STAKEHOLDER ENGAGEMENT STRATEGY

The Harbour Trust acknowledges the Traditional Custodians and Owners of the lands, waters, and sky of Sydney Harbour, including the places under our stewardship. We respectfully acknowledge the Borogegal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal people, including their Elders past, present and emerging.

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FOREWORD

The places managed by the Sydney Harbour Federation Trust (Harbour Trust) are internationally significant and have extraordinary value to residents, Greater Sydney and the nation.

Standing on the foreshores of Sydney Harbour, they are places of striking natural beauty, some home to endangered flora and fauna, located on First Nations Countries that also became sites of colonial settlement. They are places of historic military significance. They preserve rich examples of maritime and industrial heritage. They provide residents of Australia's largest city and tourists with access to precious bushland, parks and open spaces.

As such, these places have a multifaceted character. While they have value to international tourists, the nation and Greater Sydney, they are also local neighbourhoods much loved by residents. And while they must be managed in the interests of future generations and potential visitors, they must also meet the needs of current users.

This great diversity is reflected in who we engage, about what and how.

Updating our strategy

The Harbour Trust is at a key juncture. In 2021 our legislative status became permanent, we have been entrusted to execute significant new projects, and we have welcomed new Members of the Trust and executive.

Given these changes in context, and in a spirit of continuous improvement, it is appropriate that we grow ever more energetic and ambitious as an organisation.

This ambition and energy extend to public engagement. The following strategy outlines how we are engaging a more diverse set of stakeholders than ever before, how we are creating more meaningful and mutually rewarding ways to work with one another, and how as an organisation we are maturing to be increasingly curious, transparent and collaborative.

This strategy is an essential element in our vision to create extraordinary places on the world's best harbour that are inspiring, loved and shared.

Joseph Carrozzi
Chair

Janet Carding
Executive Director

EXECUTIVE SUMMARY

Our approach to stakeholder engagement is anchored by the ***Sydney Harbour Federation Trust Act 2001***.
Meeting the requirements of this legislation is our minimum standard. In practice however, our strategy sets out more ambitious standards relating to why we engage, about what, with whom and how.

Why we engage

We have a duty to engage widely and act transparently. This is because we are stewards of a valuable public resource owned by all, and because we exercise significant powers as a land manager and consent authority. Moreover, we know that quality engagement produces benefits for stakeholders and us alike.

What we engage about

The types of matters we raise with stakeholders extends considerably beyond changes to our official documents. Often it will depend on how stakeholders may be affected and what interest or expertise they may possess.
It will also depend on what input is inherently appropriate given the subject matter or the life cycle of a project.

Who we engage

The question of who we engage generally reflects the multifaceted character of our places. To some stakeholders our places are local neighbourhoods, yet they also have national significance to all Australians and to First Nations custodians.

This means we must simultaneously engage the local community and a diverse and representative set of stakeholders from across Greater Sydney and Australia. For the same reason, we make a special effort to achieve diversity in the backgrounds, perspectives and interests of those we engage.

A by-product of diversity is that stakeholders often express different views and sometimes disagree. We understand this. It is not essential that we achieve consensus, nor is it our practice to give identical weight to every interest.
In making decisions in the interests of the community broadly, we actively listen and seek to understand.

How we engage

Our engagement with stakeholders is extensive and continuous. It ranges from organic and episodic through to formal and structured.

Whatever form our engagements may take from time to time, we always consider the aims of an initiative, the possible consequences of an outcome, and the stakeholders who may have an interest.

Importantly, we also consider what kind of promise we will make to the public about their role in decision-making. Where appropriate to the circumstances and permitted by legislation, we aim to do more than merely inform the community of a decision. Using the framework and language of an industry peak body called *The International Association for Public Participation (IAP2)*, we will actively look for opportunities to partner and collaborate through a best practice approach called the 'Spectrum of participation'.

Some of our engagement is ongoing and structured. In these circumstances we consult the public in ways outlined by the law. This includes when we consider changes to our Management Plans, Supporting Policies and Proposed Actions (see **Appendix 1: Statutory Consultation Process Map**).

Other structured engagement processes include our First Nations Advisory Group and Community Advisory Committee, which provide advice and recommendations to the Harbour Trust. Members of the Trust also open their meetings to the public twice each year.

