

Attachment A

**Draft Greater Sydney Parklands Community
Engagement Framework (as exhibited)**

Greater Sydney Parklands

Draft Consultation and Engagement Framework 2022

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 our 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 people 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 Draft Consultation and Engagement Framework has been prepared to meet our requirements under the *Greater Sydney Parklands Trust Act 2022*. 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 Draft Consultation and Engagement 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 build on how we communicate and engage to reach 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 – to communicate and engage in ways that are accessible and appeal to community members in all their diversity, including 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 is seeking to establish five community trustee boards. The boards will be established to 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 park. Once established later this year, the 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 a voice for community members that speaks to 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. All members of the community will have access to meeting agendas and summary reports, which will be published on the Greater Sydney Parklands webpage, as part of our commitment to open dialogue and transparency. If you'd like to find out more about community trustee boards or how to get involved, see page 17 and Appendix B of this document.

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 Consultation and Engagement Framework is to provide guidance about how Greater Sydney Parklands 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 Draft Consultation and Engagement 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?

Preparation of the Framework has and will involve:

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

What happens next?

Before the Consultation and Engagement Framework can take effect, it must be provided to the Minister for Infrastructure, Cities and Active Transport for approval. Your feedback on the Draft Consultation and Engagement Framework will be taken on board before a final document is approved by the Minister. It will be published on Greater Sydney Parklands' webpage when finalised. 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 over 40 million visits each year.

We know people care deeply about their parks, which is why the priority for Greater Sydney Parklands is to develop new ways to involve Sydneysiders in how parks are meeting local community needs, and to expand and improve public green space and parklands, 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](#).

Meanwhile, 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 people, all ages 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 Greater Sydney Parklands to achieve its objectives and to protect, activate and grow our parklands in a sustainable way for future generations.



Our commitment

Greater Sydney Parklands recognises 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.

One of the newly formed Greater Sydney Parklands Trust's first tasks is to establish a Consultation and Engagement Framework that will provide guidance to the Trust and clarity for the community about how it consults and engages with community members and other stakeholders across Sydney and beyond.

The Act also requires a community trustee board to be created for each park, increasing community input and consultation in a way that was previously only legislated for Centennial Park and Moore Park Trust. The community trustee boards will be one mechanism for ongoing community engagement, within the suite of engagement initiatives led by Greater Sydney Parklands.

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 Greater Sydney Parklands operates. 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 Draft 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 relationships between the agency and communities build and grow.

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 Draft Consultation and Engagement Framework establishes Greater Sydney Parklands' 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 draft document sets out our approach to engagement to 2027. It describes new ways of having conversations with Sydney's diverse communities.



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

- > Greater Sydney Parklands Consultation and Engagement Framework 2022

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

- > 2024 – Review of the Framework
-

We plan to reflect on the feedback provided by stakeholders and communities to refine and finalise this Framework in 2022. We'll continue the process of refinement over the coming years so we can ensure the ways in which we engage are 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.

Greater Sydney Parklands engages 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?

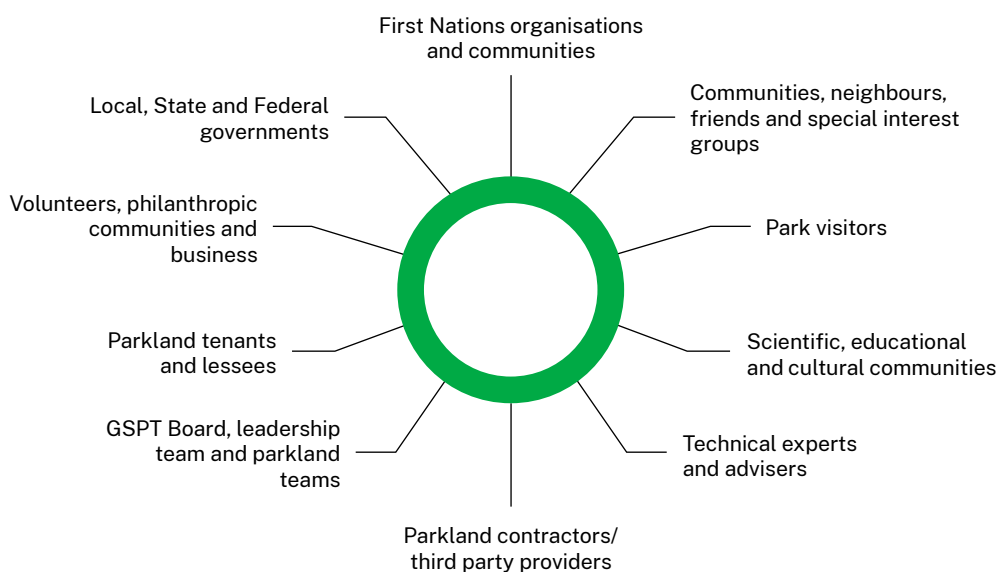
Our communications and engagement activities seek to reach both new and existing audiences to understand the breadth of needs, aspirations and priorities for Sydney's parklands.

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.

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

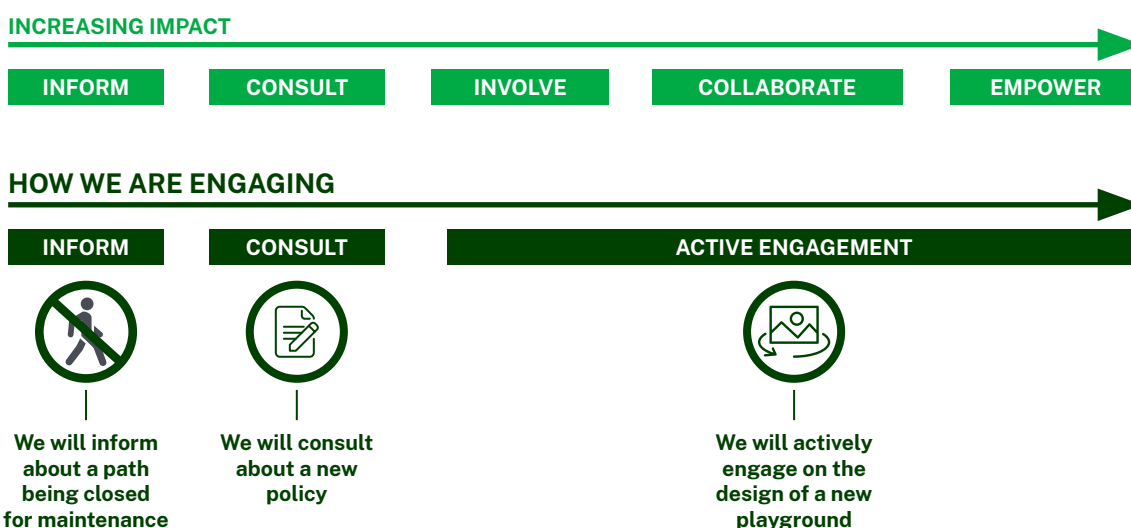


Engagement spectrum

This Draft Consultation and Engagement 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. 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.

Spectrum of Public Participation



Guiding principles for engagement

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

1. **Inclusiveness:** 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.

Guiding principle 1 – Inclusiveness: seeking out people with diverse expertise, ideas and interests

Reflecting community diversity

As part of our approach to engagement Greater Sydney Parklands 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 our community – 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.



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

Listening as fundamental to learning

As part of our approach to engagement Greater Sydney Parklands will:

- Respect the knowledge and insights of the people we engage
- Create a feedback loop between the GSPT Board and the community and stakeholders
- Ensure a transparent approach to ‘how’ we engage; for instance, through making agendas and notes of meetings 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 Greater Sydney Parklands 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 Greater Sydney Parklands’ webpage.



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

How we engage

What are our engagement objectives?

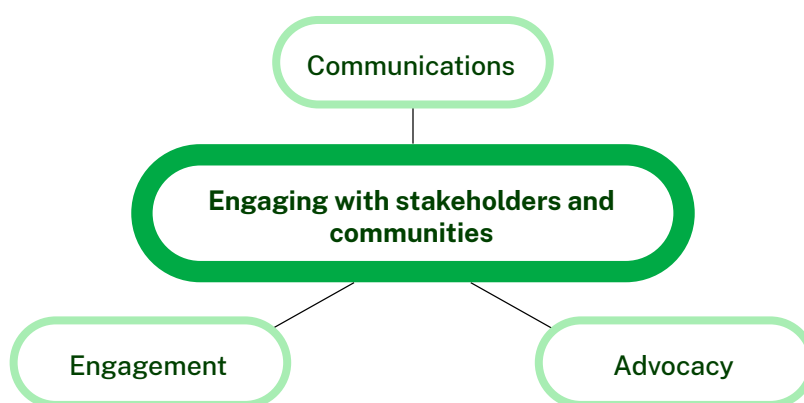
This Draft Consultation and Engagement Framework has been designed to ensure it meets the following engagement objectives:

- 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.

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 21.





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
- Supporting other open space managers (including councils) in achieving a connecting network of waterways and green spaces across the city
- 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

Greater Sydney Parklands uses 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 1021 1283 1059" style="text-align: center;">Inform</div> 
Greater Sydney Parklands webpage and parklands webpages	
Greater Sydney 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	
Digital Engagement Strategy – to support further initiatives such as a Greater Sydney Parklands website and 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>Consultation on parkland initiatives</p>	<p>Consult</p> 
<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>Parkland advocacy and collaboration</p>	<p>Active engagement</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, stakeholder groups and communities, including regular and project related stakeholder meetings</p>	

Engagement that's open to new ideas

We welcome your feedback on this Draft Consultation and Engagement Framework. You can share your ideas and comments at gspengagement.com.au



Greater Sydney Parklands 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.

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. 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.

Listening and learning from engagement

Reporting

We listen closely and act on the feedback we receive. The feedback we collect is used by Greater Sydney Parklands to build on our understanding of community ideas and perspectives, and in turn, to improve the work we do.

Greater Sydney Parklands reports the outcomes of engagement activities to the GSPT Board, leadership team and staff.

As part of an open and transparent approach to communication and engagement, we share the results of community engagement with participants and with the wider community through the Greater Sydney Parklands webpage 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 Greater Sydney Parklands continues to engage with members of the community and stakeholders, we will monitor the success of engagement activities using relevant criteria including:

- 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
- Value for money.

This Draft Framework will be 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.

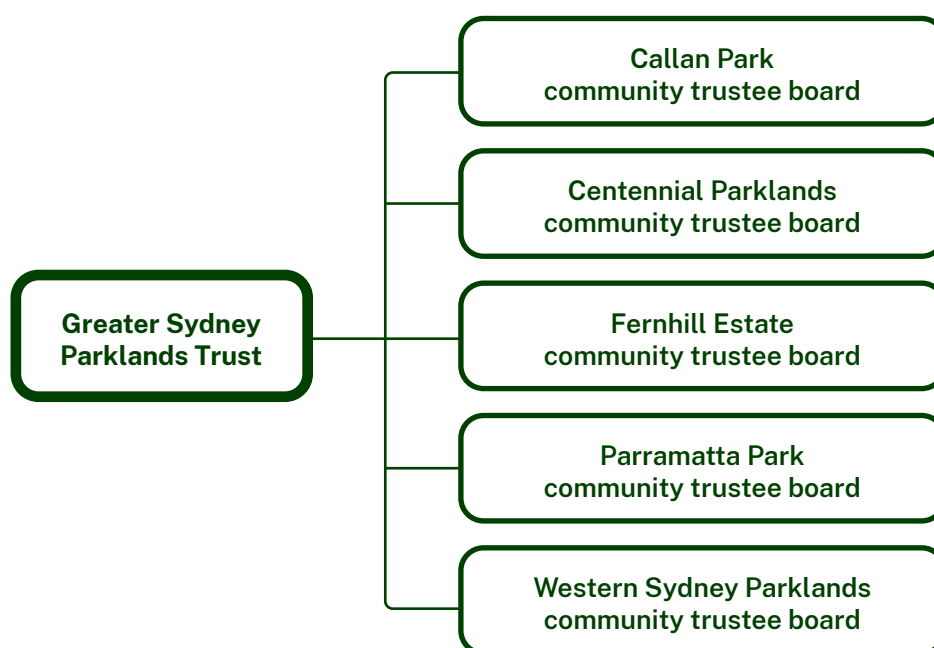
Community trustee boards

One of the requirements of the *Greater Sydney Parklands Trust Act 2022* 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 will be established for each of the five parklands, and will comprise of seven members who meet at least four times per year. 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 Draft Consultation and Engagement Framework identifies the approach to the community trustee boards including:

- How members will be appointed – through expressions of interest and a process for ensuring a diversity of local representation and views, particularly by First Nations people, as well as heritage and relevant local council community representatives
- Procedures for meetings of community trustee boards
- Reporting by the community trustee boards in relation to their functions
- Reporting by Greater Sydney Parklands in relation to how Greater Sydney Parklands and associated Trusts consider and respond to the advice and recommendations of the community trustee boards.

