



**SYDNEY HARBOUR FEDERATION TRUST**

**162<sup>nd</sup> MEETING OF THE TRUST**

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

Wednesday 19 April 2023 at 9.30am – 1.00pm

**MINUTES**

True & Correct Record of the 162<sup>nd</sup> Meeting of the Trust

Acting Chair

Minutes of the 162<sup>nd</sup> meeting of the Sydney Harbour Federation Trust held on Wednesday 19 April 2023.

### Present

Mr Joseph Carrozzi AM	Chair
Ms Chantelle Fornari	Member
Prof. the Hon. Pru Goward AO ( <i>partial attendance</i> )*	Member
Mr Steven Issa*	Member
Mr Bradley Manera	Member
Ms Carolyn McNally*	Member
Ms Alison Page*	Member

### Guests

The Hon Tanya Plibersek MP	Minister for the Environment and Water
Ms Charlee-Sue Frail	Senior Adviser, Office of the Hon Tanya Plibersek MP
Ms Julie Evans	Volunteer

### In Attendance

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

\* *Attended via videoconference*

The meeting commenced at 9.40am and was held in private due to confidential matters on the agenda. The meeting was held in person and via videoconference.

## 1. Meeting Opening (Agenda Item 1)

The Chair opened the meeting with an acknowledgement of the Traditional Custodians and Owners of the Harbour Trust lands and paid respects to Elders past, present and emerging.

Attendees were welcomed.

The Chair extended a formal welcome to the Hon. Tanya Plibersek MP, Minister for the Environment and Energy, and the Minister's adviser, Ms Charlee-Sue Frail, and thanked them for accepting the invitation to join the meeting.

Harbour Trust volunteer, Ms Julie Evans, was invited to speak to the Minister about why she has volunteered at the Harbour Trust for so many years and to highlight some of her experiences. Ms Evans spoke about her passion for history and for Sydney Harbour and how these have led to her long involvement with the Harbour Trust. Ms Evans informed the Minister that she has been volunteering at the Harbour Trust since 2006 in various roles – as a guide; a speaker to community groups; an oral history interviewer and coordinator of the oral history project.

Ms Evans said her volunteering was both satisfying and fascinating and that it is important to her that the Harbour Trust sites, their history and their stories are preserved for future generations to enjoy.

The Chair and the Minister both thanked Ms Evans for her service as a dedicated and enthusiastic volunteer and for her length of service.

Ms Evans left the meeting.

Each Member of the Trust introduced themselves to the Minister and provided a brief background about their interests in terms of their role as a Member of the Trust.

Ms Carding gave a presentation to the Minister which provided an overview of the some of the most significant current issues for the Harbour Trust, including:

- NSW Government relations
  - A key outcome of the 2020 Independent Review of the Harbour Trust was that Harbour Trust sites remain with the Commonwealth rather than being transferred to NSW.
  - The Harbour Trust has been building on its relationship with the NSW Government as a key stakeholder. There are numerous opportunities for partnerships and collaboration around tourism, placemaking, transport, heritage and the environment. The Harbour Trust has a good working relationship with NSW National Parks and Wildlife Service.
  - A significant outstanding item is the Deed of Agreement for North Head which will end in 2032.
- Environmental Sustainability
  - The Harbour Trust is currently close to net zero in relation to net emissions for the Harbour Trust office, fuel use and waste. In line with the Australian Government's target, the Harbour Trust aims to reach net zero by 2030.
  - The Harbour Trust manages its sites carefully to support and repair biodiversity. Work has enabled the reintroduction of locally extinct mammals (Bush Rat, Brown Antechinus and Eastern Pygmy Possum) at North Head Sanctuary. North Head Sanctuary is also home to an important community of the endangered Eastern Suburbs Banksia Scrub.
- Financial Sustainability
  - A recently completed comprehensive Strategic Asset Management Plan showed that the overall condition of the Harbour Trust's assets is declining and investment in backlog, end-of-life systems and regular maintenance is needed to prevent further deterioration.
  - The Harbour Trust aims to build a pathway to financial sustainability and it is through its master planning process that the Harbour Trust is seeking to find the appropriate balance between community benefit, commercial activity to generate revenue, while at the same time protecting the heritage, and First Nations and natural values of our sites.
- Creating Masterplans for Key Sites
  - The significance and history of key sites of Middle Head / Gubbuh Gubbuh; North Head Sanctuary and Cockatoo Island, were outlined and a summary of the current status of the draft master planning for these sites was shown.

