



# Response to Questions on Notice

## Questions on Notice

### 1. Page 29

#### Question:

Ms CATE FAEHRMANN: To be clear, when you're saying the guidelines and being exempt, specifically which guidelines and where does that exemption sit?

JOSHUA FRENCH: They list which agencies are required to prepare an annual report. I can take on notice the guideline. I have a note here. I'll check it. But that list specifically lists that we are required to provide the reports for the three trusts that I mentioned at this stage. Then in the future I imagine we will be required to prepare one for Greater Sydney Parklands Trust.

#### Answer:

[Schedule 3](#) of the *Government Sector Finance Regulation 2024* (the Regulation) provides a list of agencies required to prepare annual reports. This identifies that the Centennial Park and Moore Park Trust, Parramatta Park Trust and Western Sydney Parklands Trust must prepare annual reporting information. The Regulation also provides reporting exemption criteria related to small agencies ([Section 15](#)).

## 2. Page 30

Mr MARK HODGES: All right. The question was when did you advertise for the additional two board members?

JOSHUA FRENCH: We have not yet advertised for the additional two board members.

Mr MARK HODGES: You haven't put it on a newsletter that you send out to people?

JOSHUA FRENCH: I will take that on notice. Sorry, I'm thinking from a recruitment perspective versus engagement for board member interest, so I'll take that one on notice....

Mr MARK HODGES: If your newsletter says that the applications are now closed for those two board members, what would you say about that?

JOSHUA FRENCH: Can I clarify? Are you talking about community trustee board members or Greater Sydney Parklands Trust board members?

Mr MARK HODGES: Greater Sydney Parklands Trust board members

JOSHUA FRENCH: Just as a point of clarification, we have been advertising for community trustee board members publicly in our newsletters for each of the parklands. That has now closed, and we are now assessing those. I will confirm—take that on notice, but I suggest that this could be about community trustee board appointments.

### Answer:

Recruitment of the current vacancies for the community trustee boards is being conducted in accordance with the policies of the NSW Government.

Advertising of the positions has occurred with a 4-week promotional campaign which included advertising on [GSP's website](#), eNewsletters per parkland, print and digital adverts, social media posts, postings on the NSW Government Boards and Committees Register and Women on Boards, and direct promotion via peak bodies, community groups, local councils and other key stakeholders per parkland.

Nominations closed on 7 March 2025. Probity checks will be undertaken for all nominees and shortlisting will be undertaken by Greater Sydney Parklands. Final appointment is made by the Minister for Planning and Public Spaces. Applicants are expected to be advised of the outcome in May 2025.

In terms of Greater Sydney Parklands Board recruitment for two additional Board members, this is being undertaken via targeted recruitment in accordance with the requirements of the NSW Government.

### 3. Page 31

The CHAIR: Is there a definition that you may have in your head about what supplementary land means?

JOSHUA FRENCH: It's defined in the Act, but, as I touched on, it is land separate; it's not for parkland purposes. It's not attached to a parklands estate. It's land within Greater Sydney but no direct relationship to the values or the work that we would do in a parkland, essentially. That's why we're suggesting the objects could consider that more further.

The CHAIR: Under that definition, it could be the koala colony at Wedderburn. I'm just wondering, is there something that says "this supplementary land, other than not being directly part of parklands"? What would it be?

JOSHUA FRENCH: We're looking for highest and best use for income. We're looking at, for instance, industrial land—similar to the model we've already got at Western Sydney Parklands—to bring in the revenue that's needed to support the parklands estate.

The CHAIR: Is there another legislative model that you're drawing on in terms of defining what "supplementary" is?

JOSHUA FRENCH: Not that I'm aware of. We have looked at global precedents, particularly when the Act was formed, in how we do. But we could look further to define that to assist the Committee, if required.

The CHAIR: It's just that it's almost circular, in terms of a definition, if it's not currently part of the parklands estate—and even if it is, it could be supplementary to the prime purposes. You cite the example of the Western Sydney Parklands industrial site development. Please take on notice—I won't labour the point, but I know that it's going to be a point of contention and I think we just need to clarify what it actually means.

JOSHUA FRENCH: Chair, I will just add one point. At Western Sydney Parklands it's defined as "on-park business hub", so we do use the word "on-park" and that's defined in the Act. In the Greater Sydney Parklands Trust Act it's defined as "off-park business hub" to support the definition of supplementary land. But I take your point on notice too.

#### Answer:

The *Greater Sydney Parklands Trust Act 2022* includes the following [definitions](#):

**supplementary land** means land outside the parklands estate that is owned or managed by the Trust.

**parklands estate** means all parklands owned or managed by the Trust, including—  
(a) parklands directly owned or managed by the Trust, and  
(b) the associated Trusts estate.

**GSPT estate** means—

- (a) all parklands directly owned or managed by the Trust, and
- (b) supplementary land.

Supplementary land is not an existing or future park. Supplementary land is intended to be acquired for development of off-park business hubs.

Off-park business hubs, which are not defined in the GSPT Act, would likely be located on land with low environmental and recreational value and would typically be developed for retail, commercial and/or industrial uses. They would generate revenue to support parkland operations, including maintenance and development of new and existing facilities. This is similar to the existing model for on-park business hubs in Western Sydney Parklands.

#### 4. Page 34

The CHAIR: As I said, I'm quickly running through a couple of questions that have been raised by other submissions. You propose enabling funds to be loaned between park trusts to assist with financial sustainability, support holistic parkland management and ensure that funding is available for essential and critical repairs and maintenance across the parks. That's on pages 8 and 17 of your submission. How would loans between trusts work in practice—for example, repayment of loans by parks that currently operate at a deficit?

