DRAFT

STAKEHOLDER ENGAGEMENT STRATEGY & GOVERNANCE FRAMEWORK

Harbour
Trust

Australian Government
Sydney Harbour Federation Trust

CONTENTS

1. FOREWORD

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

Standing at the entrance to Sydney Harbour and straddling its foreshore, they are places of striking natural beauty. They are First Nations countries and became sites of the first European settlement on the continent. They contain places of historic and contemporary importance to the military and veterans of war. They provide residents of Australia's largest city with precious bushland, parks and open spaces. They preserve rich examples of maritime and industrial heritage.

These places have a multifaceted character. While they have value to international tourists, to metropolitan Sydney and the nation, they are also local neighbourhoods valued by residents. While they must meet the needs of contemporary users, they also must be managed for the benefit of future generations.

This diversity of interests must be reflected in the reasons why we consult stakeholders, what we consult about, who we consult and how we consult.

As the Harbour Trust evolves to an ongoing entity and embarks on important new projects funded by the Commonwealth, we are presented with an opportunity to consult about a broader range of subjects and engage a wider set of stakeholders.

This *Stakeholder Engagement Strategy & Governance Framework* expands the subjects about which we will consult, extends the set of stakeholders with whom we engage, and provides a clear explanation of how we will collect feedback and incorporate it in our decisions.

It 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

Mary Darwell
Chief Executive Officer

2. SYDNEY HARBOUR FEDERATION TRUST INDEPENDENT REVIEW RECOMMENDATIONS AND ACTIONS

Table 1: Independent Review recommendations and actions

RECOMMENDATION		ACTIONS
8.	Community involvement in the work of the Harbour Trust should be strengthened by:	
8.1	Greater use of Technical Advisory Committees to supplement the expertise of the Harbour Trust when dealing with complex tasks or issues.	The Harbour Trust will engage technical experts to advise, and convene as required technical committees to deal with complex tasks or issues. See page 12.
8.2	Reconstituting and refocusing the Community Advisory Committees as consultative forums so that they are more directly involved in priority-setting by the Harbour Trust. This should include the attendance of at least one Harbour Trust Board member at each meeting.	The Community Advisory Committee is to be reformulated and it's work supplemented by "always on" consultation. Governance arrangements are to be refreshed to ensure the best use of members time and skills. Trust members attendance to Committee is encouraged.
8.3	Establishing a dedicated annual budget for community, volunteer and Aboriginal and Torres Strait Islander projects aimed at increasing site visitation, enhancing the visitor experience or improving public access.	Not covered by this strategy, to be considered as part of organisational reform.
8.4	More active engagement by the Harbour Trust Board and management with volunteers, community groups and others at a site-by-site level.	Increased visibility and involvement of Harbour Trust members and management will be achieved through this strategy. See page 19.
10.	The Harbour Trust should consult appropriately and facilitate a more joined up approach to the management of contiguous public lands and facilities held by neighbouring Local Councils and explore opportunities for additional collaboration, such as a joint calendar of community events on Harbour Trust sites.	The Harbour Trust will establish a formal Government stakeholder group, to be supplemented by always on engagement and a greater focus on enhancing visitor experiences. See page 11.
14.	The Harbour Trust should establish a partnership with the Environment and Engineering Branch in the Estate and Infrastructure Group of the Department of Defence, to support the interpretation of the Harbour Trust sites in respect of their military history.	The Harbour Trust will establish a formal Government stakeholder group and is in discussion to establish a formal partnership.

3. EXECUTIVE SUMMARY

The Sydney Harbour Federation Trust has accountability to consult widely and act transparently. This is because we are stewards of a public resource owned by all Australians and we act as both land manager and consent authority.

We are committed to collaboration because we know it helps generate great ideas and produces benefits for stakeholders and the Harbour Trust. We are committed to interacting with stakeholders in ways that are guided by our values.

Some of our most significant consultations are those relating to planning and land use decisions. But even where formal planning and land use decisions are not required, we would like to know more about our stakeholders' aspirations, concerns, experiences and needs, so that these can shape our work.

The Harbour Trust routinely engages with more than 50 public sector bodies, more than 100 other organisations and community advisory committees. As we evolve to a permanent entity and initiate important new projects, we will implement a series of initiatives designed to increase and broaden our engagement with stakeholders.
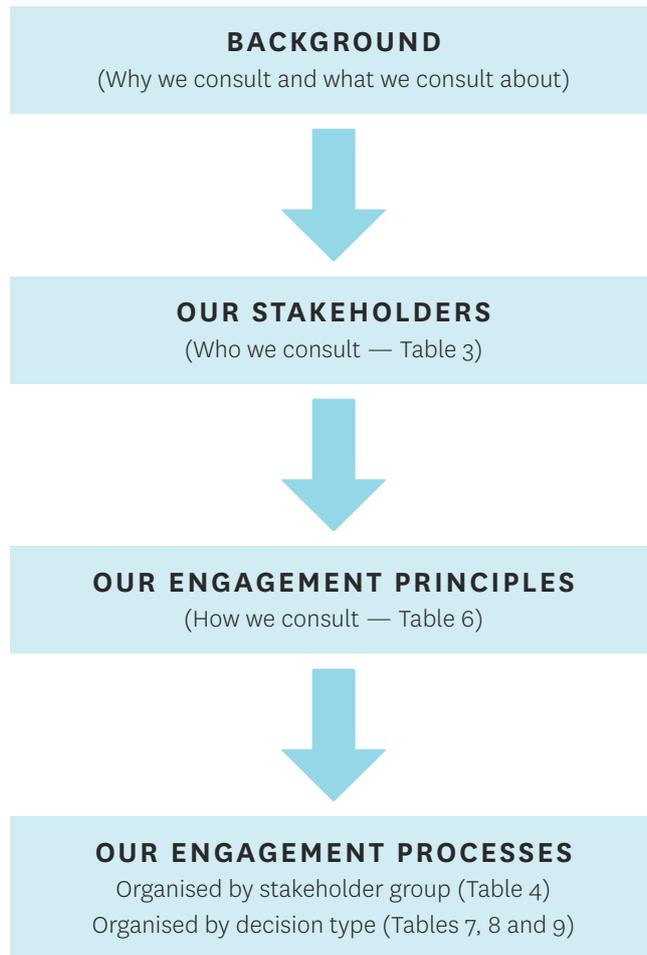
We will increase our community engagement generally, consult directly with communities of interest to inform them or obtain inputs about specific places and themes, and reconstitute our Community Advisory Committee to represent a broader cross section of the community. Additionally, we will create a new Government Forum, improve our engagement with business and greater use of expert advisers as a supplement to in-house knowledge.