Community trustee boards will operate on three key principles: inclusiveness, dialogue, and advice.

Principle 1 – Inclusiveness

- Community trustee boards must incorporate representatives with expertise in First Nations culture and with expertise in heritage.
- Community trustee boards must incorporate representatives from local government, with no more than three members on a given board to be council representatives which may occur where numerous councils have a connection to a particular parkland.
- 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 Vision for the future of Greater Sydney’s open space and parklands 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 Draft 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 so they have the opportunity to discuss relevant matters with their community networks.
- Summary reports will be uploaded to the relevant Greater Sydney Parklands or parkland webpage to ensure they are publicly accessible as part of a transparent approach.
- Development of a ‘look ahead’ program and meeting agendas 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.

Principle 3 – Advice

- A direct feedback loop will be established from community trustee boards to the leadership team 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.

Establishing the boards

As per the requirements of the Act, five community trustee boards will be established in 2022 and commence operation in early 2023.

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

- Callan Park
- Centennial Parklands (including Moore Park and Queens Park)
- Parramatta Park
- Western Sydney Parklands.

A community trustee board will also be 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 seven members as follows:

- One member nominated by each relevant local council
- No more than six further members.

All members must be appointed by the Minister in accordance with this Draft Framework and on the recommendation of Greater Sydney Parklands. Recommendations by Greater Sydney Parklands to appoint members will consider the individual:

- Having sound knowledge of the relevant parkland including activities carried out in the parkland
- Being able to communicate effectively with local residents, local community groups and other people who use the relevant parkland
- The overall membership of the board being reflective of the broad range of views and interests of the community and persons who use the relevant parkland.

Each community trustee board should:

- 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.

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

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*.

Place, Design and Public Spaces team within the Department of Planning, Industry and Environment. 2021. Open Space: A 50-Year Vision for Greater Sydney's Open Space and Parklands.

Appendix A

Parkland snapshots

Callan Park snapshot

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.

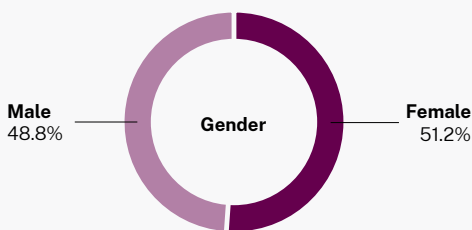
- Six other members will be appointed by the Minister on the advice of the Greater Sydney Parklands Trust.
- The overall membership of the board to be reflective of the broad range of views and interests of the community and people who use Callan Park. Specifically, membership must:
 - Be representative of diversity including, for example, in relation to gender, age and cultural background
 - Include representation for local First Nations peoples, and
 - 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 LGA and can be used as guidance for membership of the community trustee board for Callan Park.

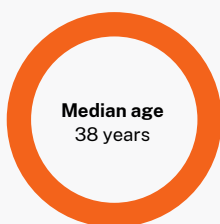


Bay Run, Callan Park

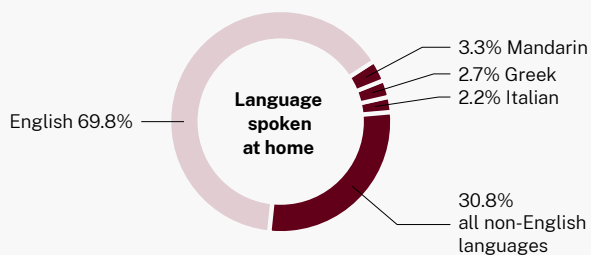
Callan Park demographic profile



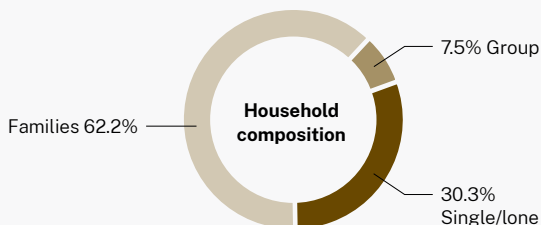
The board will seek to attract a balance of men and women



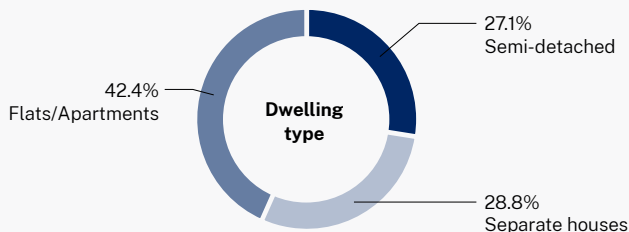
The board will seek to attract a range of age groups including 30 to 40 years



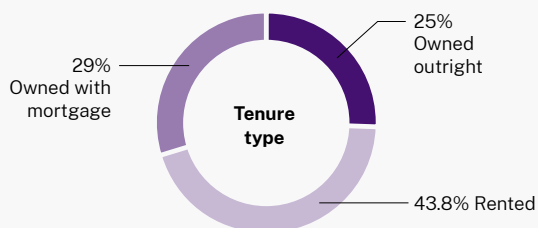
The board will seek to attract members who speak a language other than English



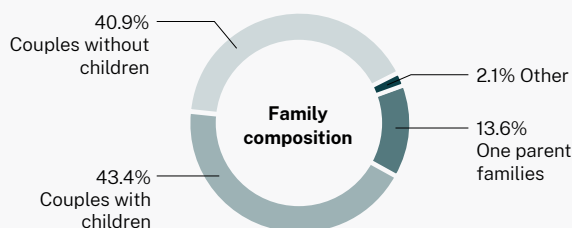
The board will seek to attract members from a range of household types



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 Parklands snapshot

A review of available ‘Human Movement Data’ (HMD) data suggests that in the case of Centennial Park over the past year, 48% of visitors lived within 5km of the park. This indicates that Centennial Park and Moore Park combined attract the local market. Based on HMD 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 distance. This can be explained by attractions like Entertainment Quarter and Sydney Cricket Ground, making it a destination location.

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.

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 Parklands will include a maximum of seven positions.

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

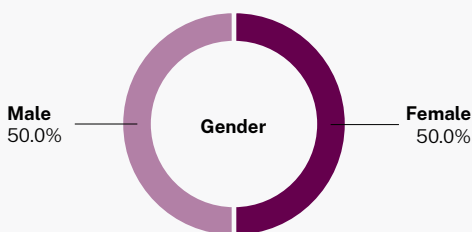
- One board member should be nominated by each relevant local council – Randwick, Woollahra, Waverley and City of Sydney councils – as a community representative. If more than three persons are nominated by relevant local councils, the Minister must choose at least three members from the persons nominated.
- Up to four other members will be appointed by the Minister on the advice of the Greater Sydney Parklands Trust.
- The overall membership of the board will be reflective of the broad range of views and interests of the community and people who use Centennial Parklands. Specifically, membership must:
 - Be representative of diversity including, for example, in relation to gender, age and cultural background
 - Include representation for local First Nations peoples, and
 - 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 LGA and can be used as guidance for membership of the community trustee board for Centennial Parklands.

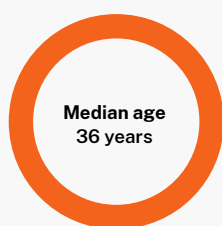


Moore Park, Centennial Parklands

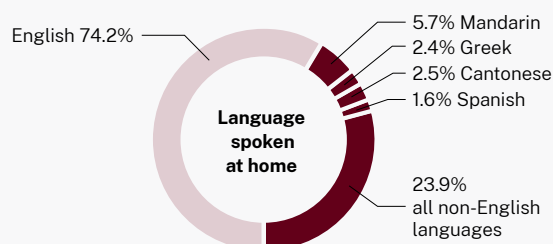
Centennial Parklands demographic profile



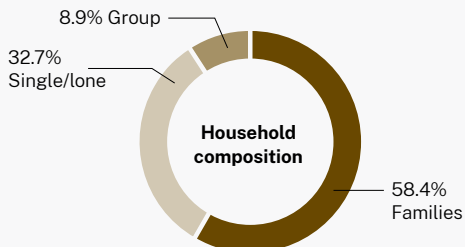
The board will seek to attract a balance of men and women



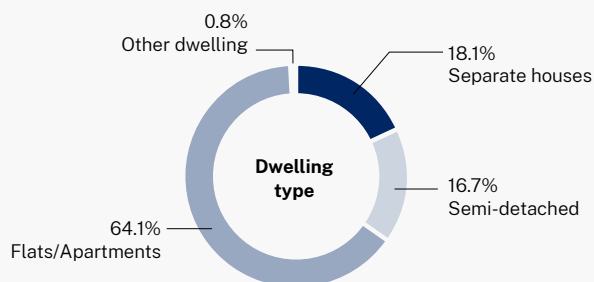
The board will seek to attract a range of age groups including 30 to 40 years



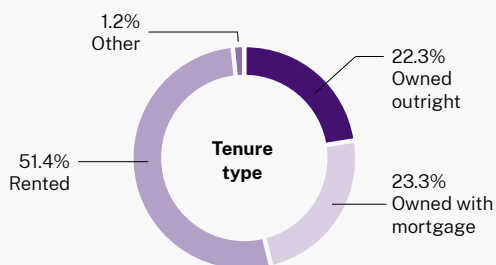
The board will seek to attract members who speak a language other than English, especially Mandarin



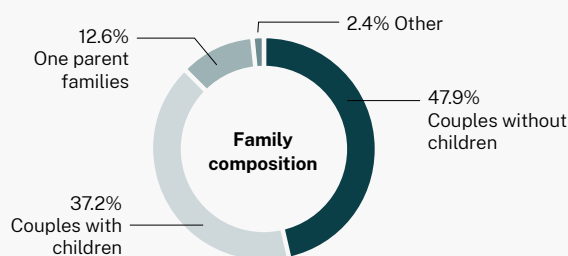
The board will seek to attract members from family and single person households



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

As a new park in the Parklands portfolio, 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.
- Six other members will be appointed by the Minister on the advice of the Greater Sydney Parklands Trust.

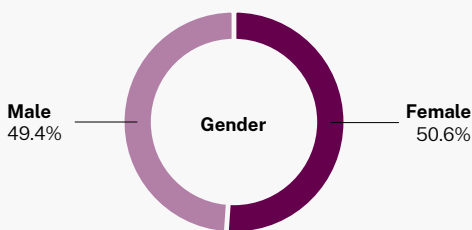
- The overall membership of the board will be reflective of the broad range of views and interests of the community and people who use Fernhill Estate. Specifically, membership must:
 - Be representative of diversity including, for example, in relation to gender, age and cultural background
 - Include representation for local First Nations peoples, and
 - 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 LGA and can be used as guidance for membership of the community trustee board for Fernhill Estate.

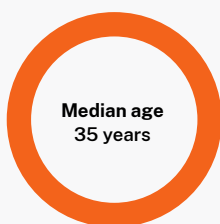


The Hayshed, Fernhill Estate

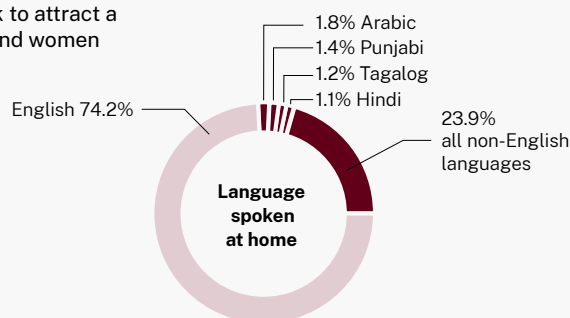
Fernhill Estate demographic profile



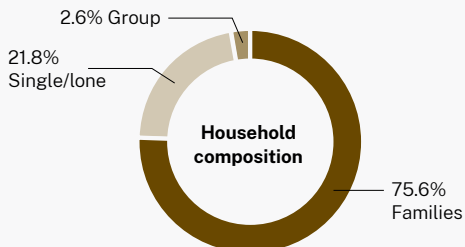
The board will seek to attract a balance of men and women



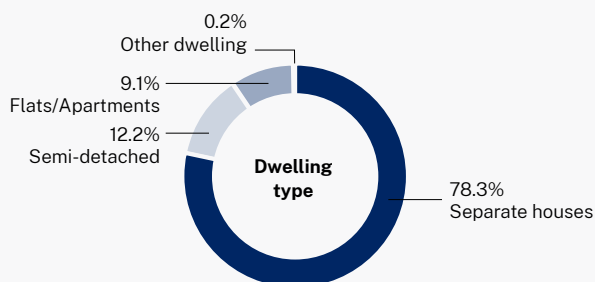
The board will seek to attract a range of age groups including 30 to 40 years



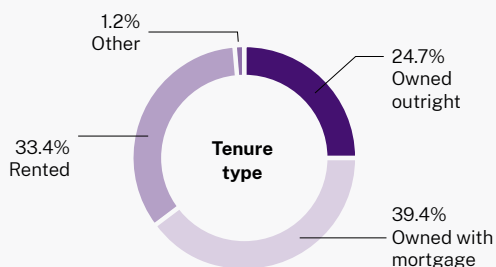
The board will seek to attract members who speak a language other than English



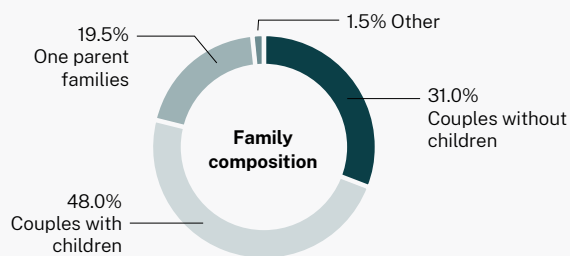
The board will seek to attract members from a range of household types, especially families



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

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 seven positions.