JOSHUA FRENCH: Our understanding is that would be an interim arrangement. The submission does talk to critical asset repair. We're talking about the parks that need money spent on cracked footpaths and assets that are closed or pose a safety risk to the community. I imagine that we would develop or we would consider a policy that would then set up the arrangement for that in the future, when the off-park business hub model is realised. This would be the opportunity for paying back loans. We would also continue to advocate—Jacob mentioned the Safer Cities lighting in Parramatta Park—where we work through grant programs or our partners in State government for funding. This may also be an opportunity to look to that in the future.

The CHAIR: Who would underwrite the loans?

JOSHUA FRENCH: We're saying in the submission that they'd be considered by the GSPT board.

The CHAIR: So you'd underwrite them?

JOSHUA FRENCH: They would be coming from existing funds that are in the Greater Sydney Parklands.

The CHAIR: But it would be moved from one trust to another.

JOSHUA FRENCH: That's correct.

The CHAIR: What if they defaulted?

JOSHUA FRENCH: For example, if the Western Sydney Parklands Trust loaned the Parramatta Park Trust a modest amount to repair critical asset repairs, and you're asking if the Parramatta Park Trust defaulted on that payback—I'll take that one on notice. We're just contemplating the policy setting.

#### Answer:

These matters could be resolved following any legislative amendment, with establishment of a policy and loan agreements.

## 5. Page 35

Ms CATE FAEHRMANN: So you're still your own organisation with your own staff doing things like a corporate plan with a board. That reporting, are we able to see that, please, as this Committee? Are you able to table the reports, say, for the last couple of years that you have provided to the department in terms of your activities and reporting against various—it's frustrating for us because we can't see anything.

JOSHUA FRENCH: Greater Sydney Parklands is the agency and the people, and we administer and work for the four trusts—Greater Sydney Parklands Trust and then the three trusts under that.

Ms CATE FAEHRMANN: I know, but we're assessing the Act that's established you as an organisation.

JOSHUA FRENCH: Exactly, as the umbrella.

Ms CATE FAEHRMANN: Regarding the blue-green committee, there's obviously been a lot of feedback from community groups, particularly environmental groups and heritage groups, that the blue-green committee has not been established despite the Act obviously saying that the trust may establish one. Why not?

JOSHUA FRENCH: Our actions in the blue-green grid area have been on projects adjacent to or within our parklands—connecting people to our existing parklands estate and working with local councils on key projects such as the Queens Park Cycleway at Centennial Parklands. At the moment, we're delivering an active transport link through Western Sydney Parklands that connects the M12 and the M7 cycleways. We've been working at that level. We've also been thinking about the strategic level and, as I mentioned before, prioritising those requirements in the Act and focusing on the essential ones with timeframes and working to deliver the others over time.

Ms CATE FAEHRMANN: Is there anywhere that the reporting against, for example, to advocate—the blue-green committee, if it was established, was to advocate for a long-term vision for an outcome of quality parklands across Greater Sydney, particularly connectivity of green corridors. Are there any reports that you are reporting against those goals, for example? Does the trust have a strategy or a plan for connectivity across the—

### Answer:

This is answered on page 36. Additionally, our operations and performance across our parks are outlined in the annual reports for Western Sydney Parklands Trust, Centennial Park and Moore Park Trust and Parramatta Park Trust.

## 6. Page 36

JACOB MESSER: ... We acknowledge the opportunities for improvement and we're certainly looking to implement those, but I think it's a step up from the previous structure that was described in the Centennial Park and Moore Park Trust Act, and certainly empowers the CTB to drive the program and how we engage as GSP with them.

Certainly, also each CTB operates differently under the guidance of the chair. Some do meet in between those meetings to enable cross-fertilisation of ideas and agendas, and others don't. But, again, that's up to each individual CTB to put into place. We're a facilitator of those business relationships and development of agendas.

Ms CATE FAEHRMANN: I'm not sure, looking at the Act, where I can see that the activities of the community trust boards are driven by the chair, who's appointed by the Minister. I'm not sure where that's come from.

JACOB MESSER: I'll take that on notice, if I could. At this point, that's understood.

### Answer:

In accordance with the Community Trust Board ([CTB Terms of Reference](#)) it is a responsibility of the CTB Chair to liaise with GSP to develop the agenda and key discussion items for meetings, and the Secretariat will coordinate with GSP and the CTB Chair as appropriate to draft and prepare the agenda for each meeting.

In practice, throughout the first term (2023-2024), GSP has developed agendas and provided these to the Chairs for input and feedback before finalising. Agendas have also been influenced by CTB member requests, and GSP has arranged out-of-session meetings, for example, park tours and site visits, to facilitate requests.

The agenda format and formulation has been identified by first term CTB members as an opportunity for improvement, recognised in the annual self-assessment/ CTB Annual Performance Report. This is also identified in GSP's Improvement Plan as a key theme for improvement. We are progressively implementing the actions within the Improvement Plan.

## 7. Page 37:

Mr MARK HODGES: In respect to the community trustee boards, we've heard a lot of evidence about those board meetings and we've been told, I think, some of the meetings take 60 minutes and they're not given copies of the agenda prior to the meeting. Can you expand on the process of those meetings and whether the community trustee board members are provided with the agenda before the meeting?

JACOB MESSER: I would have to take that on notice, specifically about the agenda. Papers are prepared, distributed, but timing I wouldn't be confident about advising the Committee on. As I said previously, the agenda is co-designed and we have a calendar for the year ahead of what would be on the agenda, so the CTB members can see that and influence that. That can also evolve over the year, depending on strategic priorities and issues arising within government or within GSP itself, so that's a fluid thing. But, yes, they're presented with papers and, depending on what the agenda item is, that might be seeking strategic advice, or it might be informing.

The CHAIR: Can I just confirm, is there a requirement anywhere that says that the agenda items need to be provided X number of days before a meeting?

JOSHUA FRENCH: The terms of reference for the committee covers off the requirements. The agendas are modified depending on the committee's requirements in terms of what might like to be brought through. One committee, for instance, is interested in development applications in the surrounding parklands or adjacency. One is particularly interested in correspondence matters or key issues and themes, so the agendas have been modified on advice of the community trustee board by the chair in many instances. To carry on from Mr Messer's point, they are worked through with the chair and provided, too. We'll confirm that time frame to you on notice.

