



SYDNEY HARBOUR FEDERATION TRUST

171st MEETING OF THE TRUST

Meeting in Private held via videoconference
and in the Sydney Harbour Federation Trust Boardroom, Mosman

Tuesday 23 April 2024 at 9.30am – 1.00pm

MINUTES

True & Correct (Abridged) Record of the 171st Meeting of the Trust
(private and confidential information has been removed where indicated)

Prof. Tim Entwisle, Chair



Minutes of the 171st meeting of the Sydney Harbour Federation Trust held on Tuesday 23 April 2024.

Present

Prof. Tim Entwisle	Chair
Ms Alison Page*	Deputy Chair
Mr Terry Bailey	Member
Ms Chantelle Fornari	Member
Ms Alex O'Mara	Member
Ms Ann Sherry AO	Member

* *Attended in person*

Apologies

Nil

In Attendance

Ms Janet Carding	Executive Director
Mr Graham Izod (<i>partial attendance</i>)	Director Assets and Parklands
Ms Bernadette Or (<i>partial attendance</i>)	Chief Operating and Financial Officer
Ms Kathryn Roberts (<i>partial attendance</i>)	Director Marketing and Visitor Experience
Mr Daniel Sealey (<i>partial attendance</i>)	Director Planning
Ms Rosemary Southcombe	Secretariat

The meeting commenced at 9.30am and was held in private due to confidential matters on the agenda. The meeting was held via videoconference.

1. Welcome (Agenda Item 1)

The Chair, Prof. Tim Entwisle, opened the meeting by acknowledging the traditional owners and custodians of the lands on which the meeting was being held, and paid respects to elders, past and present. The Chair acknowledged the deep feelings of attachment, and relationship, of Aboriginal and Torres Strait Islander peoples to Country and waters. The Chair also acknowledged the cultural authority of all Aboriginal and Torres Strait Islander people with whom the Harbour Trust engages.

Attendees were welcomed.

The Chair acknowledged that this meeting would be last for Ms Chantelle Fornari as her two-year term as a Member of the Trust will end on 28 April 2024.

a) Apologies

There were no apologies for this meeting.

b) Declarations of Interest

Members of the Trust were requested to advise if any declarations of interest are required prior to each meeting and, if necessary, during the meeting.

2. Action Items from previous Meetings of the Trust (Agenda Item 2)

All action items from previous meetings have been completed, are in progress or will be discussed at this meeting.

It was agreed to retire the Cockatoo Island / Wareamah 'Place and Partnership Mapping' action item as it pre-dates the development of the draft master plan. The Executive Director and Members of the Trust will, however, continue to discuss partnership opportunities as they arise.

The Members of the Trust:-

- NOTED the action items from previous Meetings of the Trust.

3. Starred items on the agenda | Items to be unstarred / Resolution to note starred items which will not be discussed at the meeting (Agenda Item 3)

Starred items on the agenda were taken as read and noted accordingly. Members of the Trust were able to request prior to or during the meeting for any starred agenda item to be unstarred for discussion during the meeting.

There were no requests to unstar any of the starred agenda items.

The Members of the Trust:-

- NOTED the starred items on the agenda and did not request to unstar any of these items.

4. Chair's verbal report (Agenda Item 4)

The Chair noted that when Ms Fornari's term as a Member of the Trust ends on 28 April 2024, there will be three vacancies on the Trust. The Department of Climate Change, Energy and the Environment and the Minister's office are working on filling these vacancies.

CONFIDENTIAL DISCUSSION

The Chair advised he will be overseas from 10 May 2024 – 5 June 2024 during which time Ms Page will act as Chair.

The Members of the Trust:-

- NOTED the Chair's verbal report.

5. Executive Director's Report (Agenda Item 5)

The Executive Director's report was taken as read.

The report covered major matters and operations of the Harbour Trust since the Meeting of the Trust held on 14 February 2024.

The Members of the Trust:-

- NOTED the Executive Director's report.

6. Cockatoo Island / Wareamah Draft Master Plan – community consultation (Agenda Item 6)

Ms Kathryn Roberts, Director Marketing and Visitor Experience; and Mr Daniel Sealey, Director Planning were in attendance for this agenda item.

Ms Roberts and Mr Sealey spoke to the report which provided an update on the outcomes of the community consultation for the Draft Master Plan for Cockatoo Island / Wareamah which took place from 1 November 2023 – 13 December 2023.