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

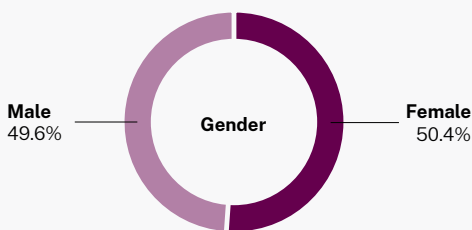
- One board member should be nominated by each relevant local council – City of Parramatta and Cumberland councils – as a community representative.
- Five other members will be appointed by the Minister on the advice of the Greater Sydney Parklands Trust.
- The overall membership of the board will be reflective of the broad range of views and interests of the community and people who use Parramatta Park. Specifically, membership must:
 - Be representative of diversity including, for example, in relation to gender, age and cultural background
 - Include representation for local First Nations peoples, and
 - 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 LGA and can be used as guidance for membership of the community trustee board for Parramatta Park.

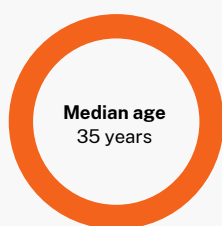


Domain Creek Playground, Parramatta Park

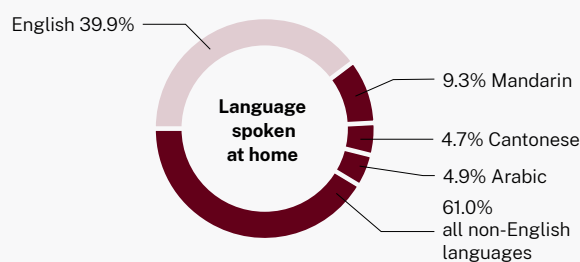
Parramatta Park demographic profile



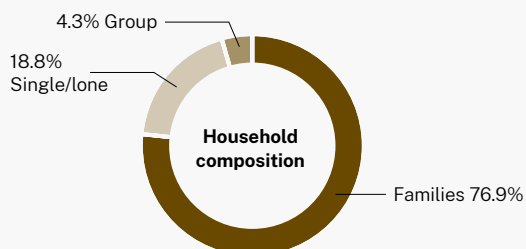
The board will seek to attract a balance of men and women



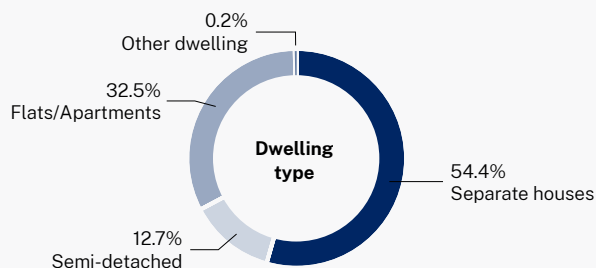
The board will seek to attract a range of age groups including 30 to 40 years



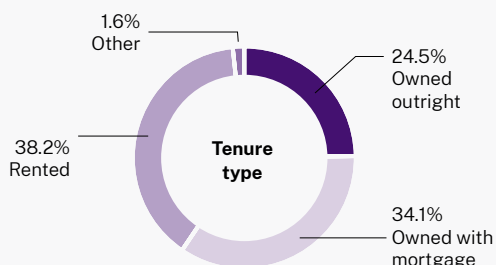
The board will seek to attract members who speak a language other than English, especially Mandarin



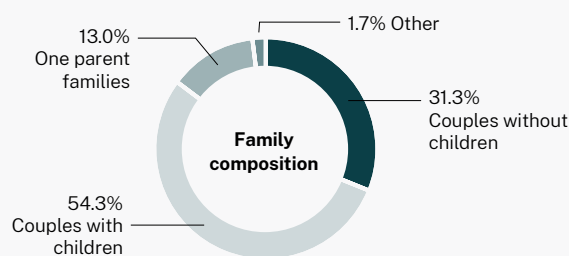
The board will seek to attract members from a range of household types



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

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 Parramatta Park will include a maximum of seven positions.

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

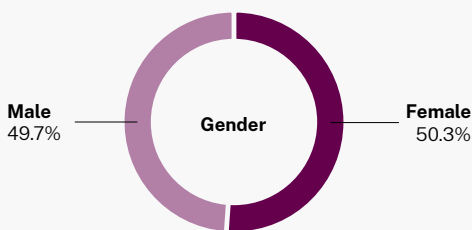
- One board member should be nominated by each relevant local council – Blacktown, Fairfield and Liverpool councils – as a community representative.
- Four other members will be appointed by the Minister on the advice of the Greater Sydney Parklands Trust.
- The overall membership of the board will be reflective of the broad range of views and interests of the community and people who use Western Sydney Parklands. Specifically, membership must:
 - Be representative of diversity including, for example, in relation to gender, age and cultural background
 - Include representation for local First Nations peoples, and
 - 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 LGA and can be used as guidance for membership of the community trustee board for Western Sydney Parklands.

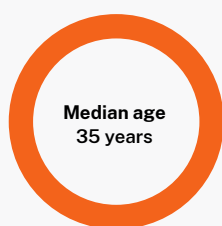


Bungarribee Park, Western Sydney Parklands

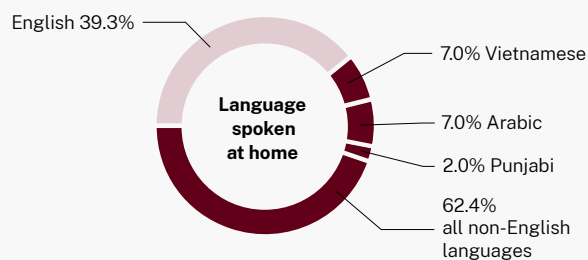
Western Sydney Parklands demographic profile



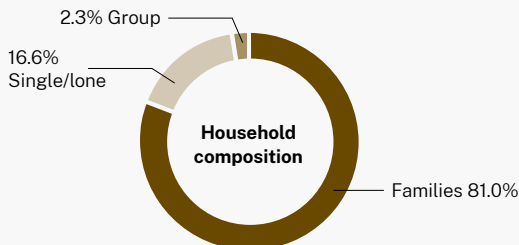
The board will seek to attract a balance of men and women



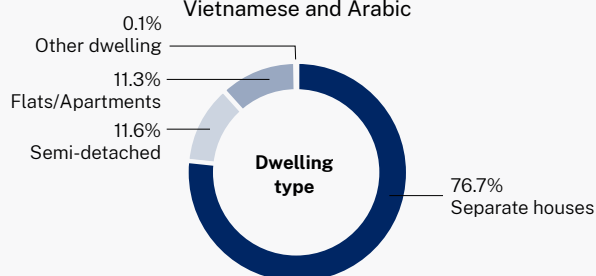
The board will seek to attract a range of age groups including 30 to 40 years



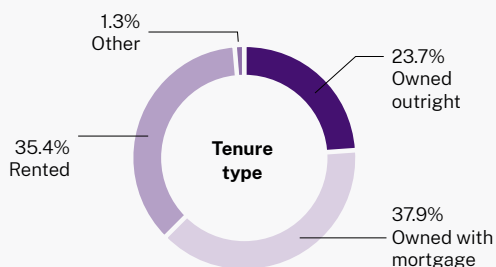
The board will seek to attract members who speak a language other than English, especially Vietnamese and Arabic



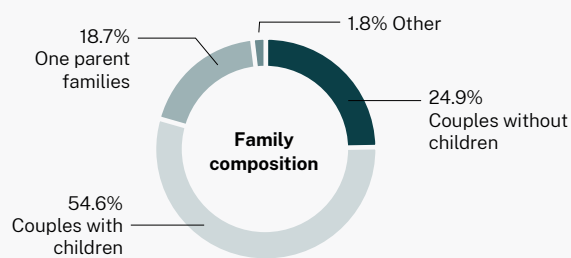
The board will seek to attract members from a range of household types, especially families



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

Appendix B

Community trustee boards – Terms of Reference

Terms of Reference

Community trustee board for
Callan Park

September 2022

Greater Sydney Parklands

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About these Terms of Reference

The community trustee board Terms of Reference identify the membership, responsibilities, authority and operations of the Callan Park community trustee board as part of Greater Sydney Parklands and Transport for NSW (the Department).

Community trustee board for Callan Park

Purpose of the community trustee board

The community trustee board has been established to provide advice and recommendations to the Greater Sydney Parklands Trust (GSPT) in relation to the trust lands.

The role of the board is to provide advice, input and recommendations to support the GSPT Board in decision making and actions, in alignment with Greater Sydney Parklands' Consultation and Engagement Framework. As per the *Greater Sydney Parklands Trust Act 2022* (the Act), community trustee boards do not have delegation or decision making powers.

In performing this role, the community trustee board will:

- Provide informed strategic advice to the GSPT Board on matters relating to Callan 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.

Establishment

The community trustee board for Callan Park has been established by legislation under the Act. The community trustee board will be established by 1 January 2023, with a view to the first meeting being held in early 2023.

Responsibilities of the community trustee board

In accordance with section 39 of the Act, the community trustee board for Callan Park has the following responsibilities:

- Provide advice and assistance to the Trust in the development and review of the plan of management for Callan Park and approve the plan of management for the parkland
- Provide advice to the Trust about proposed new or modified services and facilities for Callan Park, including priorities for investment
- Stay informed about current visitor and local community issues relating to the parkland and provide advice to the GSPT Board about the issues
- Be a consultative body for the Trust and the associated Trust for Callan Park in relation to—
 - the development and review of the plan of management for the parkland
 - matters of local relevance to the parkland, including the protection and use of Callan Park and the business, leasing and other activities carried out on, or to be carried out on the parkland, and
- Any other function given to community trustee boards by the Trust under this Act or another Act.

Responsibilities of the community trustee board Chair

The Chair of the community trustee board for Callan Park will be a board member appointed to the role by the Minister. Applicants seeking to be considered as a community trustee board Chair will be asked to indicate their interest and expertise when nominating. The Chair will be the key point of contact between the community trustee board and Greater Sydney Parklands.

The community trustee board Chair is expected to:

- Personally chair all community trustee board meetings
- Ensure that all matters dealt with by the community trustee board are consistent with the purpose of the community trustee board
- Be independent and impartial with respect to all community trustee board members
- Create an atmosphere of open and constructive participation within the community trustee board
- Actively work with community trustee board members to try and resolve any disputes that may arise during conduct of board activities
- Ensure confidential matters handled by the community trustee board are kept confidential, in accordance with the Code of Conduct
- Liaise with Greater Sydney Parklands to develop the agenda and key discussion items for meetings
- Advise Greater Sydney Parklands as soon as possible of any potential or actual conflict of interest that may affect their ability to fulfil their role as Chair
- Ensure community trustee board members comply with the Code of Conduct, notify any member who does not comply with the Code and refer any matters of concern to Greater Sydney Parklands through the Secretariat Officer
- Oversee the community trustee board's annual self-review and report any concerns to Greater Sydney Parklands through the Secretariat Officer
- Review and approve summary reports from community trustee board meetings for publication on the relevant Greater Sydney Parklands webpage within 14 days of the meeting
- Liaise with GSP staff as required to assist the board to exercise its functions including to arrange their attendance at community trustee board meetings to provide information and respond to queries from members
- If there is an information access application relating to the community trustee board, liaise with the agency and/or Department's GIPA Unit and the board about the appropriate response.

Compliance obligations of the board

The following instruments give rise to obligations with which the community trustee board for Callan Park must comply:

- *Greater Sydney Parklands Trust Act 2022*
- Greater Sydney Parklands' Consultation and Engagement Framework.

The following activities and actions will be undertaken to ensure compliance obligations are met:

- Four meetings of the community trustee board will be held each year
- Summary reports will be produced as part of each meeting.

