relation to their surrounding areas (in particular Parramatta Park), including schematic maps of the layout of each park showing the locations of key features such as roads, recreation areas, bushland areas etc.

Answer:

Maps of all parks are available on [Greater Sydney Parklands' \(GSP\) website](#).

More details of the park's features can be found in the following locations:

- [Callan Park Visitor Map](#)
- [Centennial Parklands Visitor Map](#) with more information available in the [Centennial Park Master Plan 2040](#), [Moore Park Master Plan 2040](#), [Queens Park Master Plan](#) and [Moore Park East Landscape Plan](#)
- [Fernhill Foundation Plan of Management to 2026](#)
- [Western Sydney Parklands Plan of Management 2030](#)
- [Your Parramatta Park 2030: Conservation Management Plan and Plan of Management](#) (see pages 6, 35, 65 for relevant plans).

Plans of Parramatta Park are also located at **Attachment C** for convenience.

Note that the *Parramatta Park Trust Act 2001* allows for a land swap between the Trust and Venues NSW for the purpose of the stadium (see plans at [Schedule 1A](#)).

Question:

4. How much recurrent funding does the GSP receive from the state?

Answer:

GSP receives recurrent funding from the state to the associated Trusts as follows:

- In FY 2023-24 Centennial Park and Moore Park Trust received \$2.77 million recurrent funding from the Government for funding maintenance and day to day operations at Callan Park
- In FY 2023-24 Parramatta Park Trust received \$1.85 million recurrent funding from the Government for funding maintenance and day to day operations at Parramatta Park.

Question:

5. What is the model for funding maintenance of GSP parks? How is revenue raised?

Answer:

Where possible GSP seeks for its commercial activities in the parks to offset the cost of maintenance and day to day operations. This includes sale of goods, fees for use of recreational facilities, parking income, rental income, investment revenue, finance lease income (including on-park business hubs in Western Sydney Parklands) and proceeds from the sale of bio-banking credits.

Funding maintenance through commercial operations is currently not achievable at Callan Park, which is the only park required to operate on a not-for-profit basis and raises no revenue. Callan Park, of which GSP owns 38 hectares, received a \$2.77 million annual grant from the Government in FY 2023-24 for funding maintenance and day to day operations.

The world heritage listed Parramatta Park, which is 85 hectares in size, received a \$1.85 million grant from the Government in FY 2023-24 for funding maintenance and day to day operations. An additional \$2.65 million was available for maintenance and day to day operations from investment revenue (including rental income), parking income and fees for the use of recreational facilities.

In FY 2023-24 Fernhill Estate received \$1.3 million fully funded by Western Sydney Parklands Trust. This is possible as Fernhill Estate is vested in Western Sydney Parklands Trust.

Question:

6. How many commercial events were held on GSP parklands in 2024 and how many are expected for 2025?

Answer:

In FY 2023-24 GSP held 14 major commercial events across the parkland estate, including 10 events at Centennial Park (five different locations), three events at Parramatta Park and one event at Western Sydney Parklands.

In FY 2024-25 GSP is anticipating these commercial events will reduce to 10 events across the parkland estate, including nine events at Centennial Park and one event at Western Sydney Parklands.

These do not include non-commercial events such as Sydney Symphony under the Stars, Australia Day, New Years Eve or Burramatta NAIDOC, which are held at Parramatta Park and provide free entertainment for the community.

Question:

7. To what extent do commercial events in one park, subsidise the running of other parks in the GSP portfolio?

Answer:

Commercial events in one park provide funding only for that park. Centennial Parklands and Parramatta Park are our main locations which host events. In FY 2023-24 the events provided revenue of \$1.8 million for Centennial Parklands and \$0.25 million for Parramatta Park. Neither park has sufficient revenue from events to subsidise other parks. All of this revenue goes back into maintaining and caring for the parks where the revenue was raised.

