



**GREATER
SYDNEY
PARKLANDS**

Centennial Park and Moore Park Trust

Centennial Park, Moore Park, Queens Park and Callan Park

Annual Report

2024 – 25



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Acknowledgement of Country

Greater Sydney Parklands acknowledges the Traditional Custodians of the lands, waters and sky upon which the parklands are located 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 the First Nations communities of Greater Sydney. We will support their custodianship of the natural and cultural heritage of parklands so that these are places where First Nations peoples feel socially, culturally and economically included.

Disclaimer

Centennial Park and Moore Park Trust has compiled this report in good faith, exercising all due care and attention. No representation is made about the accuracy, completeness, or suitability of the information in this publication for any particular purpose. The Trust will not be liable for any damage which may occur to any person or organisation taking action or not on the basis of this publication.

Letter of submission



**GREATER
SYDNEY
PARKLANDS**

31 October 2025

The Hon. Paul Scully MP
Minister for Planning and Public Spaces
52 Martin Place
SYDNEY NSW 2000

Dear Minister

I am pleased to submit the Annual Report for Centennial Park and Moore Park Trust for the year ended 30 June 2025.

This report has been prepared in accordance with the annual reporting provisions (Division 7.3) of the *Government Sector Finance Act 2018* (GSF Act) and *Treasury Policy and Guidelines 25-10 Annual Reporting Requirements* (TPG25-10). A self-assessment has been conducted, and Centennial Park and Moore Park Trust meets the Group 1 criteria, in line with the TPG25-10.

Michael Rose AM
Chair
Centennial Park and Moore Park Trust
Greater Sydney Parklands Trust

Joshua French
Chief Executive
Centennial Park and Moore Park Trust
Greater Sydney Parklands



Chair's foreword

Our role at Greater Sydney Parklands is to care for our parks, recognising the unique and important role they play in the lives of the people and communities that spend time in them.

The parks cared for by the Centennial Park and Moore Park Trust are places that people love and places where communities come together. Together they recorded 31 million individual visits during the year. This included members of more than 700 sporting groups that use our facilities in what is Australia's largest community sporting precinct.

This year our parks also welcomed more than 25,000 people to our community programs focused on nature and culture. The Centennial Parklands Foundation Education Access Pass Program has enabled thousands to experience education programs that have attracted national recognition for excellence and innovation.

Our parklands also contributed to Sydney's cultural life and vibrancy by hosting major charity events, the Sydney Marathon and major music events such as Laneway Festival.

At Callan Park, we have entered a new chapter, with planning and development underway for Callan Park's first Plan of Management. This will play a major role in the revitalisation of this important park.

Our community trustee boards continue to provide Greater Sydney Parklands with valuable advice and a direct link between our work and the community's needs. I would like to thank all members for volunteering their time and sharing their personal knowledge and understanding of our parks.

I want to finish by thanking my fellow board members for their dedication, advice and guidance over the last 12 months. I would also like to thank Chief Executive, Joshua French, and the Greater Sydney Parklands team for their stewardship of our parks and their commitment to the communities served by our network of parklands.



Michael Rose AM

Chair
Centennial Park and Moore Park Trust
Greater Sydney Parklands Trust

Chief Executive's report

Parks are the stage on which we live the life of our everyday, to play and connect with people and nature.

As a city-wide parks agency, we are passionate about improving and growing Greater Sydney's open space and parklands. Our corporate plan for 2023–28 guides how our team works across the parklands estate and with communities.

Centennial Parklands continues to be a vital green space for Sydney. As Australia's largest community sports precinct, we saw a 7% rise in participation and over 3 million hours of recreational use.

Our parks hosted major events like Laneway Festival and Sydney Marathon, raised \$2.4 million for charity, and supported over 25,000 people through education and community programs. We also made progress on key upgrades, including Moore Park East and the Equestrian Centre, and began planning the Centre of Excellence and Nature Discovery.

Callan Park has also entered a new phase with over 2.4 million visits to this loved harbourside heritage landscape, and the commencement of planning for its inaugural Plan of Management with guidance by Callan Park's community trustee board. We also commenced preparation of a draft Access Movement and Parking Strategy for the park.

Thank you to our community boards, partners, volunteers and staff as well as the Greater Sydney Parklands Trust Board. Together, we're building a city of connected parklands that support health and wellbeing, culture and community.



Joshua French

Chief Executive
Centennial Park and Moore Park Trust
Greater Sydney Parklands

Overview

Centennial Parklands is one of the world's leading public urban parklands and covers 360 ha within the City of Sydney, Randwick, Waverley and Woollahra local government areas (LGAs).

Centennial Parklands is on the traditional lands of the Gadigal and Bidjigal people. It includes Centennial Park, Moore Park and Queens Park, offering a range of spaces for organised sports and relaxation for the residents of and visitors to the Eastern Harbour City.

The parklands are managed under the *Centennial Park and Moore Park Trust Act 1983* (CPMPT Act) by the Centennial Park and Moore Park Trust. The *Centennial Parklands, Great Parks for a Great City, Plan of Management: 2018 and beyond* establishes a direction for the future.

The Centennial Park and Moore Park Trust is one of the associated trusts of Greater Sydney Parklands, the NSW Government's agency that is dedicated to managing the Greater Sydney Parklands estate under the *Greater Sydney Parklands Trust Act 2022*.

Centennial Park

Sir Henry Parkes dedicated Centennial Park as public open space for the enjoyment of the people of NSW in 1888. Known as 'The People's Park' at the time of opening, it was the site of the inauguration of Australian Federation on 1 January 1901.

Today, Centennial Park remains the people's park – a playground for adults and children alike, one of the most important community sports venues in the state, and one of the world's few inner-city parks to still offer full horse-riding facilities. It is home to diverse flora and fauna, and many significant tree plantings. It also encompasses Lachlan Swamp, one of the original water sources for Sydney at the time of settlement.

Moore Park

Moore Park was declared a public park in 1866. It lies at the crossroads of some of Sydney's busiest thoroughfares, providing a necessary green belt of nearly 4,000 trees, numerous sports fields and walking paths adjacent to one of the busiest sports, leisure and entertainment precincts in Australia.

Moore Park features high-profile and prized venues and facilities for sports and entertainment, including Moore Park Golf, the Entertainment Quarter, Disney Studios, Royal Hall of Industries, Hordern Pavilion, Centennial Parklands Equestrian Centre, Parklands Sports Centre and E.S. Marks Athletics Field.

Queens Park

Queens Park was established in 1888. It boasts a variety of 490 trees including Port Jackson and Moreton Bay figs, Holm oaks, Monterey pines, Araucarias and coral trees. It provides leisure areas and some of Sydney's busiest sports fields all set within a natural amphitheatre surrounded by dramatic sandstone cliffs.

Callan Park

Callan Park is located on the Parramatta River within the Inner West LGA. It is the traditional land of the Gadigal and Wangal people. Callan Park is the site of Sydney's first purpose-built mental health facility following reforms in treatment in the 1870s. The buildings and grounds of the facility remain within the grounds of Callan Park today.

Given this history as a place for healing, respite and care, the plan for Callan Park proposes a series of parkland improvements that celebrate the unique heritage and picturesque waterfront setting of Callan Park.

The Centennial Park and Moore Park Trust manages 38 ha of Callan Park under the guidance of the *Callan Park (Special Provisions) Act 2002* and the CPMPT Act.

The remaining area is managed by NSW Health under the *Callan Park (Special Provisions) Act 2002*. Centennial Park and Moore Park Trust is a statutory body established under the CPMPT Act. It also governs the regulations relating to the Trust lands under the *Centennial Park and Moore Park Trust Regulation 2014 (Regulation)*.

The Trust Board consists of 8 trustees appointed by and responsible to the Minister for Planning and Public Spaces. The Trustees oversee the management and strategic direction of the organisation, meeting regularly to consider policy and advice from park management.

Overview

Greater Sydney Parklands

Centennial Park, Moore Park, Queens Park and Callan Park are part of the parklands estate managed by Greater Sydney Parklands.

We work on behalf of the NSW Government to provide safe, accessible and inclusive parklands for the people of Greater Sydney including residents and visitors.

Aims and objectives

Under the CPMPT Act, our objectives are to:

- maintain and improve Centennial Parklands
- encourage the public to use and enjoy the parklands by promoting and increasing their recreational, historical, scientific, educational, cultural and environmental value
- maintain the right of the public to the use of the parklands
- protect the parklands environment.

Through the *Callan Park (Special Provisions) Act 2002* we work to:

- ensure that the whole of Callan Park remains in public ownership and subject to public control
- preserve the public areas of Callan Park and, including the foreshore of Iron Cove on Parramatta River
- allow public access to that open space, including the foreshore
- preserve the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features
- impose appropriate controls on the future development of Callan Park.

Management and structure

Chief Executive:

Joshua French BSc, BLandArch, Fellow AILA

Director, Finance and Business Services:

Kerry Jahangir, BBA, DipBus, Member CPA Australia

Director, Property Services:

Ben Tax, BComm, GradCert Business (PSMP)

Director, Community, Engagement and Partnerships:

Lindsay Banffy, BComm (Public Relations), GradDip (Radio Broadcasting), GradDip (Social Media Strategy)

Director, Strategy, Design and Delivery:

Callantha Brigham, BArch FRAIA GradCert (Social Impact)

Director, Operations, Visitors and Sport:

Jacob Messer, BAppSc, ADip EM

Organisational chart



Overview

Charter

We operate under the charter for the Greater Sydney Parklands Trust.

The charter sets out the following authority and delegations for Centennial Park and Moore Park Trust.

Delegation of the Trust's functions

In accordance with Part 2 Clause 12A of the CPMPT Act, the Trust may delegate any of its functions, other than this power of delegation, to an authorised person.

If authorised by the Trust, an authorised person may subdelegate a function delegated to the person by the Trust.

Authority/functions

In accordance with Part 2 Clause 9 of the CPMPT Act the following functions may be undertaken.

- 1** The Trust may:
 - a** permit the use of the whole or any part of the Trust lands for activities of a recreational, historical, scientific, educational or cultural nature
 - b** in or in connection with the Trust lands provide, or permit the provision of, food or other refreshments and apply for, hold or dispose of any licence, permit or other authority in connection therewith
 - c** in pursuance of its objects, procure specimens and obtain scientific data from within or outside the state
 - d** maintain, or make arrangements for the maintenance of, the property of the Trust
 - e** in pursuance of its objects, carry out surveys, assemble collections and engage in scientific research, including research outside the state, with respect to botany and ornamental horticulture
 - f** disseminate scientific information to the public and educational and scientific institutions, whether within or outside the state
 - g** promote and provide exhibits, lectures, films, publications and other types of educational instruction relating to botany and ornamental horticulture
 - h** subject to the regulations, charge and receive fees or other amounts for, or in connection with, any service provided, article sold or permission given by the Trust in its exercise of any of the powers granted to it by this section, which fees or other amounts shall be the property of the Trust
 - i** enter into any contract or arrangement with any person for the purpose of promoting the objects of the Trust.
- 2** Subject to this Act and the regulations, have the control and management of all property vested in the Trust.
- 3** The Trust may agree to any condition that is not inconsistent with its objects being imposed on its acquisition of any property.
- 4** Where, by gift inter vivos, devise or bequest, the Trust acquires property, it may retain the property in the form in which it is acquired, subject to any condition agreed to by the Trust under subsection (3) in relation to the property.
- 5** The rule of law against remoteness of vesting does not apply to a condition to which the Trust has agreed under subsection (3).
- 6** *The Duties Act 1997* does not apply to or in respect of any gift inter vivos, devise or bequest made or to be made to the Trust.
- 7** The Trust may establish such committees as it thinks fit for the purpose of assisting it to exercise its functions.
- 8** A person may be appointed to a committee whether or not the person is a trustee.
- 9** The Trust may establish, control and manage branches or departments with respect to the Trust lands, or any part thereof.
- 10** The Trust may borrow money only in accordance with the *Government Sector Finance Act 2018*.
- 11** The Trust may, and when requested by the Minister shall, make reports and recommendations to the Minister with respect to any matter relating to the objects of the Trust and in particular with respect to the future management of trust lands.

Combined annual reports

The Trust's corporate services – including finance, human resources and information technology – were managed in 2024–25 by the Department of Planning, Housing and Infrastructure. Information from the Department of Planning, Housing and Infrastructure is incorporated into sections of this annual report.

Strategy

As a part of Greater Sydney Parklands, our work balances objectives for natural and cultural heritage, communities and local economies. We continuously assess how achieving one objective impacts another so we can adapt to the changing context.

To meet our obligations and achieve our objectives, our work is driven by 8 operating principles:

1 VISITOR FOCUSED

We aspire to serve others with empathy in mind

We actively engage with diverse groups of visitors and stakeholders, placing the park user at the heart of our decisions. By seeking to understand their unique needs, we stand beside them as a trusted partner in every experience.

2 EVIDENCE-BASED DECISION-MAKING

We make choices that arise from thorough analysis and wisdom

Our science-driven, best-practice methodologies are not only responsive to current demands but also adapt to the ever-evolving context. We act not just on information, but on validated evidence.

3 ENTREPRENEURIAL MINDSET

We believe courage and creativity come hand in hand

We combine innovation and strategy to optimise public policy outcomes from our investments. Balancing risk and reward, we prioritise sustainable business solutions.

4 CITY-WIDE FOCUS

We champion collaboration that values inclusivity

We seamlessly integrate local spaces with the overarching urban matrix. Our efforts enhance parkland-community bonds with connection to environment and culture.

5 SCALABLE AND ADAPTABLE

We strive to be flexible, through continuous improvement

As we plan for growth, our business models, systems and processes are designed to scale sustainably and to adapt efficiently. With minimised administrative burdens, we cater uniquely to the opportunities and challenges each park presents, ensuring tailored solutions for every setting.

6 EXCELLENCE

We achieve through a results-focused mindset

When we take on a task, we aim to deliver it with unmatched precision. By identifying our core functions and activities, we immerse ourselves in a culture of continuous improvement, embracing trials and learning.

7 INTERNAL EXPERTISE

We are dedicated to evolving and expanding

As leaders in parks, we harness our internal strengths and seek alignment with communities, local or state agencies and the private sector. This ensures our workforce remains agile while consistently moving toward our long-term goals.

8 ACCOUNTABILITY

We are committed to driving meaningful outcomes

Clear roles for every member of our team are not just defined; they are designed with utmost clarity to foster an environment of collaboration. We ensure that responsibilities are communicated, agreed upon and directly aligned with our Department of Planning, Housing and Infrastructure values.

A key element of our work in the 2024–25 financial year was the continued engagement of our community trustee boards as established under the *Greater Sydney Parklands Trust Act 2022*. The community trustee boards support the management and enhancement of each of the parks in the parklands estate.