These actions will reduce barriers to participation, broaden the range of stakeholders with whom we engage, provide a balanced set of feedback from passive as well as energetic stakeholders and provide new ways for business, government and experts to engage with us. The result will be deeper engagement with the community and a better balance between input from the community and from other contributors.

At a minimum, the format of our consultations will always meet the requirements of our plans, policies and relevant laws. Independently of this, however, we will structure our consultations so they occur as early as possible, are properly planned and resourced, involve as many voices as possible, incorporate feedback from stakeholders, enable timely decisions and provide feedback to contributors.

4. OUR ENGAGEMENT MODEL

Table 2: Our engagement model

BACKGROUND
(Why we consult and what we consult about)

⬇

OUR STAKEHOLDERS
(Who we consult — Table 3)

⬇

OUR ENGAGEMENT PRINCIPLES
(How we consult — Table 6)

⬇

OUR ENGAGEMENT PROCESSES
Organised by stakeholder group (Table 4)
Organised by decision type (Tables 7, 8 and 9)

5. WHY WE CONSULT

We have accountability to consult widely and act transparently because we are stewards of a public resource owned by all Australians, and because we act as both land manager and consent authority.

More fundamentally, we understand that collaboration generates great ideas. The more diversity the better. By bringing together experts, the community, business interests and governments, and by making engagement meaningful and purposeful, outcomes will always be better than they would be if developed by the Harbour Trust in isolation.

Engagement produces benefits for stakeholders and the Harbour Trust. 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.

6. WHAT WE CONSULT ABOUT

Some of our most significant consultations relate to significant new policies that reach across all our sites and activities, as well as planning and land use decisions.

This includes changes to our *Comprehensive Plan*, new or amended *Management Plans* and *Supporting Policies* and certain *Proposed Actions* (also commonly understood as 'Development Applications' or 'DAs'). Examples are provided later in this strategy.

Importantly, however, we aim to expand the matters that we consult about. Even if planning decisions may not be required, we will consult on priorities for precinct planning and explore what stakeholders think about the places we manage and how they are managed.
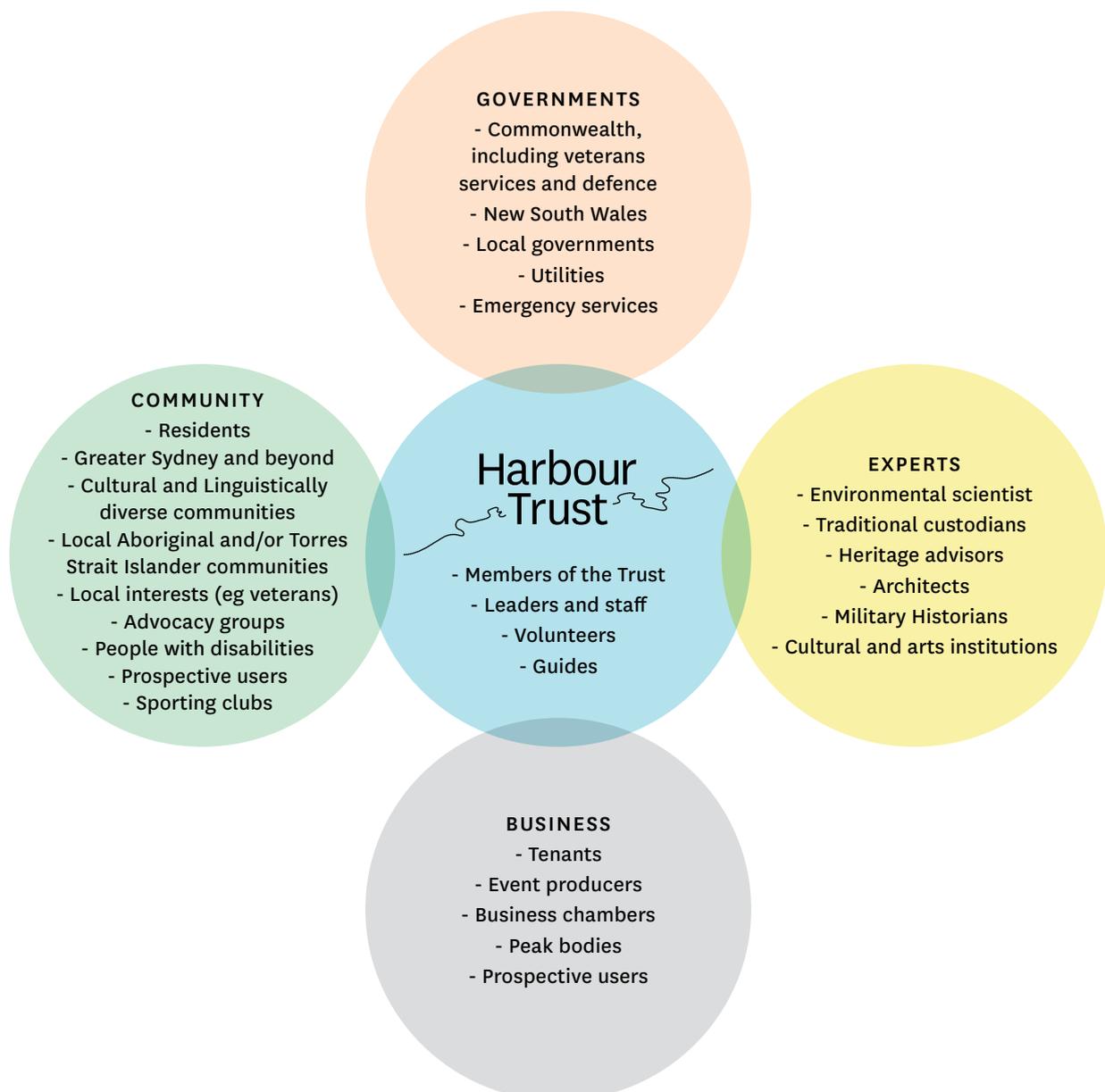
For instance, we will ask —