Question:

8. Has the Blue-Green Grid Committee been established?
- a. If so, when and what work has been done on a long-term vision of quality parklands across Greater Sydney?
 - b. If not, why not?

Answer:

The Blue-Green Grid has not yet been established.

- a. N/A
- b. Since GSP's establishment the organisation has undertaken significant work towards a long-term vision for quality parklands. This is outlined in the NSW Government Submission to the Joint Select Committee. GSP has also concentrated on those legislative requirements of the *Greater Sydney Parklands Trust Act 2022* (GSPT Act) which had specific timeframes for implementation. At the same time GSP has been planning for a Blue-Green Grid Committee, undertaking relevant background research to assist in

forming the Committee and establishing relevant blue-green grids through our own parks. These new links have included:

- constructing a new 11 kilometre bushwalk, Gabrugal Yana in Western Sydney Parklands, which provides links from Middleton Grange to Cecil Park
- planning for a new 3 kilometre shared user path through Western Sydney Parklands between the M12 Motorway and the M7 Motorway in partnership with Transport for NSW
- enhancements to the walking and cycling tracks in Centennial Parklands including an improved pathway at Mt Steel in Moore Park to improve access for visitors from the densely populated south-west of the park and the construction of the Queens Park cycleway to better link people from the eastern suburbs to Centennial Parklands
- completion of the first stage of the People's Loop at Parramatta Park including the installation of lighting, which has improved safety and access.

Question:

9. How many community trustee boards have been established?
 - a. What has been the role of councils on these boards and how valuable has their input been?
 - b. Do you think that role could be strengthened?

Answer:

Five community trustee boards were established in October 2022, one for each park legislated in the Act - Callan Park, Centennial Park and Moore Park, Parramatta Park, Western Sydney Parklands, and Fernhill Estate, with Fernhill Estate not a legislative requirement.

Over time additional community trustee boards may be established by the Minister on the recommendation of GSP for other parts of the estate, should it expand.

The membership per community trustee board comprises of:

- one member nominated by each relevant local council as a community representative
- up to six other members appointed by the Minister on the advice of the Trust, inclusive of representation for local First Nations peoples and a representative who has experience or skills in heritage or heritage management.

In most cases each council's nominated representative is an elected member.

All community member input to community trustee board meetings is valuable, including that of elected members.

By contrast, representation by Government bodies to the Harbour Trust's Community Advisory Committee [is via ex-officio membership](#). This is a potential model for modification of the operation of community trustee boards that could be considered.

GSP also meets biannually with the 11 councils, with executive staff, as well as meeting on a needs basis based on project or program needs. The biannual 'touch point meetings' provide valuable opportunities for two-way discussion of local issues

and community priorities, consideration of local knowledge, proposed works and understanding of each other's short, medium and long term strategic and land use planning.

Question:

10. What are the challenges that car parking on Moore Park present to managing the park as a public open recreational space?

Answer:

Parking on grass in Moore Park East results in low quality 'open space' through degraded turf and lack of usable community facilities. It also means parkland improvements and facilities cannot be provided on the land.

Parking on the grass deteriorates the condition of the surface, damages grass condition and reduces its capacity and amenity for open space use at other times.

The Moore Park Master Plan 2040 (2017) and the Moore Park East Landscape (2023) both seek to enhance the space following the progressive removal of the 'on-grass' parking to create a high-quality multi-use and experience parkland in line with current legislated timeframes for removal of on grass parking.

These plans detail a range of improvements such as upgraded community walking and cycling and event crowd movement pathways, safety, lighting and wayfinding. Additionally, recreation improvements such as picnic and play, youth recreation space, environmental and biodiversity improvements and delivery of a third high performance standard sports field. These improvements cannot proceed in locations of on-grass parking.

Question:

11. What work has the GSP done to help get cars removed from Moore Park ahead of the legislated timeframes?

Answer:

There is a legislated commitment for event patron parking to be permitted on-grass in two areas of Moore Park East (MPE). This is on the lower Kippax area (in the northern portion of MPE) until 1 July 2026 and Showgrounds Field (in the southern portion of MPE) until 1 July 2028, or a later date as may be allowed by regulations.