Each board includes at least 7 members including council-nominated community representatives, First Nations representatives, people with experience in heritage management and those with a sound knowledge of the relevant parks.

Strategic objectives and/or outcomes

We are the key advocate across government for the *50-Year Vision for Greater Sydney's Open Space and Parklands*. Our work is framed around the vision's 4 strategic directions:

- 1 Growing parks for people
- 2 Connecting people to parks
- 3 Keeping Sydney green and vibrant
- 4 Caring for the environment.

We have established a strategic framework for 2023 to 2028. The vision for that period is:

A city of connected parklands

To achieve this, our purpose is:

Caring for parklands and connecting communities

Over that period, our objectives are:

- **Accessibility:** To create environments that are accessible and enjoyable, inclusive and engaging for all visitors.
- **Partnerships:** To foster public and private partnerships that improve the visitor experience and return value to government and the community over a range of policy areas.
- **Advocacy:** To advocate for a connected network of waterways and parks, and policies that align with our purpose.
- **Sustainability:** To contribute to long-term social, economic and environmental sustainability through the management and growth of the parklands estate.
- **Growth:** To plan for a growing parklands estate with a scalable and efficient operation that allows us to meet our statutory objectives.

In the immediate term, we will work towards these outcomes by achieving the following priorities:

- 1 Support community trustee boards to protect and activate the parklands estate in a sustainable way through our *Greater Sydney Parklands Consultation and Engagement Framework 2023*.
- 2 Develop place-based approaches that improve accessibility and foster enjoyment and partnerships for sustainability.
- 3 Prepare to expand the parklands estate through efficient, effective and scalable operations, and to support the NSW Government's housing agenda.
- 4 Identify and cultivate key partnerships with state and local agencies and private partnerships to improve the visitor experience and generate revenue.
- 5 Create a program to plan, monitor and evaluate protected areas of natural environment.

We see opportunities for the future expansion of the parklands estate.

As we work towards this goal, we want each of these parks to retain their distinctive qualities while enhancing their public value.

This will give the people of Greater Sydney a diversity of options and experiences, alongside consistent and best practice policy, advocacy and management.

Operations and performance

Management and activities

Community trustee boards

In 2022, we established community trustee boards to engage with local communities on the future of Centennial Parklands and Callan Park. The respective community trustee boards for Centennial Parklands and Callan Park play an advisory role, representing a range of community interests and local perspectives on:

- park stewardship
- activities and usage
- environmental, heritage and cultural issues.

The community trustee boards have a direct impact on how Centennial Parklands and Callan Park operate, with their advice considered directly by the Centennial Park and Moore Park Trust Board.

Community trustee board members were appointed by the former Minister for Cities and Active Transport on 5 December 2022. New members commencing terms in 2024-25 were appointed by the Minister for Planning and Public Spaces.

Centennial Park and Moore Park community trustee board

- Cr Aaron Magner, Randwick City Council nominated representative (commenced 1 May 2025)
- Alex Kibble, Heritage representative
- Alia Karaman, Chair
- Alim Fazley
- Lord Mayor Cr Clover Moore AO, City of Sydney nominated representative (alternate Professor Philip Thalys)
- Isabelle Shapiro, Woollahra Municipal Council (term ended 31 December 2024)
- Joseph Herschel (term ended 31 December 2024)
- Cr Paula Masselos, Waverley Council representative (term ended 31 December 2024)
- Ross Feller, Randwick City Council representative (term ended 31 December 2024)
- Ross Nicholas
- Cr Toni Zeltzer, Woollahra Municipal Council nominated representative (commenced 1 May 2025)
- Mayor Cr Will Nemesh, Waverley Council nominated representative (commenced 1 May 2025).

Callan Park community trustee board

- Amelia Lawrence (term ended 31 December 2024)
- Mayor Cr Darcy Byrne, Inner West Council representative (term ended 31 December 2024)
- Deborah Lennis, First Nations representative
- Keith Irving, Chair
- Cr Kerrie Fergusson, Inner West Council nominated representative (commenced 1 May 2025)
- Louisa Larkin
- Roslyn Burge, Heritage representative
- Stephen Conaty.

Operations and performance

Centennial Parklands

Centennial Parklands comprises Centennial Park, Moore Park and Queens Park. It is valuable open space for the residents of and visitors to Greater Sydney's eastern suburbs and beyond.

Our sport facilities, events and community programs bring the community together and encourage them connect with nature in the heart of the city.

Connecting with our communities

- We saw more than **31.15 million visits to Centennial Parklands** in 2024-25, representing a stable growth in visitation.
- Centennial Parklands has continued to strengthen its position as Australia's largest community sports precinct, setting new benchmarks for participation and engagement, with a **7.1% increase in participation, to a total of 3 million hours of recreational usage across 120 facilities**. These facilities provide access to a growing and diverse community, serving over 1 million users from more than 700 user groups, strongly contributing to the physical, social and mental wellbeing of our community.
- We released '**The Future of Moore Park South – What we Heard**' report, following extensive consultation with community and stakeholders, in December 2024.
- More than 196,000 people attended **18 major and special events** including Laneway Festival which was the largest event held at the parklands in over a decade, attracting more than 41,000 attendees, with 27% travelling to the festival from outside Sydney.
- We partnered with a variety of stakeholders for the **2024 Sydney Marathon**, which saw over **24,500 marathon runners** passing through Centennial Parklands for a 7 km portion, with images of our park broadcast around the world.
- We hosted major events at the parklands **raising over \$2.4 million for charities**, including the annual SleepOut, run by the Property Industry Foundation. The event raised an outstanding \$205,000 for a homeless youth shelter, and the Walk for the Redfern Women and Girls Emergency Centre raised a record \$700,000.
- We held 2024 Science Week events '**The Planets**' and '**Science in the Swamp**', connecting Centennial Park to Sydney's science and research community. Despite rain, over 6,000 visitors engaged with science and gained new knowledge and experiences.
- Through **nature connection programs, Aboriginal cultural programs and environmental restoration**, our education, community and volunteer initiatives connected more than 25,000 people to the parklands, deepening understanding of Country, inspiring hands-on care and empowering long-term community stewardship.
- The **Centennial Parklands Foundation's Education Access Pass Program** with funding from Goldman Sachs Gives, delivered 137 free sessions for 2,823 students from disadvantaged and culturally diverse backgrounds, **an increase of 21%** from 2023-24, removing barriers to participation and providing equitable access to nature education and hands-on experiences.
- We continued to lead on nature connection, championing parks as drivers of community wellbeing and stewardship. This year, we showcased our programs at the **National Outdoor Education Conference and International Play Association Conference**, and partnered with Western Sydney University to advance research – ensuring our programs are evidence-based and shaping best practice across the sector.
- Our **Centennial Park and Moore Park community trustee board advised the Greater Sydney Parklands Board on key projects** including the *Greater Sydney Parklands Draft Biodiversity Strategy*, Moore Park South Landscape Plan and Heritage NSW's proposed state heritage listing for Hordern Pavilion and Royal Hall of Industries.

Operations and performance

Caring for the environment and protecting our heritage

- We worked with Heritage NSW on the proposal to nominate the **Hordern Pavilion and Royal Hall of Industries** for inclusion on the **State Heritage Register**.
- We hosted event **Saving the Scrub**, funded by the **Centennial Parklands Foundation**, engaging with students from disadvantaged and culturally diverse backgrounds in restoring the critically endangered Eastern Suburbs Banksia Scrub through planting, weeding and Aboriginal cultural sessions that build understanding of Country and practical conservation skills.
- We successfully delivered **Custodians of the Park**, a specialised program supported by the Centennial Parklands Foundation designed for school leavers with additional needs. The program offered tailored outdoor experiences that promoted inclusion, built confidence, and encouraged stewardship through practical park care and habitat restoration.
- We saw our **volunteer programs contribute thousands of hours** across Centennial Parklands, restoring the Guriwal Trail, propagating native plants and protecting Eastern Suburbs Banksia Scrub. Monthly bushcare at Queens Park and corporate volunteering days (delivered with the Centennial Parklands Foundation) improved biodiversity and habitat quality while building a connected and skilled volunteer community.

Creating community recreational facilities

- We progressed the implementation of the **Moore Park East Landscape Plan**, delivering Stages 1 and 2 and commenced planning for Stage 3.
- We conducted initial site investigations and commenced design to guide the preparation of the **draft Moore Park South Landscape Plan**.
- We finalised a design brief and commenced concept design on the **Centennial Parklands' Centre of Excellence and Nature Discovery**.
- We commenced **design on the upgrade to Fairland Pavilion**, in partnership with the Sydney Boys High School Foundation.
- We **completed major upgrades to the Centennial Parklands Equestrian Centre**, which included delivering 64 new rubber stable floors for clients to improve animal welfare, reduce beddings costs, and improve durability of flooring.
- In partnership with Trackman, we installed **new driving range technology** at Moore Park Golf on all 60 range bays.

- We upgraded the sound system at Belvedere Amphitheatre for the Moonlight Cinema season, improving the experience for attendees and reducing external sound impact.
- We **oversaw extensive works at the Centennial Homestead café and restaurant** that have enhanced both the aesthetic appeal and functionality of the venue to deliver an improved visitor experience.

Maintaining a sustainable organisation

- We continue to **harmonise systems, processes and services** of Centennial Parklands with the administration of the rest of the parklands estate under Greater Sydney Parklands.
- We awarded a 3-year contract for **Property and Facilities Maintenance Management Services** across the leased property portfolio which commenced on 1 May 2025, following a competitive tender process.
- We saw the introduction of **Range Technology at Moore Park Golf**, major refurbishment of the **Moore Park Synthetic Field** and **upgrade to Kippax Field** resulting in increased financial return for the parklands, and greater community access.
- We finalised our **10-year strategies for Education, Community Programs and Volunteering**. These strategies set the direction for the next decade, embedding nature connection principles, Aboriginal cultural programs and opportunities to care for Country, while guiding future investment, expanding engagement and ensuring sustainable, high-quality learning and volunteering opportunities across all parklands.
- The Trust generated an income of **\$58.6 million** from self-generated funds, government grants and contributions from other state agencies.
- Collectively recurrent income from sport facilities, property, bookings, events and parking fees was **\$42.6 million compared to \$41.8 million** the previous financial year.
- Recurrent expenditure including depreciation was **\$60.1 million compared to \$56.8 million** the previous financial year.

Operations and performance

Callan Park

Callan Park is a 61 ha parkland with almost 1.3 km of foreshore open space, state significant heritage buildings, remnant bushland and sports fields in Sydney's inner west. Of this, Greater Sydney Parklands cares for and manages 38 ha.

Callan Park is cherished for its natural and cultural heritage. This includes a significant collection of heritage buildings of outstanding architectural merit, and diverse landscapes that provide a range of passive and active recreation areas. With 38 ha of the park now under GSP management, consultation with community and stakeholders on a plan of management for Callan Park commenced in June 2024. The development of the plan of management will guide the implementation of priorities over the next 10 years to transform the site to a beautiful and functional parkland.

We continue works to protect and restore the park's heritage, revitalising this important waterfront location, including actively working with our site partners - Inner West Council and NSW Health to ensure a coordinated approach to protecting Callan Park.

Connecting with our communities

- We saw more than **2.4 million visits to Callan Park** in 2024-25.
- We engaged with NSW Health, community members, peak bodies, the Callan Park community trustee board and government agencies to inform preparation of the **draft Plan of Management**.
- We delivered the **first school excursion at Callan Park with Sydney Secondary College, Balmain Campus** – an important step toward establishing regular school programs at the site. Working with the existing volunteer group and Inner West High School, we co-designed a program through two joint sessions with students and volunteers to meet the needs of both students and the community.
- We hosted **7 community and charity events** and supported NSW Health in delivering 3 major film shoots.
- Our 5 sports fields were booked for over **5,901 hours across 11 organisations**.
- Our **Callan Park community trustee board advised the Greater Sydney Parklands Board** on key projects including the *Greater Sydney Parklands Draft Biodiversity Strategy*, the draft *Callan Park Plan of Management*, and the draft *Access, Movement and Parking Strategy*.

Caring for the environment and protecting our heritage

- **Callan Park Bushcare** continued the bushland rehabilitation program in 2 ha of remnant bushland, improving biodiversity by removing weeds and planting native trees.
- We undertook **restoration works** of the Callan Park War Memorial.
- We established an approved **tree management works process and program** at Callan Park.
- We hosted **community programs**, including **Bush School, school holiday activities, Aboriginal cultural programs, guided walks and environmental volunteering**, engaging with 2,000 participants. These programs are key to connecting people with the park, building community ownership and sustainably activating the space, inspiring curiosity, strengthening cultural understanding and fostering lasting connections that encourage stewardship and ongoing care.

Creating community and recreational facilities

- We **opened the upgraded Waterfront Green**, which received landscape architecture and architectural awards, including a 2025 NSW Landscape Architecture Award for Landscape Architecture and an Institute of Architects NSW Chapter Award for Small Projects.
- We continued planning for the future of Callan Park, preparing a draft *Plan of Management* and draft *Access, Movement and Parking Strategy*, informed by early community and stakeholder engagement.
- We developed a memorandum of understanding and funding agreement to **work with Inner West Council on the Callan Park swim site**.
- We continued to work with Balmain District Football Club on the **adaptive reuse of a heritage building, Repatriation Ward B (Building 497)**.

Maintaining a sustainable organisation

- We provided **proactive and responsive management of the park**, with expertise on strategic planning, environmental issues, biodiversity, heritage, visitor services, asset and operational management and compliance.
- We conducted a **Workplace Health and Safety review** of major lease holders.
- We progressed plans to **increase the scope of our property services partner** to include asset and facilities management.

Implementation of price determination

The Trust has not been subject to a determination or recommendation of the Independent Pricing and Regulatory Tribunal.

Management and accountability

Human resources

Our human resources information including executive director remuneration, as approved by the Board, is a combination of Parramatta Park Trust, Centennial Park and Moore Park Trust and Western Sydney Parklands Trust information as payroll shared cost allocation among the Trusts.

Number and remuneration of senior executives

The below table outlines the numbers of officers and employees by category across Parramatta Park Trust, Centennial Park and Moore Park Trust and Western Sydney Parklands Trust.

Table 1: Number of senior executives

Band	2023-24			2024-25		
	Female	Male	TOTAL	Female	Male	TOTAL
Band 4 Secretary	–	–	–	–	–	–
Band 3 Group/Deputy Secretary	–	–	–	–	–	–
Band 2 Executive Director	–	1	1	–	1	1
Band 1 Director	2	3	5	2	3	5
TOTAL	2	4	6	2	4	6

Note 1: These are Senior Executive statistics as of 19 June 2025. This data is based on senior executives in their substantive or acting role and band level. Award employees who have been acting in a senior executive role for a period of three months or greater as of 19 June 2025 are reported in their executive role.

