

## **Corporate Governance Roles & Responsibilities**

**June 2023**

- 1. The New Sydney Waterfront Business Improvement District (BID) is a not-for-profit company, established in January 2021.**
- 2. It has been enabled with the support of seed funding from the NSW Government (\$450,000 over three years), the City of Sydney (\$40,000) and its Founding Business Members.**
- 3. Our current Board currently comprises senior executives from major Precinct businesses and Business Sydney. We will evolve to a membership representation structure.**

### **Roles & Responsibilities**

A three-year establishment program of work is being implemented

A Government Liaison Group has been established, bringing together the BID Co, senior bureaucrats from the State and City

BID Working Groups will coordinate program workstreams and also provide consultation and engagement with wider community interests

Monitoring and evaluation are being managed by UTS (BID Member)

### **Board Members of New Sydney Waterfront BID Company**

- Geoff Parmenter, Chair New Sydney Waterfront Company
- Geoff Donaghy, CEO Sydney International Convention Centre
- Andrew Tobin, Development Director, Mirvac
- Robbie Cooke, Group CEO, Star Entertainment Group
- James Markham, Markham
- Greg Dyer, CEO Sydney Fish Market
- Greg Manns, Director GPT
- Jason De Sousa, Executive Director Lendlease
- Carol Mills, Director University Technology Sydney
- Paul Nicolaou, Chief Executive Business Sydney
- Renae Trimble, Chief Executive Accor Plus
- Lisa Havilah, Chief Executive, Powerhouse

The Board is supported by Chief Executive Jace Tyrell and Partnership & Stakeholder Engagement Susanna Montrone.

## **Terms of Reference**

### **Government Liaison Group**

#### **Introduction**

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

To be fully effective, the BID must work collaboratively with relevant public sector departments and agencies, and business and community organisations. This collaboration is facilitated through working groups that are established to develop specific proposals for collaboration and/or alignment of activities between stakeholders. The working groups are not formal decision-making forums; they are designed for the participants to exchange information, consider and agree joint approaches and activities to propose to their respective organisations for approval. NSWCo performs a co-ordination and secretariat function for these working groups.

#### **Purpose**

The establishment of the Government Liaison Group reflects the essential functions that the City of Sydney and NSW Government perform within the Precinct, particularly regarding land and asset ownership, management and investment for the benefit of Sydney and New South Wales.

The purpose of the Government Liaison Group is to provide a forum for NSWCo, the City and State to discuss the strategic plans and programs of work relevant to the Precinct to enable these to be co-ordinated, complementary, and additive to the Precinct's success. It is also a forum for NSWCo to share with government the collective views of its Members and discuss how NSWCo can work with government to help them achieve their Policy objectives.

The Government Liaison Group is not a decision-making body, and its establishment and operation respects the necessary governance requirements of each organisation. It cannot alter programs, policies or plans managed by individual participant organisations.

#### **Function**

As a forum for strategic discussion, the functions of the Government Liaison Group include:

- Share information regarding strategic plans, policies and programs of work relevant to the Precinct
- Identify and discuss any potential barriers or opportunities for co-ordination and collaboration of Precinct programs and initiatives

- Share NSWCo insights arising from the Precinct Data Analytics Platform to inform government policy and plans
- Receive, input, and prioritise the programs of work arising from the various NSWCo working groups
- Assist NSWCo to identify and work with relevant Government agencies to develop and implement its program of work

## **Membership**

The Government Liaison Group comprises CEO-level representatives of the City of Sydney and NSW Government with responsibility for the ownership, operation or management, or investment within the Precinct. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. Members will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- NSW Placemaking - Chief Executive
- NSW Department of Enterprise, Investment and Trade- Secretary
- City of Sydney - Chief Executive

## **Meetings**

The Government Liaison Group will be convened three times per year, with additional meetings arranged if required.

## **Terms of Reference**

### **Precinct Liaison Group**

#### **Introduction**

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

To be fully effective, the BID must work collaboratively with relevant public sector departments and agencies, and business and community organisations. This collaboration is facilitated through working groups that are established to develop specific proposals for collaboration and/or alignment of activities between stakeholders. The working groups are not formal decision-making forums; they are designed for the participants to exchange information, consider and agree joint approaches and activities to propose to their respective organisations for approval. NSWCo performs a co-ordination and secretariat function for these working groups.