The report included a summary of the consultation outcomes, together with a comprehensive report detailing the issues raised during the consultation period and the Harbour Trust's proposed responses.

The draft Consultation Outcomes Report has been shared with the Community Advisory Committee (CAC). No feedback was received from the CAC regarding the draft report. Ms Carding and the team have also had individual meetings with key stakeholders following the consultation period.

Endorsement from the Members of the Trust is being sought prior to publishing the Consultation Outcomes Report and the public responses online.

Following detailed discussion, while they were broadly supportive, the Members of Trust provided some detailed suggestions to be incorporated into the consultation outcomes report before it is published. Ms O'Mara and Mr Bailey indicated they would each send through a marked-up version of the document with their comments / suggestions.

The current draft master plan was emailed to the Members of the Trust at the end of March. Amendments to the draft master plan are currently being worked through. It was noted that the Connecting to Country section will be further developed, and information on Snapper Island will be included to make explicit its close proximity to Cockatoo Island / Wareamah.

CONFIDENTIAL DISCUSSION

There was discussion about the timing for finalising the master plan for approval. It was agreed to send the final draft to the Members of the Trust prior to the June Meeting of the Trust with a view to the master plan being approved at that meeting.

The Members of the Trust:-

- REQUESTED some amendments to the Consultation Outcomes Report and the Harbour Trust responses prior to it being published online.
- NOTED the next steps towards finalising the consultation outcomes report and draft master plan.
- AGREED that the draft master plan be circulated well in advance of the June Meeting of the Trust.

7. Draft Corporate Plan – 2024-2028 update (Agenda Item 7)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Harbour Trust is required to provide its Corporate Plan to the Minister for the Environment and Water as well as to the Finance Minister for information as soon as practicable after completion, and before it is published online (which must occur by 31 August 2024).

The report updated the Members of the Trust on the progress in relation to the production of the Draft Corporate Plan 2024-28.

Feedback from the Trust Members' strategy day and the all-staff strategy day will be incorporated into the draft Corporate Plan. A final draft of the Corporate Plan will be provided to the Members of the Trust for review at their June 2024 meeting.

The Members of the Trust:-

- NOTED the progress of the production of the draft Corporate Plan.

8. Staging and Priorities for Delivery at Middle Head / Gubbuh Gubbuh (Agenda Item 8)

Ms Bernadette Or, Chief Operating and Financial Officer; Mr Graham Izod, Director Assets and Parklands; and Ms Kathryn Roberts, Director Marketing and Visitor Experience were in attendance for this agenda item.

The report prepared for this agenda item provided an update on the further work requested by the Members of the Trust in relation to the staging and priorities for the Middle Head / Gubbuh Gubbuh master plan delivery. Four models were presented to the Members of the Trust at their meeting in February 2024. Management was requested to come back to today's meeting with a further analysis of Models 2 and 3.

Detailed information was provided with the report which indicated that while either Model 2 or Model 3 is potentially deliverable, on balance the focus on visible changes to the site, increasing access and interpretation and providing spaces for community benefit including events and activation, led to Model 2 being Management's recommendation.

Model 2 focuses on amenity rather than on immediate revenue generation, with a focus on site infrastructure; the removal of the timber barracks (subject to the outcome of an EPBC referral); creation of a looped path; bus turning at the site entrance; interpretation of the site's history and heritage values; and fit-outs to Buildings 6 and 7 to support community use.

While Model 3 could provide significant future revenue opportunities compared with Model 2, it would also require an additional substantial financial contribution from the Harbour Trust and it would be some years before the Harbour Trust would benefit from revenue generation.

It was noted that neither option has the ability to move the Harbour Trust away from current financial challenges.

Ongoing maintenance work will be undertaken at the site to avoid further deterioration of buildings not in use.

Following discussion, the Members of the Trust agreed with Management's recommendation that Model 2 was on balance the most appropriate option.

The Members of the Trust:-

- NOTED the further analysis of Models 2 and 3.
- APPROVED the implementation of Model 2 for delivery of funded stage of the master plan.

9. Volunteer Strategy update (Agenda Item 10)

Ms Kathryn Roberts was in attendance for this agenda item.

The report prepared for this agenda item provided a summary on the process, key considerations and next steps related to stakeholder engagement on the Draft Volunteer Strategy.