Table 2: Average remuneration of senior executives

Band	Range (\$)	Average remuneration (\$)
Band 4 Secretary	–	–
Band 3 Group/Deputy Secretary	–	–
Band 2 Executive Director	335,017	335,017
Band 1 Director	219,028 - 230,010	225,464

Note 1: 15.3% of Centennial Park and Moore Park Trust, Western Sydney Parklands Trust and Parramatta Park Trust employee-related expenditure in 2024-25 was related to Senior Executives.

Management and accountability

Number of officers and employees

The table below outlines the numbers of officers and employees by category across Parramatta Park Trust, Centennial Park and Moore Park Trust and Western Sydney Parklands Trust.

Table 3: Number of officers and employees by category with previous year comparison

Role	2022–23	2023–24	2024–25
Ongoing	76	92	93
Temporary	13	5	4
Casual	15	19	20
Executive	6	6	6
TOTAL	110	122	123

Note 1: Headcount data reported at end of reporting period

Consultants

The table below outlines the number of consultants engaged by the Centennial Park and Moore Park Trust during 2024-25 that cost equal to or more than \$50,000.

Table 4: Consultants equal to or more than \$50,000

Consultant name	Title of project	Actual costs (\$'000)
Ecoplan Projects Pty Ltd	Planning Services	82
WSP Australia P/L	GIS Support	73
TOTAL		155

Table 5: Consultants less than \$50,000

Total number of engagements	Total costs
8	\$52,919

Management and accountability

Promotion – register of overseas travel

There were no overseas visits by employees during the reporting period.

Requirements arising from employment arrangements

The Trust did not provide personnel services to any entities.

The Trust received personnel services from Department of Planning, Housing and Infrastructure.

Legal change

As per *Administrative Arrangements (Administrative Changes—Miscellaneous) Order (No 5) 2023* dated 28 June 2023, the Trust staff and functions transferred to the Department of Planning and Environment effective from 1 July 2023.

Subsequent to the above, on 18 August 2023, the NSW Government announced the Department of Planning and Environment would become 2 separate departments. The Machinery of Government (MOG) change had an effective date of 1 January 2024 with the Trust staff and functions to reside within the Department of Planning, Housing and Infrastructure under Crown Lands and Public Spaces.

At this stage it is not envisaged MOG changes will materially impact either the Trust, or Greater Sydney Parklands' ability to operate, as an ongoing concern or its business-as-usual operations in 2025-26.

Events arising after the end of the annual reporting period

The Trust has not identified any further significant event after the reporting date that is required to be included in the financial statements or the annual report.

Risk management and insurance activities

Our insurance coverage is held with the NSW Treasury Managed Fund and includes policies for workers compensation, public liability, directors and officers' liability and motor vehicle, property and miscellaneous insurance.

Internal audit and risk management policy attestation

We are of the opinion that we have internal audit and risk management processes in place that, in all material respects, comply with the core requirements set out in Treasury Policy Paper (TPP) 20-08 *Internal Audit and Risk Management Policy for the General Government Sector*.

I, Joshua French, Chief Executive, am of the opinion that Centennial Park and Moore Park Trust has internal audit and risk management processes in place and these comply with the core requirements in TPP 20-08 *Internal Audit and Risk Management Policy for the General Government Sector*.



Joshua French

Chief Executive
Centennial Park and Moore Park Trust
Greater Sydney Parklands

Management and accountability

Compliance with the *Privacy and Personal Information Protection Act 1998 (PIIP Act)*

To comply with the requirements of the *Privacy and Personal Information Protection Act 1998 (PIIP Act)*, Centennial Park and Moore Park Trust adopted the Department of Planning, Housing and Infrastructure's Privacy Management Plan. The Privacy Management Plan outlines how an agency complies with the Information Protection Principles and the Health Protection Principles (found in the *Health Records and Information Privacy Act 2002*) and provides resources to support statutory functions such as internal reviews and proactive privacy measures such as privacy impact assessments.

Officers in the Department of Planning, Housing and Infrastructure's Privacy Unit also provide specialist privacy advice and training to staff.

In 2024-25 Centennial Park and Moore Park Trust received no applications for review under Part 5 of the PIIP Act.

Government Information (*Public Access*) Act 2009 (GIPA Act)

Under Schedule 3 of the *Government Information (Public Access) Regulation 2018* (the Regulation), Centennial Park and Moore Park Trust is a subsidiary agency for the purposes of the *Government Information (Public Access) Act 2009* (the Act). Therefore, all statistical information about access applications required to be included in an annual report regarding Centennial Park and Moore Park Trust, in compliance with section 125 of the Act and clause 8 of the Regulation, is included in the annual report for the Department of Planning, Housing and Infrastructure.

Costs incurred in the production of this report

Nil.

Website to access this report

Centennial Park and Moore Park Trust's Annual Report 2024-25 is available online at greatersydneyparklands.nsw.gov.au

Exemptions

Centennial Park and Moore Park Trust has not applied for, nor received, any exemptions from including certain information in the 2024–25 annual report.

Sustainability

Disability inclusion action plans

All disability inclusion action plan initiatives for Centennial Park and Moore Park Trust fall under Department of Planning, Housing and Infrastructure and are reported in the Department's annual report.

Modern Slavery Act 2018 (NSW)

Modern Slavery Significant Operational Issues

There were no issues raised in relation to Centennial Park and Moore Park Trust by the NSW Anti-slavery Commissioner in the 2024-25 reporting period.

Reasonable Steps

During the 2024–25 reporting period, we undertook efforts to align with the NSW Anti-Slavery Commissioner's Guidance on Reasonable Steps, recognising the importance of strengthening our approach to identifying and managing modern slavery risks. Reasonable steps undertaken during the reporting year are summarised in the table below.

Table 6: Modern slavery – reasonable steps taken by Centennial Park and Moore Park Trust in the 2024-25 reporting period

Reasonable Step	Actions
Commit	<ul style="list-style-type: none"> Sought advice from the portfolio department (Legal, Procurement, Governance) and/or OASC on modern slavery implementation.
Plan	<ul style="list-style-type: none"> Consideration of Modern Slavery during the planning phase for procurement activities when completing procurement strategies.
Source	<ul style="list-style-type: none"> Use of supplier agreement templates with Modern Slavery contract clauses included. Use of suppliers registered on NSW Supplier Hub. Active evaluation/consideration of modern slavery in any high-risk procurements undertaken.
Manage	<ul style="list-style-type: none"> Contract Managers monitor and evaluate supplier performance (based on the specific contract risk and need) throughout the life of the contract.
Remedy & Report	<ul style="list-style-type: none"> Modern slavery addressed in this annual report in accordance with guidance provided by the NSW Anti-slavery Commissioner.

Our procurement service is provided by the Department of Planning, Housing and Infrastructure procurement, as part of a shared service agreement.

Work health and safety

Our work health and safety information combines data from Centennial Park and Moore Park Trust, Parramatta Park Trust and Western Sydney Parklands Trust.

The tables below show the work health and safety performance and details of injuries for the period 1 July 2024 to 30 June 2025.

There were no prosecutions under the NSW Work Health and Safety Act 2011.

Table 7: Distribution of injuries reported to the Department of Planning, Housing and Infrastructure's Work Health and Safety Team from 1 July 2024 to 30 June 2025

Injury outcome	Injury numbers	Injury %
No treatment / First aid treatment	8	66.67%
Lost time injury	1	8.33%
Medical treatment	3	25%

Table 8: Distribution of injuries reported to the Department of Planning, Housing and Infrastructure's Work Health and Safety Team from 1 July 2024 to 30 June 2025

Mechanism of injury	Number of claims	Claims %
Being hit by moving objects	1	25%
Body stressing	1	25%
Falls on the same level	1	25%
Contact with hot objects	1	25%

Table 9: Lost time rates calculated from ICare Insurance for data as of 30 June 2025

Claim rate or count	Number
Lost time claim count	0

Workforce diversity

Our workforce diversity strategies and achievements fall under Department of Planning, Housing and Infrastructure and are reported in its annual report. Our workforce diversity information combines data from Centennial Park and Moore Park Trust, Parramatta Park Trust and Western Sydney Parklands Trust.

Table 10: Trends in the representation of workforce diversity groups

Workforce diversity group	Benchmark	2023	2024	2025
Women	50%	50%	52%	55.7%
Aboriginal and/or Torres Strait Islander peoples	3.3%	1%	2%	1.7%
People whose first language spoken as a child was not English	23.2%	12%	14%	21.2%
People with a disability	5.6%	1%	1%	0%
People with disability requiring work-related adjustment	N/A	0%	0%	0%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2019–2025 takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027.

More information can be found at: [Jobs for People with Disability: A plan for the NSW public sector](#). The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Table 11: Trends in the distribution index for workforce diversity groups

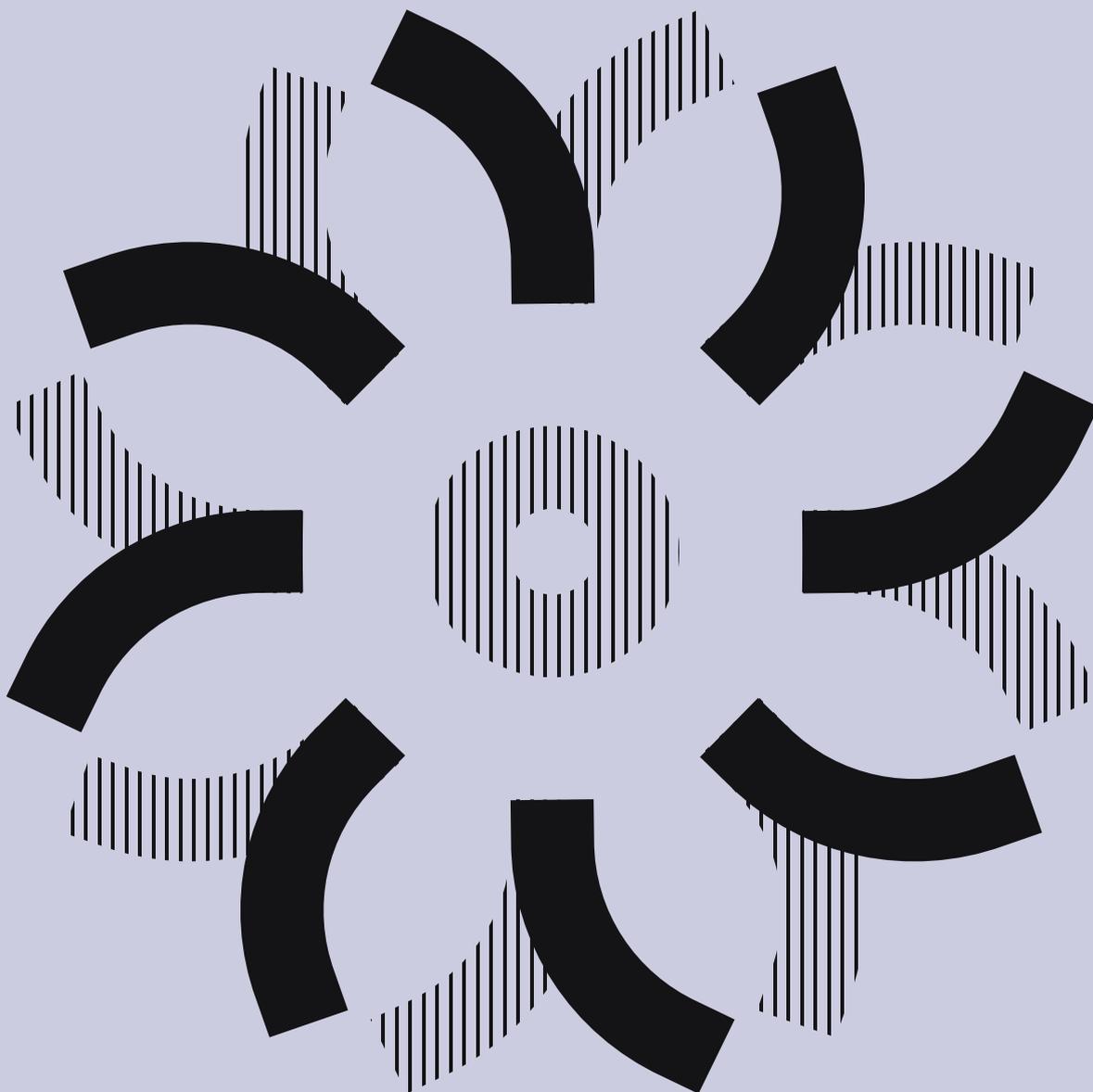
Workforce diversity group	Benchmark	2023	2024	2025
Women	100	N/A	N/A	90
Aboriginal and/or Torres Strait Islander peoples	100	N/A	N/A	N/A
People whose first language spoken as a child was not English	100	N/A	N/A	N/A
People with a disability	100	N/A	N/A	N/A
People with disability requiring work-related adjustment	100	N/A	N/A	N/A

Note 1: A distribution index score of 100 indicates that the distribution of members of the workforce diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the workforce diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The distribution index is not calculated when the number of employees in the workforce diversity group is less than 20 or when the number of other employees is less than 20.

Financial performance

Year ended 30 June 2025



Statement by the Trust Board

Pursuant to Part 7.6 of the *Government Sector Finance Act 2018* (GSF Act), we state that:

- a) the accompanying financial statements have been prepared in accordance with the Australian Accounting Standards and any other requirements specified by the *GSF Act*, the *Government Sector Finance Regulation 2024* and the Treasurer's directions.
- b) the statements present fairly Centennial Park and Moore Park Trust's (the Trust's) financial position, financial performance and cashflows.
- c) we are not aware of any circumstances that would render any particulars included in the financial statements to be materially misleading or inaccurate.