Following Ms Carding's presentation, the Minister commented on her observations about the Harbour Trust and its sites. The Minister spoke of the deep, layered history of the sites and acknowledged the importance of Cockatoo Island and its potential as a place of international significance. The Minister acknowledged the difficulty in managing the short-term vs long-term goals of the Harbour Trust; and the need to work with NSW regarding the extension of the North Head Sanctuary Deed of Agreement. The Minister advised she was yet to meet with the NSW Government's new Minister for the Environment but would do so after the Machinery of Government changes were in place. The Minister advised she has been speaking with the Member for Warringah, Ms Zali Steggall OAM MP and would continue to work with her.

The Minister spoke of the importance of biodiversity in urban areas and the need to protect, restore and manage the natural environment. The Minister acknowledged the work that has been undertaken at North Head Sanctuary.

The Minister confirmed that the Statement of Expectations for the Harbour Trust has not been finalised as it requires further work but would be issued once ready.

The Minister and her adviser left the meeting at 10.40am.

## **2. Apologies and Declarations of Interest (Agenda Item 2)**

- a) Prof Goward was an apology for the remainder of the meeting (following the Minister's departure).
- b) Declarations of Interest  
Members of the Trust were requested to advise if any declarations of interest are required during the meeting.

## **3. Action Items from previous Trust Meeting (Agenda Item 3)**

All action items from previous meetings have been completed or are in progress.

## **4. Chair's Verbal Report (Agenda Item 4)**

The Chair noted that Ms Carding's presentation and the Minister's comments covered the current major issues for the Harbour Trust.

The Chair flagged the issue of Trust Members' current terms coming to an end on 30 June 2023 – i.e. the Chair's term, Mr Manera's and Ms McNally's. Mr Rose's term has ended. The Government is currently reviewing the procedure for recruitment to portfolio agency boards such as the Trust.

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

The Executive Director's report was taken as read.

Ms Carding highlighted the following matters of interest:

- Discussions continue with the Department and Minister's Office around our remaining backlog of works and maintenance issues.
- 'Whole of Portfolio' Questions on Notice have been received regarding the brands of security devices (such as CCTV) that are in use as they may need to be removed.
- It is pleasing to note that that the Sunset Sessions on Cockatoo Island sold out and, given the strong interest, more tickets could have been sold if there had been the opportunity. There are some logistical issues with capacity of the area where the sessions are held. More generally, the Harbour Trust is working with Transport for NSW to try and have the Parramatta ferry stop more often at Cockatoo Island.

The Members of the Trust:-

- NOTED the Executive Director's report

## **6. Middle Head Draft Master Plan – verbal update on consultation underway (Agenda Item 6)**

Ms Carding provided a verbal update on the public consultation underway regarding the Middle Head/ Gubbuh Gubbuh Draft Master Plan.

There has been considerable community and media interest with a number of strong opinions expressed. Due to the level of interest, and in discussion with the Minister's office, the Harbour Trust has agreed to extend the public exhibition period until 5pm on Tuesday 9 May 2023.

The Harbour Trust has committed to publicly sharing the revised draft master plan for further comment, prior to it coming to the Members of the Trust for consideration.

The Chair and Executive Director met with the Mayor and General Manager of Mosman Council to discuss concerns raised by Council.

Mr Issa volunteered to attend the next community meeting regarding Middle Head / Gubbeh Gubbeh.

The Members of the Trust:-

- NOTED the Executive Director's verbal update on the Middle Head Draft Master Plan consultation.