The regulation to extend the date may be made by the Minister if the new car park on Venues NSW land is not operational or if the Minister is not satisfied that there is an appropriate plan to address transport needs, including parking, in relation to events at the Sydney Cricket Ground and Sydney Football Stadium.

GSP is continuing to manage parking arrangements in accordance with the legislation. Working with adjoining venues, not all 'on-grass' parking is available at all times with fixed thresholds for parking activation. Parking does not occur for each and every event - only for events with certain predicted crowd attendance.

GSP is also looking to ensure proposals of the adjoining venues do not adversely impact the intended timing for the removal of on-grass parking and that the venues have alternative strategies for event parking. GSP is continuing to work with Government and non-government stakeholders to also ensure that the transport needs of event patrons are met.

Question:

12. Could you provide more detail on operations, funding and community engagement of parklands models operating in other jurisdictions, including the Presidio in San Francisco and London's Royal Parks?

Answer:

Please see **Attachment D** for a brief overview of some organisations and approach to funding or community engagement.

In terms of funding most park agencies receive Government funding, with commercial activity contributing where possible. Presidio is an exception, with commercial activity and some charity activities providing the necessary funding for operational and capital funds. GSP has the potential to operate with no Government funding with some commercial activity in its parklands as occurs now, and with funding from off-park business hubs.

In terms of community engagement, the NSW National Parks and Wildlife Service and Sydney Harbour Federation Trust have similar engagement models to GSP. Respectively, their Regional Advisory Committees and Community Advisory Committee are similar to the community trustee boards. London's Royal Parks have an online engagement panel as opposed to advisory committees.

Question:

13. Can you expand on the types of funding that the four trusts of the separate parklands receive from government? What are the arrangements for ongoing government funding of the separate trusts?

Answer:

The four trusts receive Government funding from:

- other Government departments, including the Department of Planning and Environment, Transport for NSW, Office of Sport and Department of Planning, Housing and Infrastructure, for capital projects
- NSW Government through Crown Lands and Public Spaces, for operational maintenance, for Parramatta Park and Callan Park.

Options for future sustainable funding, including the potential for off-park business hubs is a matter for Government.

Off-park business hubs provide a sustainable business and financial model for the parklands. They build on the successful Western Sydney Parklands Trust (WSPT) business hub model. Under the WSPT model two per cent of the Western Sydney Parklands, is leased for long-term commercial purposes. This provides an ongoing revenue stream for Western Sydney Parklands to fund operational and capital requirements for the park and provide critical park benefits and services to its community.

Establishing a sustainable funding stream for GSP will fully fund the ongoing management and improvement of all parks within the existing parklands estate and allow Government to expand the parklands estate into the future, without relying each year on receiving additional funding from NSW Government's central budget. This could be achieved through the creation of off-park business hubs on surplus Government land.

Question:

14. You propose amendments to section 21(1)(b) of the Act allow the Trust to grant leases on 'supplementary land' that may include areas of natural environment, to enable development to fund parkland operations and the growth of the Greater Sydney Parklands estate (p18).
- Are you proposing that the Trust be allowed to grant leases on supplementary land that would reduce the net existing natural environment of the parklands estate?
 - How does the Trust measure the extent of the existing natural environment?

Answer:

- Supplementary land is not part of the 'parkland estate', or existing or future parks. It is intended to be specifically acquired for off-park business hubs. Supplementary land is outside the 'parklands estate' but is within the 'GSPT estate'.

The proposed change to section 21(1)(b) of the GSPT Act would expand protection for the 'parkland estate' (i.e. leases in existing/future parks must result in no net reduction of the natural environment...) but would allow reduction of the natural environment on supplementary land, which is specifically acquired for off-park business hubs. Such land may already be industrially zoned and not suitable for any other use.