#### **Purpose**

The purpose of the Precinct Liaison Group is to provide a forum for information exchange and consultation with the Precinct community, businesses and residents about matters relating to the Precinct.

The Group facilitates communication between these stakeholders, providing an opportunity for members to inform one another about programs and initiatives taking place in the Precinct, and to gather feedback and input to those activities.

#### **Function**

As a forum for information exchange and consultation, the functions of the Precinct Liaison Group include:

- Sharing information about programs and initiatives taking place or being planned in the Precinct
- Providing authorised input and feedback to these activities, on behalf of the participating organisations represented

## **Membership**

The Precinct Liaison Group comprises representatives of community, resident and business associations; City of Sydney and NSW Government. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. Members will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- Precinct business/community/resident association representatives
- NSW Government department representatives
- City of Sydney representatives

## **Meetings**

The Precinct Liaison Group will be convened three times per year, with additional meetings arranged if required.

## Terms of Reference

### Precinct Proposition Strategy Group

#### Introduction

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

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#### Purpose

The purpose of the Precinct Proposition Strategy Group is to develop the overall precinct proposition for our B2B & B2C audiences and to consider the opportunity for a select number of high-profile marketing / brand programs that collectively the participant organisations are able to commit to work together to deliver Precinct wide. This Group works closely with the Precinct Performance and Co-ordination Group which supports delivery of the strategic programs that are agreed by this Group.

#### Function

As a forum for collaboration and information exchange, the functions of the Precinct Proposition Strategy Group include:

- Proactively identify opportunities to enhance the quality, co-ordination and effectiveness of events and activations across the New Sydney Waterfront<sup>1</sup>
- Consider opportunities, informed by the consolidated Precinct calendar and NSWCo Precinct-wide Data and Insights, to augment and/or improve the effectiveness of the future program of events and activations across the Precinct
- Consider opportunities to develop and promote a more consolidated identity for the Western Harbour, informed by NSWCo Precinct-wide Data and Insights, which connects, elevates and enhances the existing sub-precinct brands
- Develop capacity for the New Sydney Waterfront to be proactively offered to major events as the turn-key event extension Precinct

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<sup>1</sup> Recognising and responding to post-COVID events operating environment and anticipated major disruptive development across the Precinct.

- Support and contribute to consideration of integrated strategic cultural content delivery across the New Sydney Waterfront
- Contribute to the development and application of a monitoring and evaluation program, informed by NSWCo Precinct-wide Data and Insights, for the marketing and activation in and of the Precinct

## **Membership**

The Precinct Proposition Strategy Group comprises senior executives/General Managers with line management responsibility for developing and implementing commercial brand and/or place activation within their own organisations. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. Members will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- NSWCo Business Member and associates' representatives
- NSWCo professional advisory representatives
- NSW Government department representatives
- City of Sydney representatives
- Precinct business/community association representatives

## **Meetings**

The Precinct Proposition Strategy Group will be convened three times per year, with additional meetings arranged if required.

## **Terms of Reference**

### **Precinct Performance and Co-ordination Group**

#### **Introduction**

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

To be fully effective, the BID must work collaboratively with relevant public sector departments and agencies, and business and community organisations. This collaboration is facilitated through working groups that are established to develop specific proposals for collaboration and/or alignment of activities between stakeholders. The working groups are not formal decision-making forums; they are designed for the participants to exchange information, consider and agree joint approaches and activities to propose to their respective organisations for approval. NSWCo performs a co-ordination and secretariat function for these working groups.

#### **Purpose**

The purpose of the Precinct Performance and Co-ordination Group is to use the data and analytics collected by NSWCo to measure and optimise precinct performance; and to support the delivery of select marketing, events and activations across the New Sydney Waterfront Precinct arising from the Precinct Proposition Strategy Group.

