

# SYDNEY HARBOUR FORESHORE AUTHORITY

## STATEMENT OF AFFAIRS – DECEMBER 2008

This Statement of Affairs has been prepared pursuant to sections 14(2) and 14(3) of the *Freedom of Information Act 1989*, No.5.

### STRUCTURE AND FUNCTION

Sydney Harbour Foreshore Authority (the Authority) is responsible for the management of some of the most valuable, prestigious and historically significant commercial and public assets in Australia.

### ACTS AND REGULATIONS

The Authority was formed on 1 February 1999 under *The Sydney Harbour Foreshore Authority Act 1998*. The Act combined the functions of the former Sydney Cove Authority and City West Development Corporation. It also provided for the Darling Harbour Authority's amalgamation with the Authority on 1 January 2001.

### ORGANISATIONAL STRUCTURE

The Authority is subject to the control and direction of the NSW Minister for Planning. It is managed by a Board comprised of the Chief Executive Officer, the Director-General Department of Planning (DOP), and a maximum of five people appointed by the Minister, one of whom is appointed as the Chairperson. The Board meets monthly. The current Board members are: Michael Collins, Chairman; Robert Domm, CEO; Sam Haddad, Director-General DOP; Bonita Boezeman; Gabrielle Trainor, Clive Craven and Michael Gallagher.

The Chief Executive Officer of the Authority is Robert Domm, who was appointed to the position on 21 July 2008. The CEO is supported by four Executive Directors, each responsible for one of four divisions operating within the Authority:

1. Tenant and Asset Management Services
2. Major Projects
3. Marketing and Visitor Services
4. Corporate Services
5. Barangaroo

The Executive Directors and General Managers meet weekly at an Executive Management meeting.

ORGANISATIONAL STRUCTURE



Tenant and Asset Management Services	Major Projects	Corporate Services	Marketing and Visitor Services	Barangaroo
Assets and Facilities	Commercial Development	Corporate Secretary	Business Development and Venue Hire	Delivery of Barangaroo urban redevelopment project
Planning, Heritage and Urban Design	Master Planning	Culture and Performance	Design Studio	
Property Portfolio Management	Urban Renewal	E-Services	Educational Services and Tours	
Risk and Logistics	Project Feasibility	Information Communication and Technology	Events	
Project Services	Projects include: <ul style="list-style-type: none"> <li>• Ballast Point</li> <li>• Callan Park</li> <li>• Cooks Cove</li> <li>• Darling Walk</li> <li>• Luna Park</li> </ul>	Finance	Marketing and Publicity	
Commercial Partnerships (Major Assets and Managed Places)		Procurement	Sydney Visitor Centres	
		Corporate Affairs		
<b>General Manager, The Rocks and Circular Quay</b> Precinct place, property and stakeholder management				
<b>General Manger, Darling Harbour</b> Precinct place, property and stakeholder management				

## MAIN FUNCTION

Sydney Harbour Foreshore Authority owns and manages some of the State's most significant assets, including Sydney's heritage, cultural and entertainment precincts at The Rocks and Darling Harbour. It is also managing the renewal of Sydney's newest harbour precinct, Barangaroo, on behalf of the NSW Government.

With more than \$1.5 billion of assets, the Authority manages significant commercial and retail leases and provides security, cleaning, building maintenance and other facility management services. It also cares for the public domain and 108 heritage buildings, of which 98 are State heritage listed, and undertakes tourism services, marketing and events that attract 41.5 million visitors every year.

The Authority also owns White Bay Power Station, Rozelle railway yards and Ballast Point and manages major waterfront assets around Sydney Harbour on behalf of other agencies.

## FUNCTION BY DIVISION

### *1. Tenant and Asset Management Services*

This division manages assets of the inner Sydney Harbour foreshore area in a cohesive and balanced manner, to improve and preserve their unique character and heritage, whilst promoting economic, environmental and social sustainability that ensures continued commercial viability, enhanced visitor appeal, public accessibility and recreational use.

### *2. Major Projects*

Major Projects manages land sales and acquisitions and facilitating the masterplanning and development of sites and assets in Sydney Harbour Foreshore Authority's area.

### *3. Marketing and Visitor Services*

The focus of this division is to market the precincts to a broad spectrum of audiences both national and international by promoting the unique nature and offerings of the precincts through various media and special events programs.

### *4. Corporate Services*

This division provides a range of corporate services, and strives to continually achieve improved returns from core assets while balancing economic benefits to the State with environmental, heritage, and community obligations and visitor needs.