To provide reasonable assurance to the Minister that compliance obligations are met, the GSPT Board will provide annual reports:

- An attestation statement will be co-signed by the Chair of the GSPT Board and Chair of the community trustee board.

Community trustee board membership

The community trustee board for Callan Park shall be comprised of the following seven positions:

- A member nominated by the relevant local council (i.e. Inner West Council) as a community representative
- Six other members appointed by the Minister on the advice of the Trust

Membership criteria:

- The person has sound knowledge of Callan Park including the activities carried out in the parkland
- The person is able to communicate effectively with local residents, local community groups and other persons who use the parkland
- The overall membership of the board will be reflective of the broad range of views and interests of the community and persons who use Callan Park, and must have regard to the need for the board to:
 - be representative of diversity including, for example, in relation to gender, age and cultural background
 - include representation for local First Nations peoples, and
 - include a representative who has experience or skills in heritage or heritage management.

Appointment of members

Members are selected by a panel following an Expression of Interest process and appointed by the Minister, in accordance with the approved Consultation and Engagement Framework, on the recommendation of the Trust. The Minister appoints the Chair to the community trustee board for Callan Park, noting that the Chair must have the demonstrated skills and experience to fulfil their role which includes running meetings, communicating effectively and providing recommendations. Further details of the role and function of the Chair are provided in the accompanying Code of Conduct.

The Minister may reappoint the Chair and members of the community trustee board for Callan Park to serve one additional term only.

Terms of appointment

How long is membership for?

A community trustee board member holds office for a period not exceeding five years. Members will be appointed for two years in the first instance.

Members are eligible (if otherwise qualified) for re-appointment. However, a member cannot hold office for more than two consecutive terms.

Terms of individual members may be staggered to support board continuity and knowledge exchange.

What happens when new members are appointed?

Once appointed, members will be provided with appropriate documentation as part of a process of onboarding and induction. Each member must acknowledge in writing their acceptance of these documents and declare any conflicts of interest before commencing as a board member.

Resignations/terminations

The Minister may remove an appointed community trustee board member or the Chair at any time.

A member may be removed prior to the expiry of their term if:

- The member cannot commit adequate time to their role
- There has been a disagreement with other members that cannot be resolved
- There is a conflict of interest that cannot be mitigated
- The member no longer meets the membership criteria
- The member has failed to attend an adequate number of meetings without providing an apology or valid reason (i.e. is absent from three consecutive meetings of the board)
- The member breached the community trustee board's Code of Conduct.

Meeting arrangements

Support during meetings

All records, including the agenda, outcomes and any reports or recommendations, will be prepared and kept by the officer responsible for secretariat support.

The secretariat will coordinate with Greater Sydney Parklands and the Chair of the community trustee board as appropriate to draft and prepare the agenda for each board meeting. Agendas will be circulated to members one week prior to the meeting.

The secretariat support must also coordinate with the Chair of the board to ensure that the summary report of the meeting is promptly finalised, signed by the Chair, and distributed to members for confirmation as soon as is practicable after each meeting.

The summary report of the previous meeting should also be tabled at the next board meeting for approval.

Meeting frequency

The community trustee board for Callan Park will meet at least four times per year.

A notice of each meeting confirming the date, time, venue and agenda will be sent to each member of the community trustee board as soon as practicable prior to the meeting date. Meeting dates for the full calendar year are set in advance to enable members to schedule meetings.

Board meetings may be held in a range of formats, including online using the relevant technology as agreed to by majority of members of the community trustee board, in order to provide flexibility and accessibility for members.

Business outside of meetings

The community trustee board for Callan Park may, for urgent issues, consider a matter out-of-session by the circulation of papers among all the members. The resolution is to be approved in writing by a majority of members.

Matters decided by a community trustee board out-of-session must be noted by the board at the next formal meeting and be recorded in the summary report of that meeting.

Attendees

The community trustee board for Callan Park may grant permission for non-member attendees to be present on the recommendation of the GSPT Board.

NSW Government MPs are welcomed and encouraged to attend meetings; however, they are not eligible to propose motions or vote on recommendations.

The persons nominated by relevant local councils (i.e. Inner West Council) as community representatives, but not chosen by the Minister, may attend meetings of the board but are not members of the board, and are not entitled to participate or vote at a meeting of the board.

Quorum

The quorum for a meeting of the board requires the following conditions to be met:

- Although not a decision-making body, a quorum is required for recommendations
- The quorum for a meeting of the community trustee board is a majority of its members.

Publication of decisions

The confirmed summary report of the meeting will be made publicly available. The summary report, including actions and recommendations, will be published on Greater Sydney Parklands' or the relevant parkland webpage within 14 days of each meeting, referred to the GSPT Board and circulated to members.

If Greater Sydney Parklands provides secretariat support and holds documents of the community trustee board, those documents may be subject to an information access application under the Government Information (Public Access) Act 2009 (GIPA Act). If there is an information access application relating to the board, the agency and/or Department's GIPA Unit will liaise with the board about the appropriate response.

Please note that the Department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents that relate to the work of the community trustee board.

Conduct of members

The community trustee board will abide by the board Code of Conduct.

Conflicts of interest

Conflicts of interest must be disclosed and dealt with by the community trustee board for Callan Park in a transparent way and in accordance with Departmental policy.

A conflict of interest arises in relation to a person's duties as a member of the community trustee board, if for example:

- The member has interests which could improperly influence the performance of his or her responsibilities as a board member
- There is the potential for a board member to personally benefit or provide benefits to associates from access to non-public information, or the results of non-public discussions, or decision-making processes.

Communication with the media and third parties

Views that are publicly expressed by a community trustee board member may be perceived or construed by the broader community as those of the community trustee board for Callan Park, Greater Sydney Parklands and/or the Department. Community trustee board members may speak to the media about their own views but must not purport to represent Greater Sydney Parklands.

Any requests from the media to a community trustee board member or Chair should be forwarded to Greater Sydney Parklands' Director Community, Engagement and Partnerships who will liaise with the Chair regarding the media request.

General correspondence and enquiries should be made through the Secretariat Officer.

Submissions to the community trustee board for Callan Park must be addressed to the Chair.

The Chief Executive is the designated media spokesperson for Greater Sydney Parklands.

Remuneration and allowances

Remuneration and out of pocket expenses

In line with the Act, positions on the community trustee board for Callan Park are voluntary and not remunerated.

The Chair and members of community trustee board for Callan Park are not entitled to out of pocket expenses.

Review

Periodic reporting on performance

Unless otherwise provided for by the establishing legislation, the community trustee board for Callan Park will conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation framework will be prepared by the Secretariat and endorsed by the members. The evaluation report should identify:

- How the board or committee is delivering on its objectives including a summary of key activities undertaken during the period
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies
- Results of any reviews undertaken, and
- Ratification of the terms of reference and any subsequent amendments.

Board review

Formal reviews are generally undertaken every five years. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act. An evaluation and review of the community trustee board's performance may be considered as part of this review.

A formal review of a community trustee board and its members may consider whether:

- The board is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its Terms of Reference and the legislation
- Delivery through the board is the most cost-effective approach
- The board has an appropriate number of members for the functions being performed
- Members have the appropriate mix of skills, experience, and diversity, and/or
- Individual members are fulfilling their responsibilities.

Review of Terms of Reference

The Greater Sydney Parklands Trust Board will review the Terms of Reference annually to ensure they remain consistent with the community trustee board's objectives and responsibilities.

Agreement

These terms of reference are agreed by the community trustee board for Callan Park as at / / [Insert Date] and remain in force until otherwise amended, replaced or voided.

Chair [Insert Name]:

Signature:

Date: / /

Callan Park

Terms of Reference

Community trustee board for
Centennial Parklands

September 2022

Greater Sydney Parklands

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About these Terms of Reference

The community trustee board Terms of Reference identify the membership, responsibilities, authority and operations of the Centennial Parklands community trustee board as part of Greater Sydney Parklands and Transport for NSW (the Department).

Community trustee board for Centennial Parklands

Purpose of the community trustee board

The community trustee board has been established to provide advice and recommendations to the Greater Sydney Parklands Trust (GSPT) in relation to the trust lands.

The role of the board is to provide advice, input and recommendations to support the GSPT Board in decision making and actions, in alignment with Greater Sydney Parklands' Consultation and Engagement Framework. As per the *Greater Sydney Parklands Trust Act 2022* (the Act), community trustee boards do not have delegation or decision making powers.

In performing this role, the community trustee board will:

- Provide informed strategic advice to the GSPT Board on matters relating to Centennial Parklands
- 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.

Establishment

The community trustee board for Centennial Parklands has been established by legislation under the Act.

The community trustee board will be established by 1 January 2023, with a view to the first meeting being held in early 2023.

Responsibilities of the community trustee board

In accordance with section 39 of the Act, the community trustee board for Centennial Parklands has the following responsibilities:

- Provide advice and assistance to the Trust in the development and review of the plan of management for Centennial Parklands and approve the plan of management for the parkland
- Provide advice to the Trust about proposed new or modified services and facilities for Centennial Parklands, including priorities for investment
- Stay informed about current visitor and local community issues relating to the parkland and provide advice to the GSPT Board about the issues
- Be a consultative body for the Trust and the associated Trust for Centennial Parklands in relation to—
 - the development and review of the plan of management for the parkland
 - matters of local relevance to the parkland, including the protection and use of Centennial Parklands and the business, leasing and other activities carried out on, or to be carried out on the parkland, and
- Any other function given to community trustee boards by the Trust under this Act or another Act.

Responsibilities of the community trustee board Chair

The Chair of the community trustee board for Centennial Parklands will be a board member appointed to the role by the Minister. Applicants seeking to be considered as a community trustee board Chair will be asked to indicate their interest and expertise when nominating. The Chair will be the key point of contact between the community trustee board and Greater Sydney Parklands.

The community trustee board Chair is expected to:

- Personally chair all community trustee board meetings
- Ensure that all matters dealt with by the community trustee board are consistent with the purpose of the community trustee board
- Be independent and impartial with respect to all community trustee board members
- Create an atmosphere of open and constructive participation within the community trustee board
- Actively work with community trustee board members to try and resolve any disputes that may arise during conduct of board activities
- Ensure confidential matters handled by the community trustee board are kept confidential, in accordance with the Code of Conduct
- Liaise with Greater Sydney Parklands to develop the agenda and key discussion items for meetings
- Advise Greater Sydney Parklands as soon as possible of any potential or actual conflict of interest that may affect their ability to fulfil their role as Chair
- Ensure community trustee board members comply with the Code of Conduct, notify any member who does not comply with the Code and refer any matters of concern to Greater Sydney Parklands through the Secretariat Officer
- Oversee the community trustee board's annual self-review and report any concerns to Greater Sydney Parklands through the Secretariat Officer
- Review and approve summary reports from community trustee board meetings for publication on the relevant Greater Sydney Parklands webpage within 14 days of the meeting
- Liaise with GSP staff as required to assist the board to exercise its functions including to arrange their attendance at community trustee board meetings to provide information and respond to queries from members
- If there is an information access application relating to the community trustee board, liaise with the agency and/or Department's GIPA Unit and the board about the appropriate response.

Compliance obligations of the board

The following instruments give rise to obligations with which the community trustee board for Centennial Parklands must comply:

- *Greater Sydney Parklands Trust Act 2022*
- Greater Sydney Parklands' Consultation and Engagement Framework.

The following activities and actions will be undertaken to ensure compliance obligations are met:

- Four meetings of the community trustee board will be held each year
- Summary reports will be produced as part of each meeting.

To provide reasonable assurance to the Minister that compliance obligations are met, the GSPT Board will provide annual reports:

- An attestation statement will be co-signed by the Chair of the GSPT Board and Chair of the community trustee board.

Community trustee board membership

The community trustee board for Centennial Parklands shall be comprised of the following seven positions:

- A member nominated by the relevant local councils (i.e. Randwick, Waverley, Woollahra and City of Sydney councils) as a community representative
- Six other members appointed by the Minister on the advice of the Trust
- If more than three persons are nominated by relevant local councils (i.e. Randwick, Waverley, Woollahra and City of Sydney councils) as community representatives –
 - a. the Minister must choose at least three members from the persons nominated, and
 - b. the persons nominated, but not chosen by the Minister, may attend meetings of the board but are not members of the board, and are not entitled to vote at a meeting of the board.

Membership criteria:

- The person has sound knowledge of Centennial Parklands including the activities carried out in the parkland
- The person is able to communicate effectively with local residents, local community groups and other persons who use the parkland
- The overall membership of the board will be reflective of the broad range of views and interests of the community and persons who use Centennial Parklands, and must have regard to the need for the board to:
 - be representative of diversity including, for example, in relation to gender, age and cultural background
 - include representation for local First Nations peoples, and
 - include a representative who has experience or skills in heritage or heritage management.