The no net reduction requirement as exists within the GSPT Act, rather than a blanket no removal of the natural environment, allows some flexibility in provision of park facilities. For example, the removal of one tree, which can be replaced/offset elsewhere in the park, may be necessary to allow the provision of a sportsfield in that location.

- The Trust considers the natural environment as those areas of the parklands including bush and rivers or creeks that exist in nature, have experienced little human alteration or have been restored to a natural state e.g. the bushland corridor in Western Sydney Parklands or abandoned farm dams that have naturalised as wetlands. Typically, these areas of the parklands provide an ecological function and are not heavily used by humans.

Question:

15. We heard that the size of Parramatta Park has reduced with land being removed for commercial uses, including for a stadium and leagues club. Do you think there is a need to strengthen terms in the Act to prevent further reduction in the total area of the parklands estate?

Answer:

The Parramatta Leagues Club is located, in part, within Parramatta Park. The lease (which commenced in 1999) currently provides \$850,000 revenue per annum to the Trust which goes directly toward funding operations and caring for the park. It is located on land with lower environmental and recreational value than other parts of Parramatta Park, and on the fringe of the park adjacent to the stadium.

The *Parramatta Park Trust Act 2001* allows for a land swap between the Trust and Venues NSW for the purpose of the stadium (see [Schedule 1A](#)). The *Parramatta Park Trust Act 2001* was amended in October 2017 to enable this.

[Section 9](#) of the *Parramatta Park Trust Act 2001* prohibits the disposal or compulsory acquisition of principal trust lands. This is similar to provisions in the *Callan Park (Special Provisions) Act 2002* ([section 5](#)), *Centennial Park and Moore Park Trust Act 1983* ([section 10](#)), the *Western Sydney Parklands Act 2006* ([section 16\(2\)](#)) and the *Greater Sydney Parklands Trust Act 2022* ([section 23](#)).

Any land disposal will require a change to the legislation in most cases. It would be difficult to strengthen protections for the parks to prevent reduction in the area of the parklands beyond the provisions in existing legislation.

Question:

16. You recommend that the role of community trustee boards for plans of management be consistent across all Acts (p23). Are you proposing to amend the legislation for the associated trusts to require all community trustee boards to approve and agree to plans of management (consistent with the Greater Sydney Parklands Trust Act)?

Answer:

If community trustee board agreement to a plan of management cannot be obtained (see [section 17\(2\)](#)) then no plan of management will be in place. The GSPT Act should consider the potential for this and a pathway that allows the Minister to approve a plan of management, that includes consideration of the views of the community trustee board but not agreement. This would be consistent with the advisory/ consultative functions of the community trustee boards under [section 39](#). Only the GSPT Act needs to be amended to effect this change.

Question:

17. How do the Trust and the community trustee boards currently engage with and consult the public, and how could this be improved?

Answer:

An eligibility requirement for community trustee board members is the ability “to communicate effectively with local residents, local community groups and other persons who use the parklands”. Further, a responsibility of members is to “stay informed about current visitor and local community issues relating to the parklands and provide advice to the GSPT Board about the issues”.

Similar to the Harbour Trust’s recognition that their Community Advisory Committees (CAC) cannot represent the whole community (page 3 of the CAC [procedures](#)), GSP supplements the community trustee boards with broader community consultation in line with its *Consultation and Engagement Framework 2023*, including periodic visitor satisfaction surveys.

GSP does not currently facilitate specific opportunities for community trustee boards to directly engage with and consult the public. Exploration of how engagement between the community trustee boards and the public could be improved should involve discussion with members. Ideas to be explored could include park or demographic specific forums, providing the opportunity for community trustee board members to participate in such events as small group facilitators or table scribes. These can be considered in the context of the community trustee boards Improvement Plan (a copy of which has previously been provided to the Joint Select Committee).