Members of the Trust and employees bring significant passion and professional expertise to their work.
As stewards of a finite common resource, we commit to be open and curious, and to invite feedback and explain how it influences outcomes.

OUR ENGAGEMENT PRINCIPLES

Why we engage

We have responsibility under the _**Sydney Harbour Federation Trust Act 2001**_ to engage widely and act transparently. This stems from our role as stewards of a public resource owned by all Australians, and because we act as both land manager and consent authority.

We engage in order to hear from the full diversity of stakeholders on whose behalf we manage, and to ensure our decisions are informed by an understanding of their opinions and expertise.

More fundamentally, we understand that collaboration generates great ideas and produces benefits for everyone involved. It drives awareness of our sites, improves community, helps us understand stakeholders' needs, builds consensus, enhances our relationships, improves transparency and can avoid wasted time and resources

By bringing together a wide range of stakeholders, and by making engagement meaningful and purposeful, outcomes will always be better than if decided by us alone.

What we engage about

Given the diversity of places we manage, and diversity of stakeholders and their interests, we engage about an extremely broad range of topics.

The nature of the matters we raise with stakeholders depends on how they may be impacted and their area of interest or expertise. For instance, we could engage:

- residents about the impact of our plans on their neighbourhood
- visitors about their experience at a specific site
- First Nations custodians and knowledge holders on creating universal places of welcome
- First Nations communities on how to engage them in the care and continued practice of culture on our sites including access
- recreational users about sporting facilities or bushwalking paths
- individuals with identified needs about whether our sites cater to them
- guides or volunteers about how to improve the experience for visitors they host
- people from Greater Sydney and nationally about what would encourage them to visit
- individuals from diverse cultural, linguistic or socio economic backgrounds about how to welcome them
- governments and agencies about how our services can be better co-ordinated
- tenants about the renewal of their lease and how we might better service their unique needs
- commercial users about how to draw visitors or attract economic activity
- experts for advice about conservation, heritage, architecture, bush care or military history

These examples are far from exhaustive, and engagement is never so narrowly defined. In practice, we engage much more broadly.

Sometimes our engagement with stakeholders relates to official documents. This may be the case if we consider planning or land use matters or propose significant actions. Information about these subjects and how we consult is provided in **Appendix 1: Statutory Consultation Process Map**.

OUR ENGAGEMENT PRINCIPLES

Who we engage

We act as stewards on behalf of all Australians, and the places we manage are multifaceted and have different significance to everyone. This makes it critical that we engage with a diverse and representative set of stakeholders We achieve this diversity by speaking to people with different backgrounds, perspectives or areas of interest.

This includes:

- First Nations Traditional Owners, Custodians, Elders and community

- People who live or work at our sites

- Individuals, community groups, companies and governments

- People from the local area, Greater Sydney, including Greater Western Sydney, regional NSW and nationally

- People from diverse age, cultural and linguistic backgrounds

- People who use our places passively and for organised activities

- Individuals and groups with specific hobbies, interests or needs

- Those who visit frequently and those who do not

- Experts with specialised knowledge

We also achieve diversity by broadening our methods of engagement. More about this is contained in the next section.

The question of which groups we engage with depends on the circumstances. Relevant factors include who will be affected and what expertise is required. For instance, if we considered netball court standards, we would engage netball clubs. And if we were granted funds to improve accessibility, we would engage disability groups.

In all, we regularly engage with thousands of individuals each year, together with more than 50 public sector bodies and more than 100 organisations and groups across the community, government, and business. Examples of who we may engage appear in the following table.

