



SYDNEY HARBOUR FEDERATION TRUST

157th MEETING OF THE TRUST

Meeting in Public

held via in person and via webinar

Wednesday 22 June 2022, 3.30pm – 5.00pm

MINUTES

True & Correct Record of the 157th Meeting of the Trust

Chair

Minutes of the 157th meeting of the Sydney Harbour Federation Trust held in public (in person and via webinar) on Wednesday 22 June 2022.

Present

Mr Joseph Carrozzi AM*	Chair
Ms Chantelle Fornari	Member
Prof. the Hon. Pru Goward*	Member
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
Ms Madeleine Treacy-Maclean	Stakeholder Engagement Officer

* attended via webinar

Apologies

Mr Steven Issa	Member
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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 with an Acknowledgement of Country and welcomed attendees.

The Chair introduced new Members of the Trust, Ms Chantelle Fornari; Prof. the Hon. Pru Goward; and Ms Alison Page, all of whom spoke briefly about their professional backgrounds.

The Chair reported on the recent visit to the Harbour Trust by the new minister, the Hon. Tanya Plibersek MP, which took place on Monday 6 June 2022. It is very encouraging that the Minister chose to visit the Harbour Trust during her first week in the role as Minister for the Environment and Water. The Minister visited North Head Sanctuary; Headland Park; Sub Base Platypus; and Cockatoo Island. The feedback received about the Minister's site visits was very positive.

The Chair commented that the Harbour Trust is very fortunate to have the support from all sides of politics as evidenced by last year's passing of the *Sydney Harbour Federation Trust Amendment Bill 2021* through both Houses with agreement from all parties.

The Chair introduced Ms Janet Carding, Executive Director, who reported on the Harbour Trust's year to date performance measured against the Harbour Trust's Corporate Plan.

2. Year to Date Performance Against Corporate Plan

Ms Janet Carding, spoke to the presentation which prepared for this agenda item (see Attachment A).

Ms Carding commented that she has been in the role as Executive Director for approximately nine months and much has been achieved by the Harbour Trust during that time.

The Harbour Trust's Corporate Plan requires reporting against a number of 'We Will' pillars – 'Steward our Parklands'; 'Welcome Everyone'; 'Build Partnerships'; 'A Robust Business'; 'Strengthen our Capabilities'; and 'Risk Oversight and Management'.

In relation to 'Steward our Parklands', Ms Carding noted that a number of the major capital programs are multi-year projects. The Major Projects Dashboard in the presentation (page 7) provides a snapshot of progress to date in relation to 10 Terminal; the Backlog Program; the Repairs & Maintenance program; the Torpedo Factory at Sub Base Platypus; and master planning for Cockatoo Island and North Head Sanctuary. Ms Carding advised that she was unable to provide further information about master planning for North Head Sanctuary and Cockatoo Island at this time due to commercial in confidence.

Other matters highlighted in the presentation included –

- The return of visitors to Harbour Trust sites post-COVID-19. The target for visitors for the year has been reached (1.8 million visitors).
- Volunteers have returned to their roles.
- There has been an increase in the number of tenants and tenancy enquiries.
- Currently developing an ICT transformation strategy.
- Successfully negotiated our way through the height of the pandemic despite numerous staff contracting COVID-19.

Looking ahead to 2022-23, completion of the works and interpretation of the Torpedo Factory is scheduled for the end of February 2023. Current and future images of Sub Base Platypus were included in the presentation (see page 11) and the Chair commented that the site is now well-tenanted; and has many interesting features including environmentally sustainable materials used in the walkway and open space for visitors; and, importantly, will continue to tell the story of the site's military history.

Other priorities for the coming year include –

- New Strategic Asset Management Plan will be completed and \$10M of high priority work will be undertaken.
- Continue to embed First Nations Guiding Principles across the Harbour Trust.
- Finalise the Stakeholder Engagement Strategy (which will include looking how the Meetings in Public can be improved).
- Consultation and implementation of a revised Leasing Policy.

The Chair thanked Ms Carding the update.