### Answer:

In accordance with the CTB Terms of Reference (per CTB):

- the CTB Chair is the point of contact between GSP and the CTB.
- it is a responsibility of the Chair to liaise with GSP to develop the agenda and key discussion items for meetings.
- the CTB Chair is to liaise with GSP staff, as required, to assist the CTB to exercise its functions including to arrange their attendance at CTB meetings to provide information and respond to queries from CTB members.
- the Secretariat coordinates with GSP and the CTB Chair as appropriate to draft and prepare the agenda for each meeting.
- a notice of each meeting confirming the date, time, venue and agenda is sent to each CTB member as soon as practicable prior to the meeting date.

The CTB Terms of Reference also require agendas to be circulated to members one week prior to the meeting. In practice, the one week time frame is usually achieved.

We currently allow 90 minutes for meetings. Meetings are extended or additional out-of-session meetings are held as required for more significant projects. Examples of this include on-site meetings and workshops for the development of the Callan Park Plan of Management.

## 8. Page 38

JACOB MESSER: If the Committee was interested in seeing the improvement plan to see that interplay between the community trustee board and their own reflection on their performance and our performance, then we could table that.

The CHAIR: Yes, please. I think that would be useful.

### Answer:

The 2024/25 CTB Improvement Plan, and the CTB Annual Performance Report 2023 upon which the Improvement Plan is based, are attached. The Annual Performance Report 2023 results of the self-evaluation surveys show that the majority of CTB members were satisfied with meeting operations/meeting administration in the CTBs' first year of operation.

GSP is progressively implementing the actions of the Improvement Plan. Preparation of the Annual Performance survey/report for 2024 is underway.

Encl:

Att 1 – CTB Annual Performance Report 2023

Att 2 – CTB Improvement Plan 2024/25.





GREATER  
SYDNEY  
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# Combined Annual Performance Report 2023

## Community trustee boards

Each parkland in the Greater Sydney Parklands estate – Callan Park, Centennial Parklands, Fernhill Estate Parramatta Park and Western Sydney Parklands – has a community trustee board (CTB).

CTBs play a key advisory role, representing a broad range of community interests and local perspectives on park stewardship, activities, and usage, plus environmental, heritage and cultural issues.

### About this report

The *Greater Sydney Parklands Trust Act 2022* (the Act) outlines the CTB responsibilities. The Greater Sydney Parklands Trust (GSPT) Board considers the views of the CTBs, meaning they have a direct impact on how the GSP estate operates.

In accordance with the Terms of Reference, each CTB must conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. Individual performance reports have been prepared per CTB and this combined report collates the findings of the individual performance reports. This report reflects on 2023, the first year of operation.

The annual evaluation framework was prepared by the Secretariat and discussed with the CTBs in February/March 2024. The self-evaluation surveys were individually completed by members between February and April 2024. The survey findings per CTB were reported at their respective meetings in May/June 2024. The final report was presented to the GSPT Board on 25 July 2024.

The annual performance report identifies:

- How CTBs are delivering on its objectives, including a summary of key activities undertaken
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies; and
- Results of reviews undertaken – including the self-evaluation survey.

It is acknowledged that Centennial Parklands, Parramatta Park and Western Sydney Parklands are well established, each with their own Trust and income generation to help fund operations, maintenance and upgrade works, while Callan Park and Fernhill Estate are newer acquisitions with limited funding. This is important context considering the feedback from CTB members who desire to make significant improvements and increase activation but acknowledge funding limitations.



## Membership

### Meeting frequency and attendance

The *Terms of Reference* govern meeting frequency – minimum of 4 times per year. All members meet attendance requirements. Over half (52%) attended all 4 meetings and no member was absent from 3 consecutive meetings without providing an apology or valid reason.

### Membership changes

Members were appointed in October 2022 for a 2-year term, expiring December 2024, in accordance with the Act. The following table details the membership changes during 2023. Noting there were no changes to Callan Park CTB during the period.

CTB	Resignations	Appointments
Centennial Park and Moore Park	Aunty Barbara Simms resigned in August 2023. The position was not filled during the period.	
Fernhill Estate	Ms Tricia Hitchens, Penrith City Council representative resigned in September 2023.	
Parramatta Park	Ms Donna Davis, Parramatta City Council representative resigned in May 2023.	Mr Sameer Pandey was appointed as the Parramatta City Council representative from 1 July 2023.
Western Sydney Parklands	Mr Anthony Laria resigned as Chair in February 2023. The position of Chair was not formally filled for the remainder of 2023.  Ms Christine Deaner, Liverpool City Council representative resigned in October 2023.	

## Risk management strategies

The following table summarises the risk management strategies put in place to support the CTBs:

