

# Greater Sydney Parklands Consultation and Engagement Framework 2023

How we communicate, engage and advocate

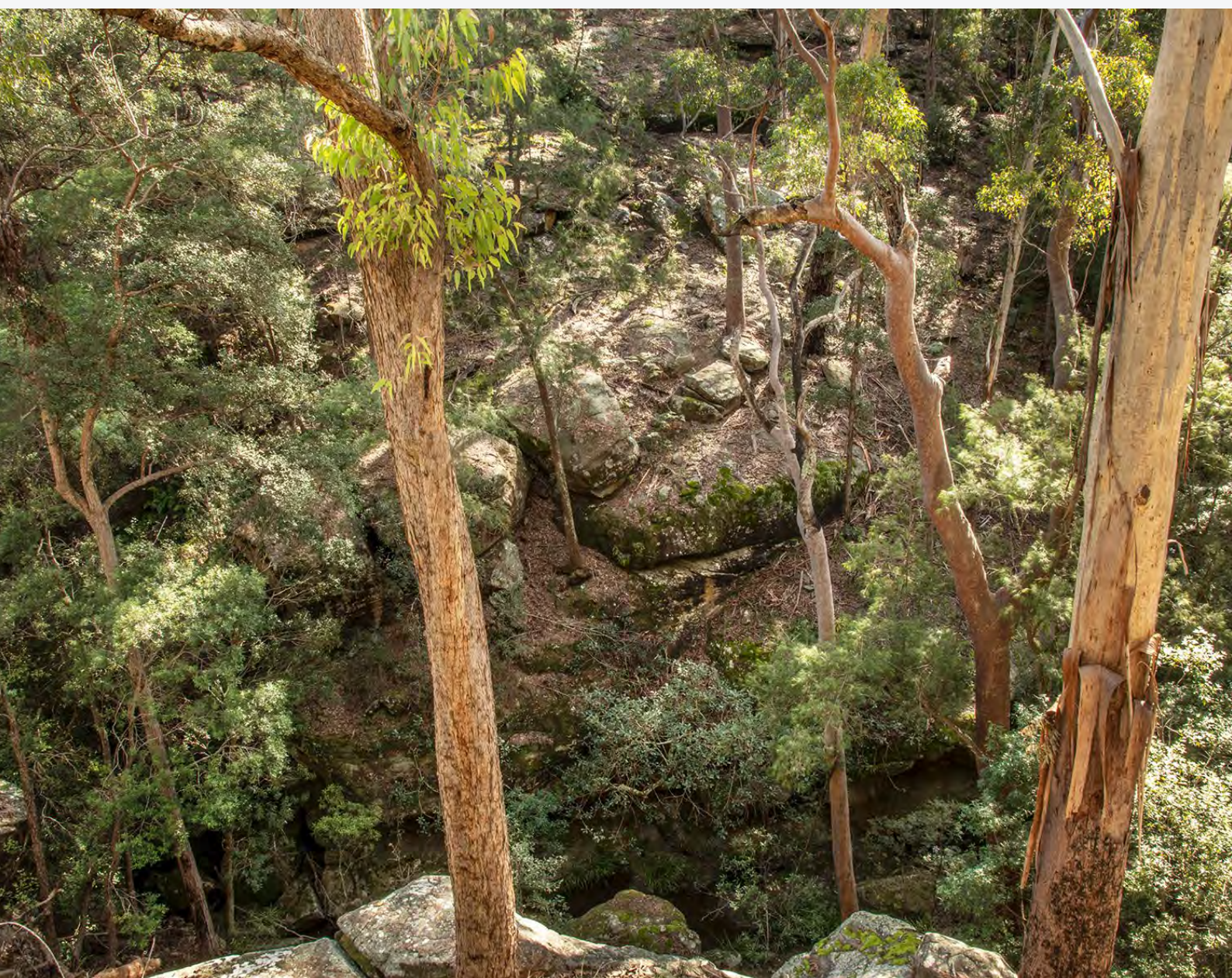




## Acknowledgement of Country

Greater Sydney Parklands acknowledges the Traditional Custodians of the lands, waters and sky of Dharug, Gundungurra, Dharawal and Eora Country and pays respect to the Elders of these lands past, present and emerging. We recognise First Nations Peoples' unique cultural and spiritual relationships to place and their rich contribution to society.

We acknowledge the rights and interests of First Nations Peoples to be involved in the ongoing management of these traditional lands. We will work in a respectful manner with Traditional Custodians, Local Aboriginal Land Councils and First Nations communities of Greater Sydney to facilitate and support their custodianship of the parklands' natural and cultural heritage and to ensure our parklands are places in which First Nations Peoples are included socially, culturally and economically.



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## Continuing the conversation about Sydney's open space and parklands

This document sets out Greater Sydney Parklands' approach to communications, engagement and advocacy with the community and stakeholders. It builds on engagement initiatives undertaken to date by Greater Sydney Parklands and responds to the specific requirements for community consultation set out in the *Greater Sydney Parklands Trust Act 2022* (the Act).

**Engagement is in the DNA** of our organisation, from the way we communicate to the way we make decisions. The Consultation and Engagement Framework (the Framework) has been prepared to meet our requirements under the Act. But it goes well beyond this. We believe that clear communication and effective engagement is critical to the work we do to support the realisation of Sydney as a city within a park.

**The Framework** shares our commitment to engagement and highlights some of the ways we're already engaging with communities and other stakeholders. It outlines our aspirations to use leading practice approaches to communicate and engage with wider and more diverse audiences. As part of an inclusive approach we will continue to challenge ourselves to go above and beyond what we're already doing. This includes communicating and engaging in ways that are accessible and appeal to community members in all their diversity, including First Nations Peoples, people with disability, young people, women and girls, and people from culturally and linguistically diverse backgrounds.

**Each of the iconic parklands** in our portfolio is unique in its own right. In recognition of the importance of parklands to local communities, Greater Sydney Parklands has established five community trustee boards. The boards will provide advice on parkland matters, and will seek to reflect the diversity of the parklands communities as well as the wide range of ways in which people use the parks. Community trustee boards will be just one of the numerous ways we will continue to engage with Sydneysiders about the future of our city's parklands.

**Community trustee boards** will provide transparency and act as a direct voice between community members and the Greater Sydney Parklands Trust Board (GSPT Board). Community trustee board members will be invited to provide advice on a range of parkland matters to contribute to strategic decision-making by Greater Sydney Parklands. This includes providing comment on priorities for parks, master plans, landscape plans, capital works and other projects. Their role will also involve nominating and exploring new ideas for Greater Sydney Parklands to consider. All members of the community will have access to meeting agendas and summary reports. These will be published on the Greater Sydney Parklands webpage, as part of our commitment to open dialogue and transparency. For further information about community trustee boards see page 17 of this document and the standalone [Terms of Reference](#) and [Code of Conduct](#) documents.

## Engagement requirements

As required by the Act, Greater Sydney Parklands must have an approved Consultation and Engagement Framework for the Parklands Estate. The purpose of the Framework is to provide guidance about how we will consult and engage with park users and visitors, and the community more generally on matters relating to the Parklands Estate including particular parks.

### What's in this document?

This Framework includes:

- Information about how Greater Sydney Parklands will proactively consult and engage with the community and relevant stakeholders about the Parklands Estate and particular parks
- Matters on which Greater Sydney Parklands will consult and engage with the community and relevant stakeholders
- Details relating to the establishment and operation of community trustee boards, as one of a range of mechanisms for ongoing engagement on the Parklands Estate and particular parks.

### How has it been prepared?

The Framework has involved the following mechanisms, which will continue:

- Consultation and engagement with the community and relevant stakeholders including community groups, First Nations communities, local councils, peak organisations and state government agencies
- Use of best practice community consultation and engagement principles to inform a robust approach to ongoing engagement.

### What happens next?

Before this Framework could take effect, it was provided to the Minister for Infrastructure, Cities and Active Transport for approval. Your feedback on the Draft Consultation and Engagement Framework was considered and used to finalise this document ahead of its approval by the Minister and publication on the [Greater Sydney Parklands' engagement webpage](#), and individual park websites for [Centennial Parklands](#), [Parramatta Park](#) and [Western Sydney Parklands](#). Any subsequent change to the approved Framework would be made in consultation with the community and relevant stakeholders. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act.

## Greater Sydney Parklands: an agency dedicated to open space

As the city-wide voice for public green space and parks, Greater Sydney Parklands brings together some of Sydney's most iconic places: Centennial Parklands (including Moore Park and Queens Park), Western Sydney Parklands, Parramatta Park, Callan Park and Fernhill Estate.

Combined, Greater Sydney Parklands oversees more than 6,000 hectares of parklands across Sydney and hosts more than 40 million visits each year.

We know people care deeply about their parks. This is why our priority is to develop new ways to involve Sydneysiders in understanding how parks can meet local community needs, to expand and improve public green space and parklands, and to reinforce Sydney's global reputation as a city within a park.

We want genuine community engagement to be at the foundation of everything we do. In partnership with communities, state and federal government agencies, and local councils, Greater Sydney Parklands will champion the NSW Government's [50-Year Vision for Greater Sydney's Open Space and Parklands](#).