Appointment of members

Members are selected by a panel following an Expression of Interest process and appointed by the Minister, in accordance with the approved Consultation and Engagement Framework, on the recommendation of the Trust. The Minister appoints the Chair to the community trustee board for Centennial Parklands, noting that the Chair must have the demonstrated skills and experience to fulfil their role which includes running meetings, communicating effectively and providing recommendations. Further details of the role and function of the Chair are provided in the accompanying Code of Conduct.

The Minister may reappoint the Chair and members of the community trustee board for Centennial Parklands to serve one additional term only.

Terms of appointment

How long is membership for?

A community trustee board member holds office for a period not exceeding five years. Members will be appointed for two years in the first instance.

Members are eligible (if otherwise qualified) for re-appointment. However, a member cannot hold office for more than two consecutive terms.

Terms of individual members may be staggered to support board continuity and knowledge exchange.

What happens when new members are appointed?

Once appointed, members will be provided with appropriate documentation as part of a process of onboarding and induction. Each member must acknowledge in writing their acceptance of these documents and declare any conflicts of interest before commencing as a board member.

Resignations/terminations

The Minister may remove an appointed community trustee board member or the Chair at any time.

A member may be removed prior to the expiry of their term if:

- The member cannot commit adequate time to their role
- There has been a disagreement with other members that cannot be resolved
- There is a conflict of interest that cannot be mitigated
- The member no longer meets the membership criteria
- The member has failed to attend an adequate number of meetings without providing an apology or valid reason (i.e. is absent from three consecutive meetings of the board)
- The member breached the community trustee board's Code of Conduct.

Meeting arrangements

Support during meetings

All records, including the agenda, outcomes and any reports or recommendations, will be prepared and kept by the officer responsible for secretariat support.

The secretariat will coordinate with Greater Sydney Parklands and the Chair of the community trustee board as appropriate to draft and prepare the agenda for each board meeting. Agendas will be circulated to members one week prior to the meeting.

The secretariat support must also coordinate with the Chair of the board to ensure that the summary report of the meeting is promptly finalised, signed by the Chair, and distributed to members for confirmation as soon as is practicable after each meeting.

The summary report of the previous meeting should also be tabled at the next board meeting for approval.

Meeting frequency

The community trustee board for Centennial Parklands will meet at least four times per year.

A notice of each meeting confirming the date, time, venue and agenda will be sent to each member of the community trustee board as soon as practicable prior to the meeting date. Meeting dates for the full calendar year are set in advance to enable members to schedule meetings.

Board meetings may be held in a range of formats, including online using the relevant technology as agreed to by majority of members of the community trustee board, in order to provide flexibility and accessibility for members.

Business outside of meetings

The community trustee board for Centennial Parklands may, for urgent issues, consider a matter out-of-session by the circulation of papers among all the members. The resolution is to be approved in writing by a majority of members.

Matters decided by a community trustee board out-of-session must be noted by the board at the next formal meeting and be recorded in the summary report of that meeting.

Attendees

The community trustee board for Centennial Parklands may grant permission for non-member attendees to be present on the recommendation of the GSPT Board.

NSW Government MPs are welcomed and encouraged to attend meetings; however, they are not eligible to propose motions or vote on recommendations.

The persons nominated by relevant local councils (i.e. Randwick, Waverley, Woollahra and City of Sydney councils) as community representatives, but not chosen by the Minister, may attend meetings of the board but are not members of the board, and are not entitled to participate or vote at a meeting of the board.

Quorum

The quorum for a meeting of the board requires the following conditions to be met:

- Although not a decision-making body, a quorum is required for recommendations
- The quorum for a meeting of the community trustee board is a majority of its members.

Publication of decisions

The confirmed summary report of the meeting will be made publicly available. The summary report, including actions and recommendations, will be published on Greater Sydney Parklands' or the relevant parkland webpage within 14 days of each meeting, referred to the GSPT Board and circulated to members.

If Greater Sydney Parklands provides secretariat support and holds documents of the community trustee board, those documents may be subject to an information access application under the Government Information (Public Access) Act 2009 (GIPA Act). If there is an information access application relating to the board, the agency and/or Department's GIPA Unit will liaise with the board about the appropriate response.

Please note that the Department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents that relate to the work of the community trustee board.

Conduct of members

The community trustee board will abide by the board Code of Conduct.

Conflicts of interest

Conflicts of interest must be disclosed and dealt with by the community trustee board for Centennial Parklands in a transparent way and in accordance with Departmental policy.

A conflict of interest arises in relation to a person's duties as a member of the community trustee board, if for example:

- The member has interests which could improperly influence the performance of his or her responsibilities as a board member
- There is the potential for a board member to personally benefit or provide benefits to associates from access to non-public information, or the results of non-public discussions, or decision-making processes.

Communication with the media and third parties

Views that are publicly expressed by a community trustee board member may be perceived or construed by the broader community as those of the community trustee board for Centennial Parklands, Greater Sydney Parklands and/or the Department. Community trustee board members may speak to the media about their own views but must not purport to represent Greater Sydney Parklands.

Any requests from the media to a community trustee board member or Chair should be forwarded to Greater Sydney Parklands' Director Community, Engagement and Partnerships who will liaise with the Chair regarding the media request.

General correspondence and enquiries should be made through the Secretariat Officer.

Submissions to the community trustee board for Centennial Parklands must be addressed to the Chair.

The Chief Executive is the designated media spokesperson for Greater Sydney Parklands.

Remuneration and allowances

Remuneration and out of pocket expenses

In line with the Act, positions on the community trustee board for Centennial Parklands are voluntary and not remunerated.

The Chair and members of community trustee board for Centennial Parklands are not entitled to out of pocket expenses.

Review

Periodic reporting on performance

Unless otherwise provided for by the establishing legislation, the community trustee board for Centennial Parklands will conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation framework will be prepared by the Secretariat and endorsed by the members. The evaluation report should identify:

- How the board or committee is delivering on its objectives including a summary of key activities undertaken during the period
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies
- Results of any reviews undertaken, and
- Ratification of the terms of reference and any subsequent amendments.

Board review

Formal reviews are generally undertaken every five years. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act. An evaluation and review of the community trustee board's performance may be considered as part of this review.

A formal review of a community trustee board and its members may consider whether:

- The board is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its Terms of Reference and the legislation
- Delivery through the board is the most cost-effective approach
- The board has an appropriate number of members for the functions being performed
- Members have the appropriate mix of skills, experience, and diversity, and/or
- Individual members are fulfilling their responsibilities.

Review of Terms of Reference

The Greater Sydney Parklands Trust Board will review the Terms of Reference annually to ensure they remain consistent with the community trustee board's objectives and responsibilities.

Agreement

These terms of reference are agreed by the community trustee board for Centennial Parklands as at / / [Insert Date] and remain in force until otherwise amended, replaced or voided.

Chair [Insert Name]:

Signature:

Date: / /



Centennial
Parklands

Terms of Reference

Community trustee board for
Fernhill Estate

September 2022

Greater Sydney Parklands

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About these Terms of Reference

The community trustee board Terms of Reference identify the membership, responsibilities, authority and operations of the Fernhill Estate community trustee board as part of Greater Sydney Parklands and Transport for NSW (the Department).

Community trustee board for Fernhill Estate

Purpose of the community trustee board

The community trustee board has been established to provide advice and recommendations to the Greater Sydney Parklands Trust (GSPT) in relation to the trust lands.

The role of the board is to provide advice, input and recommendations to support the GSPT Board in decision making and actions, in alignment with Greater Sydney Parklands' Consultation and Engagement Framework. As per the *Greater Sydney Parklands Trust Act 2022* (the Act), community trustee boards do not have delegation or decision making powers.

In performing this role, the community trustee board will:

- Provide informed strategic advice to the GSPT Board on matters relating to Fernhill Estate
- 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.

Establishment

The community trustee board for Fernhill Estate has been established by legislation under the Act. The community trustee board will be established by 1 January 2023, with a view to the first meeting being held in early 2023.

Responsibilities of the community trustee board

In accordance with section 39 of the Act, the community trustee board for Fernhill Estate has the following responsibilities:

- Provide advice and assistance to the Trust in the development and review of the plan of management for Fernhill Estate and approve the plan of management for the parkland
- Provide advice to the Trust about proposed new or modified services and facilities for Fernhill Estate, including priorities for investment
- Stay informed about current visitor and local community issues relating to the parkland and provide advice to the GSPT Board about the issues
- Be a consultative body for the Trust and the associated Trust for Fernhill Estate in relation to –
 - the development and review of the plan of management for the parkland
 - matters of local relevance to the parkland, including the protection and use of Fernhill Estate and the business, leasing and other activities carried out on, or to be carried out on the parkland, and
- Any other function given to community trustee boards by the Trust under this Act or another Act.

Responsibilities of the community trustee board Chair

The Chair of the community trustee board for Fernhill Estate will be a board member appointed to the role by the Minister. Applicants seeking to be considered as a community trustee board Chair will be asked to indicate their interest and expertise when nominating. The Chair will be the key point of contact between the community trustee board and Greater Sydney Parklands.

The community trustee board Chair is expected to:

- Personally chair all community trustee board meetings
- Ensure that all matters dealt with by the community trustee board are consistent with the purpose of the community trustee board
- Be independent and impartial with respect to all community trustee board members
- Create an atmosphere of open and constructive participation within the community trustee board
- Actively work with community trustee board members to try and resolve any disputes that may arise during conduct of board activities
- Ensure confidential matters handled by the community trustee board are kept confidential, in accordance with the Code of Conduct
- Liaise with Greater Sydney Parklands to develop the agenda and key discussion items for meetings
- Advise Greater Sydney Parklands as soon as possible of any potential or actual conflict of interest that may affect their ability to fulfil their role as Chair
- Ensure community trustee board members comply with the Code of Conduct, notify any member who does not comply with the Code and refer any matters of concern to Greater Sydney Parklands through the Secretariat Officer
- Oversee the community trustee board's annual self-review and report any concerns to Greater Sydney Parklands through the Secretariat Officer
- Review and approve summary reports from community trustee board meetings for publication on the relevant Greater Sydney Parklands webpage within 14 days of the meeting
- Liaise with GSP staff as required to assist the board to exercise its functions including to arrange their attendance at community trustee board meetings to provide information and respond to queries from members
- If there is an information access application relating to the community trustee board, liaise with the agency and/or Department's GIPA Unit and the board about the appropriate response.

Compliance obligations of the board

The following instruments give rise to obligations with which the community trustee board for Fernhill Estate must comply:

- *Greater Sydney Parklands Trust Act 2022*
- Greater Sydney Parklands' Consultation and Engagement Framework.

The following activities and actions will be undertaken to ensure compliance obligations are met:

- Four meetings of the community trustee board will be held each year
- Summary reports will be produced as part of each meeting.

To provide reasonable assurance to the Minister that compliance obligations are met, the GSPT Board will provide annual reports:

- An attestation statement will be co-signed by the Chair of the GSPT Board and Chair of the community trustee board.

Community trustee board membership

The community trustee board for Fernhill Estate shall be comprised of the following seven positions:

- A member nominated by the relevant local council (i.e. Penrith City Council) as a community representative
- Six other members appointed by the Minister on the advice of the Trust

Membership criteria:

- The person has sound knowledge of Fernhill Estate including the activities carried out in the parkland
- The person is able to communicate effectively with local residents, local community groups and other persons who use the parkland
- The overall membership of the board will be reflective of the broad range of views and interests of the community and persons who use Fernhill Estate, and must have regard to the need for the board to:
 - be representative of diversity including, for example, in relation to gender, age and cultural background
 - include representation for local First Nations peoples, and
 - include a representative who has experience or skills in heritage or heritage management.

Appointment of members

Members are selected by a panel following an Expression of Interest process and appointed by the Minister, in accordance with the approved Consultation and Engagement Framework, on the recommendation of the Trust. The Minister appoints the Chair to the community trustee board for Fernhill Estate, noting that the Chair must have the demonstrated skills and experience to fulfil their role which includes running meetings, communicating effectively and providing recommendations. Further details of the role and function of the Chair are provided in the accompanying Code of Conduct.

The Minister may reappoint the Chair and members of the community trustee board for Fernhill Estate to serve one additional term only.

Terms of appointment

How long is membership for?

A community trustee board member holds office for a period not exceeding five years. Members will be appointed for two years in the first instance.

Members are eligible (if otherwise qualified) for re-appointment. However, a member cannot hold office for more than two consecutive terms.

Terms of individual members may be staggered to support board continuity and knowledge exchange.

What happens when new members are appointed?

Once appointed, members will be provided with appropriate documentation as part of a process of onboarding and induction. Each member must acknowledge in writing their acceptance of these documents and declare any conflicts of interest before commencing as a board member.