Illustrative stakeholder groupings*

HARBOUR TRUST	GOVERNMENT	USERS WITH IDENTIFIED NEEDS OR INTERESTS	BUSINESS AND PHILANTHROPIC PARTNERS	AUTHORITIES AND ADVOCATES
• Staff • Volunteers • Guides	• Federal government • State government • Local government • Regional council groups • Fire • Police • Education • Transport • Tourism • Defence • Planning • Heritage • Land management • National parks • Universities • Libraries	• Educational visitors • Visitors with disabilities • Sporting clubs • Passive users • Leaders of Culturally and Linguistically Diverse (CALD) communities • Community clubs • Families & recreational users	• Tenants • Event producers • Accommodation providers • Peak bodies • Chambers of commerce • Private ferry operators • Market stall operators • Philanthropists	• First Nations custodians, elders, community and knowledge holders • Experts in industrial, marine, military and other types of history • Experts in ecology, conservation, biodiversity and other branches of science such as Sydney Institute of Marine Sciences (SIMS) and Australian Museum • Curatorial bodies such as Australian War Memorial, National Maritime Museum, Heritage Council, National Trust and International Council on Monuments and sites (ICOMOS) • Community groups such as Headland Preservation Group and North Head Sanctuary Foundation

* Excludes our formal Community Advisory Committee & First Nations Advisory Group.

HOW WE ENGAGE

Our framework for engagement is based on a 'Spectrum of participation'. The spectrum is an internationally respected benchmark developed by the *International Association for Public Participation (IAP2)*. It illustrates how different levels of public participation, and different commitments to the public, will be legitimised based on our goals, resources and time frame, and the level of community concern about an issue.

The formats we use to engage with stakeholders are tailored to reflect the context. Taking a flexible approach means we engage more people and increase the diversity of views we hear.

Sometimes it is appropriate to engage casually or informally, for instance via QR codes displayed to the public when they visit our sites. At other times it is better to engage regularly with the same individuals or in structured ways, for instance when asking for detailed input from advisory groups or technical advice from experts.

Irrespective of which approach is appropriate, we consider the following issues when planning how we will engage.

1. Define purpose and objectives

Understand what issues are in scope, what questions need to be answered, what objectives engagement should achieve, what time is available, and what resources are required.

2. Define possible consequences

Consider how consequential a proposal may be based on the number of stakeholders and sites affected, possible environmental impact, extent of expected community interest and degree of risk. Higher consequence decisions will include changes to our Comprehensive Plan, Management Plans, Supporting Policies, Strategies and matters referred to the Minister under the *Environmental Planning and Biodiversity Conservation Act 1999*.

3. Identify relevant stakeholders

Identify those who are likely to have interest or expertise. Attempt to reach the most diverse possible set of stakeholders to ensure we hear from a representative cross-section of the community. This may mean specifically addressing those who don't have a current interest in visiting our sites, that have language or accessibility barriers, those from across Greater Western Sydney, regional NSW or nationally, those in different ages, from diverse socio-economic backgrounds or belonging to culturally and linguistically diverse (CALD) communities.

4. Define engagement goal

Articulate the goal of engagement and what methods are appropriate to achieve the goal. The spectrum of engagement goals comprises 'inform', 'consult', 'involve', 'collaborate' and 'empower'. Our goal will depend on who we believe may be affected and how, the life cycle of a project, whether expertise is required, and whether a question is one of fact or opinion.

5. Feedback and evaluation

Ensure feedback is summarised and provided to the decision-maker as an input. Document how input was considered and inform contributors of the outcome, noting the reasons for a decision, especially if it varies from the views they expressed.

Spectrum of engagement goals

	OUR GOAL	CHARACTERISTICS	EXAMPLE ENGAGEMENT PLATFORMS
Empower	To extent permitted by legislation, give stakeholders power to recommend or decide, for instance the content of a program or use of a space	Responsibility for problem-solving and ownership is passed to stakeholders; decision made by them alone within framework established by Harbour Trust	• Delegated decisions
Collaborate	Partner with stakeholders in understanding alternatives and preferred outcomes	In ways that are agreed and documented, stakeholders are directly involved as partners in decision making process and actioning decisions. Clear role, set of responsibilities and powers are pre-determined	• Formal collaborations
Involve	Work directly with stakeholders to ensure concerns and aspirations are understood and considered	Stakeholders play an active role as shapers of opinion, ideas and outcomes; Harbour Trust makes decisions and notes how engagement identified new issues, how decision making was adapted and how input was considered	• Committees • Working Groups for major capital projects • Targeted meetings • Focus groups • Workshops
Consult	Obtain feedback from stakeholders on matters or decisions	Opinions and views are sought to inform decision making; communication is two-way; Harbour Trust makes decisions and shows how input was collected and considered	• Open days • Displays • Public Exhibitions • Targeted meetings • Workshops • Visitor surveys
Inform	Provide stakeholders with balanced and objective information to help them understand a matter	Stakeholders are updated and communication is one way; Harbour Trust makes decisions and explains reasons	• Website • Social media • Information sessions/Webinars • Media release • On-site signage • Direct mail • Advertising/Publicity • Public meetings

Source: Adapted from the *International Association of Public Participation IAP2 standard*.