We respect the principles and core values of connection to Country, equity and inclusion and community engagement that underpin the [NSW Public Spaces Charter](#) which has been developed to support quality public spaces in NSW. As per the Charter, we recognise the importance and value of community participation in decision-making processes to support planning, design, management and activation of public space.

At Greater Sydney Parklands, each individual park trust remains in place, along with related legislation, heritage listings and plans of management. These are overseen by a consolidated board and managed by experienced and dedicated staff. The combined expertise of these public parklands professionals has enabled Greater Sydney Parklands to deliver a number of key milestones since its inception in October 2020.

The NSW Minister for Planning and Public Spaces announced the 50-Year Vision in May 2021, following a community-wide conversation about how our open and public spaces can grow with us.

Four strategic directions underpin the **50-Year Vision**:



## Our ambitions

As part of our purpose –connecting our community through parklands– Greater Sydney Parklands seeks to:

- Create an environment that is accessible and enjoyable through being inclusive, diverse and engaging for all sectors of the community, including First Nations Peoples, people with disability, all ages, genders and cultural backgrounds
- Foster public and private partnerships that improve the visitor experience and return value to government and the community over a broad range of policy areas
- Advocate for the implementation of a connected network of waterways and parks, and policies that align with our purpose
- Contribute to long-term social, economic and environmental sustainability through the management and growth of the Parklands Estate
- Plan for a growing Parklands Estate with a scalable and efficient operation that allows the agency to grow and develop for all.

Community engagement is fundamental to enable us to achieve our objectives and to protect, activate and grow our parklands in a sustainable way for future generations.



## Our commitment

We recognise that open spaces are vital to the whole city. The parklands within the Greater Sydney Parklands portfolio are much loved by their local communities. They are important to First Nations community members across Greater Sydney, to the councils who play a critical role in management of open spaces, and to stakeholders from a range of interest areas.

Our goal is to proactively collaborate with Sydney's communities, local governments, state government agencies, industry and others to realise world-class open space opportunities and outcomes for Sydney.

We have developed this Framework to guide our work and clarify how we will consult and engage with community members and other stakeholders across Sydney and beyond.

The Act requires us to create community trustee boards for each park, increasing community input and consultation in a way that was previously only legislated for Centennial Parklands. The community trustee boards will be one mechanism for ongoing community engagement, within the suite of engagement initiatives we lead.

The Act sets a baseline for what we must do to consult with the community, but we want to go above and beyond this to ensure that community is at the heart of the way we operate. The conversations about Sydney's open space and parklands have already begun and we look forward to many more.

We will seek to understand and adapt our conversations to meet the needs of parkland users and communities as they grow and change over time.

The Greater Sydney Parklands Consultation and Engagement Framework:

- Establishes our commitment and approach to communicating and engaging with communities, visitors and partners
- Outlines various ways to have meaningful conversations with Sydney's diverse communities
- Provides clear guidance about how these conversations will occur
- Highlights the importance we place on the use of data to drive effective engagement and support robust decision-making
- Will be refined as we build our relationships with the communities we serve.

We want to work closely with Sydney's communities to support the use and enjoyment of all the parklands in our portfolio.



# Framework to guide community engagement

## Purpose

This Framework establishes our commitment to engaging with communities, visitors and partners.

We're committed to understanding and responding to the needs and aspirations of all those with a passion for Greater Sydney's open spaces and parklands. This document sets out our approach to engagement to 2027. It describes new ways of having conversations with Sydney's diverse communities.



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### How we are **Engaging with stakeholders and communities**

- > Greater Sydney Parklands Consultation and Engagement Framework 2023

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### How we will continue to **Engage with stakeholders and communities**

- > 2024 – Review of the Act
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We reflected on the feedback provided by stakeholders and communities, as part of the process of refining and finalising this Framework in 2022. We also received feedback from the newly established community trustee boards in early 2023. We'll continue the process of refinement over the coming years so we can ensure the ways in which we engage continue to be relevant and meaningful to you.

## What do we mean by engagement?

Engaging with the community and other stakeholders is a way of describing the relationships and conversations we have with a wide range of individuals, groups and organisations.

We engage in three ways:

- We **communicate** with people and communities at the local level, across Greater Sydney and beyond
- We **engage** with people and communities including consulting about policies, projects and programs, and co-designing places and spaces
- We **advocate** for open spaces and parklands city-wide.

## Who do we engage with?

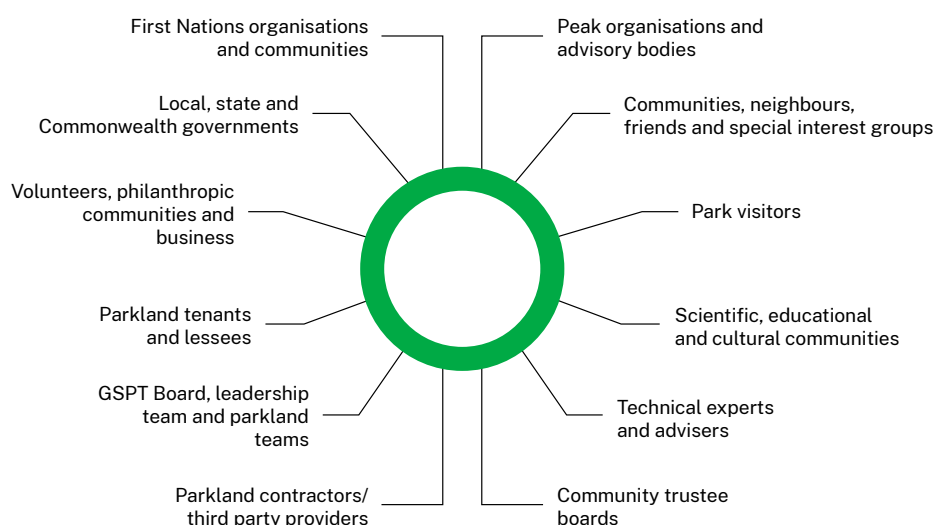
Our communications and engagement activities seek to reach both new and existing audiences to understand the breadth of needs, aspirations and priorities for Sydney's parklands.

First and foremost, engaging with First Nations organisations and communities is central to developing an understanding of and connection with Country.

The communities, stakeholders and partners we engage with play an important role as knowledge holders in an ongoing dialogue about Sydney's open space and parklands. They are broad and diverse. Some are local, while others have a city-wide lens.

The people and organisations we engage with traverse many aspects of Sydney's open space and parklands – across culture and heritage, nature and the environment, health and recreation, creativity, learning and business. To understand diverse community needs and interests related to our parklands, we will seek out the perspectives of a wide range of groups, including First Nations Peoples, people with disability, young people, women and girls, and people from culturally and linguistically diverse backgrounds.

A snapshot of the important voices and contributors to the future of our open space and parklands is shown here.

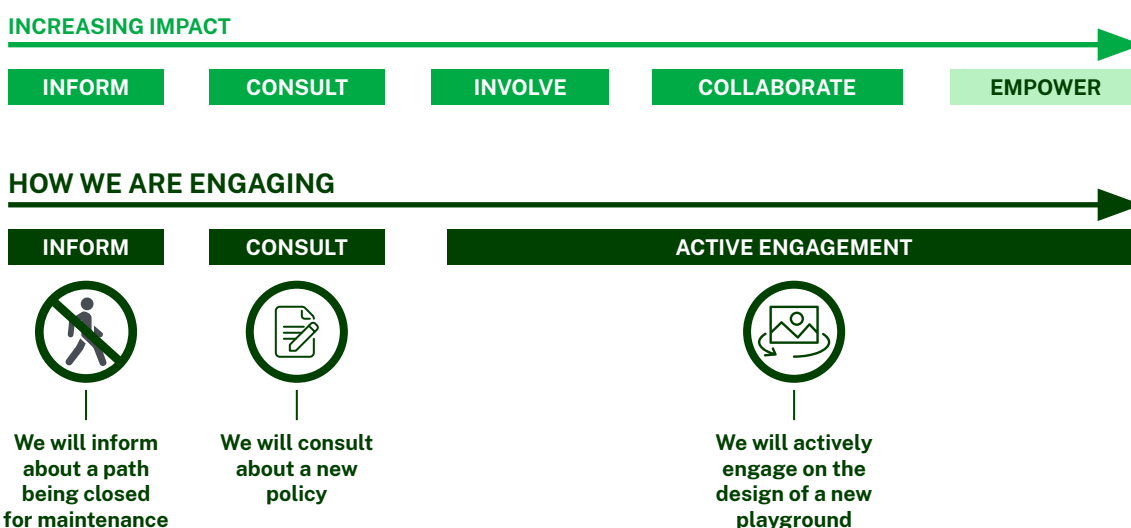


## Engagement spectrum

This Framework has been designed based on the International Association of Public Participation (IAP2) Spectrum of Public Participation. The [IAP2 Spectrum](#) identifies the level of participation that defines the public’s role in any public participation process. It is reflected in many public participation plans in Australia and around the world.

This Framework focuses on engagement at the Inform, Consult, Involve and Collaborate levels of the IAP2 Spectrum, but does not exclude Empower. Engagement activities undertaken by Greater Sydney Parklands will always be used to inform people. Most will include consultation and some will more actively involve or collaborate with people, groups and organisations such as councils and community trustee boards.