The draft strategy opens the conversation for a different way for volunteers to engage with the Harbour Trust and its staff which would increase engagement and link volunteers more directly with staff subject matter experts, areas of interest and skills sets. To be successful, this approach would require some changes within the organisation and the volunteer cohort.

The Draft Volunteer Strategy has been circulated to volunteers and staff for review and comment.

The Members of the Trust discussed the draft strategy and suggested some amendments including highlighting health and safety, and the mutual benefit that volunteering brings, as well as including more quotes from volunteers to reflect that volunteering at the Harbour Trust can be an enjoyable and fulfilling experience.

The aim is that the Volunteer Strategy will be finalised and endorsed by Members of the Trust by the June Meeting of the Trust.

The Members of the Trust:-

- NOTED the Volunteer Strategy update.
- PROVIDED FEEDBACK and suggested amendments.
- NOTED the Harbour Trust's implementation plan for Phase 1 of the Strategy.

10. Statement of Intent (Agenda Item 9)

Ms Freya Clayton, Strategy Officer, joined the meeting for this agenda item.

Ministerial Statements of Expectations are issued by ministers to agencies within their portfolios. Following receipt of a Statement of Expectations, the agency is required to respond with a Statement of Intent which outlines how it will deliver on the minister's expectations.

The Minister for the Environment and Water finalised the Statement of Expectations for the Harbour Trust on 15 August 2023. With the agreement of the Department of Climate Change, Energy, the Environment and Water, the Harbour Trust was able to delay its response until the new Chair and the new Members of the Trust were appointed.

Following the circulation of the draft Statement of Intent with the papers for this meeting, a marked-up version of the Statement of Intent was circulated to the Members of the Trust which included the Chair's suggestions and comments.

There was detailed discussion about the draft Statement of Intent and the general consensus was that the key issues had been addressed and that in tone the document could be briefer and focus more on the impact of Harbour Trust activities.

A revised draft version of the document will be circulated to the Members of the Trust for review, and it was agreed that if the Members approve the revised draft, it will be signed by the Chair and submitted to the Minister's office.

The Members of the Trust:-

- REVIEWED and PROVIDED COMMENTS on the draft Statement of Intent.
- AGREED that an updated version of the draft Statement of Intent would be circulated to the Members of the Trust out of session and if approved, the Chair will sign the document and it will be submitted to the Minister's office.

11. Woolwich Dock & Parkland – review of Management Plan (Agenda Item 11)

Mr Daniel Sealey, Director Planning was in attendance for this agenda item.

Management is seeking approval from the Members of the Trust to commence a review of the Woolwich Dock and Parklands Management Plan. The current Management Plan was approved by the Members of the Trust in 2004, with a subsequent amendment approved in 2007.

Priority Actions in the 2023–2027 Corporate Plan include 'Review Woolwich Dock and Parklands Management Plan and collaborate with Hunters Hill Council to develop coordinated outcomes for our adjoining parklands'.

The review would be informed by targeted consultation with relevant government stakeholders including Hunter's Hill Council, relevant NSW Government agencies, and the Department of Climate Change, Energy, the Environment and Water (DCCEEW); as well as key stakeholders including the Community Advisory Committee, First Nations Advisory Committee and Woolwich Dock tenants.

The review will inform the preparation of a draft updated management plan, which would be prepared in-house by the Harbour Trust's Planning team. The outcome of the review and the draft updated management plan will be reported to Members of the Trust for endorsement before proceeding to broader public consultation. Management will then report back to the Members of the Trust on the outcomes of the exhibition and will seek agreement to adopt the amended management plan after which ministerial endorsement will be sought.

The Members of the Trust:-

- AGREED that the Harbour Trust commence a review of the Woolwich Dock and Parklands Management Plan, which will include preliminary consultation with key stakeholders.
- AGREED that the Harbour Trust prepare a draft update to the Management Plan, informed by the review.

12. Board Paper Management (Agenda Item 12)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The report provided a recommendation that the Harbour Trust moves to the use of a board paper management system for the preparation and distribution of papers for Meetings of the Trust.

The Members of the Trust:-

- APPROVED the purchase of a subscription for 'BoardEffect' for the management of Trust Meeting papers.

13. Work Health & Safety and Return to Work policies (Agenda Item 13)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Harbour Trust's Work Health & Safety team has undertaken reviews of the Work Health & Safety policy and Return to Work policy. As both documents remain contemporary to support the Harbour Trust's safety management system, no changes are required to either policy.