Example engagement strategies

	STAKEHOLDERS				
	HARBOUR TRUST	**GOVERNMENT**	**USER WITH IDENTIFIED NEEDS OR INTERESTS**	**BUSINESS AND PHILANTHROPIC PARTNERS**	**AUTHORITIES AND ADVOCATES**
	• Staff • Volunteers • Guides	• Federal government • State government • Local government • Government agencies & departments • Politicians	• Educational visitors • Visitors with disabilities • Sporting clubs • Passive users • Leaders of CaLD communities • Community clubs	• Tenants • Event producers • Accommodation providers • Peak bodies • Business chambers • Private ferry operators • Market stall operators • Philanthropists	• Historians • Scientists • Curatorial bodies • Community groups • First Nations custodians, elders, community and knowledge holders
Range of possible engagement objectives	• Inform • Consult • Involve • Collaborate • Empower	• Inform • Consult • Involve • Collaborate	• Inform • Consult • Involve	• Inform • Consult • Involve	• Consult • Involve
Engagement platforms	• Meetings • Volunteer program • Staff forums • Consultations	• Meetings • Statutory reports • Consultations • Workshops	• Surveys • Targeted meetings • Advertising • Social media • News media/Publicity • Consultations • Workshops	• Trade shows • Conferences • Presentations • Consultations • Workshops	• Briefings • Consultations • Targeted meetings • Workshops
Outcomes	• Develop strategy • Obtain feedback	• Share information • Co-ordinate decisions • Maximise impact	• Identify needs • Improve experience • Build profile • Drive advocacy • Form partnerships • Amplify impact	• Drive activity • Lift visitor numbers	• Obtain inputs • Execute projects

HOW WE ENGAGE

Statutory consultations

Sometimes our engagement with stakeholders relates to official documents. This may be the case if we consider planning or land use matters or propose significant actions. Examples are potential changes to our Management Plans, Supporting Policies and Proposed Actions.

We always meet the minimum requirements for consultation, but we aim to do much more. For more information about the Harbour Trust's approach, see our Comprehensive Plan, which is summarised in **Appendix 1: Statutory Consultation Process Map**.

First Nations Advisory Group

The Harbour Trust acknowledges the importance of First Nations peoples, places and cultures in Australian identity.

We acknowledge the long history of custodianship exercised by First Nations peoples and their continued connection to Country. We are committed to truth telling, healing and becoming a universal place of welcome. We will build deep and long-term relationships of trust, exchange knowledge, honor the interwoven histories of our lands, and provide more opportunities to be on Country.

We will establish a First Nations Advisory Group. Its function is to provide advice and recommendations to us in the following ways:

- Build meaningful and mutually beneficial relationships with First Nations communities through events, programs and capital projects
- Develop and help execute our First Nations Strategic Plans
- Develop cultural competence among staff, guides, volunteers, visitors and other stakeholders
- Participate in the Community Advisory Committee meetings
- Promote the use our sites by First Nations communities
- Identify opportunities to partner commercially with First Nations businesses
- Identify First Nations experts to advise on technical or specialist matters
- Monitor a budget for engagement with First Nations people
- Respond to statutory consultations

The input of the Group is important, and we seek to work constructively with members in a spirit of partnership.

The Group's advice and recommendations will form part of our broader program of consultation and engagement directly with the community. We consider the totality of this input when we make decisions.