### Spectrum of Public Participation



## Guiding principles for engagement

Greater Sydney Parklands’ approach to community and stakeholder engagement is guided by the principles of:

1. **Diversity and inclusion:** seeking out people with diverse experiences, ideas and interests
2. **Dialogue:** using an approach that is conversational and continuous
3. **Advice:** being clear about how feedback will be used, and what decisions can and cannot be influenced.

**Transparency** sits across these three principles. It is fundamental to the way we operate, and central to all engagement we conduct.

## Guiding principle 1 – Diversity and inclusion: seeking out people with diverse expertise, ideas and interests

### Reflecting community diversity

As part of our approach to engagement we will:

- Seek to understand the community and stakeholder landscape for each parkland through use of visitor and local community data
- Be inclusive when engaging with the community – across both current and future parkland users, as well as diverse community members
- Use an evidence base to underpin decision-making
- Ensure a transparent approach to who we engage
- Make it as simple and easy as possible for people to engage and provide feedback
- Utilise NSW Government resources and expertise, particularly Multicultural NSW, to engage in community languages where relevant.



## Guiding principle 2 – Dialogue: using an approach that is conversational and continuous

### Listening as fundamental to learning

As part of our approach to engagement we will:

- Respect the knowledge and insights of the people we engage
- Create a feedback loop between the GSPT Board and the community via community trustee boards (see page 18 for further information)
- Ensure a transparent approach to how we engage; for instance, through making community trustee board meeting agendas and summary reports publicly available.



## Guiding principle 3 – Advice: being clear how engagement outcomes will be used and what decisions can and cannot be influenced

### Validating engagement through impact

As part of our approach to engagement we will:

- Be responsive and accountable
- Make the most of opportunities
- Show and communicate how we're taking action; for instance, through sharing relevant information with the community via our communications and marketing channels
- Use data to inform decision-making
- Ensure a transparent approach to the outcomes of engagement; for instance, through reporting of community trustee board meetings to the GSPT Board and publication of meeting summaries on the Greater Sydney Parklands webpage within seven days.



## How we engage

### What are our engagement objectives?

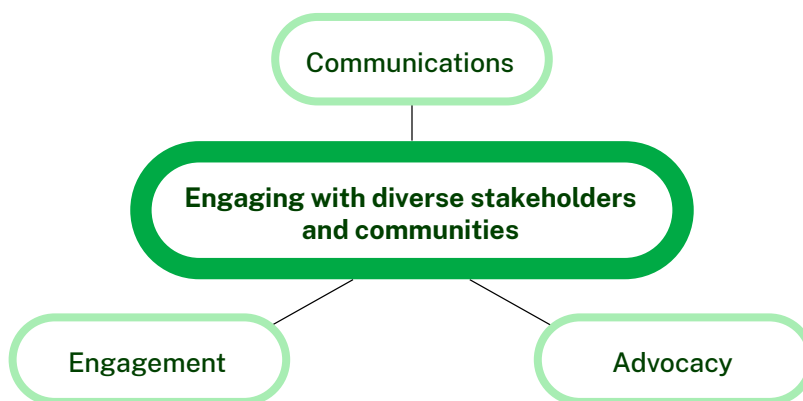
This Framework has been designed to ensure it meets the following engagement objectives:

- Achieve positive outcomes and solutions working with the community and stakeholders
- Understand parkland communities and enhance the experience of current and future parkland users
- Inform planning and delivery of specific projects and everyday operations
- Drive the development of robust partnerships
- Reach a wide range of people and ensure people with diverse needs and interests have a voice on Sydney’s open spaces and parklands
- Gather and celebrate the stories of our parklands and the people who love them
- Continually refine our approach to ensure we are conversing with stakeholders and communities on topics and in ways that are relevant to them, using effective tools and platforms.

### Our engagement role

Our engagement role involves three key elements:

- We **communicate** with people and communities at the local level and across Greater Sydney
- We **engage** with people and communities including to consult on policies, plans, projects and programs
- We **advocate** for Greater Sydney’s open spaces and parklands with a particular focus on the parklands within our portfolio.



## Communicating

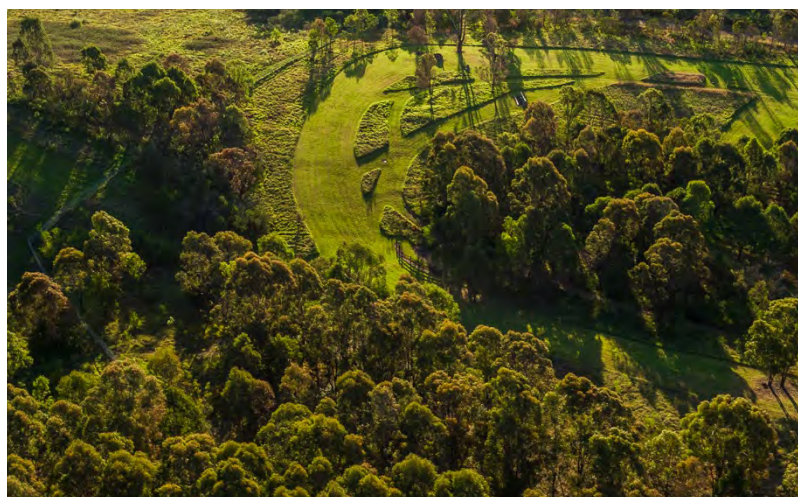
This means:

- Highlighting the role that Greater Sydney Parklands plays in caring for Sydney’s parklands
- Raising awareness of the great places we look after
- Establishing accessible channels of communication with the community and other stakeholders
- Promoting parkland events, activities and programs
- Keeping people up-to-date with any operational or service changes
- Letting people know how we manage parkland operations and activities
- Communicating in plain English
- Translating into community languages wherever possible, through Multicultural NSW.

## Engaging

This involves:

- Understanding who our audiences are and responding to diverse needs through community conversations
- Engaging early and deeply with First Nations communities to support knowledge sharing, caring for Country and stories of place
- Gathering data to drive effective engagement, communications and decision-making
- Ensuring all major parkland projects include engagement
- Listening to local and broader perspectives relating to parkland policies, plans and programs
- Developing a good understanding of parkland users (and potential future users) through research and data so we can respond to current and changing community needs and preferences
- Creating and developing purposeful partnerships
- Fulfilling legislative and regulatory requirements for consultation. For further details of the Act see page 22.





## Advocating

Our role involves:

- Understanding community perspectives to support a strong voice for parks and open space across the city
- Supporting the NSW Government's 50-Year Vision for Greater Sydney's Open Space and Parklands
- Respecting the NSW Public Spaces Charter and Greater Sydney Women's Safety Charter
- Supporting other open space managers (including councils) in achieving a connecting network of waterways and green spaces across the city
- Supporting establishment of a Blue Green Grid Committee
- Building a community of practice to support innovation and information sharing in parkland management
- Improving the quality and quantity of parklands across the city
- Securing greater access and connections to parklands
- Promoting conversations about innovative management of parklands.


# When we engage

## Opportunities to get involved


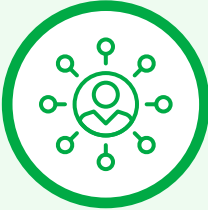
We use a wide range of methods to engage with people, communities and other stakeholders on parkland matters.

Our engagement approach includes quick and easy opportunities for people to access information and share their thoughts. It also involves opportunities for people to get involved in deeper conversations about the things that matter most to them.

Each project or initiative will include appropriate methods to ensure we are engaging with all relevant audiences. We aim to grow connections with new and existing stakeholders and communities through proactive and ongoing engagement.

Engagement method	How we engage
Always on: parkland communications channels	<div data-bbox="1177 927 1283 965" data-label="Section-Header"> <h3>Inform</h3> </div> 
Greater Sydney Parklands webpage and parkland websites	
Parklands e-news	
Social media including Facebook, Instagram, Twitter, YouTube and LinkedIn	
In-park signage, QR codes, promotions and advertising	
Media announcements for parkland projects	
Paid advertising, community notice boards, off-site signage, letterbox drops	
Leverage promotional opportunities with partners (local and other NSW State Government agencies) to reach diverse communities beyond our channels, e.g. community newsletters, websites, social media, etc.	
Digital Engagement Strategy – to support further initiatives such as a Greater Sydney Parklands website, additional social media channels/tools, and a dedicated platform for all current engagement projects	
Parkland activations, events and programs	
Community, visitor and volunteer programs	
Events and festivals	
Storytelling and exhibitions	



Engagement method	How we engage
<p>In-park engagement –bringing the voices of new and existing parkland users into discussions via in park pop-ups, face-to-face and online conversations</p> <p>Community and visitor research including surveys and interviews</p> <p>Public information sessions</p> <p>Meetings, workshops and webinars</p> <p>Yarning sessions and walking Country</p> <p>Community trustee boards (established under the Act)</p> <p>Digital Engagement Strategy –to support further initiatives such as an online feedback portal and Customer Relationship Management (CRM) system</p>	<p><b>Consult</b></p> 
<p>Parkland advocacy and collaboration</p> <p>Stakeholder and agency partnerships including to deliver events and activities such as bushcare and volunteer programs</p> <p>Co-design activities in-park and online</p> <p>Caring for Country and designing with Country initiatives</p> <p>Thought leadership discussions and forums</p> <p>Liaison and engagement with agencies, councils, peak organisations, stakeholder groups and communities, including regular and project-related stakeholder meetings</p>	<p><b>Active engagement</b></p> 

## Engagement that's open to new ideas



We will continue to explore new forms of engagement. We want to make sure we reach people from across Sydney and beyond, including people of all ages, abilities, backgrounds and areas of interest.