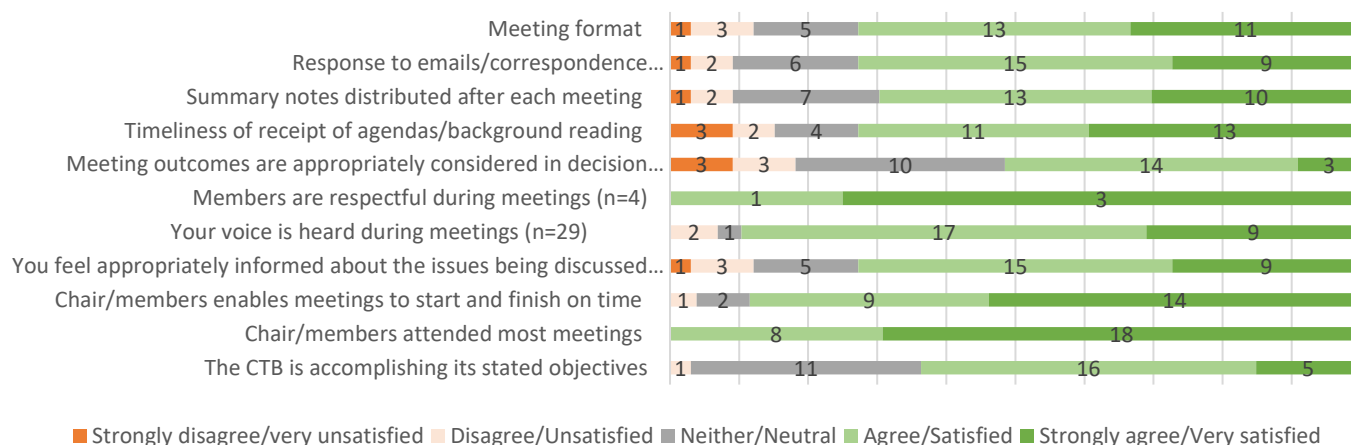
Focus area	Mitigation actions
Induction	All-in CTB meeting held in February 2023 including GSP overview and GSPT Chair attendance. Introduction meetings held with chairs, and supporting meetings as required.
Safety assessment	GSP conducted a risk assessment for CTB meetings to ensure member and staff safety.
Flexibility	Majority of CTB meetings were held alternately in person and online to support flexibility, member preferences and attendance.
Confidential information	Covered in the Terms of Reference and Code of Conduct. Members must disclose any actual or perceived conflict of interest which may exist as soon as they become aware of the issue and not participate in discussion, potentially being excused from deliberations and not voting on issues where an interest has been identified. Members are asked not to distribute meeting materials.
Member retention	Members who missed meetings were contacted by GSP/the Secretariat to discuss how attendance could be best supported.

## Combined self-evaluation findings

Short self-evaluation surveys were anonymously completed by chairs (n=4) and members (n=29) respectively, reflecting on their roles, meeting format and support provided by GSP. The following graph shows the combined results regarding the level of agreement/satisfaction with statements regarding how the CTBs operate/meeting administration, highlighting commonalities and differences.



### 2023 Combined Findings (n=33)



Collectively, the results of both the chair and member self-evaluation surveys show that the majority of CTB members were satisfied with meeting operations/meeting administration in the CTBs' first year of operation. The reasons for dissatisfaction are summarised below and are detailed within the opportunities for improvement section. Appendix 1 shows the findings of the chairs (excludes Western Sydney Parklands CTB) and members surveys respectively.

Criteria	Summary of findings
CTB is accomplishing its stated objectives	- Chairs: 3 agree/strongly agree, with 1 neutral - Members: Majority agree/strongly agree while 10 are neutral and 1 disagree. Reasons include the unclear purpose of some information discussed at meetings, agenda does not allow time for CTB members to contribute ideas and community feedback, and lack of clarity regarding the connection between the CTB and GSPT Board.
Chair/members attended most meetings	- Chairs: All agree/strongly agree - Members: All agree/strongly agree
Chair/members enable meetings to start and finish on time	- Chairs: 3 strongly agree/agree, with 1 disagree, noting that 90 min x 4 times a year is a very limited amount of time and there is some discontent from members about GSP insistence that meetings run to time. - Members: Majority strongly agree/agree, while 2 are neutral.
Feel appropriately informed about the issues being discussed in meetings	- Chairs: 3 agree/strongly agree, with 1 strongly disagree, noting that meetings would run more efficiently if the presentation materials were provided in advance - Members: Majority agree/strongly agree, with 5 neutral and 3 disagree. Feedback regarding disagreement included not receiving the agenda/background reading in advance and concern that purpose of many agenda items is 'inform only' via overview/progress updates with less opportunity for consultation/involvement of CTB members in projects.
Members are respectful during meetings	- Chairs: All strongly agree/agree
Members voice feels heard during meetings	- Members: Majority of members agree/strongly agree, with 1 neutral and 2 disagree. Reasons for disagreement included the lack of time/agenda item for additional matters to be raised on behalf of the community and perception that some members dominate discussion at meetings.
Meeting outcomes are appropriately considered in decision making by the GSPT Board	- Chairs: All agree - Members: Feedback was mixed, with 13 agree/strongly agree, 10 neutral and 6 disagree/strongly disagree. Feedback regarding dissatisfaction included perceived lack of transparency about how meeting discussion and outcomes are delivered, deliberated and actions in relation to GSP decision making processes

Criteria	Summary of findings
Timeliness of receipt of agenda/ background reading (issued min. 7 days prior to meeting date)	<ul style="list-style-type: none"> <li>- Chairs: 3 are very satisfied/ satisfied, while 1 felt very unsatisfied – see comment above regarding background reading not provided in advance</li> <li>- Members: Majority are very satisfied/satisfied, while 4 are neutral, 2 are unsatisfied and 2 are very unsatisfied.</li> </ul> <p>As noted above, feedback included requests for the agenda to be distributed further in advance and elaborate on what will be discussed and expectations as to the role of the CTB per agenda item.</p>
Summary notes distributed after each meeting	<ul style="list-style-type: none"> <li>- Chairs: All are very satisfied/satisfied</li> <li>- Members: Majority are satisfied/very satisfied, with 7 are neutral, 2 are unsatisfied and 1 is very unsatisfied.</li> </ul> <p>Feedback noted that the meeting summaries are brief and high level.</p>
Response by GSP staff to emails/ correspondence (including business outside of meetings)	<ul style="list-style-type: none"> <li>- Chairs: All are very satisfied/satisfied</li> <li>- Members: Majority are satisfied/very satisfied, with 6 neutral, 2 unsatisfied and 1 very unsatisfied.</li> </ul> <p>Reasons for dissatisfaction included time taken to some actions arising from meetings. Positive feedback noted that emails are promptly responded to, and general communications are clear.</p>
Meeting format	<ul style="list-style-type: none"> <li>- Chairs: 3 are very satisfied/satisfied with 1 neutral</li> <li>- Members: Majority are very satisfied/satisfied, with 4 neutral, 3 unsatisfied and 1 very unsatisfied. As noted above feedback regarding dissatisfaction regarding the lack of time/standing agenda item for CTB members to contribute ideas and feedback from the community.</li> </ul>

### **Most significant contributions**

Respondents were asked to name their most significant contributions during the first year of operation. Appendix 2 collates the most important contributions made by each CTB. Common amongst all CTBs was a strong sense of representation and advocacy on behalf of the community, park users and interest groups they represent and acknowledgement of the diversity of CTB member knowledge and experience, which positively aligns with the role and responsibilities of the CTBs.