- Community members about their experience as a visitor, residents about their aspirations, advocacy groups about their concerns, volunteers about their experience, people with disability about their needs and Aboriginal and Torres Strait IslanderAustralians, environmentalists around our bush care and landscape management, active sporting groups about use of existing facilities, historians and veterans about the interpretation or activation of sites,

- Governments about how their services — and our own decisions — can be better co-ordinated to benefit the community;

- Businesses including tenants, event producers, peak bodies and business chambers, for advice about how to bring economic activity and investment, draw tourists and attract philanthropic partners; and

- Experts for inputs and advice about relevant subjects to supplement in-house knowledge and contributions of other stakeholders, including cultural and arts institutions around programing.

7. WHO WE CONSULT

In all, the Harbour Trust routinely engages with more than 50 public sector bodies and more than 100 organisations and interests across business, government and the community. We think of these groups as belonging to broad categories that include 'government', 'expert', 'business' and 'community' as follows:

As we evolve to a permanent entity and initiate important new projects, we will implement **six initiatives** to deepen, broaden and balance our engagement with stakeholders. These actions will provide more and new ways for the community, governments, business and experts to engage with us. The result will be more meaningful and satisfying engagement, opportunities for new stakeholders to provide input, and better balance between the influence of energetic and passive stakeholders.

Table 3: Primary Harbour Trust stakeholders

GOVERNMENTS
- Commonwealth, including veterans services and defence
- New South Wales
- Local governments
- Utilities
- Emergency services

COMMUNITY
- Residents
- Greater Sydney and beyond
- Cultural and Linguistically diverse communities
- Local Aboriginal and/or Torres Strait Islander communities
- Local interests (eg veterans)
- Advocacy groups
- People with disabilities
- Prospective users
- Sporting clubs

Harbour Trust
- Members of the Trust
- Leaders and staff
- Volunteers
- Guides

EXPERTS
- Environmental scientist
- Traditional custodians
- Heritage advisors
- Architects
- Military Historians
- Cultural and arts institutions

BUSINESS
- Tenants
- Event producers
- Business chambers
- Peak bodies
- Prospective users

Deeper engagement with the community

INITIATIVE ONE

First, we will do more to drive general awareness, attract visitors and increase opportunities for feedback. This will take the form of always-on, opportunistic engagement with visitors, and initiatives to build general awareness using earned, owned and paid media channels. Subjects may include visitor experience, service and infrastructure quality and information about events or activations.

INITIATIVE TWO

Second, where it is a statutory requirement, or is warranted by community interest, we will engage with stakeholders from a specific location or community-of-interest. Typically, our purpose will be to inform the community or obtain feedback about a particular idea, concept or public exhibition specific to a site or subject. We will primarily target stakeholders we know to be interested, but we will often reach beyond these groups to ensure we hear from a representative set of stakeholders. To reduce barriers to participation, we will emphasise digital and informal forms of engagement. Our consultation with the community about Sub Base Platypus in North Sydney will transition to this format as stage two of construction concludes.

INITIATIVE THREE

Third, in 2021 the Community Advisory Committee (CAC) will be reconstituted with a new remit and broader membership. The CAC will continue to provide input on ideas, concepts and public exhibitions in all the places we manage. Additionally, through advocacy in their own communities, CAC members will act as a force multiplier, helping us to build awareness and drive engagement from a more diverse set of stakeholders in priority communities. Members of the reconstituted CAC will be selected based on their capacity to represent a Harbour Trust place, residents of Greater Sydney, education guides and site volunteers, military veterans, local Aboriginal and Torres Strait Islander communities, culturally and linguistically diverse (CALD) communities; users with disabilities and those with specific interests relevant to our sites. We will especially welcome members who bring professional experience in stakeholder engagement because they will help us continuously improve our practice.