In addition to traditional methods, we're also building our digital and online engagement capacity to better understand existing parkland users and broaden the conversation to reach potential future users. We understand the need for a mix of physical and virtual engagement and use of multiple channels to enable diverse voices to be heard. New forms of engagement could include engaging through digital technology, interactive signage and data visualisation. This will be undertaken as part of our Digital Engagement Strategy within the next five years. While digital engagement will be the focus of the Strategy, we understand the importance of in-park engagement and will investigate innovative ways to engage with park users on-the-go.

# Listening and learning from engagement

## Reporting

Authentic engagement means listening to our community and stakeholders, reporting outcomes back to them, and using their feedback to improve the parkland experience and create meaningful community benefits and impact. We listen closely and act on the feedback we receive. We use this feedback to build our understanding of community ideas and perspectives, and in turn, to improve our work.

Greater Sydney Parklands reports the outcomes of engagement activities to the GSPT Board, leadership team and staff. This approach to reporting on the experience of listening demonstrates the value we place on genuine engagement.

As part of an open and transparent approach to communication and engagement, we share the results of community engagement with participants, community trustee boards and with the wider community through the Greater Sydney Parklands webpages and other communications channels as appropriate.

## Evaluating success

An important part of meaningful engagement is contemplating how the process has contributed to better outcomes for people and parklands. As we continue to engage with members of the community and stakeholders, we will monitor the success of engagement activities using relevant criteria such as:

- Reach of engagement activities
- Level of participation in engagement activities
- Timeliness of engagement processes
- Level of participant satisfaction with engagement processes and outcomes
- Achievement of specific communications and engagement objectives
- Achievement of specific project objectives, including participation and social outcomes
- Value for money.

This Framework has been refined to reflect public feedback, before being finalised. It will be revised in full within five years as per legislative requirements. We want to ensure that our engagement approach remains relevant and responsive.

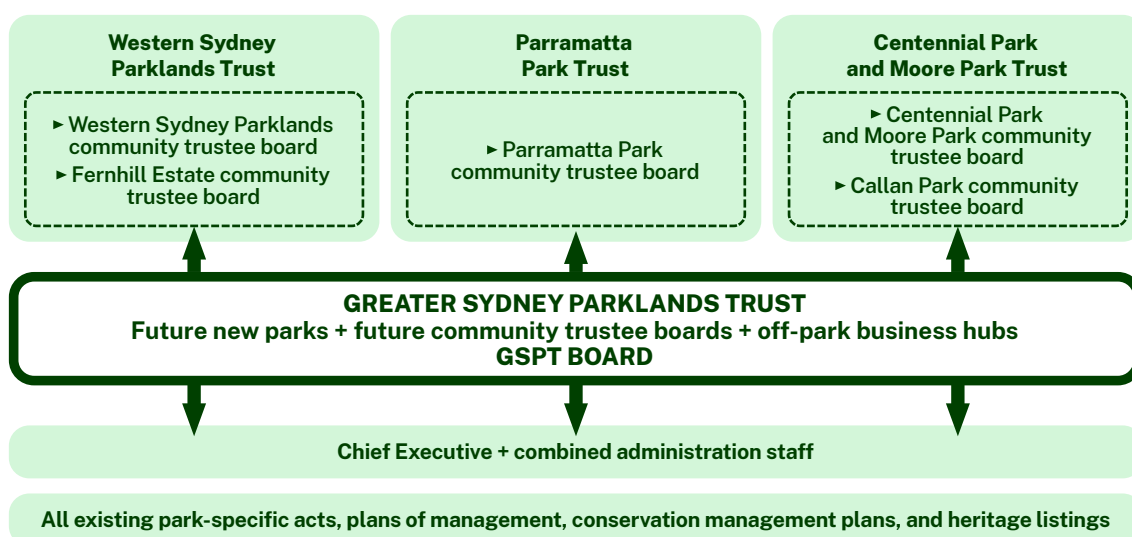
## Community trustee boards

One of the requirements of the Act is the establishment and operation of community trustee boards, as one mechanism for ongoing engagement on the Parklands Estate and particular parks.

### Approach to community trustee boards

Community trustee boards are a unique opportunity for community members to have a direct impact on decision-making in their local park. Community trustee boards are advisory boards made up of diverse community members that provide advice to Greater Sydney Parklands on parkland matters. A board has been established for each of the four parklands prescribed by the Act, as well as Fernhill Estate. Each of the boards may have differing numbers of members as the maximum number of members is different for each board, according to local community considerations such as the number of adjacent local government areas.

Importantly, community trustee boards will provide openness, accountability and transparency to the public through publicly available meeting agendas and summary reports. They will involve discussion of strategic priorities for each park through open dialogue and sharing of meeting summary reports to the GSPT Board.



This Consultation and Engagement Framework identifies the approach to the community trustee boards including:

- How members are appointed – through expressions of interest and a process for ensuring a diversity of local representation and views, particularly by First Nations Peoples, as well as heritage and relevant local council nominated community representatives
- The role and scope of community trustee boards, recognising their advisory function
- Procedures for meetings of community trustee boards
- Reporting by community trustee boards in relation to their functions
- Reporting how we consider and respond to the advice of community trustee boards.

The operation of community trustee boards is supported by Terms of Reference for each parkland and a Code of Conduct.

Community trustee boards will operate on three key principles: diversity and inclusion, dialogue, and advice. Principle 2 outlines procedures for and reporting of meetings, and Principle 3 outlines the reporting loop between Greater Sydney Parklands and community trustee boards on consideration of their advice.

### **Principle 1 – Diversity and inclusion**

- Community trustee boards must incorporate representatives with expertise in First Nations culture and with expertise in heritage. Environmental expertise will also be considered, but is not a requirement as per the Act.
- Community trustee boards must incorporate representatives from local government, with no more than four members on a given board to be council representatives which may occur where numerous councils have a connection to a particular parkland. On each board, there will be up to six community members in addition to council representatives.
- The community trustee boards will seek to reach diverse members of the community who reflect the community as a whole. We want to reach the broad community across the 11 local government areas of Blacktown, City of Sydney, Cumberland, Fairfield, Inner West, Liverpool, City of Parramatta, Penrith, Randwick, Waverley and Woollahra. This approach recognises parkland use as widespread, and responds to the 50-Year Vision that aspires to create more parkland users over time.
- It is expected that in any community trustee board all criteria for selection of participants would be met by the members as a whole.

### **Principle 2 – Dialogue**

- The Consultation and Engagement Framework and community trustee boards will be characterised by dialogue through deep listening as a fundamental part of effective engagement.
- Each community trustee board will meet at least four times per year, and feedback from all meetings will be documented with a summary report that will be provided to members within 48 hours of the meeting, for comment and confirmation as an accurate record.
- Community trustee board members will receive an information pack and meeting agenda at least seven days prior to each meeting.
- Summary reports will be uploaded to the relevant Greater Sydney Parklands or individual parkland webpage within seven days to ensure they are publicly accessible as part of a transparent approach.
- Development of a ‘look ahead’ program including overarching meeting themes will be undertaken at the commencement of 2023 and 2024, to frame the conversations that Greater Sydney Parklands and community trustee boards will have in the year ahead, in order to make these conversations meaningful and purposeful.
- Specific agenda items to accompany the high-level program will be finalised throughout the year, through collaboration between Chairs and the Greater Sydney Parklands leadership team. This will allow community trustee board members to contribute their own ideas for discussion during meetings, and for consideration by the GSPT Board.

### **Principle 3 – Advice**

- A direct feedback loop will be established from community trustee boards to the Greater Sydney Parklands leadership team (including Chief Executive; Director Community, Engagement and Partnerships; Director Property; Director Finance; Director Operations, Visitors and Sport; and Director Strategy, Design and Delivery) and GSPT Board by way of regular summary updates in board papers.
- In turn, a summary of the Board response to community trustee board feedback will be provided to community trustee board members at their next meeting (noting that any urgent matters would be identified and addressed in a timely way).
- Further to regular written reporting of community trustee board meetings through summary papers and board papers, these meetings may also be recorded for any community trustee board members who are unable to attend.

## Establishing the boards

As per the requirements of the Act, five community trustee boards were established in 2022 and commenced operation in early 2023.

The Minister established a community trustee board for each of the parks within the Parklands Estate being:

- Callan Park
- Centennial Park and Moore Park
- Parramatta Park
- Western Sydney Parklands.

Although it is not a requirement of the Act, a community trustee board was also established for Fernhill Estate.