Additionally, the community trustee board terms of reference can be strengthened to describe the role of members’ communication and engagement with the community.

For example, the Harbour Trust's CAC procedures notes that "*members are in the unique position of both being an 'ear to the ground' for the Trust to stay current on public opinion regarding out sites as well as being an advocate and sharing Trust news and events in their personal network*"; similarly, the NSW National Parks and Wildlife Service (NPSW) Regional Advisory Committee (RAC) Handbook details expectations regarding member contact with key stakeholders as part of providing insights and a better understanding of reserve management issues that are of potential interest and/or concern to the community. It also refers to the role of RAC members representing a particular stakeholder interest, and reference to members seeking external advice directly from other agencies, individuals or other stakeholder groups noting that such requires prior consultation with NPWS to determine whether the matter is regarded as confidential or potentially contentious etc. This does not require an amendment to the GSPT Act.

Question:

18. Information about 2025 meetings of the community trustee boards isn't available on the Greater Sydney Parklands website. When will the community trustee boards meet in 2025?

Answer:

The 2025 meeting schedule will be made publicly available once the first stage appointments are finalised, as dates are confirmed in consultation with members.

Appointment of members for the second term is underway and is occurring in two stages. Firstly, the reappointment of first term members and council representatives is nearing finalisation and, secondly, a recruitment process is underway to fill the vacant positions.

Question:

19. What is the status of the associated trusts' community trustee boards while there are vacancies? Do the trustee boards continue to meet?

Answer:

The first term ended on 31 December 2024. Community trustee board meetings and business cannot be conducted until members are appointed. Greater Sydney Parklands has confirmed with the Department of Planning, Housing and Infrastructure's Ethics and Compliance team that there is no significant issue with the community trustee boards being 'in recess' until the second term members are appointed, given that the boards are advisory.

Question:

20. Could you provide information on the process of recruiting new community trustee board members for the associated trusts, including the timeframe for recruitment?

Answer:

As noted in response to Question 18, the appointment process is underway. It is occurring in two stages in accordance with NSW Government guidance regarding boards and committees.

Most members per community trustee board are anticipated to be appointed in May 2025 – this includes first term reappointments and new council representatives, with the remaining vacant positions anticipated to be appointed by July 2025.

A four-week campaign promoting the vacancies ran from 10 February and 7 March 2025. This included print and digital adverts, social media promotion including LinkedIn, listings on the NSW Government Boards and Committees Register and Women on Boards, and direct promotion via peak bodies, community groups, local councils and key stakeholders per parkland. Interested persons were required to submit an Expression of Interest (EOI).

Members are selected by a panel and appointed by the Minister for Planning and Public Spaces, in accordance with the approved *Consultation and Engagement Framework*, on the recommendation of the Greater Sydney Parklands Trust.

Question:

21. You propose to encourage representation by First Nations representatives on community trustee boards through support mechanisms and incentives to encourage participation (pp9, 23).
- What efforts have you made to include First Nations representatives on the community trustee boards?
 - Could you give more specific detail about how First Nations representation could be better supported?

Answer:

Efforts to date to include and support First Nations representatives on the community trustee boards included updating the term of reference and code of conduct in 2024 to reference to cultural safety. Additionally, the community trustee boards Improvement Plan includes actions to improve acknowledgement and understanding of the Aboriginal history and custodianship of each park for all community trustee board members. The Improvement Plan is intended as a living document, responsive to the opportunities for improvement identified via the annual evaluation process with input from all community trustee board members.

Effort has been made during the recent recruitment campaign (refer to response to Question 20) to promote the three x First Nations representative vacancies. This included direct promotion via First Nations stakeholders per park, including Local Aboriginal Land Councils, Aboriginal corporations, local councils and local interagency groups and other peak bodies, as well as print and digital promotion via Koori Mail.

In the instance of the Centennial and Moore Park community trustee board First Nations representative, transport and technical support was offered on multiple occasions to assist with participation.