Our Aboriginal and Torres Strait Islander Advisory Group will commence meeting quarterly, up from half-yearly, to provide more opportunities for us to interact with this key constituency.

Improved governance arrangements will improve two way engagement with both committees.

Together, these initiatives will drive community awareness, increase visits, provide more feedback, amplify our message and make consultations more relevant. This will give more stakeholders a voice and provide us with a better representation of community opinion.

Co-ordination with governments

Fourth, a new 'Government Forum' will be established to enable us to interact with officials and elected office holders from all levels of government. This will enable officials and politicians to provide input about planning and investment decisions and co-ordinate the services and support they each provide. Members will include relevant members of Commonwealth and New South Wales parliaments, representatives of Commonwealth and New South Wales government departments and agencies such as the National Parks and Wildlife Service, as well as local government mayors and general managers.

Proactive outreach to the business community

Fifth, we will increase our engagement with the business community. Sympathetic commerciality is important to the Harbour Trust and will have a positive impact on the community and precincts that we create. It will build business confidence, attract private investment, drive economic activity and increase visitor numbers.

We will do this by increasing our participation in established business networks such as local business chambers and peak bodies representing key sectors such as tourism and transport and though greater cross-promotion of our sites with other cultural and recreational institutions.

Input from expert advisers

Sixth, we will engage with subject matter experts to obtain inputs and advice to supplement in-house knowledge and the contributions of other stakeholders. This may include sourcing advice from professional firms, government departments or cultural institutions on subjects as the environment, climate science, decontamination, heritage, architecture, history and natural hazard management. Where complex task and issues warrant, technical committees may be used.

Table 4: Stakeholder objectives and formats

| Who	COMMUNITY				GOVERNMENT	BUSINESS	EXPERTS/ ADVISORS
	Everyone	People interested in a specific place or theme	Priority communities*	Aboriginal and Torres Strait Islander Australians	Politicians and officials	Business community	Subject matter experts
Objective	Drive awareness; attract visitors; obtain feedback from more people	Inform and obtain input about specific matters from people interested in a place or theme, including heritage, environmental and military perspectives	Inform and obtain input about specific matters; form partnerships that drive awareness and amplify our voice	Inform Harbour Trust work on cultural competence; drive Reconciliation Action Plan; inform and obtain input from Aboriginal and Torres Strait Islander leaders and communities	Co-ordinate, inform and obtain feedback from politicians, governments and agencies	Co-ordinate, inform and obtain feedback from business; form partnerships that engage relevant sectors	Obtain inputs and advice to supplement in-house knowledge and contributions of others on complex tasks and issues
Example topics	General information about and invitation to visit; service quality and visitor experience; public exhibitions; events and activations	Specific ideas, concepts or public exhibitions about a place or theme	Specific ideas, concepts or public exhibitions about all places and themes; initiatives that grow awareness and engagement	Cultural competence of Harbour Trust; content and execution of RAP; Aboriginal and Torres Strait Islander perspective on ideas, concepts or plans;	Integration of decisions, allocation of resources; co-ordination of services	Stimulation of awareness and economic activity; extending interaction with key sectors	Specific ideas, concepts or public exhibitions about all places and themes
	How was your visit?	How should we activate this place?	What does your community think about this?	What do the Aboriginal and Torres Strait Islander communities want the Harbour Trust to focus on	How can decisions be integrated for the public good?	How can we stimulate activity and engage the visitor economy?	How can your knowledge inform our response to this issue?
Format	Always-on visitor engagement and earned, owned and paid media channels	Episodic engagements, mainly via digital formats	Community Advisory Committee	Aboriginal & Torres Strait Islander Advisory Group	Government Forum	Proactive outreach to and integration with users, peak bodies, business chambers	Request for technical advice or where warranted a technical committee
Frequency	Continuous	As required	Quarterly	Quarterly	Half-yearly	Continuously	Per needs basis
What's new?	Additional engagement	Additional engagement	CAC to be reconstituted and broadened in 2021	Meeting frequency to increase from half-yearly to quarterly	New Government Forum to be constituted in 2021	Expanded program of partnerships and memberships	Additional engagement

*Priority communities include local residents, residents of Greater Sydney, guides and volunteers, military veterans, users with disabilities, culturally and linguistically diverse (CALD) communities.

8. HOW WE CONSULT

This section outlines how this *Stakeholder Engagement Strategy & Governance Framework* will be applied when we conduct consultations.

Generally, our consultation process will include the following steps.