Over time additional community trustee boards may be established by the Minister on the recommendation of Greater Sydney Parklands for other parts of the Parklands Estate, should it expand.

## Recruitment of members

Each of the community trustee boards will include members as follows:

- One member nominated by each relevant local council
- No more than six further members from the wider community
- One member appointed as Chair.

Greater Sydney Parklands will recommend members who have sound knowledge of the relevant parkland, including activities carried out in the parkland, and who can communicate effectively with local residents, local community groups and other people who use the parkland. The method for community trustee boards to engage with the wider community will be for individual members to determine as part of an ongoing learning process. Greater Sydney Parklands will continue the conversation about the best ways and channels for members to connect with local community members. However, it is important to note community trustee board members are not expected to conduct broad community engagement activities, but to impart their local experiences and knowledge. The overall membership of each board will reflect the range of views and interests of the community and people who use the relevant parkland.

Each community trustee board must:

- Be representative of community diversity including in relation to gender, age and cultural background
- Include representation for local First Nations Peoples
- Include a representative who has experience or skills in heritage or heritage management.

Members may also have other relevant skills and experience, ranging from environmental expertise to strong connections to local community groups.

Applicants will be asked to complete a nomination form to become a community trustee board member recognising the community trustee board Terms of Reference. Following appointment, all members must agree to the Code of Conduct. Community trustee board members (including Chairs) will be appointed by the Minister.

The process for seeking community nominations includes broad promotion of the opportunity through multiple channels and use of clear communications. Interested nominees complete an online nomination form outlining their suitability for the role and demographic characteristics. To reflect diversity and ensure First Nations representation, specific contacts and stakeholders with strong connections to particular groups and networks are utilised to share information and encourage participation.

**Promotional activities and channels may include:**

Social media	Parkland newsletters	Traditional and digital media advertisement
In-park signage	Promotion through local councils	Discussions with key groups including Traditional Owners and knowledge holders

## Function of the boards

The role of the board is to provide advice, input and recommendations on park management and local community issues, including matters such as park stewardship, usage, activities, and heritage, environmental and cultural issues. They will advise on planning, processes and policies that may impact future amenity and public access to the parklands, as well as the ongoing management of the parklands. Examples may include priorities for parks, master plans, landscape plans, capital works and other projects.

As per the Act, community trustee boards are advisory boards and do not have delegation or decision-making powers. However, members will be invited to provide valuable local advice on a range of parkland matters to inform and contribute to strategic decision-making by Greater Sydney Parklands.

- In performing this role, the community trustee board will:**
-  Provide informed strategic advice to the GSPT Board on matters relating to the park
  -  Advise, share information and facilitate partnerships that assist Greater Sydney Parklands to develop its plans and increase community connections
  -  Advocate on behalf of and promote understanding of the needs of and issues affecting the local community, ensuring inclusion and equity of access for community members
  -  Contribute local knowledge on relevant issues, emerging trends, opportunities and community needs, through their own experience and existing connections.

## 8 things you need to know as a member of a community trustee board

1

**Be prepared** – community trustee board members are asked to provide informed advice on the relevant parklands

2

**Turn up** – members will be appointed for an initial two-year period and will be required to attend at least four meetings per year

3

**Contribute local knowledge** – we're keen to hear about the experiences and perspectives of diverse members of your community

4

**Be respectful and inclusive** – you'll be expected to contribute in a way that values the contribution of others

5

**Be mindful of NSW Government requirements** – you'll need to declare any conflicts of interest and act in accordance with the Terms of Reference and Code of Conduct

6

**Protect confidential information** – members have a duty to protect confidential and private information

7

**Speak up** – if another community trustee board member is not acting ethically, you should notify the Chair and/or Greater Sydney Parklands

8

**Communicate effectively** – we're keen to hear from individuals who are clear communicators and chairs should have demonstrated skills and experience running meetings



## Further details

### Requirements

The *Greater Sydney Parklands Trust Act 2022* has the following objects:

- (a) to maintain and improve the Parklands Estate across Greater Sydney and ensure the Parklands Estate is effectively managed and operated to deliver world-class and ecologically sustainable parklands for the public,
- (b) to enable the Greater Sydney Parklands Trust to facilitate a connection to Country for First Nations Peoples that –
  - (i) recognises and conserves First Nations Peoples' cultural heritage and values through the use of the Parklands Estate, and
  - (ii) establishes long-term and mutually beneficial partnerships that give effect to the ongoing relationships of First Nations Peoples with Country,
- (c) to ensure the conservation of the natural and cultural heritage values of the Parklands Estate and the protection of the environment within the Parklands Estate,
- (d) to advocate for a long-term vision to achieve the outcome of quality parklands across Greater Sydney, particularly connectivity of green corridors and public access to open space,
- (e) to encourage the use and enjoyment of the Parklands Estate by the community by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental values of lands within the Parklands Estate,
- (f) to ensure the Parklands Estate may be used by the community in a way that is adaptive and recognises and responds to the diverse needs of the community,
- (g) to provide increased opportunity for community engagement to shape regionally significant parklands in response to diverse community needs.

### References

International Association for Public Participation (IAP2) Federation. 2018. Public Participation Spectrum.

International Association for Public Participation (IAP2). 2020. Quality Assurance Standard for Community and Stakeholder Engagement.

NSW Government. 2022. *Greater Sydney Parklands Trust Act 2022*.

NSW Department of Planning, Industry and Environment. 2021. Open Space: A 50-Year Vision for Greater Sydney's Open Space and Parklands.

NSW Department of Planning, Industry and Environment. 2021. NSW Public Spaces Charter.

Greater Cities Commission. 2020. Greater Sydney Women's Safety Charter.

### Supplementary information

[Terms of Reference](#) and [Code of Conduct](#) for community trustee boards.

## **Appendix A**

### Parkland snapshots

## Callan Park snapshot

It is acknowledged that Callan Park is situated on the traditional lands of the Wangal People. The Wangal People form part of the broader Dharug language group.

A review of recent visitor data suggests that 78% of visitors to Callan Park are residents of the area surrounding the park (Inner West Local Government Area). Parkland visitors travelled a median distance of 2km to Callan Park, with a median travel time of 10 minutes.

This profile reflects the demographic characteristics of the majority of visitors to Callan Park, to support an understanding of parkland users. It has been prepared using data from the Australian Bureau of Statistics (ABS) 2021 Census of Population and Housing for the Inner West Local Government Area (LGA).

The community trustee board for Callan Park will include a maximum of seven positions.

Section 38 of the *Greater Sydney Parklands Trust Act 2022* outlines:

- One board member should be nominated by the relevant local council – Inner West Council – as a community representative. The Minister must appoint the person nominated.

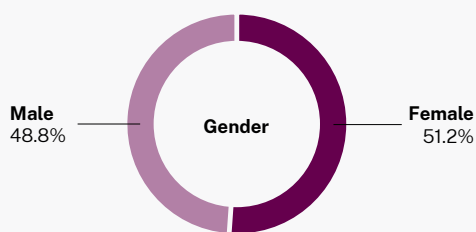
- Up to six other members will be appointed by the Minister on the advice of Greater Sydney Parklands.
- The overall membership of the board is to be reflective of the broad range of views and interests of the community and people who use Callan Park. Specifically, membership must:
  - Represent diversity including, for example, in relation to gender, age and cultural background
  - Include representation by local First Nations Peoples
  - Include a representative who has experience or skills in heritage or heritage management.

The graphic on the following page provides an overview of the demographic profile of the Inner West LGA in which Callan Park is situated. It provides guidance to support membership of the community trustee board for Callan Park. While efforts will be made to recruit a wide range of people, the make-up of the board is not expected to reflect every indicator.

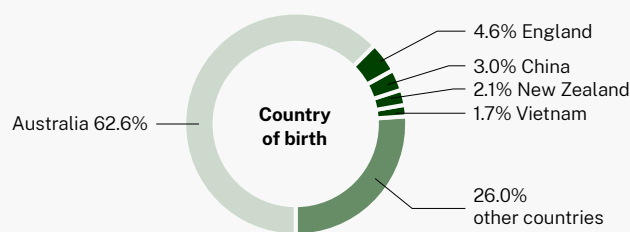


Bay Run, Callan Park

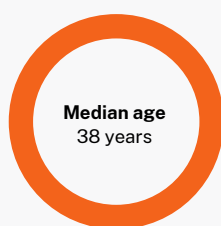
## Callan Park demographic profile



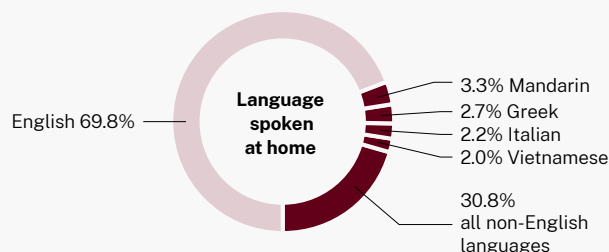
The board will seek to attract a balance of men and women



