



GREATER  
SYDNEY  
PARKLANDS

## Meeting summary

### Combined community trustee board - Meeting 4, 2025

Date: Wednesday, 10 December 2025

Time: 6:00-7:30pm

Venue: Online via MS Teams

#### Attendees

**Callan Park CTB members:** Keith Irving, Stephen Conaty, Nicholas Lewis and Cr Kerrie Fergusson

**CPMP CTB members:** Alia Karaman, Alex Kibble, Alim Fazley, Ross Feller, Ross Nicholas, Cr Aaron Magner and Cr Toni Zeltzer

**Fernhill Estate CTB members:** Shari Driver, Joshua Staines, Robert Bennett and Mayor Todd Carney

**Parramatta Park CTB members:** Stewart Thompson, Thelmerie Rudd, Cheryl Bates OAM, Ella Camerson and Varun Irani

**Western Sydney Parklands CTB members:** Sririsay Vukovic (Chair), Brad McAndrew, Martin Ashton, Douglas Belton, Rebecca Anderson, Cheryl Dewhurst and Cr Bob Fitzgerald OAM

**Observer:** Maria O'Donnell (Lord Mayor Cr Clover Moore's office).

**GSP staff:** Lindsay Banffy, Director Community, Engagement and Partnerships; Kerry Jahangir, Director Finance and Business Services; David Kirkland, Senior Manager Environment and Sustainability; Nikky Hansen, Manager Environment and Sustainability; Nina Milinkovich, Community Engagement Manager and Max Marney, Community Engagement Officer

**Secretariat:** Jenny Gleeson, A/Senior Manager Community Engagement

**Apologies:** Lord Mayor Cr Clover Moore, Mayor Will Nemesh, Poonam Naik, Peter Harvey, Nicholas Leech, Lord Mayor Cr Martin Zaiter, Aunty Lynn Hartley, Deborah Lennis, Louisa Larkin; Roslyn Burge, and Joshua French, Chief Executive, GSP

**Absent:** Mustafa Agha, Cr Dr Diane Colman and Rowena Welsh-Jarratt

Topic	Summary
<b>Welcome and opening</b>	<ul style="list-style-type: none"> <li>The meeting was opened on behalf of all CTB Chairs.</li> <li>An Acknowledgment of Country was given by Thelmerie Rudd, Parramatta Park CTB.</li> </ul>



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<p>Sririsay Vukovic, Chair, Western Sydney Parklands CTB</p>	<ul style="list-style-type: none"> <li>• Ana Lage, Liverpool City Council representative has resigned. The Council will appoint an observer until an alternate representative is formally appointed.</li> <li>• No conflicts of interest were declared.</li> <li>• Apology on behalf of Joshua French, Chief Executive.</li> </ul>
<p><b>GSP overview and Year in Review</b></p> <p>Lindsay Banffy, Director Community, Engagement and Partnerships, GSP</p>	<ul style="list-style-type: none"> <li>• Greater Sydney Parklands (GSP) gave an overview of the objectives and strategic priorities of the <a href="#">GSP Corporate Plan 2023-2028</a>, Annual Reports reflecting on FY2024/25, and an update regarding the review of the <i>Greater Sydney Parklands Trust Act 2022</i> (GSPT Act).</li> <li>• GSP provided an overview of the trust structure, noting that the GSPT established in 2022 is the umbrella trust for 3 established park trusts – Centennial Park and Moore Park Trust (CPMPT) in which Callan Park is vested, Parramatta Park Trust (PPT) and Western Sydney Parklands Trust (WSPT) in which Fernhill Estate is vested.</li> <li>• GSP operates under a combined administration and Board that receives regular updates about matters discussed at CTBs, and considers the strategic advice provided by the CTBs. The parks operate under respective Acts and Regulations, and park specific plans of management and conservation management plans as well as various master plans and supporting plans and strategies.</li> <li>• GSP noted NSW Parliament’s Joint Select Committee’s (JSC) recommendations are positive, including that the GSPT should be allowed to own property to generate a sustainable revenue stream, to fund the parks with limited revenue opportunities (further discussed below). The NSW Government’s response is due by the end of 2025, and legislative amendments will be considered in 2026.</li> <li>• The Annual Reports for CPMPT, PPT and WSPT have been tabled. GSP shared highlights across the parks. The Annual Reports and Year in Review video can be viewed on <a href="#">GSP’s website</a>.</li> <li>• CTB members were thanked on behalf of GSP and GSP’s Board for their contribution and valuable advice in 2026.</li> </ul>
<p><b>Financial sustainability overview</b></p> <p>Kerry Jahangir, Director Finance and Business Services, GSP</p>	<ul style="list-style-type: none"> <li>• GSP provided an overview of how the agency is financed, noting the parks are largely self-funded. Opportunities to improve financial sustainability were also explained.</li> <li>• WSPT generates the most revenue of the Trusts under GSPs remit due to on-park business hubs which generate income via leasing to cover operating and management costs, as well as contribute to capital works projects.</li> <li>• GSP detailed the off-park business hub proposal, which is outlined in the GSPT Act. This involves GSP acquiring Government-owned land which can be used for the purposes of leasing, like the on-park business hubs at Western Sydney Parklands, to generate revenue for the GSP estate.</li> <li>• CTB members had the following questions and queries: <ul style="list-style-type: none"> <li>- Can revenue generated from 1 park be transferred to another? Under the current legislative setting, only revenue generated at Western Sydney Parklands can be used for Fernhill Estate. This is also possible as there are surplus funds available to do so.</li> <li>- Is there a potential for Fernhill Estate to access a greater share of the net position for WSPT? GSP advised that the GSPT Board has allocated funds towards Fernhill Estate.</li> <li>- Is it a perceived failure that some parks are not currently financially sustainable? No. Each park within the GSP estate is at different phases of the financial sustainability journey, each with diverse attributes. The off-park business hub model will, in part address sustainable funding for the GSP estate. Each CTB would benefit from continued discussion regarding financial sustainability.</li> </ul> </li> </ul>