Michael Rose
Chairman
Centennial Park and Moore Park Trust

17 October 2025



Joshua French
Chief Executive
Centennial Park and Moore Park Trust

17 October 2025



INDEPENDENT AUDITOR'S REPORT

Centennial Park and Moore Park Trust

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Centennial Park and Moore Park Trust (the Trust), which comprise the Statement by the Trust Board, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Summary of Material Accounting Policy Information, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Trust's financial position, financial performance and cash flows

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Trust in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Board's Responsibilities for the Financial Statements

The Trust Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Trust's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Trust carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

23 October 2025
SYDNEY

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Statement of Comprehensive Income for the year ended 30 June 2025

	Notes	Actual 2025 \$'000	Budget 2025 \$'000	Actual 2024 \$'000
CONTINUING OPERATIONS				
REVENUE				
Sale of goods and services from contracts with customers	2(a)	27,657	28,286	25,425
Investment revenue	2(b)	14,970	15,459	16,044
Retained taxes, fees and fines	2(c)	369	325	311
Grants and other contributions	2(d)	12,645	11,949	9,854
Acceptance by the Crown of employee benefits and other liabilities	2(e)	197	–	357
Other income	2(f)	2,806	2,151	2,016
Total revenue		58,644	58,170	54,007
EXPENSES EXCLUDING LOSSES				
Personnel services expenses	3(a)	8,825	8,883	8,502
Other operating expenses	3(b)	35,473	33,504	32,857
Depreciation and amortisation	3(c)	15,789	14,399	14,320
Grants and Subsidies	3(d)	–	–	275
Finance costs	3(e)	5	2	1
Total expenses excluding losses		60,092	56,788	55,955
Operating result		(1,448)	1,382	(1,948)
Net loss on disposals	4(a)	(474)	(560)	(2,608)
Impairment loss on Intangible assets	4(b)	(31)	–	–
Impairment write back on financial assets	4(c)	16	–	201
Net result		(1,937)	822	(4,355)
OTHER COMPREHENSIVE INCOME				
<i>Items that will not be reclassified to net result in subsequent periods</i>				
Changes in revaluation surplus of property, plant and equipment	10	66,613	–	41,396
Total other comprehensive income		66,613	–	41,396
TOTAL COMPREHENSIVE INCOME		64,676	822	37,041

The accompanying notes form part of these financial statements.

Statement of Financial Position as at 30 June 2025

	Notes	Actual 2025 \$'000	Budget 2025 \$'000	Actual 2024 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	5	28,100	31,115	27,631
Receivables	6	5,002	4,419	4,728
Inventories	7	483	436	451
Total current assets		33,585	35,970	32,810
Non-Current Assets				
Receivables	8	7,763	7,738	6,604
Property, Plant and Equipment	10	1,716,784	1,663,126	1,653,954
Right-of-use assets	11(a)(i)	217	50	116
Intangible assets	12	493	447	555
Total non-current assets		1,725,257	1,671,361	1,661,229
Total assets		1,758,842	1,707,331	1,694,039
LIABILITIES				
Current Liabilities				
Payables	14	7,418	5,050	7,081
Provisions	15(a)	1,047	996	1,013
Contract liabilities	9	2,543	2,557	2,671
Lease liabilities	16(a)	66	22	54
Other current liabilities	16(b)	3,116	2,784	3,627
Total current liabilities		14,190	11,409	14,446
Non-Current liabilities				
Provisions	15(a)	36	17	20
Lease liabilities	16(a)	153	–	60
Other current liabilities	16(b)	274	–	–
Total non-current liabilities		463	17	80
Total liabilities		14,653	11,426	14,526
NET ASSETS		1,744,189	1,695,905	1,679,513
EQUITY				
Reserves		942,801	891,143	876,216
Accumulated funds		801,388	804,762	803,297
TOTAL EQUITY		1,744,189	1,695,905	1,679,513

The accompanying notes form part of these financial statements.

Statement of Changes in Equity for the year ended 30 June 2025

		Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
	Notes			
Balance at 1 July 2024		803,297	876,216	1,679,513
Net result		(1,937)	–	(1,937)
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	10	–	66,613	66,613
Total other comprehensive income		–	66,613	66,613
Total comprehensive income for the year		(1,937)	66,613	64,676
Transactions with Owners in their capacity as owners				
Transfers on disposal of property, plant and equipment		28	(28)	–
Total transactions with Owners in their capacity as owners		28	(28)	–
Balance at 30 June 2025		801,388	942,801	1,744,189
Balance at 1 July 2023		807,652	834,820	1,642,472
Net result		(4,355)	–	(4,355)
Other comprehensive income				
Net change in revaluation surplus of property, plant and equipment	10	–	41,396	41,396
Total other comprehensive income		–	41,396	41,396
Total comprehensive income for the year		(4,355)	41,396	37,041
Transactions with owners in their capacity as owners				
Transfers on disposal of property, plant and equipment				
Total transactions with owners in their capacity as owners				
Balance at 30 June 2024		803,297	876,216	1,679,513

The accompanying notes form part of these financial statements.

Statement of Cash Flows for the year ended 30 June 2025

	Notes	Actual 2025 \$'000	Budget 2025 \$'000	Actual 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Personnel services		(9,636)	(8,883)	(8,625)
Suppliers for goods and services		(38,328)	(34,571)	(38,295)
Grants and Subsidies		–	–	(275)
Finance costs		(5)	(2)	(1)
Total payments		(47,969)	(43,456)	(47,196)
Receipts				
Sale of goods and services		30,803	27,013	28,230
Grants and other contributions		7,730	10,449	8,212
Rent received		15,240	15,459	14,144
Retained taxes, fees and fines		369	325	322
Reimbursements from the Crown		196	–	357
Interest received		–	1,184	1,138
Other		3,217	2,151	2,999
Total receipts		57,555	56,581	55,402
Net cash flows from operating activities	22	9,586	13,125	8,206
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment		(9,192)	(7,190)	(12,500)
Purchase of Intangible assets	12	(123)	–	–
Proceeds from sale property, plant and equipment	4(a)	262	–	–
Net cash flows from investing activities		(9,053)	(7,190)	(12,500)
CASH FLOWS FROM FINANCING ACTIVITIES				
Payment of principal portion of lease liabilities	11(a)(ii)	(64)	(72)	(63)
Net cash flows from financing activities		(64)	(72)	(63)
Net increase / (decrease) in cash and cash equivalents		469	5,863	(4,357)
Opening cash and cash equivalents		27,631	25,252	31,988
CLOSING CASH AND CASH EQUIVALENTS	5	28,100	31,115	27,631

The accompanying notes form part of these financial statements.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

1 Summary of Material Accounting Policy Information

(a) Reporting entity

The Centennial Park and Moore Park Trust (the Trust) is a corporation constituted under the *Centennial Park and Moore Park Trust Act 1983*. It is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. It operates as one program group and there are no other entities under its control which are required to be consolidated in these financial statements.

The Trust is incorporated and domiciled in Australia and its principal place of business is Banksia Way, Centennial Park, Sydney.

The Trust is a not-for-profit entity (as profit is not its principal objective) and is consolidated as part of the NSW Total State Sector.

The mission of the Trust is to manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community and in the meantime continue to preserve and improve the Parklands. Centennial Parklands is 398.95 hectares in area and comprises Centennial Park, Moore Park, Queens Park and Callan Park.

Callan Park is subject to the provisions of the *Callan Park (Special Provisions) Act 2002* (The Act) which provides for the preservation of the land as publicly owned open space for health, education and community uses. Of the 61 hectares Callan Park site, 38 hectares is owned by the Trust and managed as public open space subject to the controls in the Act. This includes protecting and preserving the heritage significance of Callan Park including its historic buildings, gardens, and other landscape features and providing ongoing public access, for recreational purposes, to the parkland and foreshores.

The Trust's principal activities are the custodianship of the natural and cultural heritage of the parks, to provide venues for the community which enable participation in a range of sporting, recreational, cultural and educational activities for diverse users as well as the provision of a range of other activities through leases/licenses of a number of facilities.

In accordance with the *Government Sector Employment Act 2013*, the employees of the Trust are reported as employees of a Division of the Government Service. In July 2023 under the *Administrative Changes - Miscellaneous Order (No 5) 2023*, the payroll administrative arrangements were transferred from the Department of Transport (DoT) to Department of Planning and Environment (DPE). Effective 1 January 2024 per *Administrative Arrangements (Administrative Changes - Miscellaneous) Order (No 6) 2023*, payroll services have been transferred from DPE to Department of Planning, Housing and Infrastructure (DPHI). The Trust reports employee related information as "personnel services" in its financial statements.

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Board on 17 October 2025.

(b) Basis of preparation

The Trust's financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Government Sector Finance Act 2018* (GSF Act), and *Government Sector Finance Regulation 2024*, and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment, financial assets and liabilities are measured using fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Developing accounting estimates involves the use of judgements or assumptions based on the latest available, reliable information. Examples of accounting estimates include loss allowances for expected credit losses, net realisable value of inventory, fair value of assets and liabilities, depreciation expense and provisions. Judgements, key assumptions and estimations that management has made, are disclosed in the relevant notes to the financial statements.

Unless otherwise stated, amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency which is the Trust's presentation and functional currency.

The Trust's financial statements have been prepared on a going concern basis. In making its assessment that this basis was appropriate, the Trust has taken into account all available information about the future of the Trust including reliance upon Government approved funding, known efficiency dividends, estimated insurance recoveries and consideration of any expected effects of COVID-19 on the Trust's activities.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

The accrual basis of accounting and applicable accounting standards has been adopted.

(d) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

Where necessary, comparative information has been reclassified to ensure consistent presentation with the current year.

(e) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in FY 2024-25

The accounting policies applied in FY2024-25 are consistent with those of the previous financial year.

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise per TPG25-02 Mandates of options and major policy decisions under Australian Accounting Standards. It also mandates that all Government Sector Finance (GSF) classified agencies must apply Tier 1 (Australian Accounting Standards) reporting requirements.

The following amendments and interpretations apply for the first time in FY2024-25. These have been assessed and do not have any material impact on the financial statements of the Trust.

- *AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- *AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- *AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*
- *AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise (refer TPG24-06 Mandates of Options and Major Policy Decisions) under Australian Accounting Standards.

The following Standards / Interpretations have not been applied and are not yet effective.

These Standards/Interpretations are not expected to have any material impact on the financial statements of the Trust.

- *AASB 17 Insurance Contracts*
- *AASB 18 Presentation and Disclosure in Financial Statements*
- *AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between Investor and its Associate or Joint Venture*
- *AASB 2021-7c Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- *AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector*
- *AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability*
- *AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments*
- *AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11*
- *AASB 2024-4B Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*

2 Revenue

(a) Sale of goods and services from contracts with customers

	2025 \$'000	2024 \$'000
Sale of goods		
Sale of goods	14,355	12,712
Subtotal of sale of goods	14,355	12,712
Rendering of services		
Use of recreational facilities	8,141	7,800
Parking Meters	598	489
Fees received	4,563	4,424
Subtotal of Rendering of Services	13,302	12,713
Total	27,657	25,425

Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15. As AASB 1058 undertakes a residual approach, the Trust assesses the applicability of AASB 15 before it considers the application of AASB 1058.

In applying the recognition and measurement principles above, majority of the Trust income streams fall within either AASB 15 (refer Note 2(a)) or AASB 1058 (Refer Note 2(d)).

Sale of goods

Revenue from sale of goods is recognised as when the Trust satisfies a performance obligation by transferring the promised goods. The Trust typically satisfies its performance obligations at a point in time when the control of the goods is transferred to the customers.

Revenue from sales is recognised based on the price specified in the contract revenue and is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale.

Rendering of service

The Trust has a range of outdoor areas comprising; Centennial Park, Moore Park and Queens Park, which are made available for community participation in sporting, recreational, cultural and educational activities, as well as the provision of a range of commercial activities and ticketed events. Events and activities that require an upfront payment result in recognition of revenue from rendering services when the Trust satisfies the performance obligation at a point in time. Any unsatisfied obligations for revenue contracts with customers have been recognised as liabilities as at 30 June 2025, refer to Note 9.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

(b) Investment revenue

	2025	2024
	\$'000	\$'000
Interest income from financial assets at amortised cost	–	1,138
Rental income	14,970	14,906
Total	14,970	16,044

Recognition and Measurement

Interest revenue

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e. after deducting the loss allowance for expected credit losses).

In accordance with TD23-18 Management of cash, banking and payments (effective 3 October 2023), interest payable on bank accounts of a GSF agencies within the NSW Treasury banking system is to be paid back to the Treasurer or any other entities nominated by the Treasurer unless an exemption has been granted.

The direction has been enforced by the Treasurer from 1 July 2024 and no interest income has been received by the Trust.

Leases - Rental income

The Trust has entered into a number of lease agreements as Lessor, whereby land and buildings owned by the Trust are leased to third parties for the purpose of operating various commercial enterprises. The term of these agreements ranges from one to fifty years. Rental income arising from these operating leases are accounted for on a straight-line basis over the term of the lease. Rent received in advance is recognised as revenue over the period to which the prepaid rent refers. Contingent rents are recognised as revenue in the period in which they are earned.

All leases are classified as operating leases as the lease payments do not represent substantially all the fair value of the land and as a result the lessee does not substantially hold all the risks and rewards incidental to ownership of the leased asset. The respective leased assets are included by the Trust in the Statement of Financial Position based on their nature.

(c) Retained taxes, fees and fines

	2025	2024
	\$'000	\$'000
Parking fines and penalty income	369	311
Total	369	311

Recognition and Measurement

Retained taxes, fees and fines primarily relate to fines received from issuance of infringement notices for breaches of Trust regulations and parking fines and penalty income arising from parking meters. Parking Infringement income is recognised as revenue when the service has been provided, the payment is received, or when the penalty has been finalised, whichever occurs first.

(d) **Grants and other contributions**

Grants to acquire/construct a recognisable non-financial asset to be controlled by the Trust

	2025	2024
	\$'000	\$'000
Assets acquired free of cost - Buildings and infrastructure assets (Trippas White Catering Pty Ltd – Centennial Homestead)	4,317	–
Assets acquired free of cost - infrastructure assets (Playbill Group - RHI/Hordern)	–	928
Assets recognised for the first time (Callan Park)	–	923
NSW Government through Department of Planning, Housing and Infrastructure (Callan Park)	–	390
NSW Government through Department of Planning, Housing and Infrastructure (MPG South Transformation)	2,557	–
NSW Government through Department of Planning, Housing and Infrastructure – Asset Remediation Program (CPMPT)	600	–
NSW Government through Department of Planning, Housing and Infrastructure – Asset Remediation Program (Callan Park)	550	–
NSW Government - Other	16	–
NSW Government through Department of Communities and Justice – Community War Memorials Fund (Callan Park)	31	–
Department of Planning and Environment (the former DPE) (Callan Park Trees)	–	70
Transport for NSW (Queens Park Cycleway)	–	173
Transport for NSW Other	–	19
Office of Sport (B497 Community Building – Callan Park)	42	473
Eastern Suburbs District Rugby League Football Club (Kippax Lake upgrade)	–	2,771
The Sydney High School Foundation (SHSF) (Fairland Pavilion upgrade)	–	324
Greater Union Organisation Pty Ltd (Belvedere Amphitheatre upgrade)	–	30
Sydney Cricket Ground Trust (MPE Tramway)	65	14
Centennial Parklands Foundation and CP Foundation Ltd	258	–

Total grants to acquire/construct a recognisable non-financial asset to be controlled by the Trust

8,436 **6,115**

Other Grants with no specific performance obligations

NSW Government through Crown Lands and Public Spaces – Callan Park recurrent grant	3,466	2,768
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Total other grants with no specific performance obligations

3,466 **2,768**

Grants with sufficiently specific performance obligations

Centennial Parklands Foundation and Centennial Parklands Foundation Limited	274	384
Department of Industry, Innovation and Science (National Science Week)	20	20
Balmain District Football Club	–	275
Sponsorship received	88	83

Total other grants with sufficiently specific performance obligations

382 **762**

Volunteers and in-kind services

361 **209**

Total grants and other contributions

12,645 **9,854**

Recognition and Measurement

Grants and Contributions are recognised in accordance with the requirements of AASB 1058 *Income of Not-for-Profit Entities*. AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives, and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Trust is recognised when the Trust satisfies its obligations under the transfer. The Trust satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. The percentage of cost incurred is used to recognise income, because this most closely reflects the progress to completion.