Individuals are appointed by Trust Members based on their:

- Understanding of and support for the Harbour Trust's statutory objects
- Familiarity with Harbour Trust lands
- Ability to convey the views of diverse First Nations communities
- Ability to assist the Harbour Trust to deepen its relationship with First Nations stakeholders
- Ability to bring diverse interests and perspectives to the work of the Group

HOW WE ENGAGE

In selecting members, the Harbour Trust seeks to maximise participation of the following domains of knowledge, experience and skill and will represent a diversity of gender, age geography, experiences, and backgrounds:

· Traditional ownership and cultural knowledge status (evidence required)

· Association with relevant local land council (La Perouse Land Council or Metropolitan Local Land Council)

· Arts and curatorial expertise

· Relevant Indigenous business, procurement and employment (ie tourism)

· Planning, Architecture & Design (especially in Designing with Country)

· Heritage

· Youth

Community Advisory Committee

One of our regular engagement platforms is a Community Advisory Committee.

Established under Part 8 of the ***Sydney Harbour Federation Act 2001***, its function is to provide advice and recommendations to the Harbour Trust, having regard to our plans and statutory objectives.

The input of the Committee is important, and we aim to work constructively with members in a spirit of partnership, seeking opportunities to involve and collaborate with them, and advise on the diversity of stakeholder input to seek for various initiatives.

The Committee's recommendations and advice form part of our broader program of consultation and engagement directly with the community. We consider the totality of this input when we make decisions.

Individuals are appointed by Trust Members based on their:

· Familiarity with Harbour Trust lands

· Understanding of and support for the Harbour Trust's statutory objects

· Capacity to assist the Harbour Trust to deepen its relationship with stakeholders

· Ability to bring diverse interests and perspectives to the work of the Committee

In selecting members, the committee will consist of the following:

· Individuals from across the Harbour Trust's sites

· Individuals from across Greater Sydney

· Individuals familiar with sites (tourism, military, industrial, colonial, First Nations heritage or environmental)

· Active and passive users

· Users with specific interests or needs

· Culturally and linguistically diverse communities

The Committee is attended by ex-officio members, including representatives from council, state and federal government and a Defence Force representative. A member from the Harbour Trust's First Nations Advisory Group is also in attendance.

The Community Advisory Committee Charter is in Appendix 2.

HOW WE ENGAGE

Working groups

The Harbour Trust will consider the formation of temporary stakeholder working groups for specific capital projects. This will enable a continuum of historical expertise to flow from the community into these projects and will allow stakeholders who have specific and targeted knowledge of our sites to be involved.

Public meetings

Twice each year Trust Members open their meetings to the public. While this is required by legislation, Trust Members view it as an important opportunity to engage directly with the community.

To make public meetings valuable to the community, while working within the framework as detailed in Part 7 of the _**Sydney Harbour Federation Trust Act 2001**_, commencing in 2022-23 we will:

- Schedule meetings to coincide with publication of our Annual Report (Spring/Summer) and Corporate Plan (Autumn/Winter). This will improve engagement with our key reports and anchor discussion around our plans and past performance.
- Jointly with the Community Advisory Committee and First Nations Advisory Group, present a report on our engagement with the broader community. This will include information about who we have engaged, about what and in what formats. We will report transparently on the health of our engagement with key stakeholder groups and our efforts to achieve diversity and seek feedback about things we can do to further improve both.
- Align meetings to coincide with significant events or exhibitions at our sites.
- Look at ways to make public meetings accessible for a national audience and make accommodations for people who require accessibility services

As always, time will be provided for questions, answers and discussion from the public.

Members of the Trust

Trust Members appreciate that they act in a stewardship role as custodians of a finite common resource which they manage on behalf of the public. It is the role of Members to determine the weight given to competing interests and views.

Accordingly, they commit to:

- Be open and curious to stakeholder feedback and actively invite it in every interaction.
- Understand how stakeholder input has been invited and what views have been expressed, and by providing feedback about how that input and other relevant considerations have informed their decisions.
- Send a representative to each meeting of the Community Advisory Committee and First Nations Advisory Group to hear members' input and provide information about Trust meetings.
- At the invitation of Trust Members, on occasion, consider inviting Community Advisory Committee and/or First Nations Advisory Group members to attend specific agenda items of Trust meetings.
- Convene twice annual public meetings.
- Be available to meet informally with the community when required.
- Actively visit and connect with Harbour Trust places and locations.

HOW WE ENGAGE

Staff

Harbour Trust staff consistently seek to bring significant passion and professional expertise to their work and consistently engage with visitors, volunteers, tenants and the broader community.