In summary, regarding specific sense of achievement per CTB:

- Centennial Park and Moore Park CTB members most valued the ability to input into the refurbished pedestrian amenity at Mt Steel and the Moore Park East Stage 3 upgrade works, resulting in improved materials and pathways and fencing design, retaining existing off-leash dog areas, and encouraging more transparency, e.g. advising each CTB of all development applications and proposed changes of use per park.
- Callan Park CTB members were unanimous in that their most significant contribution was voicing community concerns regarding traffic and parking management across the park, in particular vehicle speed, access/circulation/movement and parking issues which had led to the preparation of a dedicated access, movement and parking strategy commencing in 2024.
- Fernhill Estate CTB members most valued the establishment of the CTB to provide guidance and local perspective to assist GSP's knowledge and understanding of Fernhill Estate, GSP taking on board CTB member views and concerns, as well as encouraging open discussion about engagement and activation opportunities.
- Parramatta Park CTB members most valued the ability to provide meaningful feedback to GSP management regarding plans, programs, and activities, including discussions about community safety and infrastructure, and the importance of protecting the parklands for future generations. CTB members also valued learning about current initiatives, celebrating successes and the ability to ask questions/raise matters important to members.
- Western Sydney Parklands CTB members valued the ability to contribute a wide variety of feedback and balanced viewpoints representative of the wider community.

It is also noted that a few respondents felt member contributions were limited due to the committees' still being in their infancy, in part due to:

- only having met 4 times;
- responses/implementation by GSP takes time, as expected by a government agency; and



- concern that CTBs have mostly reviewed already mature and complex strategic documents and in turn are receiving progress updates/listening and asking questions verse active engagement and involvement in projects and decision making.

### ***Opportunities for improvement***

Respondents were asked to share ideas or suggestions to support the experience of participating in the CTBs as free form responses. Appendix 4 presents the ideas and suggestions by CTB as well as collated by theme. In summary the key themes were:

- effective participation
- agenda format and formulation
- dialogue outside of meetings
- First Nations history and recognition
- training and induction
- membership; and
- other: meeting format and catering

### ***Other feedback***

Meeting type was the common ‘other’ feedback, with some respondents preferring to meet face-to-face, with the option for virtual/remote meetings on occasions, 1 noted their preference for preferred online meetings with 2x face-to-face meetings on a Saturday, because of difficulty attending evening meetings after work (due to traffic and public transport), while some suggested the current alternating mix of online and face-to-face meetings work well. This aligns with the ‘other’ opportunities for improvement feedback regarding hybrid meeting participation.

Other feedback raised individually included:

- the absence of continuity between the current CTB and its precursor, the Community Consultative Committee, was identified as an omission in managing the transition.
- rapport of the chair with members e.g. chair to increase contact and interaction with individual members between meetings to understand their views/issues, and how to effectively raise these at meetings
- the importance of Council representatives being suitably qualified/experienced
- CTB members would love to make real changes and contributions to the site but feel unable to due to the lack of funding for Callan Park and Fernhill Estate.

Additionally, the Fernhill Estate CTB self-evaluation survey sought member preference regarding meeting frequency for 2024/25, noting that there is no current legislative requirement to have an operational CTB for this park, nor a minimum number of meetings required per annum, and given the current funding constraints limiting major capital works and events and programs. All respondents (n=6) supported retaining the status quo i.e. minimum 4 meetings per annum, held quarterly. 1 respondent also selected ‘other’ requesting site visits to discuss and visualise the practical impediment of holding events/activities, i.e. managing by walking around – a site visit will be provided in late 2024.

### ***Next steps***

The opportunities for improvement identified in Appendix 3 will provide the basis for the development of an improvement plan, which will be reported to the GSPT Board separately.

Feedback will also inform the next formal reviews of the Act and GSP *Consultation and Engagement Framework* (2023), conducted every 5 years.

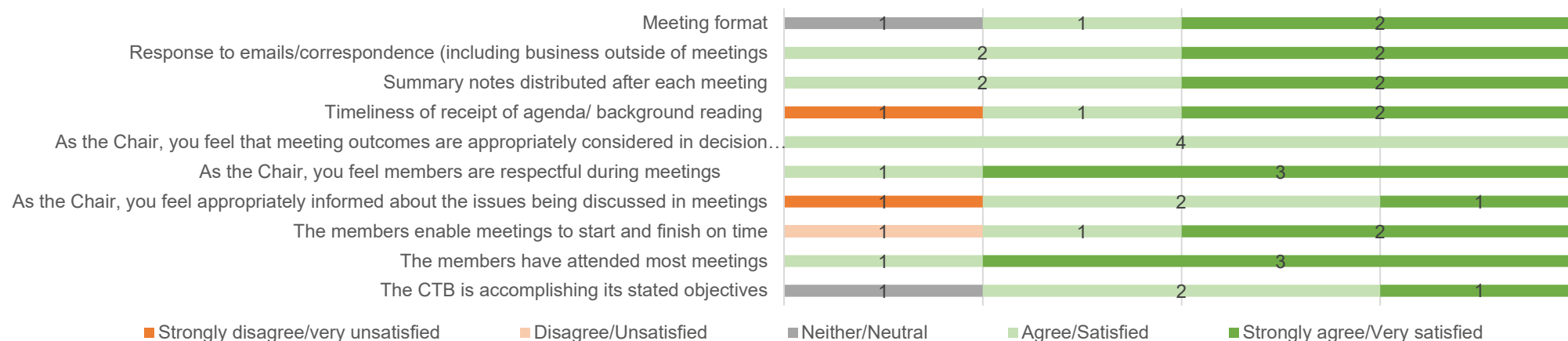
The Terms of Reference will be reviewed and ratified in as part of the appointment process.



