



SYDNEY HARBOUR FEDERATION TRUST

160th MEETING OF THE TRUST

Meeting in Public

held via in person and via webinar

Wednesday 7 December 2022, 3.30pm – 5.00pm

MINUTES

True & Correct Record of the 160th Meeting of the Trust

Chair

Minutes of the 160th meeting of the Sydney Harbour Federation Trust held in public (in person and via webinar) on Wednesday 7 December 2022.

Present

Mr Joseph Carrozzi AM	Chair
Mr Brad Manera	Member
Ms Carolyn McNally	Member
Ms Alison Page	Member
Mr Michael Rose AM	Member

In attendance

Ms Janet Carding	Executive Director
Ms Libby Bennett	Director Projects
Mr Graham Izod	Director Assets & Parklands
Mr Nick Lawry	Chief Financial & Commercial Officer
Ms Kathryn Roberts	Director Marketing & Visitor Experience
Mr Daniel Sealey	Director Planning
Ms Rosemary Southcombe*	Secretariat

* *attended via webinar*

Apologies

Ms Chantelle Fornari	Member
Prof. the Hon. Pru Goward	Member
Mr Steven Issa	Member

The meeting commenced at 3.30pm.

Members of the public and Harbour Trust staff members were in attendance (in person and via webinar) to observe the meeting.

1. Welcome

The Chair opened the meeting, welcomed attendees and introduced Ms Alison Page (Member of the Trust) who gave an Acknowledgement of Country. Ms Page spoke of the significance of Sydney Harbour to the nation and acknowledged the Traditional Custodians and Owners of the places under Harbour Trust stewardship.

The Chair introduced the other Members of the Trust in attendance at the meeting.

The Chair introduced Ms Janet Carding, Executive Director, who spoke to the presentation prepared for the meeting.

2. Year to Date Performance Against Corporate Plan

Ms Carding presented statistics on the 'Harbour Trust Today' (up to June 2022), including visitation numbers; annual revenue; and volunteer hours (see Attachment A).

The Harbour Trust's Corporate Plan requires reporting against a number of 'We Will' pillars, i.e. 'Steward Our Parklands'; 'Welcome Everyone'; 'Build Partnerships'; 'A Robust Business'; 'Strengthen Our Capabilities'; and 'Risk Oversight and Management'. Ms Carding spoke to some of the highlights of the Harbour Trust's performance against these pillars which included -

- Progress made against major capital programs (Sub Base Platypus; 10 Terminal; and Backlog Works)

- First Nations Guiding Principles developed with the community and are being embedded across the Harbour Trust
- Over 1,600 students to Cockatoo Island since July
- 2,253 visitors on site tours to date for this financial year
- 4,642 volunteer service hours
- Volunteer restoration of Travelling Steam Crane No.1 at Cockatoo Island and progress at Observation Platform project at North Head
- Six new tenants during the past quarter
- Provided financial support subsidies for a number of community-based / not-for-profit tenants
- Appointment of the new Head of Digital Transformation to review and implement the Information & Communications Technology transformation strategy
- COVID-19 response well managed with no outbreaks within the Harbour Trust.

Proposed priorities for the coming year include –

- Deliver the Sub Base Platypus renewal project with new public open space parklands and interpretation of the Torpedo factory
- Finalise the master plans for Middle Head, Cockatoo Island and North Head Sanctuary in consultation with community
- Complete the new Strategic Asset Management Plan and commence \$10M of high priority works
- Deliver the Middle Head digital walking tour prototype in partnership with NSW National Parks & Wildlife Service
- Continue to elevate First Nations thinking across all areas of the organisation
- Provide safe, meaningful and inclusive opportunities for volunteers
- Implement the new Stakeholder Engagement Strategy including the renewal and induction of the incoming Community Advisory Committee; and appointment of a new First Nations Advisory Group.

In relation to the Sub Base Platypus renewal project, Ms Carding spoke to the images in the presentation which included photos showing that the sequenced removal of the former Torpedo Factory is well underway, and renderings of how the site will look when the project is completed.

3. Volunteer Program

As reported earlier in the meeting, Harbour Trust volunteers have given 4,642 hours of service over the past year. The volunteer teams include Guides; Visitor Services; Restoration; Gardeners; and Special Projects.

This year marked the 20th anniversary of the Harbour Trust's volunteer program and in recognition of this milestone, two Harbour Trust volunteers were invited to present at this meeting.