## **7. Torpedo Factory Renewal Project – funding request to increase Total Development Cost (Agenda Item 7)**

Mr Graham Izod, Director Assets & Parklands, joined the meeting and spoke to the report prepared for this agenda item.

In February 2023, the Members of the Trust were notified that there would be an overspend for the Torpedo Factory Renewal Project due to hazardous materials and latent conditions discovered during the demolition phase. At that meeting the Members of the Trust noted the issues and requested they be presented with a final cost and confirmation of where the funding uplift would come from to support completion of the project.

Mr Izod advised that significant engineering challenges in relation to the foreshore park and cliff face have emerged. Peer review and detailed analysis has led to a different engineering approach to the cliff and existing sea wall, and alternate designs have been developed.

The revised project budget or Total Development Cost (TDC) for the project is approximately \$18.55m (excl. GST) which represents a \$4.70m (excl. GST) additional budget requirement.

It is proposed that the funds required to deliver the contract will be drawn down from a number of projects from the backlog funding announced by the Government in April 2019 as part of the 2019/2020 Budget.

The Department of Climate Change, Energy, the Environment and Water (DCCEEW) has been updated on risks to the project and have confirmed that regular reporting on project progress and expenditure to the Minister's office, in place until the 2022 Federal election, is no longer required or expected. However, in the interests of transparency, a briefing note will be prepared for Minister Plibersek's Office advising any movement of funds between the programs.

The Members of the Trust:-

- APPROVED the request to increase the Total Development Cost for the Torpedo Factory Renewal Project at Sub Base Platypus from \$13.85m to \$18.55m (excl. GST).
- APPROVED the additional budget funding of \$4.70M (excl. GST) to be sourced from the Backlog Maintenance Program.
- NOTED the Minister Plibersek's office and DCCEEW will be briefed on these changes.

## **8. Major Projects Report (Agenda Item 12)**

Mr Graham Izod, Director Assets & Parklands, was in attendance and spoke to the report prepared for this agenda item.

The report provided the Members of the Trust with updates on the following major projects -

- 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 Strategic Asset Management Plan

Ms Alison Page noted the positive initial discussion held with representatives of the University of Technology Sydney (UTS) concerning the potential for facilities relating to the teaching of Indigenous Design at North Head Sanctuary. A further meeting will be held to progress.

The Members of the Trust:-

- NOTED the Major Projects Report

### **9. Privacy Policy Update (Agenda Item 8)**

Ms Carding spoke to the report prepared for this agenda item.

The Harbour Trust is required to review its Privacy Policy on an annual basis. As it had been several years since an independent review of the Privacy Policy had occurred, the Australian Government Solicitor (AGS) was engaged to review and provide advice.

It is proposed the Harbour Trust modify its approach to separate the Privacy Policy from a more detailed set of procedures. Both the policy and the procedures documents were provided with the report for this agenda item.

There was discussion about the wording in section 11 of the procedures regarding the issue of personal information transmitted via the internet. It was agreed that this section needed to be reworded to reflect the security measures the Department has in place which also apply to the Harbour Trust (as the Harbour Trust's ICT is hosted by the Department). It was suggested that using wording in the Department's privacy procedures would be appropriate.

The Members of the Trust

- APPROVED IN PRINCIPLE the Privacy Policy and the accompanying procedures, subject to the updating of the wording in relation to personal information transmitted via the internet (i.e. in section 11 of the procedures).

### **10. Community Advisory Committee Vacancy (Agenda Item 9)**

Ms Kathryn Roberts, Director Marketing and Visitor Experience, joined the meeting and spoke to the report prepared for this agenda item.

At their meeting in December 2022, the Members of the Trust agreed 12 new members of the Community Advisory Committee (CAC), and noted six high scoring 'reserves'. Ms Geraldine Paton AO was one of the new members endorsed by the Members of the Trust. Ms Paton accepted the invitation to join the CAC, however, was an apology for the first meeting held on 22 February 2023, and resigned from the CAC on 13 March 2023. A copy of Ms Paton's letter of resignation was included as an attachment to the report for this agenda item.