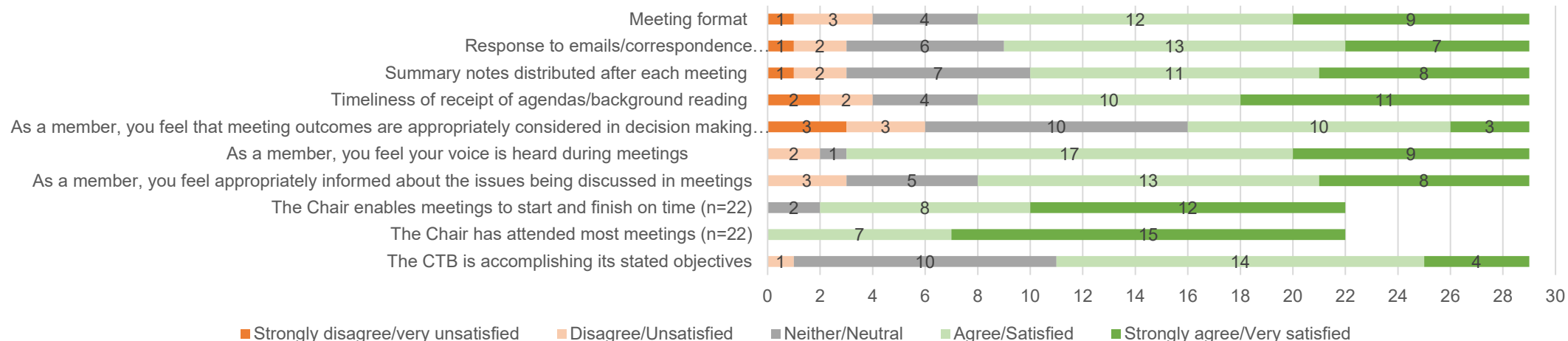
The 2024 performance reports will be prepared in November/December 2024 and the draft presented to each CTB at Meeting 1, 2025. This will ensure that outgoing members are provided with the opportunity to participate, and the members of the new term receive the report, prior to reporting to the GSPT Board.

## Appendix 1. Self-Evaluation Survey Findings (Chairs and Members)

**Graph A. Chair combined findings - level of agreement and satisfaction (n=4)**



**Graph B. Members combined findings - level of agreement and satisfaction (n=29)**





## Appendix 2. Most Important Contribution for 2023

CTB	Most Significant Contributions
Centennial Park and Moore Park	<ul style="list-style-type: none"> <li>• Input into the refurbishing pedestrian amenity on Mt Steel and Moore Park East Stage 3 upgrade works resulting in improved materials and design for the pathways and fencing. The CTB also successfully advocated for GSP to retain existing off-leash dog areas in the park.</li> <li>• Input into the consultation process regarding the repurposing of Moore Park Golf Course as parkland.</li> <li>• Acknowledging the demands of the community and park users, and advocating of their behalf</li> <li>• Lively commentary on the various issues arising from the diverse range of CTB member experience.</li> <li>• Encouraging GSP to be more transparent in its decision making, including advising the CTB of development applications and proposed changes of use in the parklands.</li> </ul>
Callan Park	<ul style="list-style-type: none"> <li>• Unanimous response regarding voicing community concerns regarding traffic management across the park, in particular vehicle speed, access/circulation/movement and parking issues which had led to the preparation of a dedicated access, movement and parking strategy commencing in 2024.</li> </ul>
Fernhill Estate	<ul style="list-style-type: none"> <li>• Establishing the CTB and providing guidance and local perspective to increase GSP's understanding of Fernhill Estate</li> <li>• Open discussion about draft plans and engagement opportunities and GSP taking on board CTB member views and concerns, and alerting GSP to matters requiring attention</li> <li>• Suggesting how access, activation and awareness of Fernhill Estate could be increased current considering funding constraints</li> </ul>
Parramatta Park	<ul style="list-style-type: none"> <li>• Meaningful feedback to management on plans in a variety of programs/activities relating to Parramatta Park including discussions about community safety and infrastructure, and how the parklands are protected for future generations.</li> </ul>
Western Sydney Parklands	<ul style="list-style-type: none"> <li>• Informing CTB members of the scope of the parklands and opportunities to learn about current initiatives, attend events celebrating successes (project delivery) and ability to ask questions important to each CTB member.</li> <li>• CTB provides opportunity for community members with links to local organisations/ groups to add value/help promote and market projects and facilities in Western Sydney Parklands/ability to contribute a wide variety of feedback and balanced viewpoints representatives of the wider community.</li> </ul>

2 respondents from Parramatta Park CTB felt their contributions were limited due to:

- the CTB still being in its infancy, in part due to the low number of meetings held to date (only met 4 times), and because responses/implementation by GSP tends to take time, as expected by a government agency; and
- concern that the CTB has mostly reviewed already mature and complex strategic documents and in turn are asking questions.