This includes engagement with volunteers through the Volunteer Program, Harbour Trust rangers located at each principal site, planners, site services and maintenance, events and venues, team management, marketing and communications staff, property management team and stakeholder and engagement staff members.

As employees of a responsive organisation, we aim to:

· Have a clear community-focused purpose and outcomes shared by all

· Treat stakeholder engagement as a core competency common to all employee roles

· Regularly measure progress, benchmark it to best practice and report back to the community

· Actively seek stakeholder feedback and perspectives

· Be curious, collaborative and open to enquiry and two-way dialogue

· Develop and manage effective channels to receive, address and respond to input

· Develop and maintain internal systems and communication that facilitate these things

· Continually visit and connect with our sites under our stewardship

GLOSSARY

Community	Everyone who lives, visits or conducts business in or around the areas we manage. Our decisions are made to benefit the community.
Consultation	To invite responses to a specific proposal, typically involving one of our official plans or strategies.
Engagement	To interact with stakeholders and seek their views and feedback about our work, our relationship with them or the areas we manage.
Spectrum of participation	The International Association for Public Participation (IAP2) is the global peak body for community and stakeholder engagement. Its Spectrum of Public Participation outlines how different degrees of public participation may be legitimate given objectives, time frames, resources and public interest. It sets out a 'promise' to the public appropriate for each degree or 'step' on what some organisations call a 'ladder of participation.' For more information see: **https://iap2.org.au/resources/spectrum/**
Stakeholder	An individual, group, organisation or political entity with specific interest in the outcome of a decisions. We engage stakeholders to understand their opinions, aspirations, and views.

APPENDIX 1 – STATUTORY CONSULTATION PROCESS MAP

DECISION	DESCRIPTION	STATUTORY TRIGGER	INTERESTED PARTIES	ENGAGEMENT REQUIRED BY LAW OR REGULATION	ADDITIONAL MODES WE MAY USE	DECISION MAKERS
Where we propose changes to the Comprehensive Plan	Where we propose changes to the Plan that sets our vision for all sites and provides a framework for use	Additions or changes	Community Government Business Experts	As prescribed in the **SHFT Act – Part 5**	Interviews with visitors, live online forums, reference to committees and forums, expert advice, social media campaigns, media and PR initiatives, workshops, roundtables, amplification on other governments' consultation platforms, community surveys, signage, paid advertising, website content, newsletters, letterbox drops, market research, open days and drop-in sessions	Minister for the Environment and Water
Where we propose or amend a Management Plan	Where we propose or change a Plan that sets out detailed information about particular matters or places	Additions or changes, new plan	Community Government Business Experts	As prescribed by: - **Comprehensive Plan - Section 11**, - EPBC Act		World and National Heritage Places: - Minister for the Environment and Water (EPBC Act) - Members of the Trust (Comprehensive Plan) Commonwealth Heritage Places and Sub Base Platypus: - Members of the Trust (Comprehensive Plan)
Where we propose or change key Policies	Where we propose or change key Policies that contain detailed principles and procedures for specific matters (eg. Leasing Policy)	Additions or changes, creation of new Policies	Depends on context	Consult in accordance with the **Comprehensive Plan - Section 11**, we will be guided by 'Table 8: Level of Consequence' from this Strategy		Members of the Trust
Where we assess Proposed Actions	Where we assess a Proposed Action to undertake works or activities	Proposed actions that require consent in accordance with the Comprehensive Plan	Depends on context	For proposed actions that require consent under the **Comprehensive Plan - Section 11**, we will be guided by Table 8 'Level of Consultation' table from this Strategy. In relation to proposed actions referred in accordance with the EPBC Act – consultation conducted pursuant to EPBC Regulations.		Members of the Trust or Executive Director under delegation (SHFT Act and Comprehensive Plan) Minister for the Environment and Water: Proposed actions referred in accordance with the EPBC Act

APPENDIX 2 – COMMUNITY ADVISORY COMMITTEE CHARTER

Purpose

The Community Advisory Committee is established under Part 8 of the ***Sydney Harbour Federation Act 2001***.

Its function is to provide advice and recommendations to the Harbour Trust, having regard to the organisation's plans and statutory objectives.