Table 5: Harbour Trust consultation cycle
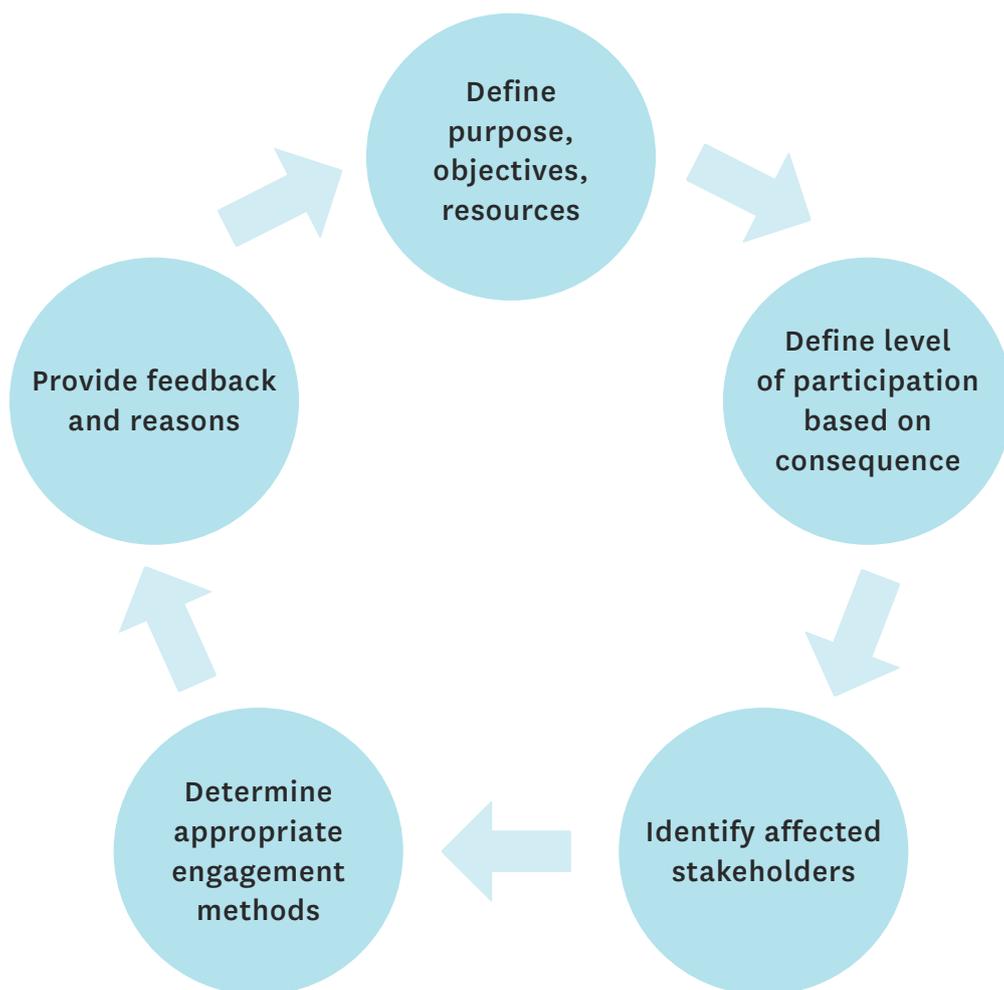
We interact with stakeholders in accordance with the *Sydney Harbour Federation Trust Act*, *The Comprehensive Plan*, *Corporate Plan and Reconciliation Action Plan* — which sets out our values, as follows:

Table 6: Engagement principles

OUR VALUES	WHAT IT MEANS	HOW IT WILL BE EXPRESSED
We are open	We will be transparent with stakeholders	• We will explain in advance how and when we will consult • We will communicate frequently and purposefully • Our documents will be accessible, easy to understand and made public where possible
We are accountable	We will act responsibly and explain our decisions	• We will consult before key decisions are made • We will explain the reasons for our decisions • We will explain how we considered stakeholders' input
We are collaborative	We will involve everyone and value their inputs	• We will consult in a spirit of partnership • We will consult as early as possible in the process • We will provide information to help stakeholders understand • We will identify and remove barriers to participation • We will seek to involve all perspectives • We will ensure all voices are heard
We are entrepreneurial	We will vary approaches to involve more people	• We will work flexibly • We will vary processes and methods to broaden engagement and hear from diverse voices
We are creative	We will be creative to help everyone have a say	• We will let stakeholders contribute in ways that suit them • We will innovate in how we consult • We will make it easy for stakeholders to have input
We act with integrity	We will make principled decisions	• We will treat stakeholders fairly • We will give weight to informed and authoritative voices • We will be honest with stakeholders

Consultation process for planning decisions

Our *Comprehensive Plan* requires us to consult in particular ways that are outlined in Section 11 of the *Comprehensive Plan*. This requires us to exhibit draft *Management Plans*, draft supporting policies, and certain *Proposed Actions*.

The *Comprehensive Plan* sets out the rules for notification, inviting public submissions and consulting a defined set of stakeholders. We will always meet these requirements.

The following table sets out the minimum consultation requirements that apply when we make statutory decisions. Example flow charts that illustrate the consultation process are contained on pages 180, 183 and 187 of our ***Comprehensive Plan***.

Table 7: Consultation process for planning decisions

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, open dates, signage, paid advertising, website content, newsletters, letterbox drops, market research, open days and drop-in sessions	Minister for the Environment
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**, and - EPBC Act		World and National Heritage Places: - Minister for the Environment (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: Proposed actions referred in accordance with the EPBC Act

Consultation process for other decisions

When we seek general feedback or make decisions that are not guided by the requirements of our *Comprehensive Plan* and other formal documents, we will take the following steps.

1) Purpose and objectives

Define the purpose and objectives for consultation by understanding what issues are in scope, what questions should be answered, what objectives engagement should achieve, what time is available, what resources and required, and what other factors — for instance expert advice or legislative/statutory requirements — we must consider. Ensure that adequate resources are available to support the plan.

2) Level of Consequence

Consider how consequential a proposal is likely to be, the number of stakeholders likely to be affected, the significance of environmental impact, or the extent of expected community interest or the degree of risk attached to the decision.