Resignations/terminations

The Minister may remove an appointed community trustee board member or the Chair at any time.

A member may be removed prior to the expiry of their term if:

- The member cannot commit adequate time to their role
- There has been a disagreement with other members that cannot be resolved
- There is a conflict of interest that cannot be mitigated
- The member no longer meets the membership criteria
- The member has failed to attend an adequate number of meetings without providing an apology or valid reason (i.e. is absent from three consecutive meetings of the board)
- The member breached the community trustee board's Code of Conduct.

Meeting arrangements

Support during meetings

All records, including the agenda, outcomes and any reports or recommendations, will be prepared and kept by the officer responsible for secretariat support.

The secretariat will coordinate with Greater Sydney Parklands and the Chair of the community trustee board as appropriate to draft and prepare the agenda for each board meeting. Agendas will be circulated to members one week prior to the meeting.

The secretariat support must also coordinate with the Chair of the board to ensure that the summary report of the meeting is promptly finalised, signed by the Chair, and distributed to members for confirmation as soon as is practicable after each meeting.

The summary report of the previous meeting should also be tabled at the next board meeting for approval.

Meeting frequency

The community trustee board for Fernhill Estate will meet at least four times per year.

A notice of each meeting confirming the date, time, venue and agenda will be sent to each member of the community trustee board as soon as practicable prior to the meeting date. Meeting dates for the full calendar year are set in advance to enable members to schedule meetings.

Board meetings may be held in a range of formats, including online using the relevant technology as agreed to by majority of members of the community trustee board, in order to provide flexibility and accessibility for members.

Business outside of meetings

The community trustee board for Fernhill Estate may, for urgent issues, consider a matter out-of-session by the circulation of papers among all the members. The resolution is to be approved in writing by a majority of members.

Matters decided by a community trustee board out-of-session must be noted by the board at the next formal meeting and be recorded in the summary report of that meeting.

Attendees

The community trustee board for Fernhill Estate may grant permission for non-member attendees to be present on the recommendation of the GSPT Board.

NSW Government MPs are welcomed and encouraged to attend meetings; however, they are not eligible to propose motions or vote on recommendations.

Quorum

The quorum for a meeting of the board requires the following conditions to be met:

- Although not a decision-making body, a quorum is required for recommendations
- The quorum for a meeting of the community trustee board is a majority of its members.

Publication of decisions

The confirmed summary report of the meeting will be made publicly available. The summary report, including actions and recommendations, will be published on Greater Sydney Parklands' or the relevant parkland webpage within 14 days of each meeting, referred to the GSPT Board and circulated to members.

If Greater Sydney Parklands provides secretariat support and holds documents of the community trustee board, those documents may be subject to an information access application under the Government Information (Public Access) Act 2009 (GIPA Act). If there is an information access application relating to the board, the agency and/or Department's GIPA Unit will liaise with the board about the appropriate response.

Please note that the Department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents that relate to the work of the community trustee board.

Conduct of members

The community trustee board will abide by the board Code of Conduct.

Conflicts of interest

Conflicts of interest must be disclosed and dealt with by the community trustee board for Fernhill Estate in a transparent way and in accordance with Departmental policy.

A conflict of interest arises in relation to a person's duties as a member of the community trustee board, if for example:

- The member has interests which could improperly influence the performance of his or her responsibilities as a board member
- There is the potential for a board member to personally benefit or provide benefits to associates from access to non-public information, or the results of non-public discussions, or decision-making processes.

Communication with the media and third parties

Views that are publicly expressed by a community trustee board member may be perceived or construed by the broader community as those of the community trustee board for Fernhill Estate, Greater Sydney Parklands and/or the Department. Community trustee board members may speak to the media about their own views but must not purport to represent Greater Sydney Parklands.

Any requests from the media to a community trustee board member or Chair should be forwarded to Greater Sydney Parklands' Director Community, Engagement and Partnerships who will liaise with the Chair regarding the media request.

General correspondence and enquiries should be made through the Secretariat Officer.

Submissions to the community trustee board for Fernhill Estate must be addressed to the Chair.

The Chief Executive is the designated media spokesperson for Greater Sydney Parklands.

Remuneration and allowances

Remuneration and out of pocket expenses

In line with the Act, positions on the community trustee board for Fernhill Estate are voluntary and not remunerated.

The Chair and members of community trustee board for Fernhill Estate are not entitled to out of pocket expenses.

Review

Periodic reporting on performance

Unless otherwise provided for by the establishing legislation, the community trustee board for Fernhill Estate will conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation framework will be prepared by the Secretariat and endorsed by the members. The evaluation report should identify:

- How the board or committee is delivering on its objectives including a summary of key activities undertaken during the period
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies
- Results of any reviews undertaken, and
- Ratification of the terms of reference and any subsequent amendments.

Board review

Formal reviews are generally undertaken every five years. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act. An evaluation and review of the community trustee board's performance may be considered as part of this review.

A formal review of a community trustee board and its members may consider whether:

- The board is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its Terms of Reference and the legislation
- Delivery through the board is the most cost-effective approach
- The board has an appropriate number of members for the functions being performed
- Members have the appropriate mix of skills, experience, and diversity, and/or
- Individual members are fulfilling their responsibilities.

Review of Terms of Reference

The Greater Sydney Parklands Trust Board will review the Terms of Reference annually to ensure they remain consistent with the community trustee board's objectives and responsibilities.

Agreement

These terms of reference are agreed by the community trustee board for Fernhill Estate as at / / [Insert Date] and remain in force until otherwise amended, replaced or voided.

Chair [Insert Name]:

Signature:

Date: / /

Fernhill Estate

Terms of Reference

Community trustee board for
Parramatta Park

September 2022

Greater Sydney Parklands

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About these Terms of Reference

The community trustee board Terms of Reference identify the membership, responsibilities, authority and operations of the Parramatta Park community trustee board as part of Greater Sydney Parklands and Transport for NSW (the Department).

Community trustee board for Parramatta Park

Purpose of the community trustee board

The community trustee board has been established to provide advice and recommendations to the Greater Sydney Parklands Trust (GSPT) in relation to the trust lands.

The role of the board is to provide advice, input and recommendations to support the GSPT Board in decision making and actions, in alignment with Greater Sydney Parklands' Consultation and Engagement Framework. As per the *Greater Sydney Parklands Trust Act 2022* (the Act), community trustee boards do not have delegation or decision making powers.

In performing this role, the community trustee board will:

- Provide informed strategic advice to the GSPT Board on matters relating to Parramatta 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.

Establishment

The community trustee board for Parramatta Park has been established by legislation under the Act. The community trustee board will be established by 1 January 2023, with a view to the first meeting being held in early 2023.

Responsibilities of the community trustee board

In accordance with section 39 of the Act, the community trustee board for Parramatta Park has the following responsibilities:

- Provide advice and assistance to the Trust in the development and review of the plan of management for Parramatta Park and approve the plan of management for the parkland
- Provide advice to the Trust about proposed new or modified services and facilities for Parramatta Park, including priorities for investment
- Stay informed about current visitor and local community issues relating to the parkland and provide advice to the GSPT Board about the issues
- Be a consultative body for the Trust and the associated Trust for Parramatta Park in relation to —
 - the development and review of the plan of management for the parkland
 - matters of local relevance to the parkland, including the protection and use of Parramatta Park and the business, leasing and other activities carried out on, or to be carried out on the parkland, and
- Any other function given to community trustee boards by the Trust under this Act or another Act.

Responsibilities of the community trustee board Chair

The Chair of the community trustee board for Parramatta Park will be a board member appointed to the role by the Minister. Applicants seeking to be considered as a community trustee board Chair will be asked to indicate their interest and expertise when nominating. The Chair will be the key point of contact between the community trustee board and Greater Sydney Parklands.

The community trustee board Chair is expected to:

- Personally chair all community trustee board meetings
- Ensure that all matters dealt with by the community trustee board are consistent with the purpose of the community trustee board
- Be independent and impartial with respect to all community trustee board members
- Create an atmosphere of open and constructive participation within the community trustee board
- Actively work with community trustee board members to try and resolve any disputes that may arise during conduct of board activities
- Ensure confidential matters handled by the community trustee board are kept confidential, in accordance with the Code of Conduct
- Liaise with Greater Sydney Parklands to develop the agenda and key discussion items for meetings
- Advise Greater Sydney Parklands as soon as possible of any potential or actual conflict of interest that may affect their ability to fulfil their role as Chair
- Ensure community trustee board members comply with the Code of Conduct, notify any member who does not comply with the Code and refer any matters of concern to Greater Sydney Parklands through the Secretariat Officer
- Oversee the community trustee board's annual self-review and report any concerns to Greater Sydney Parklands through the Secretariat Officer
- Review and approve summary reports from community trustee board meetings for publication on the relevant Greater Sydney Parklands webpage within 14 days of the meeting
- Liaise with GSP staff as required to assist the board to exercise its functions including to arrange their attendance at community trustee board meetings to provide information and respond to queries from members
- If there is an information access application relating to the community trustee board, liaise with the agency and/or Department's GIPA Unit and the board about the appropriate response.

Compliance obligations of the board

The following instruments give rise to obligations with which the community trustee board for Parramatta Park must comply:

- *Greater Sydney Parklands Trust Act 2022*
- Greater Sydney Parklands' Consultation and Engagement Framework.

The following activities and actions will be undertaken to ensure compliance obligations are met:

- Four meetings of the community trustee board will be held each year
- Summary reports will be produced as part of each meeting.

To provide reasonable assurance to the Minister that compliance obligations are met, the GSPT Board will provide annual reports:

- An attestation statement will be co-signed by the Chair of the GSPT Board and Chair of the community trustee board.

Community trustee board membership

The community trustee board for Parramatta Park shall be comprised of the following seven positions:

- A member nominated by the relevant local councils (i.e. Cumberland City Council and City of Parramatta Council) as a community representative
- Five other members appointed by the Minister on the advice of the Trust.

Membership criteria:

- The person has sound knowledge of Parramatta Park including the activities carried out in the parkland
- The person is able to communicate effectively with local residents, local community groups and other persons who use the parkland
- The overall membership of the board will be reflective of the broad range of views and interests of the community and persons who use Parramatta Park, and must have regard to the need for the board to:
 - be representative of diversity including, for example, in relation to gender, age and cultural background
 - include representation for local First Nations peoples, and
 - include a representative who has experience or skills in heritage or heritage management.

Appointment of members

Members are selected by a panel following an Expression of Interest process and appointed by the Minister, in accordance with the approved Consultation and Engagement Framework, on the recommendation of the Trust. The Minister appoints the Chair to the community trustee board for Parramatta Park, noting that the Chair must have the demonstrated skills and experience to fulfil their role which includes running meetings, communicating effectively and providing recommendations. Further details of the role and function of the Chair are provided in the accompanying Code of Conduct.

The Minister may reappoint the Chair and members of the community trustee board for Parramatta Park to serve one additional term only.

Terms of appointment

How long is membership for?

A community trustee board member holds office for a period not exceeding five years. Members will be appointed for two years in the first instance.

Members are eligible (if otherwise qualified) for re-appointment. However, a member cannot hold office for more than two consecutive terms.

Terms of individual members may be staggered to support board continuity and knowledge exchange.

What happens when new members are appointed?

Once appointed, members will be provided with appropriate documentation as part of a process of onboarding and induction. Each member must acknowledge in writing their acceptance of these documents and declare any conflicts of interest before commencing as a board member.

Resignations/terminations

The Minister may remove an appointed community trustee board member or the Chair at any time.

A member may be removed prior to the expiry of their term if:

- The member cannot commit adequate time to their role
- There has been a disagreement with other members that cannot be resolved
- There is a conflict of interest that cannot be mitigated
- The member no longer meets the membership criteria
- The member has failed to attend an adequate number of meetings without providing an apology or valid reason (i.e. is absent from three consecutive meetings of the board)
- The member breached the community trustee board's Code of Conduct.

Meeting arrangements

Support during meetings

All records, including the agenda, outcomes and any reports or recommendations, will be prepared and kept by the officer responsible for secretariat support.

The secretariat will coordinate with Greater Sydney Parklands and the Chair of the community trustee board as appropriate to draft and prepare the agenda for each board meeting. Agendas will be circulated to members one week prior to the meeting.

The secretariat support must also coordinate with the Chair of the board to ensure that the summary report of the meeting is promptly finalised, signed by the Chair, and distributed to members for confirmation as soon as is practicable after each meeting.

The summary report of the previous meeting should also be tabled at the next board meeting for approval.

Meeting frequency

The community trustee board for Parramatta Park will meet at least four times per year.

A notice of each meeting confirming the date, time, venue and agenda will be sent to each member of the community trustee board as soon as practicable prior to the meeting date. Meeting dates for the full calendar year are set in advance to enable members to schedule meetings.