Attachment A: Trust Meeting in Public – 22 June 2022 - presentation



Meeting will
commence at
3.30pm

Trust Meeting in Public ***22 June 2022***

3.30pm – 5.00pm



Harbour Trust



Welcome & Acknowledgement of Country

Mr Joseph Carrozzi AM, Harbour Trust Chair



Members of the Trust: New Appointments



Alison Page



Pru Goward



Chantelle Fornari

Update from Ms Janet Carding, Executive Director



YTD Performance against Corporate Plan (1 of 2)

Steward our Parklands

- ✓ Progress made against major capital programs (Sub Base Platypus, 10 Terminal, Backlog Works) – see Major Projects Dashboard slide
- ✓ Procurement of a managing contractor for the repairs & maintenance program is completed, and work has commenced on the Strategic Asset Management Plan.
- ✓ First Nations Guiding Principles developed with community is being embedded across Harbour Trust

Welcome Everyone

- ✓ At the end of May, we achieved 100% of our 2021-22 target of 1.8 million visitors to our sites, and will likely surpass our 2019-20 target of 1.9 million.
- ✓ Welcomed over 1,600 students to Cockatoo Island since March
- ✓ Welcomed 8,000 people back to Cockatoo Island for the first major concert in 2 years

Build Partnerships

- ✓ All volunteer roles have now returned to duty.
- ✓ Volunteer projects have included restoration of Periscope Racks from Platypus, restoration of 25 pounder gun, and reconstruction of WWII Observation and Command Post windows.
- ✓ Supported a range of events including Babana, the Gai-Mariagal festival, and tours commemorating the WWII Midget Submarine attack, as well as hosting our 20th anniversary celebrations

YTD Performance against Corporate Plan (2 of 2)

A Robust Business

- ✓ Welcomed 36 new tenants over the last 12 months, 13 since 1st of Jan.
- ✓ Provided financial support for a number of social good / not for profit tenants and rent relief for those still significantly impacted by COVID-19.
- ✓ Returned to a fully functioning Cockatoo Island accommodation, welcoming ~16,500 guests.

Strengthen our Capabilities

- ✓ Undertook review of strategic direction to align to our new status as an ongoing entity, established desired organisational culture, and developed an ICT transformation strategy.
- ✓ Commenced implementation of a new cloud-based HR system, and embedded our new asset management system.
- ✓ Continuing to build stakeholder engagement capability, whilst working with community and key stakeholders on updating our approach and strategy.

Risk Oversight and Management

- ✓ Revised and refreshed WHS procedures.
- ✓ Staff continued to work flexibly, and the organisation managed significant COVID impacts on resourcing with 18 staff testing positive during the 3rd quarter.
- ✓ Employee surveys continue to reflect we have a proactive safety culture and staff are encouraged to raise safety concerns.

Major Projects Dashboard

10 TERMINAL

Inception

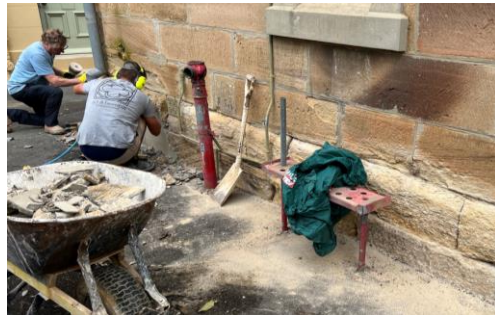
- Preservation works in progress – some delays due to supply issues of roof tiles and inclement weather.
- Cox and Yerrabingin appointed to support Concept Plan development.



BACKLOG PROGRAM

In-Progress, On-Track

- 50% of the projects identified complete or in progress, with remaining projects at varying stages of inception.



R&M PROGRAM

In-Progress, On-Track

- Strategic Asset Management Plan site audits underway – critical for informing 10 year maintenance plan.
- Quick wins program complete.



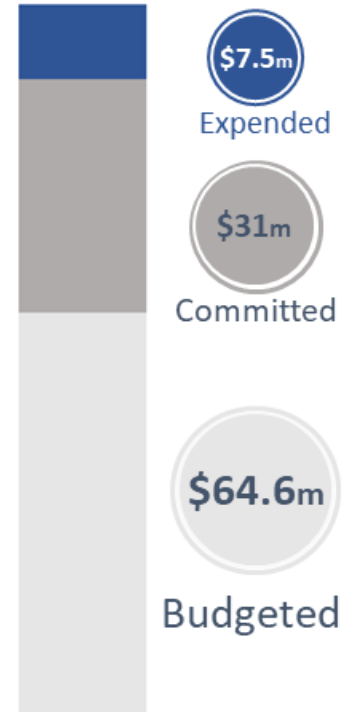
SBP TORPEDO FACTORY

Construction

- Site handed over to Head Works contractor (Taylors).
- 140 High St Access Deed executed.
- Construction to commence at end June 22.



KEY METRICS



NHS / CI Master planning

Inception

- Strong response to EoI for masterplanning consultants at both sites
- Tender process for lead consultants nearing completion



Completed Heritage Restoration Projects

Periscope Racks



25 Pounder Gun



WWII Observation and Command Post Windows



Completed Backlog Projects – Cockatoo Island Cottages



Looking ahead to 2022-23 – proposed priorities

Steward our Parklands

- Complete Sub Base Platypus head contractor works and deliver interpretation of Torpedo factory
- Deliver concept plan for Middle Head, in consultation with community.
- Complete new Strategic Asset Management Plan and commence \$10M of high priority work.