2 respondents from Western Sydney Parklands CTB felt their contributions were limited due to:

- lack of advice sought from CTB members and perception that CTB meetings mostly listen to updates





## Appendix 3A. Opportunities for Improvement (by CTB)

CTB	Ideas and Suggestions
Centennial Park and Moore Park	<ul style="list-style-type: none"> <li>– Agenda formulation: Seek agenda items from CTB members, and inclusion of a regular presentation on new initiatives in the parklands; and standing item regarding status of actions arising from previous meetings and questions/information requests received between meetings.</li> <li>– Chairing: Support and training for the Chair, ensuring all attendees are introduced including GSP staff and Secretariat in attendance; enhanced delivery of the Acknowledgement of Country, including respectful interpretation and personalisation; and consideration of appointment of a Deputy Chair is late or unable to attend.</li> <li>– Effective participation: Ensuring CTB input into all decision making/ensuring the CTB is aware of all proposals prior to their finalisation, and increasing the frequency of CTB meetings above the minimum requirement where high volume of projects/initiatives to enable the CTB a greater level of input; and increase CTB knowledge of issues prior to discussion/consideration at meetings (avoid assumption that all CTB members are aware of issues/have background knowledge).</li> <li>– Outside of meetings: Providing opportunities for interaction between GSPT and CTB members, and among CTB members in between meetings, including responsiveness of the Chair to CTB members.</li> <li>– Membership: Appointing a First Nations representative.</li> <li>– Increase opportunity for community consultation and engagement in parklands initiatives.</li> </ul>
Callan Park	<ul style="list-style-type: none"> <li>– Opportunity for CTB members to raise 'other business' and consider extending the maximum duration of meeting 4 times per annum.</li> <li>– Exploration of the option for hybrid meeting participation and venues within Callan Park.</li> <li>– More training for CTB members including cultural awareness and sensitivity training.</li> <li>– Balanced acknowledgement and understanding of the Aboriginal history and custodianship of the park, as well as European heritage and health and war connections, and enhance members' awareness of local cultural and significant sites.</li> <li>– Enhance the Acknowledgement of Country through respectful interpretation and personalisation.</li> <li>– Encourage greater membership diversity in age and cultural background, and a voice from all sectors of users and tenants.</li> </ul>
Fernhill Estate	<ul style="list-style-type: none"> <li>– Catering: enhance menu options while minimising food wastage</li> <li>– Actions arising: distribute responses with the next agenda (rather than via separate email)</li> <li>– Site visits: are encouraged to discuss and visualise the practical impediments of holding events/activities etc.</li> <li>– Maintenance: the roof re-slating presents the opportunity to install roof sprinklers at the same time to enhance fire safety management.</li> </ul>
Parramatta Park	<ul style="list-style-type: none"> <li>– Agenda: continue to allow topics for discussion to enable valuable stakeholder feedback.</li> <li>– Aboriginal history: invite a Darug representative to share the Aboriginal history of the areas, and in particular the Sydney basin and significance of the Cumberland Plains.</li> <li>– Dialogue between meetings: increase or more generally provide updates on matters raised at meetings and how they have been actioned.</li> <li>– GSPT Board participation: GSPT board member in attendance at each CTB meeting.</li> </ul>
Western Sydney Parklands	<ul style="list-style-type: none"> <li>– Increase understanding as to how the CTB contributes to Parkland decision making, how CTB members can suggested agenda items and project proposals, and how CTB outcomes are considered in decision making by the organisation and the GSPT Board.</li> <li>– Less 'inform' presentations and more active engagement with CTB members and participatory planning/decision making.</li> <li>– More frequent communications to CTB members, including promoting events and programs in the parklands as well as celebrating successes including project completion, facility openings etc.</li> <li>– Membership: encourage greater diversity e.g. cultural background and education level.</li> <li>– Induction: prepare reference sheet for CTB members regarding jargon and acronyms.</li> </ul>

## Appendix 3B: Opportunities for Improvement (collated by theme)

Theme	Ideas and Suggestions
Effective participation	<p>Identified by the majority of CTBs:</p> <ul style="list-style-type: none"> <li>– Increase CTB members' understanding of how the CTBs contributes to parkland decision making, and how CTB outcomes are considered in decision making by the organisation and the GSPT Board.</li> <li>– Ensure CTB input into all relevant decision making, including ensuring that CTB members is aware of all proposals prior to their finalisation.</li> <li>– Increase the frequency of CTB meetings above the minimum requirement where high volume of projects/initiatives to enable the CTB a greater level of input.</li> <li>– Increase CTB knowledge of issues prior to discussion/consideration at meetings (avoid assumption that all CTB members are aware of issues/have background knowledge).</li> <li>– Less 'inform' presentations and more active engagement/participatory planning with CTB members i.e. increase opportunity for active consultation and engagement in parklands initiatives.</li> <li>– GSPT board member in attendance at each CTB meeting.</li> </ul>
Agenda format and formulation	<p>Identified by the majority of CTBs:</p> <ul style="list-style-type: none"> <li>– Include standing agenda items: a) actions arising from previous meetings, b) questions/information requests received between meetings and c) other business.</li> <li>– Seek proposed agenda items from CTB members/allow project proposals by CTB members for consideration at meetings prior to reporting to the GSPT Board.</li> <li>– Distribute the responses to actions arising from the previous meeting with the next agenda (in addition to separate email).</li> <li>– Include a regular presentation on new initiatives in the parklands.</li> </ul>
Dialogue outside of meetings	<p>Identified by the majority of CTBs:</p> <ul style="list-style-type: none"> <li>– Provide opportunities for interaction between GSPT and CTB members, and among CTB members in between meetings, including responsiveness of the Chair to CTB members.</li> <li>– Increase or more generally provide updates on matters raised at meetings and how they have been actioned.</li> <li>– More frequent communications to CTB members, including promoting events and programs in the parklands as well as celebrating successes including project completion, facility openings etc.</li> <li>– Site visits are encouraged to discuss and visualise the practical impediments of holding events/activities etc.</li> </ul>
First Nations history and recognition	<p>Identified by the majority of CTBs:</p> <ul style="list-style-type: none"> <li>– Enhance the Acknowledgement of Country through respectful interpretation and personalisation.</li> <li>– Balance acknowledgement and understanding of the Aboriginal history and custodianship of each park, and European history and heritage.</li> <li>– Enhance members' awareness of local cultural and significant sites within each parkland.</li> <li>– Invite the traditional owners per CTB to share the Aboriginal history of the area.</li> </ul>
Training and induction	<p>Identified by several CTBs:</p> <ul style="list-style-type: none"> <li>– Support and training for the Chair, ensuring all attendees are introduced including GSP staff and Secretariat in attendance; enhanced delivery of the Acknowledgement of Country, including respectful interpretation and personalisation.</li> <li>– Cultural awareness and sensitivity training for CTB members</li> <li>– Prepare reference/fact sheets regarding commonly used jargon and acronym</li> </ul>
Membership	<p>Identified by several CTBs:</p> <ul style="list-style-type: none"> <li>– Encourage greater membership diversity regarding age and cultural background, as well as a voice from all sectors of users and parkland tenants.</li> <li>– Consider the appointment of a Deputy Chair.</li> <li>– Fill vacancies as they arise, and the importance of the First Nations representative.</li> </ul>
Other	<ul style="list-style-type: none"> <li>– Format and venue: explore the option for hybrid meeting participation and venues within Callan Park.</li> <li>– Catering: enhance menu options while minimising food wastage.</li> </ul>