The input of the Committee is important, and the Harbour Trust seeks to work constructively with members in a spirit of partnership, seeking opportunities to involve and collaborate with its members.

Except where delegated, the Committee does not make decisions on behalf of the Harbour Trust. Rather, its advice and recommendations form part of the Harbour Trust's broader program of consultation and engagement directly with the community. The totality of this input is considered when we make decisions.

Membership

Members of the Community Advisory Committee are appointed by the Harbour Trust based on their:

- Familiarity with Harbour Trust lands
- Understanding of and support for the Harbour Trust's statutory objects
- Capacity to assist the Harbour Trust to deepen its relationship with stakeholders
- Ability to bring diverse expertise and perspectives to the work of the Committee

Members are not appointed in their capacity as advocates or representatives. While members may advocate or represent views, we ask them to consider matters primarily through the broader lens of serving the broader community on whose behalf we manage.

In selecting members, the committee will consist of the following:

- Individuals from across the Harbour Trust's multiple sites
- Individuals from across Greater Sydney
- Active and passive users
- Users with specific interests or needs
- Culturally and linguistically diverse communities

The Committee is attended by ex-officio members, including representatives from council, state and federal government and a Defence Force representative. A member from the Harbour Trust's First Nations Advisory Group is also in attendance at each meeting.

The Committee will have up to 12 members (excluding ex-offico members) representing a diversity of age groups, gender, places of residence, knowledge, skills and experience, and cultural and linguistic backgrounds. Individuals with expertise in stakeholder engagement are particularly valued by the Harbour Trust.

Terms

Members are appointed by Trust Members on a voluntary basis for three-year terms.

To create opportunities for as many individuals as possible, and to encourage diversity in the experiences and perspectives represented on the Committee, members serve a maximum of two terms. As far as practicable, appointments and departures will be staggered.

All new members will require to participate in an induction program and guided site visit.

The Committee will be chaired by the Executive Director. A Member of the Harbour Trust will attend each meeting to act as a conduit for feedback to and from the Committee.

APPENDIX 2 – COMMUNITY ADVISORY COMMITTEE CHARTER

Commitments to one another

The Harbour Trust is responsible for:

- Appointing members in accordance with this Charter and relevant legislation
- Inducting new members and providing information about their role and responsibilities
- Developing an annual, forward-looking program linked to our priorities
- Providing members with timely information to support them to make an effective contribution
- Approaching matters with a sense of curiosity and openness to input
- Creating feedback loops between the Committee and the Board
- Defining processes and procedures that make meetings effective and rewarding

Members are responsible for:

- Understanding the objects of the Harbour Trust
- Understanding and contributing to our stakeholder engagement framework
- Preparing diligently for meetings by familiarising themselves with material supplied in advance
- Providing input on matters relevant to their knowledge, skills or experience
- Contributing to discussion in a way that is constructive and respectful of others
- Working with us to make public meetings informative and effective
- Understanding our communications policy and protecting confidentiality where required
- Using their position for proper purposes and in the best interests of the Harbour Trust
- Disclosing any real, apparent or potential conflict of interest
- Withdrawing if unable to perform their role or attend at least half of meetings over 12 months
- Treating fellow committee members and Harbour Trust staff with respect and courtesy, and without harassment.
- Being open and curious on the opinion of fellow members and courageous in speaking up

Making meetings effective

The Harbour Trust will develop a forward-looking program at the start of each year. The content of this plan will reflect the priorities of the Harbour Trust and proposals from Committee members. It will generally be focused on strategic rather than tactical matters. Members will have an opportunity to provide input on the program.

A minimum of five meetings will be held each year. Meeting dates will be set in advance at the end of the prior year, generally at a consistent time and date to assist members to plan. As far as possible, meetings will be synchronised in between Board meetings so that feedback between the groups is timely.

Meetings will typically be held in person at Harbour Trust sites but may be convened in other ways.

Members will be invited to suggest agenda items ahead of meetings. Agendas and supporting papers will be circulated one week before meetings.

Time will be provided at each meeting for two-way discussion. Where possible, presentations will be circulated in advance and taken as read.