### *5. Barangaroo*

This division is responsible for delivering the Barangaroo urban redevelopment project.

**WAYS IN WHICH THE AUTHORITY'S FUNCTIONS AFFECT MEMBERS OF THE PUBLIC**

In 2007/08, the Foreshore Authority spend \$22.6 million operational expenditure on social and non-commercial activities in its role as manager of Sydney's significant waterfront precincts and custodian of some of the city's most valued natural and cultural heritage. In addition, the Foreshore Authority's total capital expenditure on social programs and non-commercial activities for 2007/08 was \$17.8 million<sup>1</sup>.

These expenditures comprise maintenance of the public domain, parks, roads and foreshores and the provision of visitor services throughout the Authority's various precincts. Ways in which the Authority's functions affect members of the public can be summarised in the Authority's Charter:

- As custodian, ensure the preservation and interpretation of the natural and cultural heritage around the foreshores, promoting a sense of community ownership.
- Facilitate the opening up of foreshore areas to the public, balancing protection with active use while improving and extending the waterfront public domain.
- Deliver excellence in its role as place manager for Sydney's premier harbour sites.
- Capitalise on the economic and cultural worth of foreshore precincts, notably The Rocks, Circular Quay and Darling Harbour, as core attractions for both visitors and Sydneysiders.
- Balance economic return, vibrancy and diversity of harbour foreshores, including the working waterfront.
- Add value by redevelopment of surplus government land through a highly skilled organisation that creates new city precincts on the harbour.

The Authority has established a program of research and community consultation to help identify the unique 'sense of place' for its precincts. This information provides input into long-term strategies, which will help to shape each precinct's future.

The Authority also place manages parks and other public open spaces within its precincts, including Tumbalong Park at Darling Harbour, and Dawes Point (Tarra) Park and First Fleet Park in The Rocks.

The Authority manages 282 retail and commercial tenants and 23 residential tenants in The Rocks, oversees the management of 159 tenancies in Darling Harbour and is responsible for 21 tenancies at Pyrmont, Rozelle, Lilyfield and White Bay. It communicates with its tenants through newsletters and regular meetings that allow for information exchange and input into strategy direction and marketing activities.

The Rocks and Darling Harbour together attract more than 40 million people movements annually. Around 120 of the more than 500 events the Authority stages and facilitates each year in The Rocks and Darling Harbour relate to community and sporting programs.

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<sup>1</sup> Sydney Harbour Foreshore Authority Annual Report 2007/08.

More detail about the Authority's activities is available on the Authority's website at [www.shfa.nsw.gov.au](http://www.shfa.nsw.gov.au).

### **PUBLIC PARTICIPATION IN POLICY FORMULATION**

The Authority employs public participation mechanisms including:

- Interviews and surveys
- Feedback access points via websites
- Regular community meetings relating to projects
- Community newsletters and updates
- Consultation with interested parties and stakeholders, peak industry bodies, conservation bodies, academics and individual businesses as appropriate
- Circulation of draft documents to interested bodies for comment
- Formal invitations for public comment on development proposals falling within the Authority's legislative boundary.

### **DOCUMENTS HELD BY THE AGENCY**

The Authority generates and has in its custody a wide range of documents. These include records (files), personnel files, budget papers, leases, contracts and agreements, policy and procedures manuals, and Authority publications (including annual reports, information sheets, brochures, booklets, plans, reports, books, websites and videos).

Departmental files contain a variety of types of documents, including submissions, briefing notes, memoranda, correspondence, and agendas and minutes of meetings.

Each file contains documents relating to a particular subject matter. The following is indicative of the type of content areas in which the Authority holds files:

- Administration, finance, policy and staff
- Property management, leasing, project development, planning, tenancy and architecture
- Tourism marketing, promotions, trade shows

A development application and land register are available for inspection on request.

**POLICIES**

The Authority develops policies to govern the way it interacts with clients including the community. These policies, covering a wide range of matters, articulate the Authority's response to government and community needs. They include issues such as customer service, disabled access, privacy management and community consultation, along with Codes of Conduct to guide standards of behaviour required by the Authority's staff and Board. There are also a number of policies that relate to more specific areas of responsibility such as commercial signage, outdoor seating and telecommunications.

**DOCUMENT AVAILABILITY**

Requests for information can be addressed to the Freedom of Information Coordinator on (02) 9240 8823. Applications and enquiries can be made between 8.30 am and 5.00 pm Mondays to Fridays.

Alternatively, to request general information, email [info@shfa.nsw.gov.au](mailto:info@shfa.nsw.gov.au).