In order to fill the vacancy resulting from Ms Paton's resignation, the Members of the Trust considered the six high scoring reserves, mapped against a skills and diversity matrix. Following discussion about each 'reserve' candidate, it was agreed that the vacant position be offered to Ms Trudy Phelps.

Ms Phelps will be contacted to confirm whether she is still willing to join the CAC and, if so, following induction would start participating as a CAC member at the next meeting scheduled for 17 May 2023.

The Members of the Trust:-

- APPROVED offering the vacant position on the Community Advisory Committee to Ms Trudy Phelps.

### **11. Finance & Risk Report (Agenda Item 10)**

Ms Bernadette Or, Chief Operating and Financial Officer, joined the meeting for this agenda item. The report prepared for this agenda item was taken as read.

Ms Or highlighted the following issues –

- Planning for the FY23 financial statement audit with the ANAO commenced in March 2023. The audit will again be performed by an internal ANAO team and the structure of the audit will reflect the successful program established for the FY22 financial statements. Interim audit is due to start in the last week of April 2023.
- In April 2023, the procurement for a single provider to support the development and delivery of an internal audit program over two to three years is being planned. As indicated in earlier reports, it is proposed the program will include audits of the following areas:
  - Fraud risk assessment – required every two years pursuant to the Harbour Trust’s Fraud Control Policy (due in FY23)
  - Payroll audit - anticipate that this occurs annually
  - Drives24 audit - required annually to ensure the Harbour Trust can access vehicle registration details to pursue payment of parking infringements
  - IT/Cyber Security Maturity and HT readiness for response
  - Management of personal information and compliance with related legislations
  - WHS system
  - Project management and governance

There was discussion regarding the Harbour Trust’s pre-COVID-19 financial position compared with its COVID-19 financial position. Ms Or will prepare a comparison for the next Trust Meeting.

The Harbour Trust’s Finance Sub Committee (FSC) will reconvene and it is proposed the FSC meetings will be scheduled to take place prior to papers being prepared for Trust Meetings. Members of the Trust on the FSC are Ms McNally, Mr Carrozzi and Mr Issa. In addition to the FSC meetings, Ms McNally will meet monthly with Ms Or and Ms Carding.

The Members of the Trust:-

- NOTED the Finance and Risk Report

### **12. WHS Report (Agenda Item 11)**

Ms Carding advised the Members of the Trust that WHS management now sits with Ms Or.

The WHS Report prepared for this agenda item was taken as read.

At their meeting in February, the Members of the Trust received a WHS legal briefing from Seyfarth Shaw Australia. Seyfarth Shaw Australia also reviewed the Harbour Trust’s WHS reports prepared for the Executive and Members of the Trust and provided some suggestions to further enhance the reports. These suggestions have been incorporated into the report provided for this meeting.

The Members of the Trust:-

- NOTED the WHS Report

### **13. Community Advisory Committee (Agenda Item 13)**

The report for this agenda item was taken as read.

The report outlined the Community Advisory Committee activities that have taken place since the Meeting of the Trust held in February 2023, as follows -

- CAC attended an induction tour of Georges Heights and met key Harbour Trust staff
- CAC attended an induction tour of Cockatoo Island
- General Community Advisory Committee meeting
- CAC attended an induction tour of North Head Sanctuary
- General CAC Workshop, on development of draft North Head Sanctuary master plan

The Chair spoke of the importance of ensuring former CAC members who continue to be interested in the Harbour Trust are kept engaged. To this end, former CAC members have been invited to attend a workshop on the North Head Sanctuary Draft Masterplan to be held next week. Ms Carding meets one-on-one with the President of the Headland Preservation Group (HPG). Members of the HPG committee met with COX and Michael Pender (development advisor) to discuss the Middle Head draft master plan and HPG will be taken through the next draft of the Middle Head master plan.

### **14. Trust Members Meeting Planner 2023 (Agenda Item 14)**

The meeting planner prepared for this agenda item was taken as read.

The Members of the Trust:-

- NOTED the 2023 meeting planner.

An *in camera* session was not held.

**Meeting Closed – 1.05pm**