Revenue from grants with sufficiently specific performance obligations is recognised when the Trust satisfies a performance obligation by transferring the promised goods. The Trust typically satisfies its performance obligations when milestones are completed. Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Refer to Notes 9 and 16(b) for transaction price allocated to the performance obligations that have not been satisfied at the end of the year and when it is expected to be recognised as revenue.

Revenue from grants without sufficiently specific performance obligations is recognised when the Trust obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined, and the services would have been purchased if not donated. Volunteer services are measured at fair value (refer to Note 2(d) and 3(b)).

Grants and Other Contributions

The Trust receives grants from the NSW State Government and other funding bodies in addition to volunteer services. The Trust also receives capital grants funding from communities and other governments departments for capital works such as construction of assets and infrastructure upgrades with key projects listed below.

(a) Centennial Homestead – Leasehold Improvement

Under the Agreement for Lease between Trippas White Catering Pty LTD (TWC) (part of the Trippas White Group) and the Trust, refurbishment works for Centennial Homestead were undertaken by TWC. The lease is triggered by the completion of the refurbishment works. The total asset cost for these works is valued \$ 4,317,075 (Buildings \$4,224,849, Infrastructure \$92,226) and recognised in as Assets acquired free of cost.

(b) Transport for NSW – Cities and Active Transport Division

Callan Park Bay Run revitalisation program -

Transport for NSW has provided \$2,410,000 and the Department of Planning, Housing and Infrastructure provided \$390,000 capital funding for the revitalisation of Callan Park Bay Run program. The funding provides for the construction of 350m section of shared pathway in Callan Park to make the Bay Run fit for purpose. This includes new pathways, lighting, signage, tree planting and line marking. To date \$392,724 of both planning and capital work has been completed. The project is expected to complete by FY2026.

(c) Greater Cities Sport Facility Fund 2020/21– Infrastructure Grants

Under its Greater Cities Sport Facility Fund, the Office of Sport has provided the following Infrastructure Funding grant, to assist the Trust in the development of quality core sport infrastructure to meet the current and future needs of the community.

(i) Construction of Bat and Ball Field Amenities Building

A maximum of \$1,000,000 has been approved to construct a new public amenity building at Bat & Ball Field to provide both changing facilities as well as new amenities for the sporting community. The grant is payable in instalments on achievement of agreed milestones. To date \$447,492 of capital works has been completed with the remaining funds expected to be spent by FY2026.

(ii) Construction of B497 Community Multi- Sports Building

The Office of Sport has provided grant funding of \$1,800,000 to enable landlord works and tenant fit out on a multi-sport community facility, Building 497, in Callan Park. Funding allocation is split between the landlord buildings works for Greater Sydney Parklands Trust (\$1,525,000) and the tenant fit-out for Balmain District Football Club (\$275,000). To date \$524,563 of capital works has been completed. A statement of planned project completion date is to be confirmed.

(d) Infrastructure assets upgrade

The Trust previously received funding of \$500,000 to be utilised for the upgrade of infrastructure assets in Centennial Parklands. As at 31 March 2025, \$238,320 was utilised for works carried out on infrastructure assets, leaving an unspent amount of \$261,680 with the remaining expected to be spent in FY2026 onwards.

(e) Belvedere Amphitheatre Initial Infrastructure Payment – Major event Moonlight Cinema

The Trust has received initial funding of \$250,000 from the Event Organiser Greater Union Organisation Pty Ltd to be utilised on capital improvements of the Belvedere Amphitheatre to support 10 year Moonlight Cinema events in Centennial Parklands. All assets obtained through the expenditure of the Initial Infrastructure Payment are vested in the Trust. As at 30 June 2025, \$143,780 was utilised for works carried out on infrastructure assets, leaving an unspent amount of \$106,220 that is expected to be spent in FY2026 onwards.

(f) Fairland Pavilion – redevelopment of New Pavilion

The Trust has entered into a Works Deed which sets out the respective responsibilities between the parties to facilitate the design and construction of the new pavilion, including a \$4,000,000 capital contribution to be provided by the Sydney High School Foundation (SHSF). It includes an Interim Licence (5 years) setting out the terms of SHSF occupation and the SHSF contribution of \$206,280 (GST inclusive) towards critical works required to the existing pavilion. The redeveloped Pavilion will become a community asset that will be managed by the Trust.

(g) Department of Planning, Housing and Infrastructure – Callan Park Swimming Pool Grant

The Department of Planning, Housing and Infrastructure (DPHI) provided \$2,000,000, under the Places to Swim Program, for the delivery of a place to swim at Callan Park. The funding is for delivery of infrastructure to improve access to and recreational engagement between the Iron Cove Foreshore area of Callan Park and the adjoining waters of the Parramatta River. The \$2,000,000 has been deferred as the project is intended to start in FY2026 and complete in FY2027.

(h) Department of Planning, Housing and Infrastructure – Moore Park Golf Transformation

On 22 October 2023, the Minns Government announced plans to transform 20 hectares of the Moore Park Golf Course into a new public park. The Department of Planning, Housing and Infrastructure (DPHI) has provided seed funding of \$2,557,000 to support planning, preliminary design and a business case. To date funding of \$2,076,624 has been spent. The remaining \$480,376 will be spent in FY2026.

(e) Acceptance by the Crown of employee benefits and other liabilities

	2025	2024
	\$'000	\$'000
Superannuation – defined benefit	23	5
Long service leave provision	173	351
Payroll tax assumed by the Crown	1	1
Total	197	357

Recognition and Measurement

On initial incurrence of the liability, the Trust recognises a liability and an expense. When the liability is assumed by the Crown, the Trust recognises an income equivalent to the liability assumed.

(f) Other income

	2025	2024
	\$'000	\$'000
Expense recoveries	2,268	1,908
Insurance recoveries	538	108
Total	2,806	2,016

Other income

Expense recoveries include the following: contactors, consulting, fee for services, legal, security services, utilities, stabling, staff car parking, minor property damages and maintenance of venues and facilities. Expense recoveries are recognised based on the pattern of consumption of service.

Insurance recoveries primarily include \$428,861(2024: \$100,788) minor property damage claim and prior year Covid 19 Contract staff claims \$109,432 (2024: Nil). Insurance recoveries are recognised when insurance claims are finalised by the insurance provider.

3 Expenses Excluding Losses

(a) Personnel services expenses

	2025	2024
	\$'000	\$'000
Salaries and wages (including recreation leave)	7,035	6,873
Superannuation - defined benefits plans	223	5
Superannuation - defined contributions plans	554	721
Long service leave	261	358
Workers compensation insurance	114	37
Payroll tax and fringe benefits tax	422	502
Redundancy	216	6
Total	8,825	8,502

Personnel services are provided by the Department of Planning, Housing and Infrastructure (DPHI) (refer Note 1(a)).

Personnel Services costs are proportionally shared across Greater Sydney Parklands (GSP) which has management of Western Sydney Parklands, Parramatta Park, Centennial Park and Moore Park, Callan Park and Fernhill Estate (refer Note 24).

For the year ended 30 June 2025 personnel services related costs of \$621,509 (2024: \$268,314) have been capitalised to the Trust's property, plant and equipment or intangible assets.

The Trust has provided personnel services to the Centennial Parklands Foundation amounting to \$293,700 (2024: \$289,335) and operating expenses \$30,227 (2024: \$29,500).

(b) Other operating expenses include the following:

	2025	2024
	\$'000	\$'000
Golf Course operations	10,456	9,365
Maintenance	7,931	7,530
Fees for services	6,548	5,509
Security	1,765	1,799
Parklands Sports Centre	1,575	1,580
Shared services cost	1,484	1,731
Waste removal and cleaning	1,342	1,315
Insurance	1,187	1,001
Utilities	523	490
Stores and provisions	486	554
Volunteers and in-kind contributions	361	208
Audit fees	313	235
Information technology	266	303
Training and conferences	257	99
Consultants	208	455
Board fees	152	181
Motor vehicle and fleet	140	135
Telecommunications	47	11
Legal fees	27	106
Marketing	11	89
Other	394	161
Total	35,473	32,857

Volunteers and in-kind contributions include volunteer services received of \$313,317 (2024: \$205,487) as well as in kind contributions received from vendors and sponsors \$47,523 (2024: \$2,996), are also reflected in Note 2(d).

Recognition and Measurement

Maintenance expense

Day-to-day servicing costs or maintenance are charged as expenses as incurred. However, where they relate to the replacement of a component of an asset, which restores the service potential and extends the life of the asset beyond that which it had originally, the costs are capitalised and depreciated.

Shared Services Cost

From 1 July 2022, a new SPA arrangement was entered into with Greater Sydney Parklands Trust (GSPT) and the former Department of Planning and Environment (DPE). The new SPA replaces the individual Trust agreements and covers services to be provided across GSP entities viz; WSPT, CPMPT, PPT and GSPT.

From 1 January 2024 these services are now provided by the Department of Planning Housing and Infrastructure (DPHI). The Shared Services include Finance and shared services, ICT, procurement, workplace accommodation, legal fees and all other services included in the agreement. These are provided under the SPA between DPHI and GSPT under an annual standard service fee.

The shared service fee is recognised on a straight-line basis over the financial year as services are consumed.

Golf course operations

The management of the Moore Park Golf Course operations is outsourced under a contractual agreement to Clublinks Management Propriety Ltd, a private entity. Golf course operations include Management fees and day to day operating expenses such as, wages, cost of sales and other operating costs relating to management of the golf course.

Golf course expenses are recognised at the time the services are consumed.

Insurance

The Trust's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience.

Lease expense

The Trust recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option, and
- Leases of assets that are valued at \$10,000 or under when new.

The Trust does not have any short-term lease or leases of assets of \$10,000 or less.

(c) **Depreciation and amortisation expenses**

	2025	2024
	\$'000	\$'000
Depreciation		
Buildings	3,241	2,755
Infrastructure systems – Other	7,167	6,368
Trees	4,706	4,479
Plant and equipment	457	510
Right-of-use assets	63	58
Total	15,634	14,170
Amortisation		
Amortisation of intangible assets	155	150
Total	155	150
Total depreciation and amortisation	15,789	14,320

Recognition and Measurement

Refer Note 10 for depreciation policy related to Property, Plant and Equipment, refer Note 11 for depreciation policy related to Right-of-use assets and Note 12 for amortisation policy related to Intangible assets.

(d) **Grants and Subsidies**

	2025	2024
	\$'000	\$'000
Grant expense	–	275
Total	–	275

The Trust has Grant expense in FY2025 of nil. The Trust's FY2024 Grant expense reflects a Grant provided to the Balmain District Football Club of \$275,000 for the tenant fit out works for Callan Park building 497. The funding has been provided via Office of Sport with \$1.8 million received and split between the landlord buildings works for Greater Sydney Parklands Trust (\$1,525,000) and the tenant fit out grant to Balmain District Football Club (\$275,000).

Recognition and Measurement

Except in limited circumstances, in the NSW public sector 'grants' have not been designated as contributions by owners under Interpretation 1038 and therefore must be treated as expense. Grants and Subsidies expense are recognised when cash is paid.

(e) **Finance costs**

	2025	2024
	\$'000	\$'000
Interest expense from lease liabilities	5	1
Total	5	1

Recognition and Measurement

Finance cost in this Note represents the interest in respect of lease liabilities recognised in accordance with AASB 16. The Trust does not have any other borrowing costs.

4 Other Gains / (Losses)

a) Net loss on disposal – Property Plant and Equipment

	2025	2024
	\$'000	\$'000
Proceeds from the sale of assets	262	–
Less written down value of assets disposed	(736)	(2,608)
Net loss on disposal	(474)	(2,608)

b) Impairment loss on intangible assets

	2025	2024
	\$'000	\$'000
Impairment loss on Intangible assets	(31)	–
Total impairment loss on intangible assets	(31)	–

c) Write back on impairment of financial assets

	2025	2024
	\$'000	\$'000
Impairment write back on financial assets	16	201
Total write back on impairment of financial assets	16	201

Recognition and Measurement

Impairment losses

Impairment losses may arise on assets held by the Trust from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

Note 6 : Current Assets - Receivables

Note 10 : Property, plant and equipment

Note 11 : Right-of-use assets

Note 12 : Intangible assets

5 Current Assets - Cash and Cash Equivalents

	2025	2024
	\$'000	\$'000
Cash at bank	28,093	27,624
Petty Cash	7	7
Total	28,100	27,631

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits with the maturity of three months or less and subject to an insignificant risk of changes in value.

	2025	2024
	\$'000	\$'000
Closing cash and cash equivalents (per Statement of Cash Flows)	28,100	27,631
Total	28,100	27,631

Refer Note 23 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6 Current Assets - Receivables

	Notes	2025 \$'000	2024 \$'000
Trade Receivables from contracts with customers		3,681	3,795
Rent receivable		539	694
Subtotal		4,220	4,489
<i>Less allowance for expected credit losses*</i>	23(c)(i)	(216)	(231)
Retained taxes and GST receivable		115	81
Prepayments		341	389
Other receivables		542	–
Total		5,002	4,728
<i>*Movement in the allowance for expected credit loss</i>			
Balance at the beginning of year		(231)	(433)
Amounts utilised during the year		(1)	–
decrease in allowance recognised in net results		16	202
<i>*Closing balance as at 30 June 2025</i>		(216)	(231)

Recognition and Measurement

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Trust holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Trust recognises an allowance for expected credit losses (ECLs) for all financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Trust expects to receive, discounted at the original effective interest rate.

For trade receivables, the Trust applies a simplified approach in calculating ECLs. The Trust recognises a loss allowance based on lifetime ECLs at each reporting date. The Trust has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

The ECL and provision has placed reliance upon possible insurance payments and potential recovery through bank guarantees held.

7 Current Assets - Inventories

	2025 \$'000	2024 \$'000
Shop stock held for resale	483	451
Total	483	451

Recognition and Measurement

Inventories held for distribution and sales are stated at cost, adjusted where appropriate for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the Trust would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

8 Non-Current Assets - Receivables

	2025	2024
	\$'000	\$'000
Straight-line lease receivable	7,763	6,604
Total	7,763	6,604

Non-current receivables represent the straight lining of Royal Hall of Industries and Hordern Pavilion lease income assessed in accordance with the requirements of AASB 16 *Leases* (refer to Note 2(b)). The lease from the Trust to PlayOn Group Pty Ltd (the Tenant) of the premises commenced on 18 June 2021 expiring on 17 June 2050.