Welcome Everyone

- Complete Masterplans for Cockatoo Island and North Head Sanctuary in consultation with community.
- Deliver 10 Terminal digital walking tour.
- Continue to elevate First Nations thinking across all facets of the organisation.

Build Partnerships

- Provide safe, meaningful and inclusive opportunities for Volunteers whilst following best practice Volunteer Management.
- Continue and extend First Nations Community and organisational partnerships.
- Finalise Stakeholder Engagement Strategy, and refresh membership of our Advisory Groups.
- Consult on and implement a revised Leasing Policy.

Sub Base Platypus (1/2)

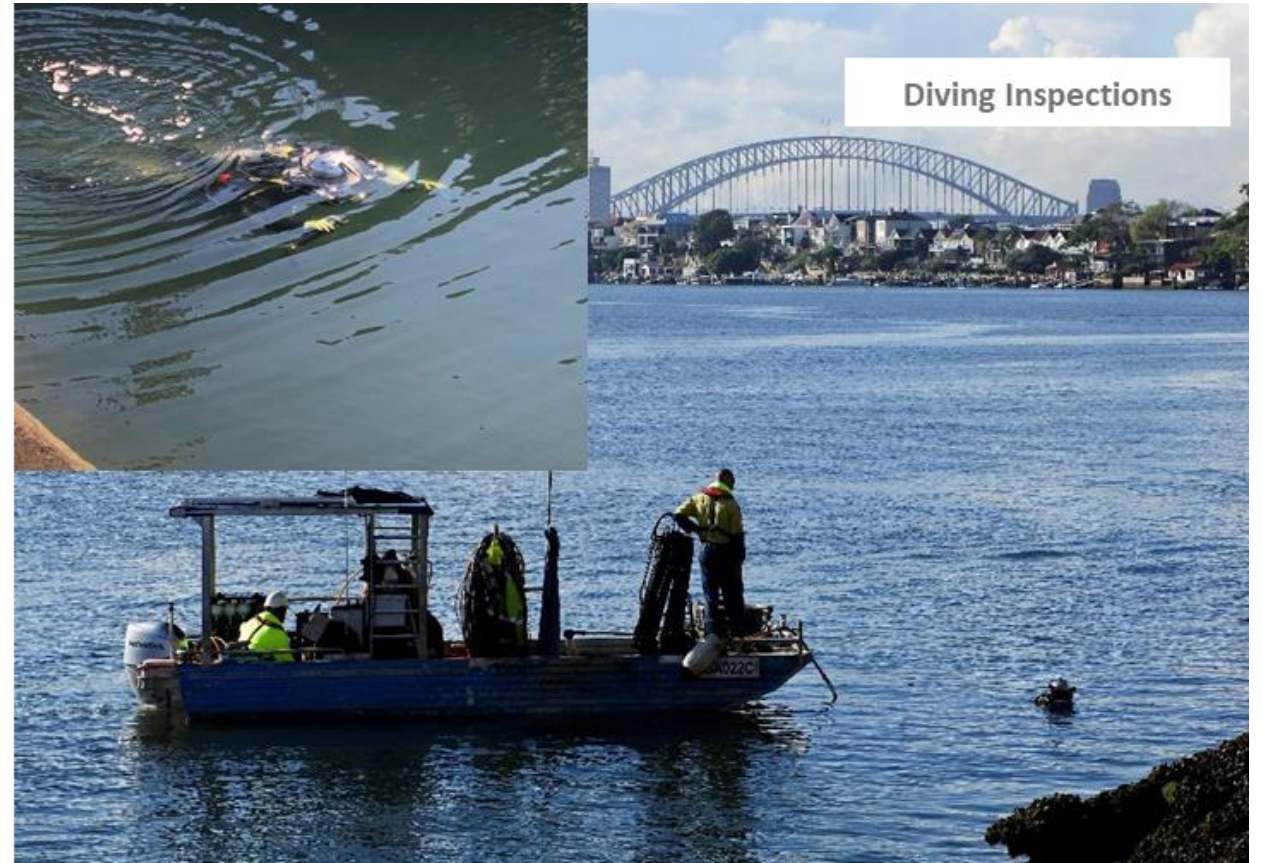


Sub Base Platypus – Interpretation

TORPEDO FACTORY INTERPRETATION



A new Strategic Asset Management Plan



Meeting Closure

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