Board meetings may be held in a range of formats, including online using the relevant technology as agreed to by majority of members of the community trustee board, in order to provide flexibility and accessibility for members.

Business outside of meetings

The community trustee board for Parramatta Park may, for urgent issues, consider a matter out-of-session by the circulation of papers among all the members. The resolution is to be approved in writing by a majority of members.

Matters decided by a community trustee board out-of-session must be noted by the board at the next formal meeting and be recorded in the summary report of that meeting.

Attendees

The community trustee board for Parramatta Park may grant permission for non-member attendees to be present on the recommendation of the GSPT Board.

NSW Government MPs are welcomed and encouraged to attend meetings; however, they are not eligible to propose motions or vote on recommendations.

Quorum

The quorum for a meeting of the board requires the following conditions to be met:

- Although not a decision-making body, a quorum is required for recommendations
- The quorum for a meeting of the community trustee board is a majority of its members.

Publication of decisions

The confirmed summary report of the meeting will be made publicly available. The summary report, including actions and recommendations, will be published on Greater Sydney Parklands' or the relevant parkland webpage within 14 days of each meeting, referred to the GSPT Board and circulated to members.

If Greater Sydney Parklands provides secretariat support and holds documents of the community trustee board, those documents may be subject to an information access application under the Government Information (Public Access) Act 2009 (GIPA Act). If there is an information access application relating to the board, the agency and/or Department's GIPA Unit will liaise with the board about the appropriate response.

Please note that the Department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents that relate to the work of the community trustee board.

Conduct of members

The community trustee board will abide by the board Code of Conduct.

Conflicts of interest

Conflicts of interest must be disclosed and dealt with by the community trustee board for Parramatta Park in a transparent way and in accordance with Departmental policy.

A conflict of interest arises in relation to a person's duties as a member of the community trustee board, if for example:

- The member has interests which could improperly influence the performance of his or her responsibilities as a board member
- There is the potential for a board member to personally benefit or provide benefits to associates from access to non-public information, or the results of non-public discussions, or decision-making processes.

Communication with the media and third parties

Views that are publicly expressed by a community trustee board member may be perceived or construed by the broader community as those of the community trustee board for Parramatta Park, Greater Sydney Parklands and/or the Department. Community trustee board members may speak to the media about their own views but must not purport to represent Greater Sydney Parklands.

Any requests from the media to a community trustee board member or Chair should be forwarded to Greater Sydney Parklands' Director Community, Engagement and Partnerships who will liaise with the Chair regarding the media request.

General correspondence and enquiries should be made through the Secretariat Officer.

Submissions to the community trustee board for Parramatta Park must be addressed to the Chair.

The Chief Executive is the designated media spokesperson for Greater Sydney Parklands.

Remuneration and allowances

Remuneration and out of pocket expenses

In line with the Act, positions on the community trustee board for Parramatta Park are voluntary and not remunerated.

The Chair and members of community trustee board for Parramatta Park are not entitled to out of pocket expenses.

Review

Periodic reporting on performance

Unless otherwise provided for by the establishing legislation, the community trustee board for Parramatta Park will conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation framework will be prepared by the Secretariat and endorsed by the members. The evaluation report should identify:

- How the board or committee is delivering on its objectives including a summary of key activities undertaken during the period
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies
- Results of any reviews undertaken, and
- Ratification of the terms of reference and any subsequent amendments.

Board review

Formal reviews are generally undertaken every five years. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act. An evaluation and review of the community trustee board's performance may be considered as part of this review.

A formal review of a community trustee board and its members may consider whether:

- The board is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its Terms of Reference and the legislation
- Delivery through the board is the most cost-effective approach
- The board has an appropriate number of members for the functions being performed
- Members have the appropriate mix of skills, experience, and diversity, and/or
- Individual members are fulfilling their responsibilities.

Review of Terms of Reference

The Greater Sydney Parklands Trust Board will review the Terms of Reference annually to ensure they remain consistent with the community trustee board's objectives and responsibilities.

Agreement

These terms of reference are agreed by the community trustee board for Parramatta Park as at / / [Insert Date] and remain in force until otherwise amended, replaced or voided.

Chair [Insert Name]:

Signature:

Date: / /



Terms of Reference

Community trustee board for
Western Sydney Parklands

September 2022

Greater Sydney Parklands

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In performing this role, the community trustee board will:

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The community trustee board will be established by 1 January 2023, with a view to the first meeting being held in early 2023.

Responsibilities of the community trustee board

In accordance with section 39 of the Act, the community trustee board for Western Sydney Parklands has the following responsibilities:

- Provide advice and assistance to the Trust in the development and review of the plan of management for Western Sydney Parklands and approve the plan of management for the parkland
- Provide advice to the Trust about proposed new or modified services and facilities for Western Sydney Parklands, including priorities for investment
- Stay informed about current visitor and local community issues relating to the parkland and provide advice to the GSPT Board about the issues
- Be a consultative body for the Trust and the associated Trust for Western Sydney Parklands in relation to —
 - the development and review of the plan of management for the parkland
 - matters of local relevance to the parkland, including the protection and use of Western Sydney Parklands and the business, leasing and other activities carried out on, or to be carried out on the parkland, and
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The Chair of the community trustee board for Western Sydney Parklands will be a board member appointed to the role by the Minister. Applicants seeking to be considered as a community trustee board Chair will be asked to indicate their interest and expertise when nominating. The Chair will be the key point of contact between the community trustee board and Greater Sydney Parklands.

The community trustee board Chair is expected to:

- Personally chair all community trustee board meetings
- Ensure that all matters dealt with by the community trustee board are consistent with the purpose of the community trustee board
- Be independent and impartial with respect to all community trustee board members
- Create an atmosphere of open and constructive participation within the community trustee board
- Actively work with community trustee board members to try and resolve any disputes that may arise during conduct of board activities
- Ensure confidential matters handled by the community trustee board are kept confidential, in accordance with the Code of Conduct
- Liaise with Greater Sydney Parklands to develop the agenda and key discussion items for meetings
- Advise Greater Sydney Parklands as soon as possible of any potential or actual conflict of interest that may affect their ability to fulfil their role as Chair
- Ensure community trustee board members comply with the Code of Conduct, notify any member who does not comply with the Code and refer any matters of concern to Greater Sydney Parklands through the Secretariat Officer
- Oversee the community trustee board's annual self-review and report any concerns to Greater Sydney Parklands through the Secretariat Officer
- Review and approve summary reports from community trustee board meetings for publication on the relevant Greater Sydney Parklands webpage within 14 days of the meeting
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To provide reasonable assurance to the Minister that compliance obligations are met, the GSPT Board will provide annual reports:

- An attestation statement will be co-signed by the Chair of the GSPT Board and Chair of the community trustee board.

Community trustee board membership

The community trustee board for Western Sydney Parklands shall be comprised of the following seven positions:

- A member nominated by the relevant local councils (i.e. Blacktown, Fairfield and Liverpool councils) as a community representative
- Four other members appointed by the Minister on the advice of the Trust.

Membership criteria:

- The person has sound knowledge of Western Sydney Parklands including the activities carried out in the parkland
- The person is able to communicate effectively with local residents, local community groups and other persons who use the parkland
- The overall membership of the board will be reflective of the broad range of views and interests of the community and persons who use Western Sydney Parklands, and must have regard to the need for the board to:
 - be representative of diversity including, for example, in relation to gender, age and cultural background
 - include representation for local First Nations peoples, and
 - include a representative who has experience or skills in heritage or heritage management.

Appointment of members

Members are selected by a panel following an Expression of Interest process and appointed by the Minister, in accordance with the approved Consultation and Engagement Framework, on the recommendation of the Trust. The Minister appoints the Chair to the community trustee board for Western Sydney Parklands, noting that the Chair must have the demonstrated skills and experience to fulfil their role which includes running meetings, communicating effectively and providing recommendations. Further details of the role and function of the Chair are provided in the accompanying Code of Conduct.

The Minister may reappoint the Chair and members of the community trustee board for Western Sydney Parklands to serve one additional term only.

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How long is membership for?

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Terms of individual members may be staggered to support board continuity and knowledge exchange.

What happens when new members are appointed?

Once appointed, members will be provided with appropriate documentation as part of a process of onboarding and induction. Each member must acknowledge in writing their acceptance of these documents and declare any conflicts of interest before commencing as a board member.

Resignations/terminations

The Minister may remove an appointed community trustee board member or the Chair at any time.

A member may be removed prior to the expiry of their term if:

- The member cannot commit adequate time to their role
- There has been a disagreement with other members that cannot be resolved
- There is a conflict of interest that cannot be mitigated
- The member no longer meets the membership criteria
- The member has failed to attend an adequate number of meetings without providing an apology or valid reason (i.e. is absent from three consecutive meetings of the board)
- The member breached the community trustee board's Code of Conduct.

Meeting arrangements

Support during meetings

All records, including the agenda, outcomes and any reports or recommendations, will be prepared and kept by the officer responsible for secretariat support.

The secretariat will coordinate with Greater Sydney Parklands and the Chair of the community trustee board as appropriate to draft and prepare the agenda for each board meeting. Agendas will be circulated to members one week prior to the meeting.

The secretariat support must also coordinate with the Chair of the board to ensure that the summary report of the meeting is promptly finalised, signed by the Chair, and distributed to members for confirmation as soon as is practicable after each meeting.

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Quorum

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- Although not a decision-making body, a quorum is required for recommendations
- The quorum for a meeting of the community trustee board is a majority of its members.

Publication of decisions

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Please note that the Department is the decision maker in relation to GIPA applications made to it for documents it holds even though those documents that relate to the work of the community trustee board.

Conduct of members

The community trustee board will abide by the board Code of Conduct.

Conflicts of interest

Conflicts of interest must be disclosed and dealt with by the community trustee board for Western Sydney Parklands in a transparent way and in accordance with Departmental policy.

A conflict of interest arises in relation to a person's duties as a member of the community trustee board, if for example:

- The member has interests which could improperly influence the performance of his or her responsibilities as a board member
- There is the potential for a board member to personally benefit or provide benefits to associates from access to non-public information, or the results of non-public discussions, or decision-making processes.

Communication with the media and third parties

Views that are publicly expressed by a community trustee board member may be perceived or construed by the broader community as those of the community trustee board for Western Sydney Parklands, Greater Sydney Parklands and/or the Department. Community trustee board members may speak to the media about their own views but must not purport to represent Greater Sydney Parklands.

Any requests from the media to a community trustee board member or Chair should be forwarded to Greater Sydney Parklands' Director Community, Engagement and Partnerships who will liaise with the Chair regarding the media request.

General correspondence and enquiries should be made through the Secretariat Officer.

Submissions to the community trustee board for Western Sydney Parklands must be addressed to the Chair.

The Chief Executive is the designated media spokesperson for Greater Sydney Parklands.

Remuneration and allowances

Remuneration and out of pocket expenses

In line with the Act, positions on the community trustee board for Western Sydney Parklands are voluntary and not remunerated.

The Chair and members of community trustee board for Western Sydney Parklands are not entitled to out of pocket expenses.

Review

Periodic reporting on performance

Unless otherwise provided for by the establishing legislation, the community trustee board for Western Sydney Parklands will conduct an annual evaluation of its performance and self-evaluate its level of effectiveness. The evaluation framework will be prepared by the Secretariat and endorsed by the members. The evaluation report should identify:

- How the board or committee is delivering on its objectives including a summary of key activities undertaken during the period
- Meetings held during the period and attendance
- Current membership and any changes that have occurred during the period
- Risk management strategies
- Results of any reviews undertaken, and
- Ratification of the terms of reference and any subsequent amendments.

Board review

Formal reviews are generally undertaken every five years. Greater Sydney Parklands must review the approved Consultation and Engagement Framework at least every five years, under the Act. An evaluation and review of the community trustee board's performance may be considered as part of this review.

A formal review of a community trustee board and its members may consider whether:

- The board is fulfilling its functions and objectives, its successes and the outcomes of its work in respect of its Terms of Reference and the legislation
- Delivery through the board is the most cost-effective approach
- The board has an appropriate number of members for the functions being performed
- Members have the appropriate mix of skills, experience, and diversity, and/or
- Individual members are fulfilling their responsibilities.

Review of Terms of Reference

The Greater Sydney Parklands Trust Board will review the Terms of Reference annually to ensure they remain consistent with the community trustee board's objectives and responsibilities.

Agreement

These terms of reference are agreed by the community trustee board for Western Sydney Parklands as at / / [Insert Date] and remain in force until otherwise amended, replaced or voided.