Suggestions as to how First Nations representation could be better supported include:

- explore the feasibility of reimbursement for travel and other expenses (noting that remuneration by way of sitting fees is not applicable), to help ensure members can participate in meetings
- explore additional/ complementary First Nations engagement programs to the community trustee boards e.g. periodic or annual First Nations forum (could be park based and/or whole estate) or formation of a First Nations advisory group (refer to Harbour Trust example, **Attachment D**).

Question:

22. During the hearing you talked about different projects that the Trust has to support First Nations connection to Country. Could you please provide more information on the specific Trust projects to support connection to country?

Answer:

Specific GSP projects to support connection to Country are as follows:

- [Reflect Reconciliation Action Plan 2023](#)
- Saltwater Community Conversations Program – over the past two years, the Trust's Aboriginal Cultural Heritage Officer has developed and implemented a program of a series of conversations with First Nations parklands Aboriginals custodians, communities, and land councils to understand what the parks mean to our Aboriginal communities, what barriers they experience and what their aspirations are for Country and Community in the parklands
- GSP will prepare a First Nations Strategy for our parklands, commencing with Centennial Parklands, led by First Nations consultants
- engage First Nations service providers to assist with project strategy and design. An example of this is the capital works project, Gabrugal Yana, in Western Sydney Parklands. Gabrugal Yana is a 11 kilometre bushwalk that connects visitors with Dharug Country and culture, and the story of six Dharug Seasons, told through artwork created by First Nations artists
- First Nations Sky Country interpretative light artwork at Parramatta Park as part of the Safer Cities lighting project. The stakeholder engagement to inform the lighting intervention design included an onsite focus group with First Nations women
- education programs include Bringing Back the Bush program in Western Sydney Parklands co-delivered with Dharug elders and the Guriwal Bush Tucker Trail in Centennial Park
- bush regeneration programs delivered by Aboriginal social enterprise organisation across several parks
- partnering with Randwick City Council for NAIDOC week celebrations in Centennial Park and Parramatta City Council for Burramatta NAIDOC day in Parramatta Park
- hosted a camp on Country for Aboriginal elders and community in Parramatta Park
- participated in the Career Trackers Aboriginal and Torres Strait Islander internship program over the last five years
- guest speaker and information stall at the 2024 NSW Aboriginal Business Roundtable event to promote Aboriginal employment and procurement opportunities with the Trust
- supporting Aboriginal businesses to deliver their own education programs in the park.

Question:

23. Could you outline any current or future projects to recognise and conserve First Nations heritage in the parks comprising the parklands estate?

Answer:

Current or future projects to recognise and conserve First Nations heritage in the parks include:

- an Innovate Reconciliation Action Plan, which will be a two-year plan to be endorsed by Reconciliation Australia
- our Freshwater Community Conversations Program
- capital works projects, particularly the Transit Stone Pavilion co-design with an Aboriginal artist, and Moore Park South project co-design with the design team First Nations consultant for specific design interventions
- ongoing education and bush regeneration programs
- ongoing partnerships with local government to deliver First Nations Programs in the park
- planned First Nations Strategy for Callan Park.

Question:

24. The Trust's [report](#) on the suitability of certain parks becoming part of the Greater Sydney parklands estate recommended that certain parks become part of the parklands estate. However, the report noted the Trust could only consider ownership if sustainable funding streams were available to cover the ongoing capital and operational costs of those parks.

- a. What opportunities is the Trust pursuing to secure funding for those parks, noting that commercial development of them is not possible before they become part of the estate?
- b. Would the Trust consider transferring funds allocated from existing parks in the estate to fund these new parks?

Answer:

- a. The Trust is working with the NSW Government to consider options for funding any new parks.

As discussed in the answer to Question 13, off-park business hubs provide a sustainable business and financial model for the parklands. Establishing a sustainable funding stream for GSP will fully fund the ongoing management and improvement of all parks within the existing parklands estate and allow GSP to expand the parklands estate into the future, without relying each year on receiving additional funding from NSW Government's central budget.