Topic	Summary
	<ul style="list-style-type: none"> <li>- Will the off-park business hubs be located close to the parks currently in deficit? The Government's proposed model does not require the off-park business hubs to be close to any particular park.</li> <li>- Was the CPMPT legislation recently amended to allow funds to transfer between Centennial Parklands and Callan Park? No. Callan Park is vested in the CPMPT so this is already possible. If CPMPT moves into a surplus position in the future the funds could be directed towards Callan Park.</li> <li>- Potential future revenue impact to CPMPT was noted in context of the new 20-hectare public park at Moore Park South and golf course configuration changes.</li> <li>- What does 'potential additional parklands' refer to? Under our legislation, GSP is required to consider potential estate expansion i.e. additional parks that could potential come under the remit GSP.</li> </ul> <p><b>Action: Request for detailed financial sustainability discussion with each CTB, including long-term focus, not just year on year.</b></p> <p><b>Action: How many hectares are currently under biobanking, and what is the position to grow this? Request further discussion regarding biobanking and modelling regarding the Cumberland Plain Woodland.</b></p>
<p><b>Sustainability overview</b></p> <p>David Kirkland, Senior Manager Environment and Sustainability and Nikky Hansen, Manager Environment and Sustainability, GSP</p>	<ul style="list-style-type: none"> <li>• GSP gave an update on the preparation of the draft Nature Positive Strategy (previously Biodiversity Strategy). The draft strategy has been informed by CTB input. Wider community and stakeholder engagement on the draft strategy is anticipated to occur in 2026.</li> <li>• GSP provided an overview of current sustainability initiatives. A sustainability materiality assessment will be undertaken in early 2026, including consultation with CTBs to understand what's critical and important to GSP; the first step to developing a GSP estate-wide Sustainability Strategy, including alignment to the United Nations Sustainable Development Goals.</li> <li>• Key sustainability themes are net zero, climate resilience, circularity, nature positive and social sustainability. Further detail was provided on the first 3 themes: <ol style="list-style-type: none"> <li>1. Whole of government action is required to deliver net zero emissions by 2050. Urgent action is required to reduce greenhouse gas emissions and address climate impacts by embedding climate resilience across the parks. GSP is developing a net zero transition plan with targets by 2027 to meet net zero by 2050. GSP is working to reduce its carbon emissions e.g. actions to date include 100% green energy and other energy efficiency initiatives.</li> <li>2. GSP has a Climate Change Adaptation Action Plan to assess risk and identify opportunities and actions to embed adaptation into everyday decision-making including operations and governance.</li> <li>3. To address circularity, GSP is looking to minimise waste and maximise the value of products, materials and resources e.g. by looking at whole of supply chain to reduce our waste footprint, and embedding sustainability early in project planning etc.</li> </ol> </li> <li>• CTB members had the following question: <ul style="list-style-type: none"> <li>- Can emissions be shared between GSP parks to achieve or assist with net zero? There are no restrictions. GSP is required to meet net zero across all parks.</li> </ul> </li> </ul>
<p><b>2026 look ahead and other business</b></p> <p>Jenny Gleeson, A/Senior Manager Community Engagement, GSP</p>	<ul style="list-style-type: none"> <li>• Annual self-assessment survey: all CTB members will be sent the 2025 self-evaluation survey to complete, and results will be presented to each CTB in early 2026. The survey findings, including the benchmarking questions, will inform the annual performance reports as well as the CTB improvement plan.</li> <li>• Upcoming engagements: GSP provided an overview of major engagements to be discussed with the respective CTBs in 2026, including finalisation of the Callan Park Plan of Management, phase one engagement to inform preparation of the draft</li> </ul>



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	<p>Centennial Parkland Plan of Management and a refresh of the GSP Consultation and Engagement Framework (applicable to all CTBs).</p> <ul style="list-style-type: none"> <li>Some CTB members provided feedback reflecting on meeting agendas and format, encouraging less 'inform' presentations and increased opportunity to facilitate meaningful contribution of the CTBs.</li> </ul> <p><b>Action: Is GSP actively reporting or planning on Closing the Gap and priority reform areas?</b></p> <p><b>Action: Will GSP be preparing a Innovate Reconciliation Action Plan (RAP), noting the Reflect RAP ended in 2024?</b></p> <p><b>Action: Consider increasing CTB meeting frequency/duration.</b></p> <p><b>Action: GSP to consider and respond to the CTB related recommendations made in submissions to the GSPT Act review.</b></p> <p><b>Action: What advocacy is GSP able to do about commercial activities in and around Parramatta Park that may impact on its World Heritage status, including the Parramatta Park Leagues Club redevelopment?</b></p>
<p><b>Next meeting, thanks and close</b> Sririsay Vukovic, Chair, Western Sydney Parklands CTB</p>	<ul style="list-style-type: none"> <li>2026 CTB meeting dates: the quarterly meeting schedule will be shared with each CTB shortly. Adequate notice in advance of meetings was discussed.</li> <li>CTB member induction session: for new and second term members, is planned for early 2026, date to be advised. This will include the Aboriginal cultural awareness training requested previously via the CTB member self-assessment surveys/improvement plan.</li> <li>Park tours: dates will be scheduled in agreement with each CTB (excluding Fernhill Estate CTB).</li> <li>The Chair thanked all CTB members and GSP staff for their contributions during the CTB term.</li> </ul>