Table 8: Level of Consequence

LEVEL OF CONSEQUENCE	CRITERIA (ONE OR MORE OF THE FOLLOWING)	EXAMPLES

High	• Potential to affect many stakeholders
	• Potential to affect multiple sites
	• Potential significant environmental impact
	• Potential to attract widespread interest
		• Comprehensive Plan
		   - draft amendments
		• Management Plans
		   - draft amendments / new plans
		• Supporting Policies
		   - draft amendments / new policies
		• Strategies (such as Stakeholder Governance, Recreation)
		   – draft amendments / new strategies
		• Proposed Action – referred to Minister under EPBC Act, and/or likely to attract widespread interest

Lower	• Potential to affect fewer stakeholders and/or those in one place only • Potential to attract interest from known stakeholders • Not a significant environmental impact • Unlikely to affect stakeholders in a material way • Isolated to part of a single place • Unlikely to attract interest except from a small number of known stakeholders • No, or minimal, environmental impact	• Proposed Action – does not require referral to Minister under EPBC Act, but likely to attract some interest • Proposed Action that is minor

3) Stakeholders

Identify a set of stakeholders likely to be interested in the decision. This may include Harbour Trust staff, members of the Harbour Trust's committees and forums, volunteers, people and third parties identified by members of those groups, and individuals and organisations identified by their geographic or other community of interest. A guide to stakeholders appears in Table 3 of this *Stakeholder Engagement Strategy & Governance Framework*.

Wherever appropriate, attempt to reach the broadest possible set of stakeholders to ensure we hear from a representative cross-section of the community. This may mean specifically addressing those for whom language or accessibility barriers exist, those from across Greater Sydney or further afield, those in different age groups or life stages, from diverse socio-economic backgrounds or belonging to culturally and linguistically diverse (CALD) communities.

4) Methods of engagement

Identify the appropriate methods for engaging with the community given the expected magnitude, the complexity of an issue and the planning stage reached.

Our decision will generally be guided by an adapted version of the International Public Participation (IAP2) Spectrum.

Table 9: Methods of engagement

	INFORM	CONSULT	INVOLVE	COLLABORATE
Objectives of engagement	Notify stakeholders about a matter	Listen to views on a known issue and incorporate relevant feedback prior to decisions	Engage with stakeholders to become better informed prior to decision	Create partnership that integrates stakeholders and identifies preferred solutions
Characteristics	One-way communication led by Harbour Trust, Harbour Trust makes decisions and explains reasons	Two-way communication, led by Harbour Trust, plans adapted to incorporate relevant feedback, Harbour Trust makes decisions and explains reasons	Two-way communication, led by Harbour Trust, new issues discovered that contribute to mutual understanding, plans or subjects adapt to reflect what is learnt, Harbour Trust makes decisions and explains reasons	Jointly led by Harbour Trust and stakeholders, two-way comms, stakeholders integrated into decision-making and governance, learning, negotiating and decision-making on both sides, Harbour Trust makes decision with stakeholder support or explains reasons
Example modes of engagement	Website, fact sheets, presentations, media releases, direct mail, advertising	Surveys, open days, exhibitions and displays, public submissions	Advisory committees, Consultative forums, public meetings, focus groups	Round tables, steering groups, co-design workshops

This helps us determine what consultation tools are appropriate to use. This may include interviews with visitors, always-on surveys at sites, 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, open dates, signage, paid advertising, website content, newsletters, newspaper drops, market research, open days and drop-in sessions.

5) Feedback and evaluation

Ensure community feedback is summarised and provided to the decision-maker as an input to decision making. We will document how that feedback was considered, then inform contributors, noting the reasons for our decision where it varies from the preferences of the community.

Trust Members interaction with stakeholders

Members of the Trust act in a stewardship role. They are custodians of a finite common resource which they manage on behalf of the public. When granting consent to proposals, they assume powers ordinarily exercised by governments that are accountable at the ballot box.

In exercising this accountability, Members of the Trust should focus on interaction with stakeholders that is transparent, planned and co-ordinated.

Mostly, this should take the form of Members of the Trust biannual public meetings, but it should also extend to occasional 'drop ins' to committees and forums, such that every committee sees a director every year. The Chair should aim to attend at least one meeting annually of each committee. Directors with pertinent experience should aim to attend at least one meeting annually of a committee related to their experience. Importantly, this interaction should be co-ordinated with the Harbour Trust, and the results of each engagement should be reported to the Chair and Executive Director.

Additionally, a report from each committee will be included in Members of the Trust meeting papers. The input of committees and stakeholders be included in these papers that propose decisions affecting stakeholders. Minutes should document that stakeholder input has been received and considered. Where the Harbour Trust makes a decision that is contrary to the input of stakeholders, it should explain the reasons.

To ensure that new Members of Trust are conscious of these arrangements, the Harbour Trust should not shortlist or induct candidates until they understand the organisation's *Stakeholder Engagement Strategy & Governance Framework* and their responsibilities under it.

Management interaction with Stakeholders

Management and Harbour Trust staff, are everyday ambassadors, we collaborate and interact with visitors, volunteers, tenants, the broader community and a wide range of stakeholders. The Harbour Trust staff bring significant professional expertise to their work and consistently engage throughout the year. This includes engagement with Harbour Trust volunteers through our Volunteer Program, Harbour Trust rangers located at each principal site, planners, site services and maintenance, events team management, and stakeholder and engagement staff members.