9 Contract Liabilities

	2025	2024
	\$'000	\$'000
Contract liabilities	2,543	2,671
Total Contract liabilities	2,543	2,671

Recognition and Measurement

Contract liabilities relate to consideration received in advance from customers in respect of sufficiently specific performance obligations.

	2025	2024
	\$'000	\$'000
Opening balance of contract liabilities	2,671	2,403
Contract liabilities with satisfied performance obligation	(194)	(105)
Contract liabilities with unsatisfied performance obligation	66	373
Closing balance of Contract Liabilities	2,543	2,671

The Trust provides Golf membership, major events, seasonal sports and recreational activities to communities and corporate entities. These services often have specific performance obligations embedded in the agreement. Under the AASB15, the Trust is obliged to perform in accordance with the conditions specified in the agreements before recognising as revenue during the year. Where the Trust has not completed its performance obligations, revenue is deferred.

The closing balance of contract liabilities reflects the transaction price allocated to the remaining performance obligations. The contract liabilities are expected to be recognised as revenue in the 2026 financial year and beyond.

10 Non-Current Assets - Property, Plant and Equipment

(a) Total property, plant and equipment

	2025	2024
	\$'000	\$'000
(i) Land and Buildings		
At Fair Value	1,203,018	1,144,078
<i>Less Accumulated Depreciation</i>	(138,794)	(131,297)
Net carrying amount	1,064,224	1,012,781
(ii) Plant and Equipment		
At Fair Value	7,692	8,271
<i>Less Accumulated Depreciation</i>	(3,599)	(3,585)
Net carrying amount	4,093	4,686
(iii) Infrastructure Systems		
Trees		
At Fair Value	503,303	475,275
<i>Less Accumulated Depreciation</i>	(201,523)	(172,731)
Net carrying amount	301,780	302,544
Other		
At Fair Value	503,688	480,661
<i>Less Accumulated Depreciation</i>	(157,001)	(146,718)
Net carrying amount	346,687	333,943
Total Infrastructure Systems Net Carrying Amount	648,467	636,487
Property, Plant and Equipment Net Carrying Amount	1,716,784	1,653,954

(a) **Total property, plant and equipment**

(iv) **Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current and prior reporting period is set out below.

		Land and Buildings	Plant and Equipment	Infrastructure Systems: Trees	Infrastructure Systems: Other	Total
As at 30 June 2025	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Net carrying amount at 1 July 2024		1,012,781	4,686	302,544	333,943	1,653,954
Additions		1,194	71	147	6,795	8,207
Contributions of assets free of cost	2(d)	4,225	–	–	92	4,317
Disposals	4(a)	–	(77)	(575)	(157)	(809)
Impairment	4(a)	73	–	–	–	73
Net revaluation increment		50,424	–	4,369	11,820	66,613
Transfers between asset classes		(1,232)	(130)	1	1,361	–
Depreciation expense	3(c)	(3,241)	(457)	(4,706)	(7,167)	(15,571)
Net carrying amount at 30 June 2025		1,064,224	4,093	301,780	346,687	1,716,784
		Land and Buildings	Plant and Equipment	Infrastructure Systems: Trees	Infrastructure Systems: Other	Total
As at 30 June 2024	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Net carrying amount at 1 July 2023		982,259	4,878	317,689	309,410	1,614,236
Additions		2,459	255	352	10,127	13,193
Contributions of assets free of cost	2(d)	928	–	–	–	928
Assets recognised for the first time	2(d)	–	–	–	923	923
Disposals	4(a)	–	(1)	(2,610)	1	(2,610)
						41,396
Net revaluation increment / (decrement)		30,308	–	(8,594)	19,682	
Transfers between asset classes		(418)	64	186	168	–
Depreciation expense	3(c)	(2,755)	(510)	(4,479)	(6,368)	(14,112)
Net carrying amount at 30 June 2024		1,012,781	4,686	302,544	333,943	1,653,954

Further details regarding the fair value measurement of property, plant and equipment are discussed in Note 13.

(b) Property, plant and equipment held and used by the Trust

	2025	2024
	\$'000	\$'000
(i) Land and Buildings		
At Fair Value	994,618	960,472
<i>Less Accumulated Depreciation</i>	(116,643)	(111,023)
Net carrying amount	877,975	849,449
(ii) Plant and Equipment		
At Fair Value	7,692	8,271
<i>Less Accumulated Depreciation</i>	(3,599)	(3,585)
Net carrying amount	4,093	4,686
(iii) Infrastructure Systems		
Trees		
At Fair Value	503,303	475,275
<i>Less Accumulated Depreciation</i>	(201,523)	(172,731)
Net carrying amount	301,780	302,544
Other		
At Fair Value	495,420	476,455
<i>Less Accumulated Depreciation</i>	(153,313)	(143,946)
Net carrying amount	342,107	332,509
Total Infrastructure Systems Net Carrying Amount	643,887	635,053
Property, Plant and Equipment Net Carrying Amount	1,525,955	1,489,188

(b) Property, plant and equipment held and used by the Trust

(iv) Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current and prior reporting period is set out below.

		Land and Buildings	Plant and Equipment	Infrastructure Systems: Trees	Infrastructure Systems: Other	Total
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2025						
Net carrying amount at 1 July 2024		849,449	4,686	302,544	332,509	1,489,188
Additions		(1,194)	71	147	6,795	8,207
Reclassification between operating and leased assets		(1,109)	–	–	(3,800)	(4,909)
Disposals	4(a)	–	(77)	(575)	(157)	(809)
Impairment	4(a)	73	–	–	–	73
Net revaluation increment		31,930	–	4,369	11,760	48,059
Transfers between asset classes		(1,247)	(130)	1	1,376	–
Depreciation expense	3(c)	(2,315)	(457)	(4,706)	(6,376)	(13,854)
Net carrying amount at 30 June 2025		877,975	4,093	301,780	342,107	1,525,955
		Land and Buildings	Plant and Equipment	Infrastructure Systems: Trees	Infrastructure Systems: Other	Total
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2024						
Net carrying amount at 1 July 2023		827,657	4,878	317,689	307,966	1,458,190
Additions		2,459	255	352	10,127	13,193
Reclassification between operating and leased assets		(3,387)	–	–	(9)	(3,396)
Contributions of assets free of cost	2(d)	928	–	–	–	928
Assets recognised for the first time	2(d)	–	–	–	923	923
Disposals	4(a)	–	(1)	(2,610)	1	(2,610)
Net revaluation increment/(decrement)		23,828	–	(8,594)	19,545	34,779
Transfers between asset classes		(418)	64	186	168	–
Depreciation expense	3(c)	(1,618)	(510)	(4,479)	(6,212)	(12,819)
Net carrying amount at 30 June 2024		849,449	4,686	302,544	332,509	1,489,188

(c) **Property, plant and equipment where Trust is Lessor under operating leases**

	2025	2024
	\$'000	\$'000
(i) Land and Buildings		
At Fair Value	208,400	183,606
<i>Less Accumulated Depreciation</i>	<i>(21,151)</i>	<i>(20,274)</i>
Net carrying amount	186,249	163,332
(ii) Infrastructure Systems – Other		
At Fair Value	8,268	4,206
<i>Less Accumulated Depreciation</i>	<i>(3,688)</i>	<i>(2,772)</i>
Net carrying amount	4,580	1,434
Total Property, Plant and Equipment Net Carrying Amount	190,829	164,766

(iii) **Reconciliation**

A reconciliation of the carrying amount of each class of Property, plant and equipment where Trust is Lessor under operating leases, at the beginning and end of the current and prior reporting period is set out below.

	Land and Buildings	Infrastructure Systems: Other	Total
	\$'000	\$'000	\$'000
As at 30 June 2025			
Net carrying amount at 1 July 2024	163,332	1,434	164,766
Contributions of assets free of cost	4,225	92	4,317
Reclassification between operating and lease assets	1,109	3,800	4,909
Net revaluation increment	18,494	60	18,554
Transfers between asset classes	15	(15)	–
Depreciation expense	(926)	(791)	(1,717)
Net Carrying amount at 30 June 2025	186,249	4,580	190,829
As at 30 June 2024			
Net carrying amount at 1 July 2023	154,602	1,444	156,046
Reclassification between operating and lease assets	3,387	9	3,396
Net revaluation increment	6,480	137	6,617
Depreciation expense	(1,137)	(156)	(1,293)
Net Carrying amount at 30 June 2024	163,332	1,434	164,766

Where the Trust is the lessor for operating leases, the underlying assets are classified based on the nature as 'land and buildings' and 'infrastructure systems' as disclosed above.

(d) Recognition and Measurement

(i) Acquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(iii) Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

(iv) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred. However, where they relate to the replacement of a component of an asset, which restores the service potential and extends the life of the asset beyond that which it had originally, the costs are capitalised and depreciated.

(v) Depreciation of property, plant and equipment

Depreciation is provided for all depreciable assets so as to expense the depreciable amount of each asset as it is consumed over its useful life.

Except for certain non-depreciable assets, depreciation is provided for on:

- A straight-line basis for all depreciable property, plant and equipment assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Trust.
- With the implementation of the approved Tree accounting policy for Centennial Parklands from 1 July 2022 and Callan Park from 1 July 2023, depreciation is calculated on a straight-line basis on both semi mature and mature trees. Young trees are not depreciated, and over mature trees are also not depreciated on the basis that they have reached the end of their useful life.

Land is not a depreciable asset. Certain heritage assets including heritage buildings and infrastructure other assets may not have limited useful lives because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually. In addition, the turfing of parklands (excluding golf course fairways and greens) is considered to have a useful life greater than 100 years and is not depreciated.

All material separately identifiable components of assets are recognised and depreciated over their shorter useful lives. Useful lives of the Trust's assets have been determined as follows:

	<u>Useful Life Years</u>	
	2025	2024
Building	25 – 80	25 – 80
Plant and Equipment	3 – 10	3 – 10
Infrastructure Systems, Roads, paths, gates, fences, collections, and Garden	15 – 150	15 – 150
Underground services	10 – 70	10 – 70
Trees	50 – 200	50 – 200
Golf Course fairways and greens	100	100
Lakes and ponds	100	100

(vi) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the “Valuation of Physical Non-Current Assets at Fair Value” Policy and Guidelines Paper (TPP21-09), Treasurer’s Direction *Valuation of Physical Non-Current Assets at Fair Value* (TD21-05) and *Guidance when performing valuations of physical non-current assets* (TPG23-09). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*, compliance with Australian Bureau of Statistics GFS Manual and AASB 1049 Whole of Government and General Government Sector Financial Reporting (AASB 1049) measurement requirements applied in the preparation of the Total State Sector Accounts.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities (AASB 2022-10) applies to annual periods beginning on or after 1 January 2024. AASB 2022-10 amends AASB 13 Fair Value Measurement (AASB 13). For non-financial assets of not-for-profit public sector entities that are not held primarily for their ability to generate net cash inflows, there is a rebuttable assumption that current use is highest and best use, unless the asset is classified as held for sale in accordance with AASB 5 Non-current Assets Held for Sale and Discontinued Operations or it is highly probable the asset will be used for an alternative purpose to its current use (AASB 13.Aus29.1 and Aus29.2).

Fair value of property, plant and equipment is based on a market participants’ perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 13 for further information regarding fair value.

Revaluation is made with sufficient regularity to ensure that the carrying amount of each asset does not differ materially from its fair value at reporting date. The Trust conducts a comprehensive revaluation at least every three years for its land and at least every five years for buildings and infrastructure other assets.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. The Trust uses an external professionally qualified valuer to conduct interim revaluations. As at 31 March 2025, the Trust’s land holdings, building and infrastructure systems other assets were revalued using an indexation based on movement in relevant prices in the past 12 months*.

From 1 July 2022, Centennial Parklands Trees (tree population of 14,919 trees) was valued on a current replacement cost basis in accordance with the new tree accounting policy based on a sample of 1,229 trees surveyed across the Parklands.

As at the 31 March 2025, a further sample of 1069 Centennial Park Trees was carried out. The sample selected covered the southern boundary stretching from Moore Park through Centennial Park to Queens Park.

With the implementation of the tree accounting policy for Callan Park Trees from 1 July 2023 (tree population of 604 trees) was valued on a replacement cost basis based on a sample of 300 trees surveyed across the Parklands. A further sample of 215 trees was surveyed to inform the tree valuation as at 31 March 2025

The sample surveys for both Centennial Park and Callan Park trees have resulted in more precise information being collected on Tree characteristics such as diameter at breast height, canopy spread and safe remaining useful life which are key drivers of the fair value of these assets. The replacement cost values for the samples were extrapolated to the whole population. Accumulated depreciation was calculated as at the date of the valuation based on estimates of total tree life and the remaining life was derived from the sample tree survey conducted.

Due to the time, cost and difficulty in conducting a full tree survey, sample surveys for both Centennial Parklands and Callan Park Trees will be carried out each year. Further tree sample surveys will be conducted in 2025-26 to inform the interim valuations due as at 31 March 2026. The valuation at 30 June 2025 has been updated considering the following:

- New tree plantings
- Tree removals
- Trees damaged or affected by disease
- Age class adjustments for young, semi-mature and mature trees to reflect growth
- The results of a sample survey to be carried out
- Movements in the consumer price index for those trees not surveyed during 2024-25.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as an approximation of fair value. The Trust has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus of the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Land

Land comprising Centennial Park, Queens Park, Moore Park and Callan Park totaling 398.95 hectares was independently valued by Mr. E Ferdinand's AAPI (Val.). The valuation was formulated on the basis of market buying price or the best available market evidence where market prices cannot be observed. Land has been valued on an unimproved or "raw land" basis i.e. the valuation excludes any built improvements as follows:

- Construction of Moore Park Golf Course
- The ponds and landscaping immediately surrounding the ponds
- Landscaping which forms part of structures built on the land
- Internal roads, paths and cycle ways
- Turfing of the Parklands
- Underground water supply, irrigation and drainage
- Any structures built on the land including fencing and bollards
- Trees and shrubs, and
- Any other structural improvement on the land *.

Buildings and infrastructure systems-Other

As at 31 March 2025 the valuation of buildings and infrastructure systems (landscaping, ponds and underground services) independently undertaken by Mr. R.H. Timmermans B Com (Prop Econ) AAPI and Mr. G.C. Rowe B Bus FAPI on an interim basis using indexation. The basis of valuation was depreciated replacement cost other than heritage assets which are valued at replacement cost*.