#### **Function**

As a forum for collaboration and information exchange, the functions of the Precinct Performance and Co-ordination Group include:

- Contribute to the development of a consolidated Precinct-wide events and activations calendar
- Contribute to the development and application of a monitoring and evaluation program, informed by NSWCo Precinct-wide Data and Insights, for the marketing and activation in and of the Precinct
- Develop processes to enable and promote collaborative planning and implementation of activations and events across the Precinct
- Implement initiatives identified by the Precinct Proposition Strategy Group, informed by the consolidated Precinct calendar and NSWCo Precinct-wide Data and Insights, to augment and/or improve the effectiveness of the future program of events and activations across the Precinct



## **Membership**

The Precinct Performance and Co-ordination Group comprises marketing and/or brand managers with responsibility for delivering events and activations within their own organisations. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. Members will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- NSWCo Business Member and associates' representatives
- NSWCo professional advisory representatives
- NSW Government department representatives
- City of Sydney representatives
- Precinct business/community association representatives

## **Meetings**

The Precinct Performance and Co-ordination Group will be convened three times per year, with additional meetings arranged if required.

## Terms of Reference

### Precinct Data Analytics & Insights Group

#### Introduction

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

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#### Purpose

The purpose of the Precinct Data Analytics & Insights Group is to contribute to the development of the New Sydney Waterfront as a benchmark Smart/Digital Precinct.

#### Function

As a forum for collaboration and information exchange, the functions of the Precinct Data Analytics & Insights Group include:

- Contribute to the collaborative design and implementation of
  - a Precinct-wide Data Analytics and Insights program
  - Smart Precinct functionality, including near real time data capture and interpretation; and a related integrated content management capability across the Precinct.
- Structured and ongoing consideration of opportunities to share and apply data and insights in ways that will add value to all stakeholders
- Consideration of ways to optimise the relationship between Precinct programs of work (e.g., Marketing and Activation, Mobility and Connectivity) and the Precinct Data and Digital capability.

## **Membership**

The Precinct Data Analytics & Insights Group comprises senior executives and subject matter experts responsible for data analytics, digital, smart places or other relevant analytical functions within their own organisations. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. Members will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- NSWCo Business Member and associates' representatives
- NSWCo professional advisory representatives
- NSW Government department representatives
- City of Sydney representatives
- Precinct business/community association representatives

## **Meetings**

The Precinct Data Analytics & Insights Group will be convened three times per year, with additional meetings arranged if required.

## Terms of Reference

### Precinct Corporate Affairs Group

#### Introduction

The New Sydney Waterfront Company (NSWCo) has been established to implement and monitor a Business Improvement District (BID) model of management in Sydney's Western Harbour Precinct.

To be fully effective, the BID must work collaboratively with relevant public sector departments and agencies, and business and community organisations. This collaboration is facilitated through working groups that are established to develop specific proposals for collaboration and/or alignment of activities between stakeholders. The working groups are not formal decision-making forums; they are designed for the participants to exchange information, consider and agree joint approaches and activities to propose to their respective organisations for approval. NSWCo performs a co-ordination and secretariat function for these working groups.

#### Purpose

The purpose of the Precinct Corporate Affairs Group is to provide a forum for information exchange and discussion regarding Federal, State and Local government policy matters relevant to the Precinct; and to provide expert input and advice in relation to advocacy for the NSWCo BID Ballot.

#### Function

As a forum primarily for information exchange, the functions of the Precinct Corporate Affairs Group include:

- Sharing knowledge about existing or upcoming key Federal, State and local government policies or positions that may impact NSWCo Members or the commercial success of the Precinct
- Sharing and discussing opportunities to support the advocacy of the BID model, NSWCo and the Precinct
- Providing input and expertise to secure a positive BID Ballot outcome in 2025.

## **Membership**

The Precinct Corporate Affairs Group comprises the Heads of Corporate Affairs/Government Relations of Members who are active in advocacy and government relations. They are supported by NSWCo which will provide the Group Chair, and secretariat functions. The membership will be invited by NSWCo and may comprise the following:

- NSWCo Chair, CEO, Board Directors and secretariat
- Members or their professional advisors

## **Meetings**

The Precinct Corporate Affairs Group will be convened twice per year, with additional meetings arranged if required.