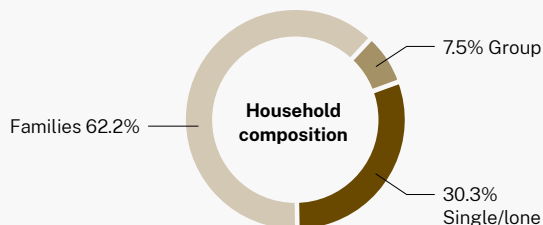
The board will seek to attract a range of cultural backgrounds



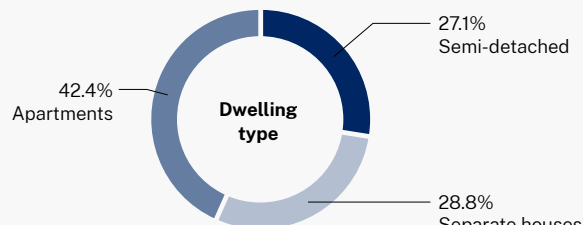
The board will seek to attract a range of age groups including 30 to 40 years



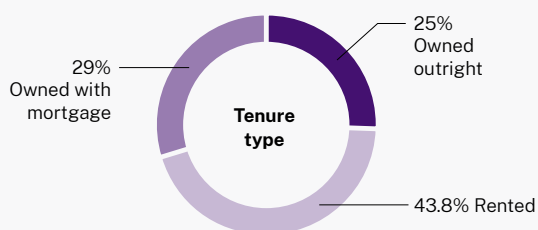
The board will seek to attract members who speak a language other than English



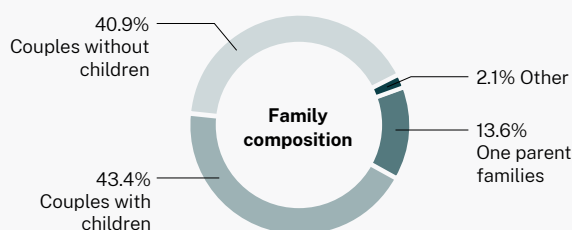
The board will seek to attract members from a range of household types



The board will seek to attract a range of housing types, including apartment dwellers



The board will seek to include both renters and homeowners



The board will seek to attract a range of family types including couples with and without children

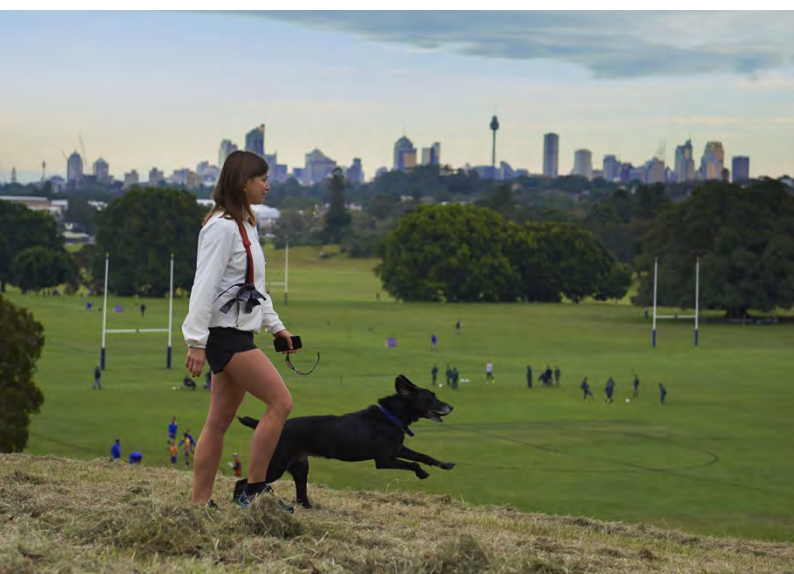
## Centennial Park and Moore Park snapshot

It is acknowledged that Centennial Park and Moore Park are situated on the traditional lands of the Gadigal People. Gadigal land stretches from the southern side of Sydney Harbour from South Head, to Petersham in the west, and as far south as Botany Bay.

A review of available human movement data suggests that in the case of Centennial Park over the past year, 48% of visitors lived within 5km of the park. Based on human movement data, Moore Park and Centennial Park combined visitations are mainly drawing visitations from the 549,000 residents within the 5km distance.

However, at an individual level, Moore Park North has a broader draw with higher visitations from beyond 10km. This can be explained by attractions like Entertainment Quarter and Sydney Cricket Ground, making it a destination.

This profile reflects the demographic characteristics of the majority of visitors to Centennial Park, to support an understanding of parkland users. It has been prepared using data from the ABS 2021 Census of Population and Housing for the LGAs within the 5km radius including Randwick, Bayside, Woollahra, Waverley and Sydney LGAs.



Moore Park, Centennial Parklands

Due to the unique nature of the park, particularly Moore Park, the community trustee board should have allowance for representatives from different distance ranges within Greater Sydney. Please note these characteristics are not included in the profile.

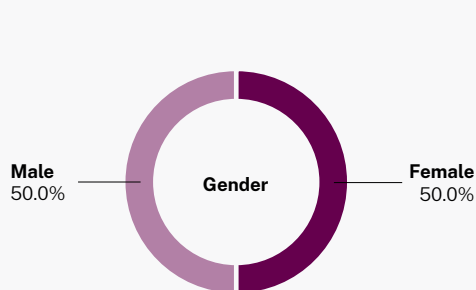
The community trustee board for Centennial Park and Moore Park will include a maximum of 10 positions.

Section 38 of the *Greater Sydney Parklands Trust Act 2022* outlines:

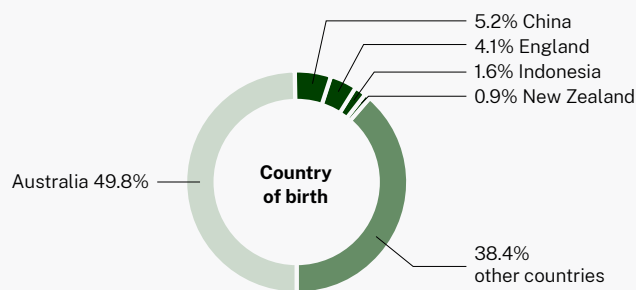
- One board member should be nominated by each relevant local council – Randwick, Woollahra, Waverley and City of Sydney councils – as a community representative. If more than three people are nominated by relevant local councils, the Minister must appoint at least three and up to four members from the people nominated.
- Up to six other members will be appointed by the Minister on the advice of Greater Sydney Parklands.
- The overall membership of the board is to be reflective of the broad range of views and interests of the community and people who use Centennial Park and Moore Park. Specifically, membership must:
  - Represent diversity including, for example, in relation to gender, age and cultural background
  - Include representation by local First Nations Peoples
  - Include a representative who has experience or skills in heritage or heritage management.

The graphic on the following page provides an overview of the demographic profile of the LGAs in which Centennial Parklands is situated. It provides guidance to support membership of the community trustee board for Centennial Park and Moore Park. While efforts will be made to recruit a wide range of people, the make-up of the board is not expected to reflect every indicator.

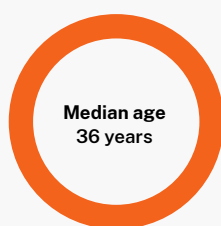
## Centennial Park and Moore Park demographic profile



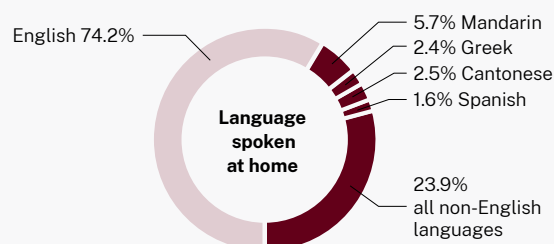
The board will seek to attract a balance of men and women



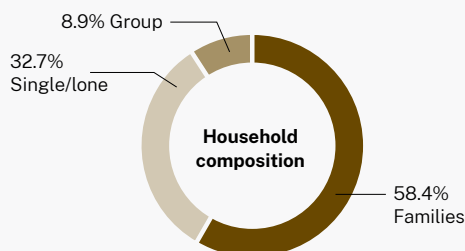
The board will seek to attract a range of cultural backgrounds



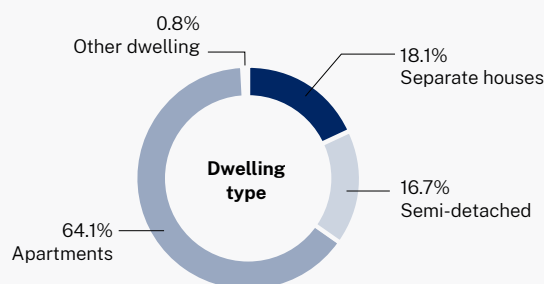
The board will seek to attract a range of age groups including 30 to 40 years



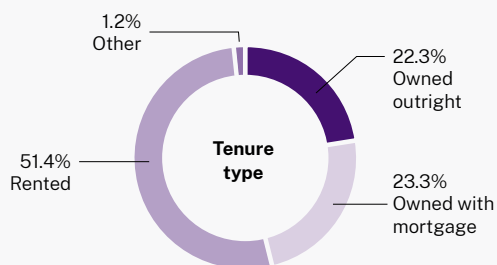
The board will seek to attract members who speak a language other than English, especially Mandarin



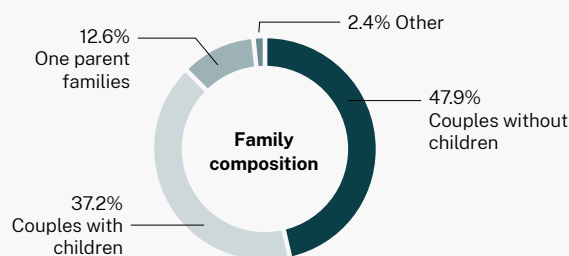
The board will seek to attract members from family and single person households



The board will seek to attract a range of housing types, especially apartments



The board will seek to include renters as a priority, and homeowners



The board will seek to attract a range of family types including couples with and without children

## Fernhill Estate snapshot

It is believed that Fernhill Estate is situated on the lands belonging to the Boorooberongal People of the broader Dharug language group. Mulgoa Valley forms part of an important boundary between the Gundungurra and Dharug language groups.