While many stakeholders appreciated the effort made by employees of late — by boosting capacity and capability, improving processes and systems, and making engagement more intentional — our collaboration with the community will be more open, effective and transparent.

To ensure that new staff members are conscious of these arrangements, the Harbour Trust should not shortlist or induct candidates until they understand the organisation's *Stakeholder Engagement Strategy & Governance Framework* and their responsibilities under it.

9. GOVERNANCE

Community Advisory Committee Governance

Table 10: Community Advisory Committee governance

COMMITTEE	COMMUNITY ADVISORY COMMITTEE
Role	The Community Advisory Committee is the primary community advisory body to the Harbour Trust. It provides strategic input and advice and, by providing representation for key constituencies, assists the Harbour Trust to engage with a broad cross-section of the community. The Harbour Trust may supplement this advice by directly engaging with the community independently of the Committee.
Statutory basis	It is constituted under Part 8 of the *Sydney Harbour Federation Trust Act*.
Objectives	• Deliver community awareness of Harbour Trust matters • Awareness of community views • Facilitate strong links between the Harbour Trust and community • Better outcomes for community and the Harbour Trust
Terms of Reference	The Committee exists to act as an independent sounding board and source of community advice on issues, strategic directions and other matters. The Committee will: 1. Provide input to the Harbour Trust about its decisions and actions; 2. Respond to consultations about proposed actions; 3. Offer insights that assist the Harbour Trust to improve engagement; and 4. Encourage others to engage. The Harbour Trust will consider the advice or recommendations of the Committee but is not bound by its advice or recommendations. It is not a decision-making body or accountability partner and does not initiate spending or programs of work.
Frequency	At least quarterly
Chair	Meetings will be chaired over by a senior staff member or other person appointed by the Executive Director.

COMMITTEE	COMMUNITY ADVISORY COMMITTEE
Membership	The Committee is comprised of individuals selected on the basis of their ability to represent key constituencies, and to engage their constituency on behalf of the Harbour Trust. Generally, the Committee will comprise up to 20 members who display an understanding of the Harbour Trust's objectives and who represent any of the following interests: • Each Harbour Trust place or group of places (North Head, Headland Park, Western Harbour, Platypus, Southern Harbour) • Residents of Greater Sydney or beyond • Guides and volunteers • Users with disabilities • Culturally and linguistically diverse communities • Aboriginal and Torres Strait Islander communities • Veterans • Subjects or matters • Specific interests relevant to Harbour Trust sites. Professional experience in stakeholder engagement will be particularly valued by the Harbour Trust. Members are selected generally at the same time for a three-year term. Members are expected to attend at least 50 per cent of meetings during any 12-month period. Those who do not, or who fail to attend without submitting an apology for more than two consecutive meetings, may be replaced. Members who are unable to perform their duties or resign during their term, may be replaced. Members participate on a voluntary basis.
Meeting Protocols	Meetings will typically be held in person at a Harbour Trust site but may convene from time-to-time in other ways. Meeting will consistently offer a virtual meeting option. The Harbour Trust may invite members to engage with the Harbour Trust outside of formal meetings. Meeting agendas and supporting material will be prepared by the Harbour Trust and circulated two weeks in advance of meetings. Members will be invited to nominate matters to be discussed by the Committee. The Harbour Trust will determine whether, when and how the matter is put before the Committee. Notes of each meeting will be taken and posted on the Harbour Trust website. Material that is not yet public or subject to commercial confidentiality will not be included until such time as it can appropriately be made public.

COMMITTEE	COMMUNITY ADVISORY COMMITTEE
Commitments of the Harbour Trust	The Harbour Trust will: 1. Appoint members in accordance with anti-discrimination and equal opportunity legislation; 2. Provide members with information about their role, rights and responsibilities and any relevant procedures; 3. Provide members with a healthy and safe place to gather; 4. Define member roles and provide clear processes for meetings and communications; 5. Provide appropriate information and supporting documents prior to meetings; 6. Ensure that the work of members complements the work of the Harbour Trust in a legitimate and meaningful way 7. Treat members as a valuable part of the Harbour Trust team; and 8. Acknowledge the contributions of members
Commitments of Committee members	Committee members agree to: 1. Uphold the values and good reputation of the Harbour Trust; 2. Use their position on the CAC for a proper purpose and in the best interests of the Harbour Trust; 3. Act with honesty and integrity in relation to Harbour Trust activities; 4. Work diligently and constructively towards positive outcomes in relation to proposed Harbour Trust activities; 5. Treat all members with respect and courtesy and not engage in activities that may be perceived as harassment of Harbour Trust staff or other members; 6. Ensure the accuracy of all information shared regarding the Harbour Trust; 7. Not make public statements to the media; 8. Be responsible not to disclose information that is sensitive or commercial-in-confidence; 9. Not make improper use of inside information or status, power or authority in order to gain (or seek to gain) a benefit or advantage for themselves or anyone else; and 10. Disclose any real or apparent conflict of interest in relation to Harbour Trust activities. If a member discloses a real or apparent conflict of interest, the Harbour Trust will determine the appropriate action. If a member potentially breaches these commitments, the Harbour Trust will inform the member of the issue and possible outcomes, investigate the matter and seek the member's input, and decide what if any actions it will take. Sanctions may include reprimand and termination of membership.