The Members of the Trust:-

- APPROVED the Work Health and Safety Policy
- APPROVED the Return to Work Policy

14. Trust Member Representation at TSC as Chair, and CAC on 22 May 2024 (Agenda Item 14)

The Chair provided a verbal update on Trust Member representation on the Tenant Selection Committee and at Community Advisory Committee meetings.

As Ms Fornari's term as a Member of the Trust will end on 28 April 2024, the Chair asked if there was a Member who would be available to chair the next Tenant Selection Committee meeting (in June – date yet to be determined). Ms Sherry agreed and indicated she would be able to chair the meeting (online). It was agreed that Ms Fornari would speak with Ms Sherry to provide some background about the role of the TSC and chairing the meetings.

The next meeting of the Community Advisory Committee is scheduled for 22 May 2024. As the Chair will be overseas, Members of the Trust were asked if they were available to attend so there is representation at the meeting. Mr Bailey indicated he would attend the meeting online subject to having a working connection from the Flinders Ranges, and Ms O'Mara will confirm whether she will be able to attend in person.

The Chair noted that after the three vacancies on the Trust are filled, representation at the various community stakeholder meetings and on sub-committees of the Trust will be reviewed.

The Members of the Trust:-

- NOTED the interim arrangements for Trust Member representation at the upcoming Community Advisory Committee meeting and the Tenant Selection Committee meeting.

15. Finance Report – March 2024 (Agenda Item 15)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The report provided the Harbour Trust's year-to-date (end of March) financial performance and cash position. An update of progress of funded projects spend was also provided.

As at the end of March, the Operating Deficit at \$1.5 million was \$2.3 million better than the budgeted position of \$3.8 million. Excluding the impact of depreciation, the Harbour Trust reported a cash/operating surplus of \$1.4 million, a small increase from the Q2 result of \$510,000.

The YTD positive performance was driven by continued strong results in leasing activities, events and accommodation, higher return from investments and savings in labour costs in the first nine months of the financial year. It is expected that labour costs will increase in the last quarter of the year as vacancies are filled and with the backdated increases in the new Enterprise Agreement (4% from October 2023 and 0.92% of salary).

The Members of the Trust:-

- NOTED the Finance Report.

16. WHS Report (Agenda Item 16)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Members of the Trust:-

- NOTED the Work Health and Safety Quarterly report for Q3 2023-2024.

17. Major Projects Report (Agenda Item 17)

The report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The report provided the Members of the Trust with a progress report on -

- Master planning for Cockatoo Island / Wareamah
- Master planning for North Head Sanctuary
- Progress on Backlog Capital Works
- Progress on 10 Terminal & Parklands
- Progress on Sub Base Platypus Torpedo Factory
- Progress on Repairs & Maintenance Program
- Progress on Maintenance & Infrastructure Renewal Program

The Members of the Trust:-

- NOTED the Major Projects Report.

18. Site Dashboards (Agenda Item 18)

The site dashboards for six Harbour Trust sites were taken as read. No discussion was required for this agenda item.

The Members of the Trust:-

- NOTED the Site Dashboards for quarter 3.

19. Community Advisory Committee and First Nations Advisory Group Update (Agenda Item 19)

The report for this agenda item was taken as read. No discussion was required for this agenda item.

The report informed the Members of the Trust on the key updates and community sentiment from the recent Community Advisory Committee (CAC) and First Nations Advisory Group meetings.

The Members of the Trust:-

- NOTED the Community Advisory Committee and First Nations Advisory Group Update report.

20. Meeting Planner 2024 (Agenda Item 20)

The Meeting Planner prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Members of the Trust:-

- NOTED the Meeting Planner for 2024.

21. *In camera* session

Prior to the *in camera* session, the Chair formally thanked Ms Fornari for her valuable contribution as a Member of the Trust and for chairing the Tenant Selection Committee (TSC) since February 2023. Ms Carding advised that the Harbour Trust's property team had asked that their thanks be passed on to Ms Fornari.

Ms Fornari thanked the Members of the Trust and Ms Carding and expressed how she had enjoyed her time as a Member and also as the chair of the TSC.

The Members of the Trust held an *in camera* session. There were no staff members in attendance.

Meeting closed at 12.15pm.