APPENDIX 2 – COMMUNITY ADVISORY COMMITTEE CHARTER

Each paper will make clear:

· its purpose (for noting or discussion)

· whether the matter is confidential or not

· a specific question for advice or recommendation

The business of each meeting will include:

· Welcome and apologies

· Report from Executive Director

· Report from a Trust Member

· Report from a member of the First Nations Advisory Group

· Papers (for noting or discussion)

· Feedback on the meeting or any other issue

· General Business – inviting members to request specific updates

The Harbour Trust will publish online and provide to Trust Members a summary of matters discussed and advice and recommendations provided. Material that is not yet public or commercially sensitive will not be published.

Terms of Reference

The Committee will, in ways relevant to members' knowledge, skills and experience, provide advice and recommendations on the following matters:

1. *Achieving the Harbour Trust's statutory objects, being:*
   a. *to ensure that management of Harbour Trust land contributes to enhancing the amenity of the Sydney Harbour region;*
   b. *to protect, conserve and interpret the environmental and heritage values of Harbour Trust land;*
   c. *to maximise public access to Harbour Trust land;*
   d. *to establish and manage suitable Harbour Trust land as a park on behalf of the Commonwealth as the national government;*
   e. *to co-operate with other Commonwealth bodies that have a connection with any Harbour land in managing that land; and*
   f. *to co-operate with New South Wales, affected councils and the community in furthering the above objects.*

2. *Fostering strong links between the Harbour Trust and stakeholders by:*
   a. *recommending stakeholders that should be engaged independently of the Committee;*
   b. *assisting the Harbour Trust to engage directly with an appropriately diverse set of stakeholders that represent those on whose behalf it manages;*
   c. *supporting the Harbour Trust to interact directly with the community using a mix of platforms and formats that catalyse engagement;*
   d. *assisting the Harbour Trust to report on stakeholder engagement at public meetings; and*
   e. *drawing on technical skills and industry best practice to drive continuous improvement in the Harbour Trust's stakeholder engagement practices.*

3. *Responding to statutory consultations.*

APPENDIX 2 – COMMUNITY ADVISORY COMMITTEE CHARTER

The Community Advisory Committee is constituted under Part 8 of the **_Sydney Harbour Federation Harbour Trust Act 2001_**. This is detailed below:

Part 8—Advisory committees

57 Community advisory committees

(1) The Trust must, by writing, establish a community advisory committee in respect of each plan area.

(2) The function of each committee is to provide advice or recommendations to the Trust on matters determined under subsection (6) relating to the relevant plan area.

(3) In providing that advice or making those recommendations, each committee must consider:
   (a) the relevant plan area in the context of the Sydney Harbour region; and
   (b) the objects of the Trust and the other provisions of this Act.

(4) Each committee consists of:
   (a) one or more representatives, appointed by the Trust, of the local community and of affected councils; and
   (b) any other person appointed by the Trust.

(5) A member holds office for the period specified by the Trust. The period must not exceed 3 years.

(6) The Trust must, after consulting a committee, give written directions to the committee on:
   (a) matters in relation to which the committee is to give advice and recommendations under subsection (2); and
   (b) the way in which the committee is to carry out its function; and
   (c) procedures to be followed in relation to the meetings of the committee.

57A The Trust's obligations to community advisory committees

(1) The Trust must provide each community advisory committee with documents and information relevant to matters on which the committee is to give advice or recommendations.

(2) In making decisions or taking action in respect of a plan area, the Trust must consider any advice or recommendation of the relevant committee.

58 Technical advisory committees

(1) The Trust may establish one or more technical advisory committees.

(2) The function of a committee is to provide advice and recommendations on any or all of the following matters:
   (a) environmental and heritage matters relating to plan areas;
   (b) rehabilitation and decontamination of plan areas;
   (c) planning and management of plan areas;
   (d) financial arrangements for plan areas.

(3) In making decisions or taking action in respect of Trust land, the Trust must consider any relevant advice or recommendation of a committee.

(4) Each committee consists of persons, appointed by the Trust from time to time, who have considerable qualifications or experience in relation to the matters mentioned in subsection (2).

(5) The Trust may give a committee written directions as to:
   (a) the way in which the committee is to carry out its functions; and
   (b) procedures to be followed in relation to meetings.