Infrastructure systems - trees

As at 31 March 2025 valuations of both Centennial Parklands and Callan Park Trees were independently undertaken by Dr Mick Battam, Principal of AgEnviro Solutions Pty Ltd in accordance with the approved Tree valuation policy. The valuations established new base values at that date based on sample surveys of 1,069 (Centennial Parklands) Trees and 215 (Callan Park) Trees *.

* The valuations of land, buildings, infrastructure other and Trees assets have been reviewed and, where appropriate, updated to reflect changes in fair value between the three-month period from 31 March 2025 to 30 June 2025, based on the application of the relevant indexation and or escalation rate as assessed by the Valuer.

(e) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

The Trust assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Trust estimates the asset recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. The reversal is recognised in other comprehensive income and is treated as a revaluation increase, except to the extent that an impairment loss on the same class of asset was previously recognised in net result, then the reversal recognised in net result.

(f) Work in progress

Included in property, plant and equipment are the following amounts of work in progress which will not commence to be depreciated until construction is completed or the items are installed ready for use:

	2025	2024
	\$'000	\$'000
Buildings	6,089	14,071
Plant and Equipment	432	808
Infrastructure Systems – Trees	89	–
Infrastructure Systems - Roads, fences, gates and underground services	21,201	27,836
Total	27,811	42,715

11 Leases

(a) Trust as a Lessee

(i) Right-of-use assets acquired by lessees

AASB 16 *Leases* requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The Trust has only motor vehicles fleet and plant and equipment leases. Lease contracts are typically made for fixed periods of one to five years and terminated thereafter. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Trust does not provide residual value guarantees in relation to the leases.

As at 30 June 2025 the Trust does not have any short-term leases and low value leases.

The Trust has elected to present right-of-use assets separately in the Statement of Financial Position.

The following table presents the right-of use assets:

	Notes	2025 \$'000	2024 \$'000
Balance at 1 July 2024		116	73
Additions		164	101
Depreciation expense	3(c)	(63)	(58)
Balance at 30 June 2025		217	116

(ii) Lease Liabilities

	Notes	2025 \$'000	2024 \$'000
Balance at 1 July 2024		113	74
Additions		164	101
Interest Expenses		6	1
Payments		(64)	(63)
Balance at 31 March 2025	16(a)	219	113

The following amounts were recognised in the statement of comprehensive income for the year ended 30 June 2025 in respect of leases where the Trust is the lessee.

		2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	3(c)	63	58
Interest expense on lease liabilities		6	1
Total recognised in the Statement of Comprehensive Income		69	59

The Trust had total cash outflows for leases of \$64,185 (2024: \$63,377).

Future minimum lease payments under non-cancellable leases as at 30 June 2025 are, as follows:

	2025 \$'000	2024 \$'000
Within one year	77	56
Later than one year and not later than five years	178	70
Less: GST recoverable from the Australian Tax Office	(23)	(11)
Total (excluding GST)	232	115

Recognition and measurement

The Trust assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Trust recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

(i) Right-of-use assets

The Trust recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer (ii) below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of acquiring the fleet.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

	<u>Useful Life Years</u>	
	2025	2024
Motor vehicles	1-5	1-5
Plant and equipment	1-5	–

The Trust does not have any right-of-use assets that meet the definition of investment property.

(ii) Lease liabilities

At the commencement date of the lease, the Trust recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable,
- variable lease payments that depend on an index or a rate,
- amounts expected to be paid under residual value guarantees,
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Trusts' leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is an addition, modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Interest on lease liabilities is included in Finance cost, refer to Note 3(e).

(iii) Short-term leases and leases of low-value assets

The Trust does not have any short-term leases and leases of low value assets.

(b) Trust as a lessor

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Leases that the Trust transfers substantially all the risks and rewards incidental to ownership of an asset are classified as finance leases.

The Trust does not have any finance leases.

Operating leases as lessor

The Trust's properties are leased to tenants under operating leases with rentals payable monthly. Lease payments for some contracts include CPI increases and or adjusted to market valuations, however there are no other variable lease payments that depend on an index or rate.

Although the Trust is exposed to changes in the residual value at the end of current leases, it typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

Lessor of operating leases

The Trust has entered into a number of agreements whereby land and buildings owned by the Trust are leased to third parties for the purpose of operating various commercial enterprises. The term of these agreements ranges from one to fifty years.

Future minimum rentals receivable (undiscounted) under non-cancellable operating lease as at 30 June 2025 are as follows:

	2025	2024
	\$'000	\$'000
Within one year	11,418	11,523
One to two years	10,660	11,036
Two to three years	10,788	10,303
Three to four years	10,878	10,430
Four to five years	10,992	10,541
Later than five years	197,953	207,011
Total (including GST)	252,689	260,844

Recognition and measurement - lessor for operating leases

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the Statement of Comprehensive Income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

12 Intangible Assets

	2025	2024
	\$'000	\$'000
Cost (gross carrying amount)	2,939	2,885
Accumulated amortisation	(2,446)	(2,330)
Net carrying amount	493	555
Net carrying amount at start of year	555	705
Additions	124	–
Impairment loss	(31)	–
Amortisation expense	(155)	(150)
Net carrying amount	493	555

The Trust's intangible assets primarily reflect capitalised software and other intangible items.

Recognition and Measurement

The Trust recognises intangible assets only if it is probable that future economic benefits will flow to the Trust and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Trust's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The Trust's intangible assets are amortised using the straight-line method over a period of four to ten years. In general, intangible assets are tested for impairment where an indicator of impairment exists

Useful Lives of the Trusts intangible assets have been determined as follows:

Useful life of Intangibles	Useful Life Years	
	2025	2024
Computer Software	4 to 10	4 to 10
Other Intangibles	5 to 10	5 to 10

13 Fair Value Measurement and hierarchy of Non-Financial Assets

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Trust categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- (i) Level 1 - quoted prices in active markets for identical assets / liabilities that the Trust can access at the measurement date.
- (ii) Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- (iii) Level 3 - inputs that are not based on observable market data (unobservable inputs).

The Trust recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

(a) Fair value hierarchy

2025	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment (Note 10)				
Land	–	900,482	–	900,482
Buildings	–	–	157,653	157,653
Infrastructure Systems				
(i) Trees	–	–	301,691	301,691
(ii) Other	–	–	325,487	325,487
Total	–	900,482	784,831	1,685,313
<hr/>				
2024	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
Property, Plant and Equipment (Note 10)				
Land	–	855,420	–	855,420
Buildings	–	–	143,289	143,289
Infrastructure Systems				
(i) Trees	–	–	302,544	302,544
(ii) Other	–	–	306,107	306,107
Total	–	855,420	751,940	1,607,360

There were no transfers between Level 1 or 2 during the financial year.

(b) Valuation techniques, inputs and processes

Fair value for non-financial assets are calculated on the following bases:

<u>Asset Class</u>	<u>Valuation Technique</u>	<u>Comments</u>
Land	Market	Based on market evidence for Open Space land
Buildings	Cost	Based on depreciated current replacement cost. Heritage assets are held at current replacement cost
Infrastructure Systems		
Trees	Cost	Based on depreciated current replacement cost
Other	Cost	Based on depreciated current replacement cost. Heritage assets are held at current replacement cost.

(i) Highest and best use

Non-financial assets are valued on a highest and best use basis. The existing use of these assets is considered to be highest and best use.

(ii) Level 2 Measurements - Land

Land has been valued using the market value approach. The rates per square metre of land sold for open space purposes have been directly compared to the subject property having regard to matters such as heritage restrictions, zoning, location, topography, aspect, frontage, size, shape, date of contract execution and current market condition.

(iii) Level 3 Measurements

Trust assets classed as Level 3 in the fair value hierarchy have been valued using a cost approach given that many are unique and of a highly specialised nature and which do not trade in the marketplace. Cost has been determined based on actual cost information for more recent assets and by utilising available costing guides to determine value based on the size and condition of the relevant asset.

Comprehensive external valuations are obtained on a five-yearly cycle for buildings and infrastructure systems. The last such valuation was completed in March 2022. Outside of the five-yearly cycle, annual desktop valuations are obtained from external valuers who apply the movement in the relevant available index to determine fair value. The external valuations are prepared by independent professional qualified valuers who hold a recognised relevant professional qualification and have recent experience in the location and category of the respective property *.

As at 31 March 2025 both Centennial Parklands and Callan Park Trees are valued under the approved Tree Accounting Policy. Due to the time, cost and difficulty in conducting a full tree survey, sample surveys will be carried out each year. Further tree sample surveys for both Centennial Parklands and Callan Park trees will be conducted in 2025-26 to inform the interim valuation due as at 31 March 2026.

Movements in indexes such as building cost guides, or the consumer price index will result in an increase in fair value if the movement is positive and a decrease where the movement is negative. Changes in the service potential of assets can also affect fair value either positively or negatively depending on whether service potential increases or decreases.

*The valuations of land, buildings, infrastructure other and trees assets have been reviewed and, where appropriate, updated for change in fair value between the three-month period from 31 March 2025 to 30 June 2025 applying the relevant escalation rate for the period based on an updated assessment from valuers.

(c) Reconciliation of recurring level 3 fair value measurements

	Buildings	Infrastructure Trees	Infrastructure Other	Total
	\$'000	\$'000	\$'000	\$'000
Fair value as at 1 July 2024	143,289	302,544	306,107	751,940
Revaluation increments recognised in other comprehensive Income	5,362	4,369	11,820	21,551
Contributions of assets free of costs	4,225	–	92	4,317
Transfer from Work in Progress	9,177	57	13,561	22,795
Transfers between asset classes	(1,232)	2	1,230	–
Disposals	–	(575)	(156)	(731)
Impairment	73	–	–	73
Depreciation expense (per note 3(c))	(3,241)	(4,706)	(7,167)	(15,114)
Fair value as at 30 June 2025	157,653	301,691	325,487	784,831
	Buildings	Infrastructure Trees	Infrastructure Other	Total
	\$'000	\$'000	\$'000	\$'000
Fair value as at 1 July 2023	133,775	317,650	279,372	730,797
Revaluation increments / (decrements) recognised in other comprehensive Income	9,495	(8,594)	19,682	20,583
Contributions of assets free of costs	928	–	–	928
Assets recognised for the first time	–	–	923	923
Transfer from Work in Progress	2,264	390	12,265	14,919
Transfers between asset classes	(418)	187	231	–
Disposals	–	(2,610)	2	(2,608)
Depreciation expense (per note 3(c))	(2,755)	(4,479)	(6,368)	(13,602)
Fair value as at 30 June 2024	143,289	302,544	306,107	751,940

14 Current Liabilities - Payables

	2025	2024
	\$'000	\$'000
Creditors	7,182	6,563
Personnel services	236	518
Total	7,418	7,081

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are disclosed in Note 23 Financial Instruments.

Recognition and Measurement

Payables represent liabilities for goods and services provided to the Trust and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the net result when the liabilities are de-recognised as well as through the amortisation process.

15 Current / Non-Current Liabilities - Provisions

	2025	2024
	\$'000	\$'000
(a) Employee benefits and related oncosts		
Provisions current	1,047	1,013
Provisions non - current	36	20
Total	1,083	1,033

Reconciliation of aggregate employee benefits and related oncosts

	2025	2024
	\$'000	\$'000
Annual leave	857	817
Parental Leave	15	16
Long service leave	212	199
Accrued salaries, wages and oncosts (refer note 14)	236	518
Total	1,320	1,550
Current annual leave obligations expected to be settled after 12 months*	52	54
Current long service leave obligations expected to be settled after 12 months**	21	13
Total	73	67

*relates to projecting future cash outflows expected to be made to employees with annual leave balances in excess of 40 days and discounting the projected annual leave to its present value every year (TPG24-23).

** relates to current projected cash outflows expected to be made to employees with Long service leave balances discounted to present value every year.

Recognition and Measurement

(i) Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at undiscounted amounts of the benefits. These amounts were payable to DPHI (refer Note 14, Note 15).

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits*. Actuarial advice obtained by Treasury has confirmed that the nominal (undiscounted) annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave, per Treasury Circular TPG24-23 Accounting for Long Service Leave and Annual Leave) can be used to approximate the present value of the annual leave liability. The Trust has assessed the actuarial advice based on the Trust's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Trust does not expect to settle the liability within 12 months as the Trust does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

(ii) Parental Leave

AASB 119 Employee Benefits (AASB 119), requires a provision to be recognised for accumulating paid absences, when the employees render service. This includes accumulated paid parental leave entitlement. When an employee has rendered service to the Trust during an accounting period, the Trust recognises the undiscounted amount of short-term benefits expected to be paid in exchange for that service as follows:

- (a) In the case of accumulating paid absences, when the employees render service that increases their entitlement to future paid absences.
- (b) In the case of non-accumulating paid absences, when the absences occur.

As at balance date the Trust has parental provisions of \$14,526 (2024: \$15,884).

(iii) Long service leave and superannuation

The Trust's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Trust accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item 'Acceptance by the Crown of employee benefits and other liabilities', however, oncosts associated with long service leave remains with the Trust.

Long service leave is measured at present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(iv) Consequential oncosts

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

16 Current / Non-Current Liabilities - Other Liabilities

(a) Current / Non - Current Lease Liabilities

	2025	2024
	\$'000	\$'000
Current	66	54
Non-Current	153	60
Total Lease Liabilities	219	114

(b) Current / Non - Current Other Liabilities

	2025	2024
	\$'000	\$'000
Liabilities arising from transfers to acquire/construct non-financial assets to be controlled by the Trust:		
Current	3,116	3,627
Non-Current	274	–
Total Other Liabilities	3,390	3,627

Reconciliation of financial assets and corresponding liabilities arising from transfers to acquire or construct non-financial assets to be controlled by the Trust

	2025	2024
	\$'000	\$'000
Opening balance	3,627	3,210
Add: receipt of cash during the financial year	–	2,220
Deduct: income recognised during the financial year	(237)	(1,803)
Closing balance of liabilities arising from transfers to acquire/construct non-financial assets to be controlled by the entity	3,390	3,627

Refer to Note 2(d) for a description of the Trust's obligations under transfers received to acquire or construct non-financial assets to be controlled by the Trust. The Trust has satisfied obligations of \$236,841 recognised as revenue in financial year 2025. The closing balance represents unsatisfied obligations expected in future reporting periods as the related asset(s) are constructed/acquired.

17 Equity

Recognition and Measurement

Asset revaluation reserve

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Trust's policy on the revaluation of property, plant and equipment as discussed in Note 10(d)(vii).

Accumulated funds

The category accumulated funds includes all current and prior period retained funds.

18 Commitments for Expenditure

Capital commitments

	2025	2024
	\$'000	\$'000
Aggregate capital expenditure for the acquisition of infrastructure works contracted for at balance date and not provided for:		
Within one year	2,341	1,371
Total (including GST)	2,341	1,371

The commitments shown above include input tax credits of \$195,074 (2024: \$124,624) expected to be recoverable from the Australian Tax Office.