Ms Carding introduced Mr Glyn Evans who spoke about his experiences volunteering at the Harbour Trust for the past 16 years. Mr Evans reported that he has been a Visitor Services volunteer at North Head Sanctuary and Cockatoo Island since December 2006; has assisted in training and induction of new Visitor Services volunteers; and assisted with events and activities at various Harbour Trust sites.

Mr Evans spoke about his motivation to volunteer at the Harbour Trust which included already having an interest in Sydney Harbour sites before joining the Harbour Trust; the natural and built environments with spectacular views; a family connection to North Head; and the Harbour Trust's approach to re-opening and managing sites.

Mr Evans has spoken with a large number of visitors over the years and has noticed a recurring theme of visitors saying, "I've been meaning to come to Cockatoo Island for years....". Mr Evans said he has noticed the changing profile of visitors over the years, including increasing repeat visitations.

Ms Julie Evans, another long-term volunteer was introduced. Ms Evans advised she has been volunteering with the Harbour Trust since the end of 2006 as a guide, a speaker and an oral history interviewer. Ms

Evans has captured 240 interviews to date with people who have been associated with Harbour Trust sites including former Members of the Trust; military personnel; John Jeremy (who spent his entire working life in the Cockatoo Island dockyard); and people who were trained at ASOPA.

Ms Evans commented on the passion and commitment she has seen amongst Harbour Trust volunteers which is reflected by their use of terms such as “our sites” and “our Trust”.

Ms Carding thanked Mr Evans and Ms Evans for the insight they provided on their experiences as volunteers.

4. Meeting Closure

Prior to closing the meeting, the Chair acknowledged the work of the Headland Preservation Group and their 25th anniversary event which took place last month.

The Chair thanked the attendees to this meeting for their interest in the Harbour Trust and closed the meeting.