Chair [Insert Name]:

Signature:

Date: / /



Appendix C

Community trustee boards – Code of Conduct

Code of Conduct

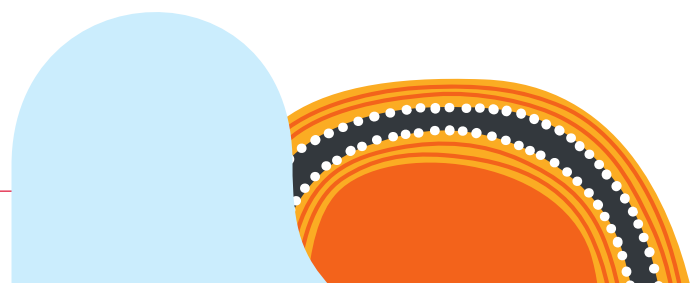
Community trustee boards

September 2022

transport.nsw.gov.au

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About this Code of Conduct

This Code of Conduct (the Code) supports the delivery of Greater Sydney Parklands Trust's (GSPT) community trustee boards.

As set out in Greater Sydney Parklands' Consultation and Engagement Framework, the agency is committed to engaging with communities in a way that is reflective of community diversity, recognises listening as fundamental to learning, and seeks to validate engagement through impact. Community trustee boards are one of a number of important mechanisms for ongoing and proactive engagement.

The Code provides a summary of community trustee board member responsibilities and sets out expected standards for their behaviour.

As public officials, members of community trustee boards have obligations to act in the public interest. Board members are required to demonstrate standards of professional behaviour that will preserve public trust and deliver the best possible outcomes for the people of NSW.

Members of community trustee boards must comply with a broad range of whole of Government regulations and policies including those outlined in legislation, regulations, Ministerial Memoranda, Department of Premier and Cabinet circulars, Treasury publications and Public Service Commission policy documents.

They must provide advice to Greater Sydney Parklands as members of the communities surrounding the parklands and not as representatives of any particular group or organisation.

Values

The NSW Government core values, as set out in the *Government Sector Employment Act 2013*, are:

- Integrity
- Trust
- Service
- Accountability.

These values are at the heart of how the NSW Government works and through consistent application they help us to maintain public trust.

Greater Sydney Parklands' approach is informed by the values of:

- Customer focus – we place the customer at the centre of everything we do
- Collaboration – we value each other and create better outcomes by working together
- Integrity – we take responsibility and communicate openly
- Safety – we prioritise safety for our people and our customers
- Solutions – we deliver sustainable and innovative solutions to NSW's active transport needs.

Standards of conduct

In exercising their functions, it is the personal responsibility of each community trustee board member to comply with this Code.

The Code has been developed to ensure that community trustee board members:

- Commit to upholding a high degree of professional service and ethical leadership
- Act in a way that promotes public confidence in board conduct
- Have a clear understanding of their public duty and legal responsibilities
- Act for proper purposes without exceeding their powers
- Exercise due diligence in all their functions.

General conduct

A community trustee board member must:

- Act honestly and exercise a reasonable degree of care and diligence in carrying out their functions
- Act for a proper purpose in carrying out their functions
- Not use their membership for personal advantage
- Not use their membership to the detriment of the community trustee board
- Disclose any interest (whether pecuniary or otherwise) that could conflict with the proper performance of their functions and avoid performing any function that could involve such a conflict of interest.

Meeting principles

Members are expected to:

- Participate in discussions and offer opinions and knowledge
- Treat others with respect and have due regard to the opinions, rights and responsibilities of others
- Act with integrity
- Attend each meeting where practical
- Disclose any pecuniary interests and declare any conflicts of interest, and
- Maintain the confidentiality of information.

Work health and safety

Greater Sydney Parklands sits within Transport for NSW. Ensuring people working for Greater Sydney Parklands have a safe place to work is a top priority, as is public safety. Community trustee board members are considered ‘workers’ for the purposes of the *Work Health and Safety (WHS) Act and Regulation 2011*. Greater Sydney Parklands is committed to eliminating and minimising WHS risks as far as reasonably practicable.

Community trustee board members are responsible for:

- Being aware of the safety systems and practices that help keep everyone safe and well
- Looking for hazards, taking action if a safety risk is identified and it is safe to do so
- Reporting all WHS incidents, including near misses, using the Incident Reporting System (CAMMS), with reports provided to the board and committee Secretariat, GSPT Board, Audit Risk and Compliance Committee (ARCC) and DPE WHS.

Respect and inclusion

Respect and inclusion are fundamental to a harmonious, productive and psychologically safe workplace where people feel safe to speak up. Greater Sydney Parklands is committed to ensuring a safe environment where everyone can achieve their potential. Greater Sydney Parklands has no tolerance for harassment or victimisation.

Community trustee board members are responsible for:

- Treating people with dignity and respect, and contributing to a positive and productive environment
- Making sure people feel valued and are able to fully participate
- Not discriminating against, harassing or victimising anyone on any grounds including:
 - sex, gender identity or sexual orientation
 - age
 - race or ethnicity
 - physical or intellectual disability
 - political or religious conviction
- Demonstrating inclusive behaviours and using inclusive language
- Creating an environment that is safe from sexual, physical and psychological harm
- Preventing bullying.

Conflicts of interest

What is a conflict of interest?

A conflict of interest exists when a reasonable person might perceive that a public official's personal interest(s) could be favoured over their public duties.

There are four elements to consider when determining whether a conflict of interest exists:

- Does the member have a personal interest?
- Does the member have a public duty?
- Is there a connection between the personal interest and the public duty?
- Could a reasonable person perceive that the personal interest might be favoured?

Conflicts of interest do not, in themselves, usually constitute corrupt conduct. Corrupt conduct can, however, arise when a conflict of interest is concealed, understated, mismanaged or abused.

Conflicts of interest can arise where a community trustee board member has any of the following that relates to the subject matter of their work with the community trustee board:

- Other directorships or employment
- Professional and business interests and associations
- Investment interests or the investment interests of friends or relatives
- Family relationships
- Participation in party political activities
- Personal beliefs or attitudes that affect impartiality.

The above list is indicative only. Other situations could also lead to a real or perceived conflict of interest.

How to mitigate a conflict of interest?

Members must mitigate any conflict of interest by:

- Disclosing any actual or perceived conflict of interest which may exist as soon as they become aware of the issue

- Declaring any actual or perceived conflict of interest on any agenda item at the start of the relevant meeting. The relevant interest/s in question are to be recorded in the summary report of the meeting
- Not participating in discussions, potentially being excused from the room and not voting on any issues where an actual or perceived conflict of interest has been identified.

Conflicts of interest that cannot be effectively mitigated may give rise to dismissal from membership to the community trustee board.

A register of such interests must be maintained by the community trustee board and must be made available on request.

Gifts, benefits and hospitality

Membership of community trustee boards is voluntary and unpaid.

Community trustee board members should be aware that it is illegal to seek, offer or receive money or gifts in order to obtain a benefit or favour. Members must not accept gifts or benefits that could place them under an actual or perceived financial or moral obligation to another organisation or individual.

Offers (other than light refreshment) should be politely refused. Members are required to report all offers of gifts, benefits or hospitality that are offered to them in their role as a community trustee board member.

Departmental resources

Appropriate use of resources

Departmental resources should only be used for Departmental purposes. Furniture, equipment, staff and other resources may be provided to a community trustee board to enable the board to perform its functions, and should be used only in relation to those functions. This includes Greater Sydney Parklands staff members providing information and responding to questions as part of community trustee board meetings.

Communications

Confidential and private information

During the course of their duties, community trustee board members may have access to sensitive, personal and/or commercially confidential information that is only to be used for the purposes of the work of the community trustee board.

Members are expected to protect the integrity and security of any verbal and written information for which they are responsible and to adhere to the principles of the *Privacy and Personal Information Protection Act 1998* and the *Departmental Privacy Management Plan*.

Members have an ongoing duty to protect confidential and private information even after their membership of the community trustee board ceases.

Examples of misuse of official information or documents include:

- Speculating on shares, commodities or property on the basis of confidential information about the affairs of a business or of proposed Government actions
- Seeking to take advantage of another person, for personal reasons, on the basis of information held in official records
- Disclosing sensitive information to members of the public, political parties, clients, lobby groups, other public servants, other government organisations or members of Parliament, without proper authority
- Providing or trading confidential information for use by private investigators, banks and credit agencies.

Members must:

- Use confidential or official information only in relation to their community trustee board role and consistent with their obligation to act impartially
- Be cautious and use sound judgement when discussing sensitive information with others
- Not use information gained in their capacity as a committee member for personal gain
- Not improperly collect, use or disclose the personal information of individuals including community and staff members
- Not use information gained in the course of their community trustee board role to cause harm or detriment to government or any person or organisation
- Safely and securely store any community trustee board records, including emails and electronic information
- Not remove official information from government premises unless needed for board purposes.

Release of information

The *Government Information (Public Access) Act 2009* (GIPA Act) applies to public sector agencies including the community trustee boards that meet the definition of public sector agency in the GIPA Act. Community trustee boards are encouraged to proactively release decisions of their meetings in accordance with the NSW Government's Open Government policy unless there is an overriding public interest against disclosure.

Where a community trustee board has delegated its obligations under the GIPA Act to the Department, or is considered a subsidiary agency under Schedule 3 of the GIPA Regulation, requests for information from the Information Access and Privacy Unit should be responded to promptly. All documents should be provided and any sensitivities clearly articulated to the Information Access Officer handling the case.

Communicating with the media and third parties

Members should ensure that any public comments are made in a personal capacity and not attributed as official comments by the community trustee board.

Community trustee board members must not:

- Initiate contact with the media on matters or issues that have been subject to discussion by the board
- Make public comment on behalf of the board, Greater Sydney Parklands or the Department
- Make public comment on any matter or issue that has been subject to discussion by the board (including to the media or on social media)
- Share any board records with the media or on social media.

Speaking up and reporting matters

Greater Sydney Parklands can only resolve problems and create improvements if people speak up and make Greater Sydney Parklands aware of a concern or situation.

Greater Sydney Parklands will support community trustee board members who speak up, by listening and providing feedback on the actions they have taken and the reasons for these actions. Speaking up is more likely to be effective if it takes place early and in a constructive, courteous way. This should be undertaken through the community trustee board Chair or to the Greater Sydney Parklands' Chief Executive.

Reporting allegations of impropriety and corrupt conduct

It is important that the conduct of community trustee board members reflects the principles and ethical requirements set out in this Code at all times. If allegations about inappropriate conduct are made or aired in the public domain which, if true, would constitute a breach of this Code, the member concerned may be removed from the board.

Corrupt conduct is the dishonest or partial exercise of official functions by a public official including the improper use of power or position as a board member for personal gain or the advantage of others.

Maladministration is conduct that involves action or inaction of a serious nature that is contrary to law, unreasonable, unjust, oppressive or improperly discriminatory or based wholly or partly on improper motives. It is more serious than a technical breach of policy or procedures.

Fraud is dishonestly obtaining a benefit, or causing a loss, by deception or other means including the unlawful use of information obtained as a board member or equipment provided by the Department for personal use.

The *Public Interest Disclosures Act 1994* provides protection to board members who voluntarily report suspected corrupt conduct. Members can make reports to the community trustee board Chair or to the Greater Sydney Parklands' Chief Executive, in accordance with the agency's internal reporting guidelines. Members can also report directly to the following investigative bodies:

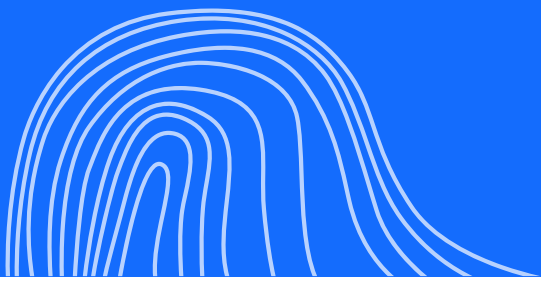
- Disclosures concerning corrupt conduct should be made to the [ICAC](#).
- Disclosures concerning maladministration should be made to the [NSW Ombudsman](#).
- Disclosures concerning serious and substantial waste of public money should be made to the [NSW Auditor General](#).

Breach of this Code

It is important to remember that community trustee board members are representatives of the NSW Government and are conducting work on behalf of the NSW Government. If a member does not comply with the Code, the community trustee board Chair may request the member to take action to rectify their conduct, or may determine that further work should be undertaken by the member until the breach is rectified. If the Chair is in breach of the Code, members of the board may take similar relevant actions.

If members of the community trustee board do not adhere to the Code of Conduct or are seen to display inappropriate ethical standards of behaviour, the Department may take action. Where suspected breaches are related to the conduct of a member or the entire board, the board must consult with the Department.

In the case of a serious breach, the Chair may need to refer to the appropriate Minister and consider appropriate action. Any action taken will consider the seriousness of the breach, whether there is a pattern of such conduct, the intent of the member concerned, and the effect it is having on the work of the board. Action will also be taken as soon as practicable.



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