19 Remuneration of Auditors

	2025	2024
	\$'000	\$'000
Audit Office of NSW - audit of financial statements *	170	200
Total	170	200

*Audit fees for the Annual Audit Engagement Plan are \$170,000 (2024: \$150,000) (GST exclusive). The difference between actual and audit engagement plans reflects payment of audit cost overruns.

20 Contingent Assets and Liabilities

(a) Contingent assets

The Trust has no contingent assets for financial year 2025 (2024: Nil).

(b) Contingent liabilities

The Trust has no contingent liabilities for financial year 2025 (2024: Nil).

21 Budget Review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained below.

Net result

The net result for the year ended 30 June 2025, is \$1.92 million deficit, \$2.76 million lower than full year budget. The variance was driven by higher depreciation and operating expenses in addition to loss of interest revenue payable on Trust bank accounts from 1 July 2024 (refer TD23-18), reflecting a permanent reduction in Trust revenue and the net result in FY2025 and future years.

Total revenue of \$58.6 million is \$0.05 million higher than full year budget. This marginal increase is due to higher Trust own-source of income and government grants partially offset by loss of interest revenue on Trust bank accounts.

Total expenses of \$60 million is \$3.3 million higher than full year budget which is primarily attributable to higher depreciation and operating expenses..

Assets and liabilities

Total assets of \$1,759 million are higher than budget by \$51.5 million primarily due to asset revaluation increment and capital purchases.

Total liabilities of \$14.7 million are higher than budget by \$3.2 million mainly driven by higher trade creditors and increased deferred liabilities to construct non-financial assets.

Cash flows

Net cash for the year reflects a surplus of \$0.5 million, \$5.0 million lower than budget due to higher operating and investment cash outflows (purchases of property plant and equipment) in addition to loss of interest revenue on Trust bank accounts.

22 Reconciliation of Cash Flows from Operating Activities to Net Result

Reconciliation of cash flows from operating activities to the net result as reported in the Statement of Comprehensive Income:

	Notes	2025 \$'000	2024 \$'000
Net Cash Flows from Operating Activities		9,586	8,206
Depreciation and amortisation expense	3(c)	(15,789)	(14,320)
Finance cost	3(e)	(5)	(1)
Assets recognised for the first time	2(d)	–	923
Assets acquired free of cost and liability	2(d)	4,317	928
Net loss on property, plant and equipment	4(a)	(474)	(2,608)
Impairment losses on intangible assets	4(b)	(31)	–
Decrease in allowance for impairment	6	15	202
(Decrease) / increase in receivables	6	(269)	(202)
Increase / (decrease) in prepayment and other assets	6	560	(207)
Increase in straight-line lease adjustment	8	1,159	1,892
(Increase) / decrease in payables	14	(1,321)	1,538
(Increase) in personnel services provisions	15	(50)	(21)
Decrease / (increase) in contract liabilities	9	128	(268)
Decrease / (increase) in other liabilities	16(b)	237	(417)
Net result		(1,937)	(4,355)

23 Financial Instruments

The Trust's principal financial instruments are outlined below. These financial instruments arise directly from the Trust's operations or are required to finance its operations. The Trust does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Trust's main risks arising from financial instruments are outlined below, together with its objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Trust has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Trust, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by management and the Audit Risk and Compliance Committee (ARCC) on a continuous basis.

(a) Financial instrument categories

Class	Notes	Category	Carrying Amount	
			2025 \$'000	2024 \$'000
Financial Assets				
Cash and cash equivalents	5	Amortised cost	28,100	27,631
Receivables ¹	6	Amortised cost	4,004	4,258
Total Financial Assets			32,104	31,889
Financial Liabilities				
Payables ²	14	Financial liabilities at amortised cost	7,182	6,563
Leases current	16(a)	Financial liabilities at amortised cost	66	54
Leases non-current	16(a)	Financial liabilities at amortised cost	153	60
Total Financial Liabilities			7,401	6,677

Notes:

- 1 Excludes statutory receivables and prepayments (not within scope of AASB 7)
- 2 Excludes statutory payables and unearned revenue (not within scope of AASB 7)

The Trust determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate. This is re-evaluated at the end of each financial year.

(b) De-recognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is de-recognised when the contractual rights to the cash flows from the financial assets expire; or if the Trust transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the Trust has transferred substantially all the risks and rewards of the asset; or
- the Trust has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control.

When the Trust has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the Trust has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Trust's continuing involvement in the asset. In that case, the Trust also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Trust has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Trust could be required to repay.

A financial liability is de-recognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Financial risks

(i) Credit risks

Credit risk arises when there is a possibility Trust's debtors will default on their contractual obligations, resulting in a financial loss to the Trust. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk associated with the Trust's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash on hand and cash equivalents

Cash comprises predominantly cash on hand and bank balances within the NSW Treasury approved Banking System. Interest is earned on daily bank balances at the Reserve Bank of Australia cash rate. Interest is not paid on unrestricted cash balances with the NSW Banking System.

Receivables - Trade Receivables and Rent Receivables

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

For trade receivables, the Trust applies a simplified approach in calculating ECLs. The Trust recognises a loss allowance based on lifetime ECLs at each reporting date. The Trust has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

The loss allowance for trade debtors as at 30 June 2025 was determined as follows:

	30 June 2025					
	\$'000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate	0.23%	2.46%	25.93%	183.61%	21.88%	
Estimated total gross carrying amount at default	3,547	203	27	61	382	4,220
Expected credit loss	8	5	7	112	84	216

	30 June 2024					
	\$'000					
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Expected credit loss rate	0.15%	2.03%	(7.91)%	50.43%	18.63%	
Estimated total gross carrying amount at default	2,838	591	215	234	611	4,489
Expected credit loss	4	12	(17)	118	114	231

(ii) Liquidity risk

Liquidity risk is the risk that the Trust will be unable to meet its payment obligations when they fall due. The Trust continuously manages risk through monitoring future cash flows to ensure adequate holding of high-quality liquid assets. The objective is to maintain continuity of funding and cash and cash equivalent balances.

During the current and prior years, there were no defaults of loans payable. No assets have been pledged as collateral. The Trust's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TPG 25-04 NSW Government Faster payment Terms Policy.

For small business suppliers, where the terms are not specified, payment is made within 5 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received.

For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise.

For payments to other suppliers, the Chief Executive Greater Sydney Parklands may automatically pay the supplier simple interest.

No payment of this nature has been made during the reporting period.

The table below summarises the maturity profile of the Trust's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

Maturity Analysis and Interest Rate Exposure of Financial Liabilities

	Interest Rate Exposure					Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Fixed Interest Rate	Variable Interest Rate	Non-Interest bearing	< 1 year	1-5 years	>5 years
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025								
Payables:								
Accruals		4,869	–	–	4,869	4,869	–	–
Creditors		2,549	–	–	2,549	2,478	71	–
Leases	2.35%	219	–	219	–	66	153	–
Total		7,637	–	219	7,418	7,413	224	–
2024								
Payables:								
Accrual		5,912	–	–	5,912	5,912	–	–
Creditors		1,172	–	–	1,172	1,127	45	–
Leases	1.53%	114	–	114	–	54	60	–
Total		7,198	–	114	7,084	7,093	105	–

(iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Trust's exposure to market risk is primarily through interest rate risk on the Trust's term deposits. The Trust has no exposure to foreign currency risk and does not enter into commodity contracts. The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Trust operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence in the Statement of Financial Position at reporting date. The analysis is performed on the same basis for 2025. The analysis assumes that all other variables remain constant.

(iv) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate. Exposure to interest rate risk arises primarily through the Trust's cash assets. The Trust does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The following table demonstrates the sensitivity to a reasonably possible change in interest rates:

The Trust does not have any other financial assets at balance date.

	2025		2024	
	\$'000		\$'000	
	-1%	1%	-1%	1%
Net Result	(281)	281	(276)	276
Equity	(281)	281	(276)	276

(d) Fair value measurement

(i) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

(ii) Fair value recognised in Statement of Financial Position

Management assessed that cash and short-term deposits, trade receivables, trade payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Trust categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted prices in active markets for identical assets / liabilities that the Trust can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

Financial Instruments are generally recognised at cost. The amortised cost of other financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short-term nature of many of the financial instruments. As at balance date, the Trust does not hold any financial assets nor financial liabilities at fair value in the statement of financial position. There were no transfers between level 1 and 2 for the year ended 30 June 2025 (2024: Nil).

24 Related Party Disclosure

The Trust's key management personnel compensation is as follows:

	2025	2024
	\$'000	\$'000
Remuneration	845	834
Total remuneration	845	834

KMP compensation is proportionally shared across Greater Sydney Parklands which has management of: Western Sydney Parklands, Parramatta Park, Centennial Park and Moore Park, Callan Park and Fernhill Estate. It should be noted all existing Trust legislation, including the *Centennial Park and Moore Park Trust Act 1983* and the *Callan Park (Special Provisions) Act 2002* remain in place.

Based on advice provided by KMP's, and transactional reviews undertaken, the Trust did not enter into any transactions with key management personnel, their close family members and any entities controlled or jointly controlled thereof during the year.

During the year, the Trust entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions are primarily in the form of fee for services, grants received, provision of personnel services and corporate services as disclosed below.

Expenses	Notes	Nature	2025	2024
			\$'000	\$'000
Department of Planning, Housing and Infrastructure	3(a)	Provide Personnel Services	8,825	3,885
Department of Planning and Environment	3(a)	Provide Personnel Services	–	4,569
Crown Finance (NSW Treasury)	3(a)	LSL & super paid – expense	197	357
Department of Planning and Environment	3(b)	Provide corporate services support	–	866
Department of Planning, Housing and Infrastructure	3(b)	Provide corporate services support	1,484	866
Western Sydney Parklands Trust	3(b)	Board fees	108	138
Western Sydney Parklands Trust	3(b)	Contractor expense	58	719
Western Sydney Parklands Trust	3(b)	Payroll expenses	84	–
Western Sydney Parklands Trust	3(b)	Website and consultant expense	103	179
Parramatta Park Trust	3(b)	Payroll expenses	37	–
Greater Sydney Parklands Trust	3(b)	Contractor expense	592	–
Greater Sydney Parklands Trust	3(b)	Other Common costs	221	–
Revenue				
NSW Government through Department of Planning, Housing and Infrastructure	2(d)	Capital grant – Callan Park	–	390
Department of Planning, Housing and Infrastructure - Crown Lands	2(d)	Recurrent grant – Callan Park	3,466	2,768
NSW Government through Department of Planning, Housing and Infrastructure	2(d)	Asset Remediation - CPMPT	600	–
NSW Government through Department of Planning, Housing and Infrastructure	2(d)	Asset Remediation – Callan Park	550	–
NSW Government through Department of Planning, Housing and Infrastructure	2(d)	MPG South Transformation	2,557	–
Department of Planning and Environment	2(d)	Greening our City – Callan Trees	–	70
Transport for NSW	2(d)	Capital grant	–	19
Transport for NSW	2(d)	Cycling (Queens Park, Randwick)	–	173
Transport for NSW	2(a)(b)	Lightrail – reimbursement of costs	–	83
Transport for NSW	2(d)	MPE Tramway	–	14
NSW Government through Department of Communities and Justice	2(d)	Callan War Memorial	31	–
Western Sydney Parklands Trust	2(f)	Cost recovery - Payroll expenses	74	–
Western Sydney Parklands Trust	2(f)	Cost recovery – Contractor costs	47	–
Western Sydney Parklands Trust	2(f)	Cost recovery – Share of common projects	96	–
Parramatta Park Trust	2(f)	Cost recovery – Contractor costs	13	–

Parramatta Park Trust	2(f)	Cost recovery – Share of common projects	28	–
Office of Sport	2(d)	B497 Community Multi-Sports Building- project funding	42	473
NSW Ministry of Health	2(a)	Security services	142	126
Sydney Cricket and Sports Ground Trust (Venues NSW)	2(a)	Hostile Vehicle and Traffic Management services	1,202	514
Crown Finance Entity (NSW Treasury)	2(e)	LSL & Super reimbursement	197	357
Receivables				
NSW Ministry of Health	6	Security Services	11	23
Western Sydney Parklands Trust	6	Cost recovery - Payroll expenses	74	15
Western Sydney Parklands Trust	6	Cost recovery - Share of common projects	47	102
Parramatta Park Trust	6	Cost recovery - Share of common projects	13	37
Sydney Cricket & Sports Ground Trust	6	Events - Hostile Vehicle and Traffic Control Management services	29	211
Transport for NSW	6	Lightrail – reimbursement of costs	20	44
Transport for NSW	6	Cost recovery - maintenance	–	20
Transport for NSW	6	Queen's Park Cycleway grant	–	173
Payables				
Western Sydney Parklands Trust	14	Share of common costs	3	32
Western Sydney Parklands Trust	14	Board fees	15	52
Western Sydney Parklands Trust	14	Contractor expense	–	153
Western Sydney Parklands Trust	14	Payroll expenses	84	170
Parramatta Park Trust	14	Payroll expenses	37	163
Greater Sydney Parklands Trust	14	Other expenses	17	–

25 Greater Sydney Parklands Trust Act 2022 (GSPT Act)

Greater Sydney Parklands was established in July 2020 as an administrative arrangement, led by an independent board, to care for more than 6,000 hectares of existing parklands: Centennial Parklands (Centennial, Moore and Queens parks), Callan Park, Parramatta Park, Western Sydney Parklands and Fernhill Estate.

The *Greater Sydney Parklands Trust Act 2022* (GSPT Act) commenced on 1 July 2022 and creates a new, legislated trust for Greater Sydney Parklands. The Greater Sydney Parklands Trust (GSPT) will identify future regional parks, manage these as parkland and protect them in perpetuity.

The GSPT will also act as an umbrella trust and take on the operation and management of the lands of the existing associated Trust's; i.e. Western Sydney Parklands Trust, Parramatta Park Trust, and Centennial Park and Moore Park Trust (underlying Trust's). This umbrella management will be provided under the terms of the existing associated Trust legislation which remains protected by their own legislation, unchanged except where amended by the GSPT Act (as outlined in Schedule 5 of the GSPT Act when it commenced).

Whilst GSPT has significant influence over the underlying Trusts and would disclose this in its financial statements, GSPT would not apply equity accounting as it has no equity interest in the underlying Trust's.

In addition, the underlying Trusts are effectively members of the same group being the State of NSW (as their net asset holdings are thus assets of the Crown) as such they are all related parties of each other.

26 Events Occurring After Reporting Date

The Trust has not identified any further significant event after reporting date that is required to be included in the Financial Statements.

END OF AUDITED FINANCIAL STATEMENTS