Attachment A: Trust Meeting in Public – 7 December 2022 - presentation



Meeting will commence at 3.30pm

Trust Meeting in Public 7 December 2022

3.30pm – 5.00pm

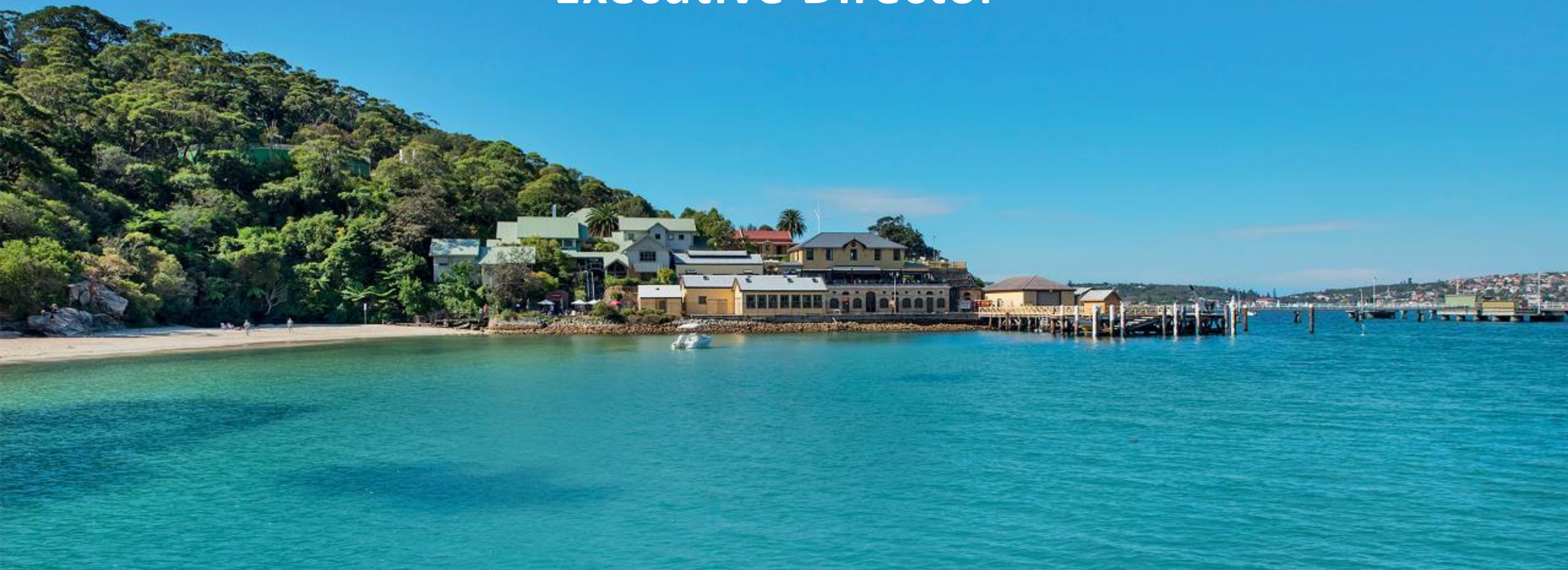


Welcome & Acknowledgement of Country

Mr Joseph Carrozzi AM, Harbour Trust Chair



Update from Ms Janet Carding, Executive Director



THE HARBOUR TRUST TODAY

Attachment A
Statistics taken from July 2021 – June 2022

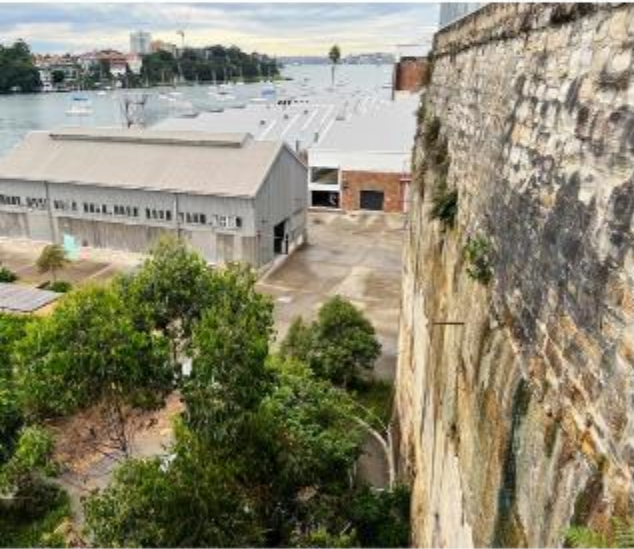
NUMBER OF VISITS

1.97M



NUMBER OF TENANCIES

170



145ha
ICONIC LAND ON SYDNEY HARBOUR



9
SITES IN TOTAL

77%^(c)
ADAPTIVE REUSE OF BUILT ASSETS
(c) of built assets with potential for adaptive reuse.

8,760^(d)
VOLUNTEER HOURS
(d) impacted by COVID-19.

317,357^(e)
UNIQUE VISITS
TO OUR WEBSITES
(e) impacted by COVID-19.



\$17.3M^{(a) (b)}
ANNUAL REVENUE



(a) unaudited figure as at July 2022.
(b) impacted by COVID-19 and \$1.6M rent relief provision.

YTD Performance against Corporate Plan (1 of 2)

Steward our Parklands

- ✓ Progress made against major capital programs (Sub Base Platypus, 10 Terminal, Backlog Works)
- ✓ First Nations Guiding Principles developed with community is being embedded across Harbour Trust

Welcome Everyone

- ✓ Between Jul and Sep, 478,471 visits, 27% of our annual corporate target of 1.8M visits
- ✓ Welcomed over 1,600 students to Cockatoo Island since July
- ✓ Welcomed 2,253 visitors onto our tours so far this financial year

Build Partnerships

- ✓ 4,642 volunteer service hours
- ✓ Volunteer restoration of Travelling Steam Crane No.1 at Cockatoo Island and progress at Observation Platform project at North Head
- ✓ Specialist tours including Sydney Open and Opera Australia

YTD Performance against Corporate Plan (2 of 2)

A Robust Business

- ✓ Welcomed 6 new tenants over past quarter including WOTSO (Shared office provider) and Early Start Australia (early learning / children with disabilities), both at North Head Sanctuary
- ✓ Provided financial support subsidy for a number of social good / not for profit tenants including artists, art school, womens shelter, youth support, SIMS, NHSF

Strengthen our Capabilities

- ✓ Appointment of the new Head of Digital Transformation, to review and implement the ICT Transformation strategy and ensure alignment
- ✓ Progressed implementation of new cloud-based HR system, due for completion December 2022

Risk Oversight and Management

- ✓ COVID response well managed with no outbreaks within the Harbour Trust. 3 staff testing positive during October/November
- ✓ Staff continue to work flexibly with a high level of productivity in managing the risk of transmission

Proposed Priorities - 2023

Steward our Parklands

- Deliver Sub Base Platypus renewal including new public open space parklands and interpretation of Torpedo factory
- Finalise master plan for Middle Head, in consultation with community.
- Complete new Strategic Asset Management Plan and commence \$10M of high priority work.

Welcome Everyone

- Finalise master plans for Cockatoo Island and North Head Sanctuary in consultation with community.
- Deliver Middle Head digital walking tour prototype in partnership with NPWS
- Continue to elevate First Nations thinking across all facets of the organisation.