- b. Funds of existing parks are not sufficient to support new parks. Western Sydney Parklands is the only park that has sufficient funds to pay for operational and capital funding for its projects.

Funds from Western Sydney Parklands are intended to be invested back into that parkland, to be invested to provide new facilities in the southern part of the parklands to support the growing residential population in the Liverpool local government area and south-western Sydney more broadly.

Question:

25. At the hearing you noted that the Trust had undertaken some background work on the Blue Green Grid Committee and referred to a background report. Could you please provide that background report, and any further information that has been prepared in relation to Trust's planning for that Committee?

Answer:

In 2022, GSP commissioned a report to consider appropriate governance models for effective advocacy of green-blue grid outcomes across Greater Sydney.

GSP is continuing to work with Government to consider options for the establishment of the Blue-Green Grid Committee.

Question:

26. At the hearing Mr French said that the Act requires a minor change to mirror the Western Sydney Parklands Act to allow for parklands to be put into the Greater Sydney Parklands Trust. Could you please specify the details of that minor change (page 30 of the transcript)?

Answer:

The minor change, to streamline the process for the transfer of surplus government land into the GSP, is to include a provision within the GSPT Act that allows transfer of surplus government land for off-park business hubs or for parkland purposes via an order of the Governor (similar to section Division 6 (section 35) of the WSP Act).

Encl:

Att A – Parramatta Park layout

Att B – Other park agency approach to funding and community engagement

Attachment A – Parramatta Park layout





Attachment B – Other park agency approach to funding and community engagement

Presidio Trust, San Francisco

The San Francisco Presidio was a military post which became part of the Golden Gate National Recreation Area in 1994. In 1996, the Presidio Trust, a federal agency, was created to manage the Presidio, about 600 hectares, in partnership with the National Park Service and with support from the non-profit Golden Gate National Parks Conservancy. Government required that the Presidio Trust fund its own operations by rehabilitating and leasing the buildings left by the Army.

Funding

The Presidio Trust continues to operate without annual government funding. It maintains and improves the Presidio with revenue it earns from leasing, hospitality and permits (source: <https://presidio.gov/about>). The non-profit Golden Gate National Parks Conservancy, a Presidio partner, provides some funding and organises volunteers and park programs.

Community engagement

The Presidio engages *in community consultation through a structured process that integrates environmental and historic preservation compliance that is transparent, inclusive, and respectful of both the environment and the community's historical heritage*. Presidio consults with stakeholders on environmental reviews, holds public meetings, workshops, and has opportunities for public comment.

The Presidio does not appear to have a particular process, such as community trust boards, to engage with the community.

Royal Parks Limited

The Royal Parks Limited manages eight of the Royal Parks in London, which make up 2,000 hectares of parkland. The parks are owned by the Monarch with a government agency, Department for Culture, Media, and Sport (DCMS), responsible for their management. Since 2017 DCMS has contracted The Royal Parks Limited (TRP) to manage the parks.

Funding

The Royal Parks Limited (TRP) requires around £60 million per year to manage the Royal Parks. Government pays an annual service fee to TRP and TRP must raise the remainder.

In FY 2022-23, the annual service fee paid by government was £10.6m (20 per cent of TRP's total income), events income was £26.7 million (40.7 per cent of TRP's total income), fees for services contributed £10.6m in revenue, charitable activities contributed £8.2 million in revenue and catering contributed £6.6m in revenue (source:

<https://www.london.gov.uk/who-we-are/what-london-assembly-does/london-assembly-research-unit-publications/londons-royal-parks>).

Community engagement

Community engagement is facilitated via an The Royal Parks Panel (the Panel), an [online engagement panel and research platform](#) - an easily accessible way for stakeholders to share their views and ideas about the parks.