As a new park in the Parklands Estate, visitation to Fernhill Estate has been limited to date, and visitation data is not yet available.

This profile reflects the demographic characteristics of potential visitors to Fernhill Estate from the local area. It has been prepared using data from the ABS 2021 Census of Population and Housing for the Penrith LGA.

The community trustee board for Fernhill Estate will include a maximum of seven positions.

Section 38 of the *Greater Sydney Parklands Trust Act 2022* outlines:

- One board member should be nominated by the relevant local council – Penrith City Council – as a community representative.

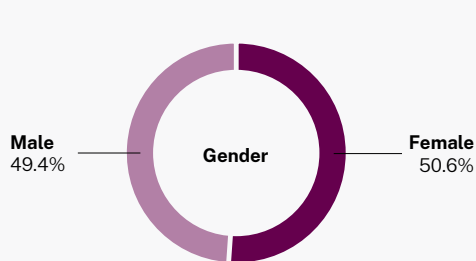
- Up to six members will be appointed by the Minister on the advice of Greater Sydney Parklands.
- The overall membership of the board is to be reflective of the broad range of views and interests of the community and people who use Fernhill Estate. Specifically, membership must:
  - Represent diversity including, for example, in relation to gender, age and cultural background
  - Include representation by local First Nations Peoples
  - Include a representative who has experience or skills in heritage or heritage management.

The graphic on the following page provides an overview of the demographic profile of the Penrith LGA in which Fernhill Estate is situated. It provides guidance to support membership of the community trustee board for Fernhill Estate. While efforts will be made to recruit a wide range of people, the make-up of the board is not expected to reflect every indicator.

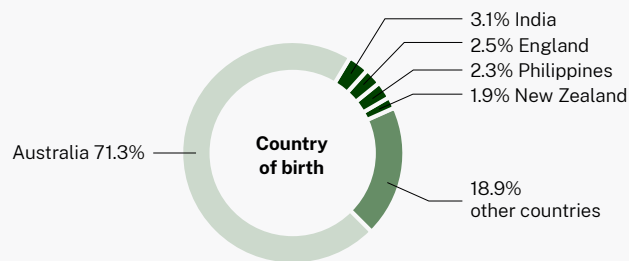


*The Hayshed, Fernhill Estate*

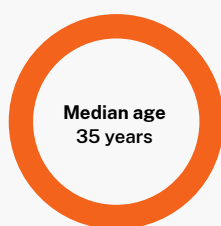
## Fernhill Estate demographic profile



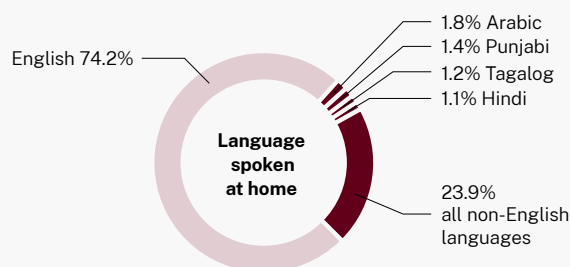
The board will seek to attract a balance of men and women



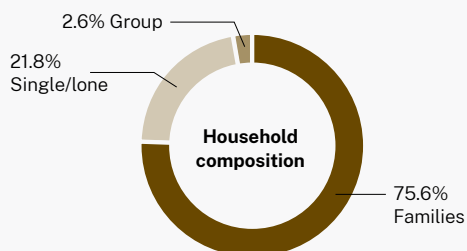
The board will seek to attract a range of cultural backgrounds



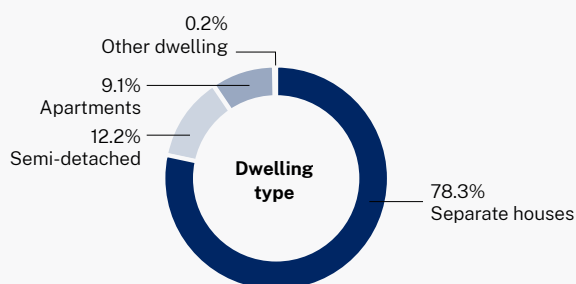
The board will seek to attract a range of age groups including 30 to 40 years



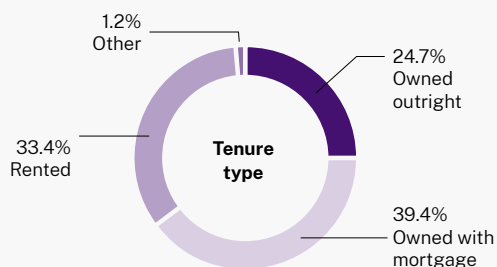
The board will seek to attract members who speak a language other than English



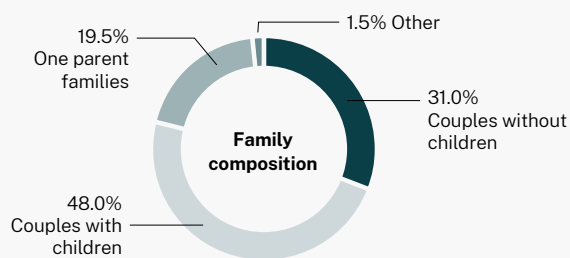
The board will seek to attract members from a range of household types, especially families



The board will seek to attract a range of housing types, especially houses



The board will seek to include renters and homeowners



The board will seek to attract a range of family types



## Parramatta Park snapshot

It is acknowledged that Parramatta Park is situated on the traditional lands of the Burramattagal People of the broader Dharug language group. The name is derived from the Dharug language meaning ‘place of the people where the eels lie down’ and can also be interpreted as ‘people of the Eel River’. (‘Burra’ – Eel. ‘Matta’ – River. ‘Gal’ – People of.)

A review of available parkland visitor data suggests that in the case of Parramatta Park in 2020, 55% of visitors were residents of the area surrounding the park (Parramatta LGA). The remaining 45% of visitors were spread from 25 different Sydney suburbs and a small number from other locations in NSW, Australia or overseas.

The median distance travelled to the parkland was 5km and the median time taken was 15 minutes. Cumberland LGA and The Hills Shire LGA have also been included in this profile, as likely neighbouring visitors to the park within that range.

This profile reflects the demographic characteristics of the majority of visitors to Parramatta Park, to support an understanding of parkland users. It has been prepared using data from the ABS 2021 Census of Population and Housing for the City of Parramatta, Cumberland and Fairfield LGAs.

The community trustee board for Parramatta Park will include a maximum of eight positions.

Section 38 of the *Greater Sydney Parklands Trust Act 2022* outlines:

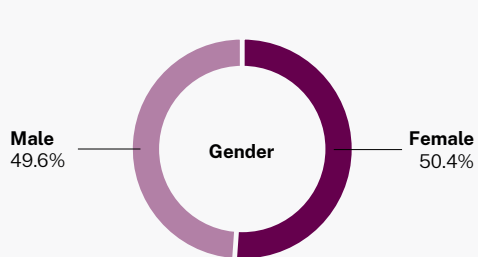
- One board member should be nominated by each relevant local council – City of Parramatta and Cumberland councils – as a community representative. The Minister must appoint both of the people nominated.
- Up to six other members will be appointed by the Minister on the advice of Greater Sydney Parklands.
- The overall membership of the board is to be reflective of the broad range of views and interests of the community and people who use Parramatta Park. Specifically, membership must:
  - Represent diversity including, for example, in relation to gender, age and cultural background
  - Include representation by local First Nations Peoples
  - Include a representative who has experience or skills in heritage or heritage management.

The graphic on the following page provides an overview of the demographic profile of the LGAs in which Parramatta Park is situated. It provides guidance to support membership of the community trustee board for Parramatta Park. While efforts will be made to recruit a wide range of people, the make-up of the board is not expected to reflect every indicator.