Aboriginal and Torres Strait Islander Advisory Group Governance

Table 11: Aboriginal and Torres Strait Islander Advisory Group governance

COMMITTEE	ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY GROUP
Role	The Aboriginal and Torres Strait Islander Advisory Group provides high level strategic advice and direction to the Harbour Trust.
Statutory basis	None.
Objectives	• Develop cultural competence • Obtain Aboriginal and Torres Strait Islander perspective • Contribute to the development and execution of the Reconciliation Action Plan
Terms of Reference	The Aboriginal and Torres Strait Islander Advisory Group will: 1. Provide advice and support that enables Harbour Trust staff and stakeholders to understand, communicate with effectively interact with Aboriginal and Torres Strait Islander communities; 2. Provide an Aboriginal and Torres Strait Islander perspectives on Harbour Trust ideas, concepts and plans, including embedding caring for country principles throughout its work; and 3. Collaborate with the Harbour Trust's internal working group to develop and execute a Reconciliation Action Plan.
Frequency	Quarterly. Additionally, each member of the Aboriginal and Torres Strait Islander Advisory Group will attend at least one meeting annually of the Community Advisory Group.
Chair	Meetings will be chaired over by a senior staff member or other person appointed by the Executive Director.
Membership	Membership is comprised of up to six Aboriginal and Torres Strait Islander Australians selected on the basis of their ability to help achieve the Group's objectives. Members are selected generally at the same time for a three-year term. Members are expected to attend at least 50 per cent of meetings during any 12-month period. Those who do not, or who fail to attend without submitting an apology for more than two consecutive meetings, may be replaced. Members who are unable to perform their duties or resign during their term, may be replaced. Members will be paid an honorarium for their expertise and time and a standard quarterly fee applied.
Meeting Protocols	Meetings will typically be held in person at a Harbour Trust site but may convene from time-to-time in other ways. Meeting will consistently offer a virtual meeting option. The Harbour Trust may invite members to engage with the Harbour Trust outside of formal meetings. Members of the Advisory Group are expected to attend at least one meeting per annum of the Community Advisory Committee. Meeting agendas and supporting material will be prepared by the Harbour Trust and circulated in advance of meetings. Members may nominate matters to be discussed by the Group. The Harbour Trust will determine whether, when and how the matter is put before the Group. Notes of each meeting will be taken and posted on the Harbour Trust website. Material that is not yet public or subject to commercial confidentiality will not be included until such time as it can appropriately be made public.

COMMITTEE	ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY GROUP
Commitments of the Harbour Trust	The Harbour Trust will: 1. Appoint members in accordance with anti-discrimination and equal opportunity legislation; 2. Provide members with information about their role, rights and responsibilities and any relevant procedures; 3. Provide members with a healthy and safe place to gather; 4. Define member roles and provide clear processes for meetings and communications; 5. Provide appropriate information and supporting documents prior to meetings; 6. Ensure that the work of members complements the work of the Harbour Trust in a legitimate and meaningful way 7. Treat members as a valuable part of the Harbour Trust team; and 8. Acknowledge the contributions of members
Advisory Group Members	Advisory Group members agree to: 1. Uphold the values and good reputation of the Harbour Trust; 2. Use their position on the Advisory Group for a proper purpose and in the best interests of the Harbour Trust; 3. Act with honesty and integrity in relation to Harbour Trust activities; 4. Work diligently and constructively towards positive outcomes in relation to proposed Harbour Trust activities; 5. Treat all members with respect and courtesy and not engage in activities that may be perceived as harassment of Harbour Trust staff or other members; 6. Ensure the accuracy of all information shared regarding the Harbour Trust; 7. Not make public statements to the media; 8. Be responsible not to disclose information that is sensitive or commercial-in-confidence; 9. Not make improper use of inside information or status, power or authority in order to gain (or seek to gain) a benefit or advantage for themselves or anyone else; and 10. Disclose any real or apparent conflict of interest in relation to Harbour Trust activities. If a member discloses a real or apparent conflict of interest, the Harbour Trust will determine the appropriate action. If a member potentially breaches these commitments, the Harbour Trust will inform the member of the issue and possible outcomes, investigate the matter and seek the member's input, and decide what if any actions it will take. Sanctions may include reprimand and termination of membership.

Government Forum Governance

Table 12: Government Forum governance

ENTITY	GOVERNMENT FORUM
Role	The Government Forum is a regular forum for the Harbour Trust and elected office holders and officials to interact with one another.
Statutory basis	None
Objectives	• Information sharing • Input from governments on Harbour Trust matters • Co-ordination of services, actions and decisions • Strong links between Harbour Trust and governments and among governments • Better outcomes for government, community and the Harbour Trust • Transparency and accountability The Government Forum is an information-sharing body that enables members to inform and implement their own decisions in a co-ordinated way. It does not direct the decisions, spending or programs of work of any government or the Harbour Trust.
Frequency	Half-yearly
Membership	Members of the Government Forum will include relevant members of Commonwealth and New South Wales parliaments, representatives of Commonwealth and News South Wales government departments and agencies as well as local government mayors and general managers. Membership will be confirmed in writing.

Harbour Trust

Australian Government
Sydney Harbour Federation Trust

Snapper Island

Cockatoo Island

Woolwich Dock & Parklands

Sub Base Platypus

Georges Heights

Chowder Bay

Middle Head

Marine Biological Station

North Head Sanctuary

Macquarie Lightstation

Creating extraordinary places on the world's best harbour.