Build Partnerships

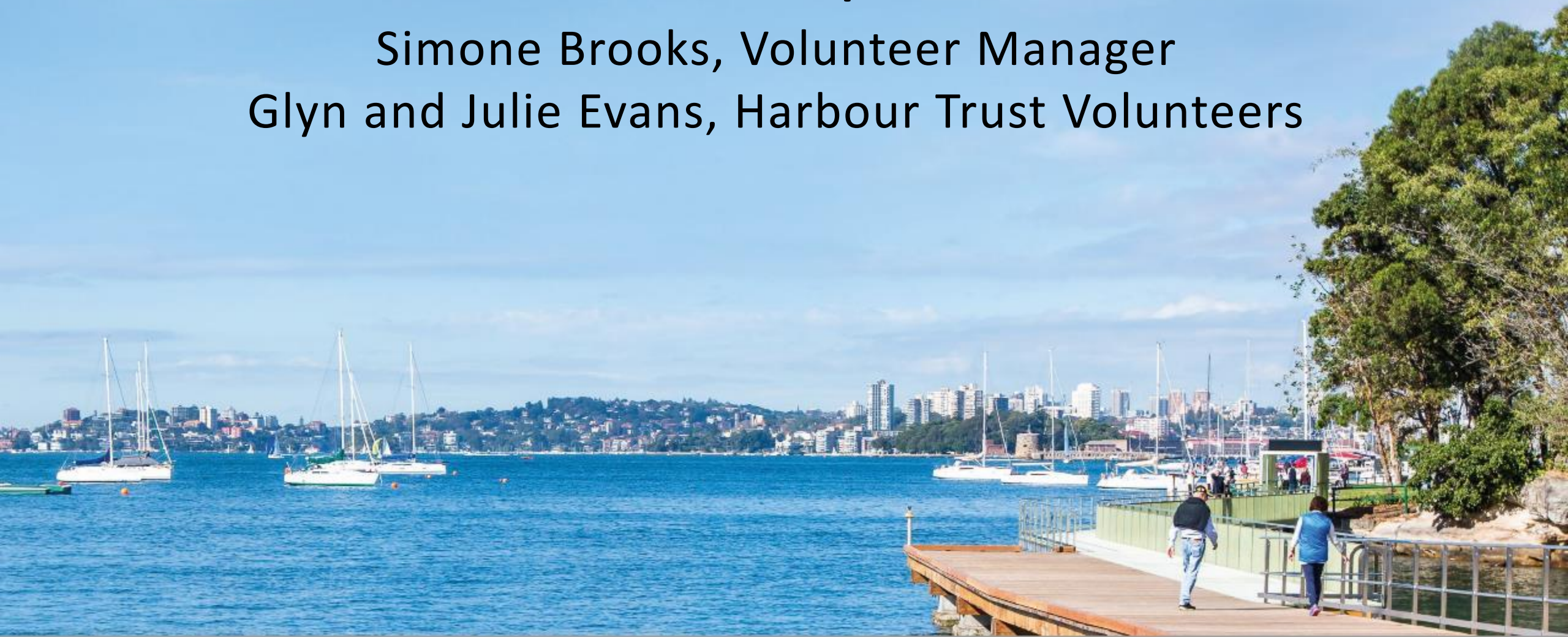
- Provide safe, meaningful and inclusive opportunities for Volunteers
- Implement the new Stakeholder Engagement Strategy including the;
 - Renewal and induction of the incoming Community Advisory Committee
 - Appointment of a new First Nations Advisory Group

Sub Base Platypus Progress



Volunteer Update:

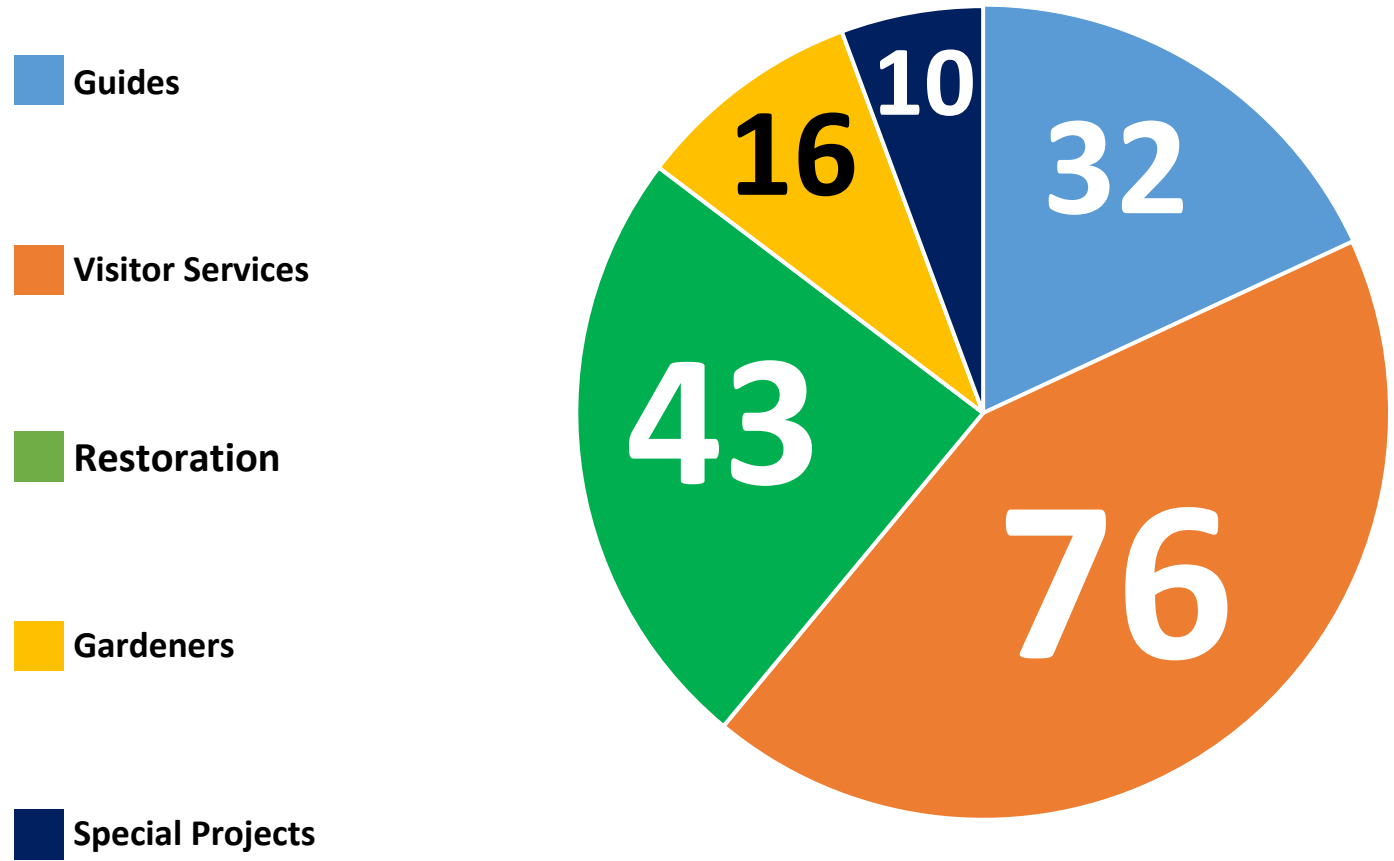
Simone Brooks, Volunteer Manager
Glyn and Julie Evans, Harbour Trust Volunteers



Volunteer Program Overview

- What do Volunteers do?
- Volunteer Projects
- Events & Activities
- Volunteering in Australia

Volunteers by Team



Heritage Restoration Project – Crane No.1 Cockatoo Island



Heritage Restoration Project – Observation Post North Head



Volunteer: Glyn Evans

- Visitor Services Volunteer at North Head and Cockatoo Island since December 2006
- Assist in training and induction of new Visitor Services volunteers
- Assist with events and activities at various Harbour Trust sites



Motivation to volunteer for Harbour Trust

- Visits and tours of harbour sites before joining the Harbour Trust
- Mix of natural and built environments with spectacular views
- Harbour Trust approach to re-opening and managing the sites
- Family connection to North Head
- Keen to share information with visitors about Cockatoo Island and North Head

Some experiences and insights as a Harbour Trust volunteer

- Visitor comments heard more than a few times
- Changing profile of visitors including repeat visitors



Above image: Patricia Talberg AWAS at North Head parade ground in 1943

Volunteer: Julie Evans

Volunteer since end of 2006

- Guide
- Speaker
- Oral History Interviewer (240 interviews captured to date)

Why volunteer?

- Passion and commitment

Memories

- The people I have met, the places I have been, the things I have learnt



Meeting Closure

**To be followed by
Questions & Answers Session
4.00pm – 5.00pm**