## CTB Improvement Plan 2024/25

— responding to feedback and opportunities arising from the 2023 Performance Reports

Key: Ongoing

In progress

Completed

Theme	Recommendation	Actions	Timing	Status
Effective participation	Increase understanding of how CTBs contribute to decision making/how CTB outcomes are considered by the GSPT board	Improve understanding of the relationship between CTBs and GSP	Ongoing	Ongoing
		Review and enhance induction program. Consider fact sheets: GSP purpose and functions summary (corporate plan) and financial overview	Short term	In progress
		Fewer 'inform' presentations and more active engagement/ participatory planning with CTB members	Long term	Ongoing
		Proactively send board 'matters discussed' link following board meetings. Consider enhancing summary/action for CTB items	Ongoing	Ongoing
	CTB input into all relevant decision making	Increase CTB knowledge of issues prior to discussion/consideration at meetings (avoid assumption all CTB members have background knowledge) e.g. through pre-reading	Short term	Ongoing
		Inform each CTB of all proposals per park prior to their finalisation/ determination (standing agenda item)	Long term	Ongoing
		Consider additional CTB meetings above the minimum requirement and/or project-specific briefings/workshops to enable the CTB greater input to projects/proposals as required (e.g. PoM workshop)	Ongoing	Ongoing
	GSPT board member in attendance at CTB meetings	GSPT Board Chair to attend Meeting 3, 2024 regarding financial sustainability	Short term	Completed
		GSPT board members available to attend CTB meetings where relevant	Ongoing	Ongoing
	Meeting format and venue	Explore the option for hybrid meeting participation, noting meeting experience may be poorer as a result (disparate participation)	Ongoing	In progress
		Explore meeting venues within Callan Park – conduct new risk assessment	Short term	In progress

Theme	Recommendation	Actions	Timing	Status
<b>Agenda format and formulation</b>	Amend the agenda template	Include standing agenda items: a) actions arising from previous meetings – distribute responses to actions arising from the previous meeting with the next agenda (in addition to separate email) b) questions/information requests received between meetings (Questions on Notice) c) other business	Short term	Completed
		Include periodic presentation/s on new initiatives per park	Ongoing	Ongoing
	Allow project proposals by CTB members for consideration at meetings prior to reporting to the GSPT Board	Develop and communicate process for receiving and considering project proposals by CTB members	Long term	In progress
<b>Dialogue outside of meetings</b>	Increase opportunities for dialogue and interaction between GSP and CTB members, and among CTB members in between meetings	Provide progress updates on matters raised at meetings and how they have been actioned	Ongoing	Ongoing
		Review the responsibilities of the CTB chair within the Terms of Reference regarding increased interaction between meetings	Long term	In progress
		Provide opportunities for interaction among CTB members in between meetings	Long term	In progress
		Increase promotion of events and programs to CTB members	Short term	Ongoing
		Celebrating successes including project completion, e.g. share campaign reports, statistics	Ongoing	Ongoing
		Invite CTB members to facility openings, etc	Ongoing	Ongoing
		Consider site visits/tours help the CTB discuss and visualise projects, proposals, events/activities, etc	Ongoing	Ongoing
	Balance acknowledgement and understanding of the Aboriginal	Review Acknowledgement of Country text provided to Chairs	Short term	In progress

Theme	Recommendation	Actions	Timing	Status
<b>First Nations history and recognition</b>	history and custodianship of each park, and its European history and heritage	Chairs to enhance the Acknowledgement of Country through respectful interpretation and personalisation	Ongoing	Ongoing
		Invite the traditional owners/representatives to share the Aboriginal history of the area per CTB	Long term	
		Enhance members' awareness of local cultural and significant sites within each parkland	Long term	
<b>Training and induction</b>	Review and enhance support and training for chairs and members	Ensure all attendees are introduced including GSP staff and Secretariat in attendance	Ongoing	Ongoing
		Training for all Chairs as part of Induction (outsourced)	Periodic	In progress
		Prepare reference sheets/fact sheets regarding common jargon and acronyms	Short term	In progress
		Consider cultural awareness and sensitivity training for CTB members	Long term	In progress
<b>Membership</b>	Encourage greater membership diversity regarding age and cultural background, as well as a voice from (including park users and tenants)	Review the recruitment campaign to increase awareness and participation	Short term	In progress
		Fill vacancies as they arise	Ongoing	Ongoing
	Deputy Chair	Consider the appointment of a Deputy Chair via the review of the Terms of Reference (to cover meetings where the chair is unable to attend)	Medium term	
<b>Other</b>	Catering	Enhance menu options while minimising food wastage	Ongoing	Ongoing