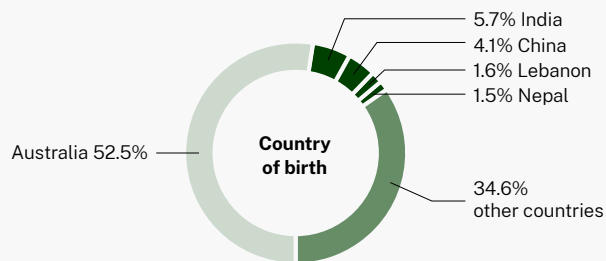


Domain Creek Playground, Parramatta Park

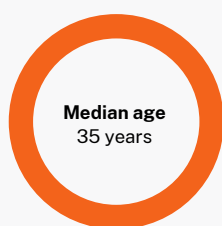
## Parramatta Park demographic profile



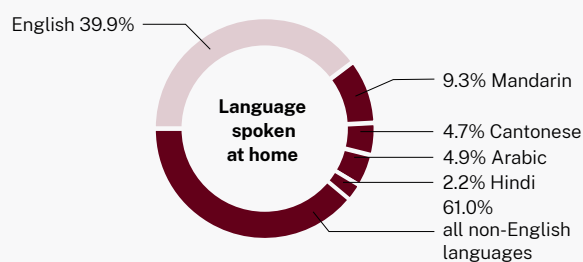
The board will seek to attract a balance of men and women



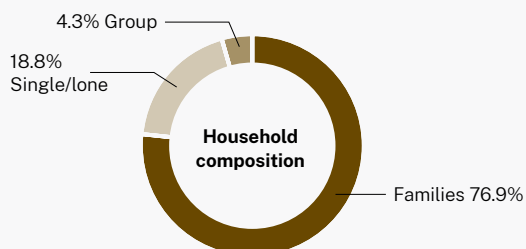
The board will seek to attract a range of cultural backgrounds



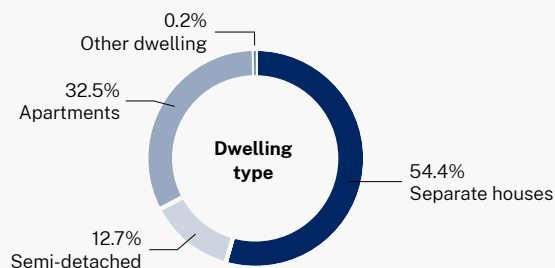
The board will seek to attract a range of age groups including 30 to 40 years



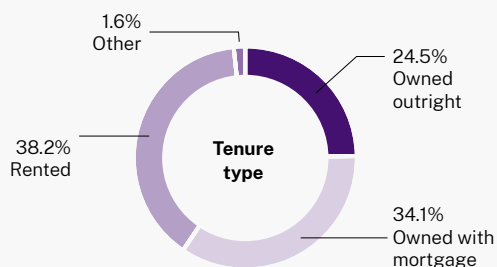
The board will seek to attract members who speak a language other than English, especially Mandarin



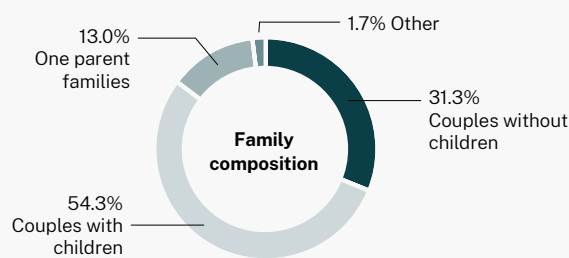
The board will seek to attract members from a range of household types



The board will seek to attract a range of housing types, especially houses and apartments



The board will seek to include renters and homeowners with a mortgage



The board will seek to attract a range of family types including couples with and without children

## Western Sydney Parklands snapshot

Western Sydney Parklands is situated predominately on Dharug Country, with part of the park located along the boundaries of the Dharug and Gundungurra People in the south. It is believed that Dharug Country extends from the lower Blue Mountains in the west, to Sydney Harbour in the east, Richmond to the north, and as far south as Elizabeth Drive (Cecil Hills) where this boundary is believed to have been shared between the Dharug and Gundungurra People.

A review of available parkland visitor data suggests that in the case of Western Sydney Parklands in 2020, 88% of visitors lived within the local area – which covers the three LGAs of Blacktown, Fairfield and Liverpool.

The median distance travelled to the parkland was 3km and the median time taken was 10 minutes.

This profile reflects the demographic characteristics of the majority of visitors to Western Sydney Parklands, to support an understanding of parkland users. It has been prepared using data from the ABS 2021 Census of Population and Housing for the Blacktown, Fairfield and Liverpool LGAs.

The community trustee board for Western Sydney Parklands will include a maximum of nine positions.

Section 38 of the *Greater Sydney Parklands Trust Act 2022* outlines:

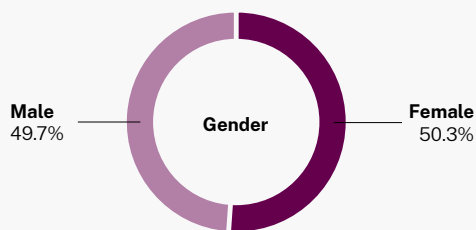
- One board member should be nominated by each relevant local council – Blacktown, Fairfield and Liverpool councils – as a community representative. The Minister must appoint all three of the people nominated.
- Up to six other members will be appointed by the Minister on the advice of Greater Sydney Parklands.
- The overall membership of the board is to be reflective of the broad range of views and interests of the community and people who use Western Sydney Parklands. Specifically, membership must:
  - Represent diversity including, for example, in relation to gender, age and cultural background
  - Include representation by local First Nations Peoples
  - Include a representative who has experience or skills in heritage or heritage management.

The graphic on the following page provides an overview of the demographic profile of the LGAs in which Western Sydney Parklands is situated. It provides guidance to support membership of the community trustee board for Western Sydney Parklands. While efforts will be made to recruit a wide range of people, the make-up of the board is not expected to reflect every indicator.

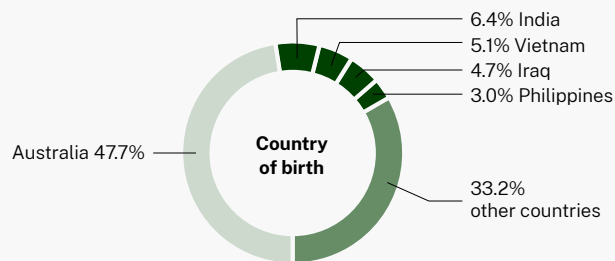


Bungarribee Park, Western Sydney Parklands

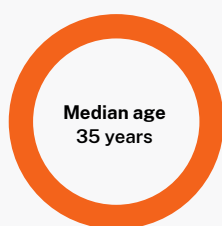
## Western Sydney Parklands demographic profile



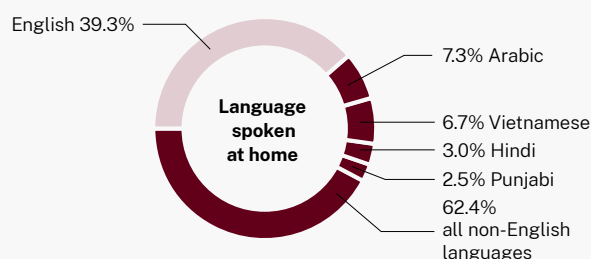
The board will seek to attract a balance of men and women



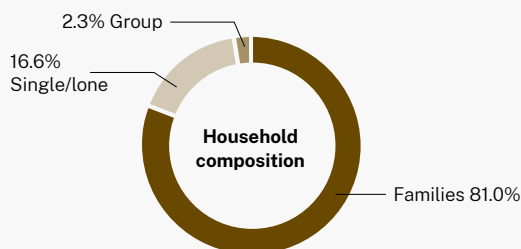
The board will seek to attract a range of cultural backgrounds



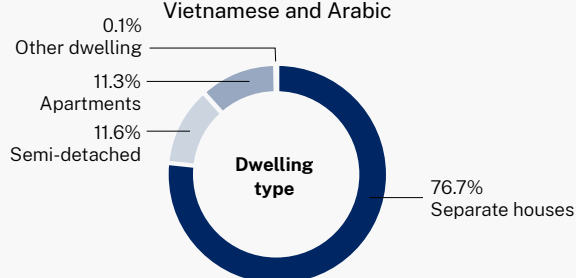
The board will seek to attract a range of age groups including 30 to 40 years



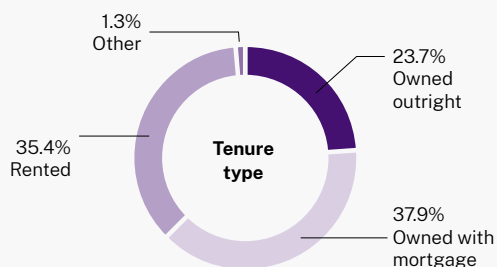
The board will seek to attract members who speak a language other than English, especially Vietnamese and Arabic



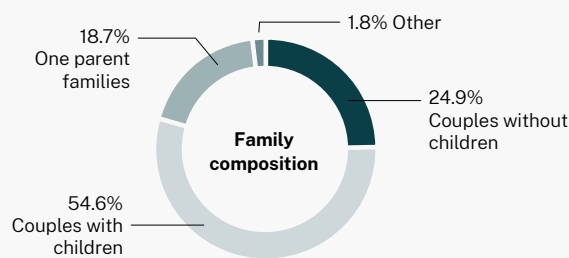
The board will seek to attract members from a range of household types, especially families



The board will seek to attract a range of housing types, especially houses



The board will seek to include renters and homeowners



The board will seek to attract a range of family types including couples with and without children



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