The Panel program provides an opportunity to hear from a wide range of stakeholders, including residents, local workers, visitors and regular park users – the type of input and feedback sought includes what works well, opportunities for improvement, barriers to access etc. The input helps inform strategic and business planning including balancing visitor needs with wildlife and habitat conservation.

The Panel program collects quantitative and qualitative data. Subscribers receive invitations to complete a major annual survey as well as smaller surveys throughout the year. Each survey takes around 10 minutes or less to complete. Subscribers can also complete opt-in to other visitor research opportunities e.g. short polls, focus groups and interviews to help London's Royal Parks understand how the local parks can better meet stakeholder needs (source: [Join the Parks Panel | The Royal Parks](#)).

NSW National Parks and Wildlife Service

Community engagement

There are 8 [regional advisory committees](#) (RACs) across NSW, with members appointed in a voluntary capacity. These are required in accordance with [Division 2](#) of the *National Parks and Wildlife Act 1974*.

The RACs operate in a similar manner to community trust boards. The RACs:

- meetings are held at least once every three months ([s66](#) of the *National Parks and Wildlife Regulation 2019*)
- are managed by branch staff with oversight and support at a statewide level by the Policy and Engagement team
- secretariats prepare the agenda, working with the Branch Director and chairperson
- there is a [RAC Committee Handbook](#) which is similar to the community trust board's terms of reference.

Points of difference include:

- members appoint the chairperson, deputy chairperson and secretary
- agendas have a typical format, with members able to raise other issues for discussion with the chairperson. These must be raised prior to the meeting
- meeting minutes are not publicly available, and a meeting summary is not produced
- RAC members do not receive remuneration (sitting fees not paid like community trustee boards), however members are entitled to reimbursement for travel and other expenses.

Each RAC has at least 12 members, but not more than 17 members. Members are appointed by the Minister and include at least two Aboriginal people, a person jointly nominated by the Nature Conservation Council of NSW and the National Parks Association of NSW, and other people who, in the opinion of the Minister, have appropriate qualifications, experience and expertise.

RACs work closely with the Advisory Council (equivalent to the GSPT Board). There are currently several RAC members on the Advisory Council and RAC chairs meet yearly with Advisory Council.

Sydney Harbour Federation Trust

Community engagement

The Harbour Trust has 2 volunteer Community Advisory Committees (CAC). There is a General CAC and a project-specific Sub Base Platypus CAC. The Trust also has a First Nations Advisory Group.

The CACs operate in a similar manner to community trust boards. The CACs:

- are a voluntary advisory committee, designed to enhance operations and communications
- have ex-officio members
- have no chair, with meetings presided over by the Public Engagement & Relationships Coordinator or other Trust staff/independent facilitator
- agendas are set by the Trust and members may “put forward” topics for discussion. The Trust staff determine whether the item is included on an agenda or attended to separately
- meeting notes are recorded by a member of Trust staff or an independent facilitator
- provide a summary of the meeting notes on the Harbour Trust website. Any information that is not yet public or is commercial-in-confidence will not be included in the summary until such time that it becomes public
- are an “ear to the ground” for the Trust to stay current on public opinion regarding their sites and sharing Trust news and events in their personal network – this role is detailed in the CAC Procedures.

Under the *Sydney Harbour Federation Trust Act 2001* the CAC’s members are appointed by the Trust, and the Trust gives written directions to the CAC in relation to matters which the committee is to give advice and recommendations, the way the committee functions and its procedures. For more information refer to the [CAC Procedures](#).

As part of its commitment to acknowledging, respecting and working alongside First Nations people, the Harbour Trust established a First Nations Advisory Group in October 2023. The First Nations Advisory Group has 8 members. The Advisory Group assists the Harbour Trust to create an environment where Traditional Owners can strengthen their connection with Harbour Trust sites, First Nations peoples feel welcome at the places the Trust protect, and members of the broader Australian community can learn about – and engage with – the First Nations peoples’ historic and ongoing connection to Sydney Harbour.