



SYDNEY HARBOUR FEDERATION TRUST

179<sup>th</sup> MEETING OF THE TRUST

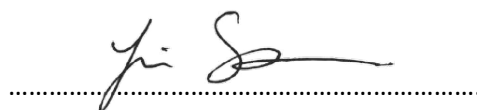
Meeting in Private held at the Deckhouse, Woolwich Dock

Thursday 13 February 2025 at 9.30 am – 1.00 pm

MINUTES

True & Correct (Abridged) Record of the 179<sup>th</sup> Meeting of the Trust

(private and confidential information has been removed where indicated)



Professor Tim Entwisle, Chair



Minutes of the 179<sup>th</sup> meeting of the Sydney Harbour Federation Trust held on Thursday 13 February 2025.

### Present

Professor Tim Entwisle	Chair
Ms Alison Page (partial attendance)	Deputy Chair
Mr Terry Bailey	Member
Mr Danny Gilbert AM	Member
Professor Helen Lochhead AO	Member
Mr Brad Manera	Member
Ms Alex O'Mara	Member
Ms Ann Sherry AO	Member

### Apologies

Nil.

### In Attendance

Ms Janet Carding	Executive Director
Ms Bernadette Or ( <i>partial attendance</i> )	Chief Operating and Financial Officer
Ms Kathryn Roberts ( <i>partial attendance</i> )	Director Marketing and Visitor Experience
Ms Rosemary Southcombe	Secretariat

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

### 1. Welcome (Agenda Item 1)

The Chair, Professor 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.

#### a) Apologies

There were no apologies for this meeting.

#### b) Declarations of Interest

Members of the Trust were requested to advise if any amendments to the declarations of interest provided with the papers for this meeting were required.

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

All action items from previous meetings have been completed or are on the agenda for this meeting. It was noted that:

- Deed of Variation for the North Head agreement has now been signed by the Chair. The deed will take effect when signed by NSW and the Commonwealth even if the federal election is called and the government enters into a caretaker period.
- A board effectiveness survey closed on 5 February 2025 and the results circulated to Trust Members on 12 February 2025 - to be discussed *in camera* at the end of this meeting.
- Fraud and Corruption Policy education session for staff scheduled for 5 March 2025.

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## Confidential discussion

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The Members of the Trust:-

- NOTED the action items.

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

Members of the Trust were able to request prior to or during the meeting that any unstarred agenda item be starred for discussion.

The Chair requested that the following items that had not been starred on the agenda to be starred:

- Agenda Item 5 - Executive Director's Report
- Agenda Item 7 - WHS Quarterly Report (to be starred each time)
- Agenda Item 8 - Audit Findings Update (audit report on payroll)

The following items were starred on the agenda for discussion at this meeting:

- Agenda Item 13 - Draft agenda for Strategy Day
- Agenda Item 14 - Collections Management Policy
- Agenda Item 15 - First Nations Strategy
- Agenda Item 16 - Philanthropy Policy

The remaining unstarred items on the agenda were taken as read and noted accordingly.

The Members of the Trust:-

- NOTED the unstarred items on the agenda.

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

The Chair reported –

- The outcomes of the board effectiveness survey will be discussed *in camera* at the end of this meeting.
- The release of 200 seahorses scheduled for tomorrow at Cockatoo Island / Wareamah, as part of the marine restoration pilot project, has been postponed due to poor visibility and potential bull shark activity posing a threat to the divers who will be releasing the seahorses.
- The open day at the Marine Biological Station at Vacluse on Saturday 22 February 2025 will be attended by the Chair, Mr Manera and Prof. Lochhead. This is a rare opportunity to be able to view the privately tenanted Harbour Trust property.

The Members of the Trust:-

- NOTED the Chair's verbal report.



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

The report covered major matters and operations of the Harbour Trust since the Meeting of the Trust held in December 2024. Ms Carding advised that the length of the report had been reduced following feedback from the Members of the Trust at the December meeting.

There was further feedback at the meeting that the reports could be further streamlined. It was suggested that -

- there be an executive summary at the top of each report
- reports provide clearer information about when things are supposed to be done by
- include previous minutes in the meeting package
- Finance Report to include a budgeted cash flow.

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### Confidential discussion

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Ms Carding reported that the Bolt Wharf on Cockatoo Island / Wareamah has deteriorated to the point that it has now been fenced off from the public for safety reasons. Additionally, two cranes on the island may need to have their jibs taken down because of safety concerns.

In relation to the tree vandalism which has occurred on Harbour Trust land at Woolwich, the Harbour Trust has received the arborist's report. The Port Jackson Fig that was poisoned has dropped 80% of its foliage. The majority of the local residents are very supportive of the steps taken by the Harbour Trust, including the erection of signage. However, the occupants of properties close to the signs have expressed their concern and requested their removal.

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### Confidential discussion

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The Members of the Trust will today undertake a walking tour of the Woolwich Dock and Parklands site, including viewing the trees that have been vandalised.

The Members of the Trust:-

- NOTED the Executive Director's report.

## 6. Finance Report – December 2024 (Agenda Item 6)

Ms Bernadette Or, Chief Operating and Financial Officer, was in attendance for this agenda item.

As an unstarred item, the report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Harbour Trust's financial performance for the period ended December 2024 was reported in an attachment to the report prepared for this paper, as was the Major Capital Projects costs update.

As at the end of December, on a Financial Reporting basis, the Operating Deficit was \$6K better than the budgeted deficit of \$2.5M. Excluding the impact of depreciation, the Harbour Trust reported a cash/operating deficit of \$42K, \$187K better than that in the budget for the period.

Total revenue result was on par with budget. Total expenditure for the half of the year has caught up with that planned, notably in site services and maintenance programs ramping up with additional project management resources onboard.



The Members of the Trust:-

- NOTED the Finance Report.

[The Members of the Trust undertook a walking tour of the Woolwich Dock and Parklands site].

## 7. WHS Quarterly Report ★

Ms Bernadette Or, Chief Operating and Financial Officer, was in attendance for this agenda item.

The report prepared for this agenda item was noted.

The Trust Members were advised that since the preparation of the report, staff have participated in mandatory *Respect in the Workplace* training on the issues of anti-discrimination, bullying and harassment.

There have been two incidents since the quarterly report was prepared –

1. Evacuation of Cockatoo Island / Wareamah due to a weather event (strong winds).
2. A fire in the kitchen at Ripples at Chowder Bay

The Members of the Trust:-

- NOTED the WHS Quarterly Report

## 8. Audit Findings Update (Agenda Item 8) ★

Ms Bernadette Or, Chief Operating and Financial Officer, was in attendance for this agenda item.

The Members of the Trust have previously requested regular reporting to be provided for monitoring and oversight.

Included with the report for this agenda item was the Internal Audit Report for payroll prepared by Deloitte. Management actions have been discussed and agreed, and implementation commencing. Issues identified include inadequate segregation of duties and inconsistencies with long service leave accruals.

Also included with the report were the audit findings and progress dashboards. Following discussion it was suggested specific audit findings were included in the dashboards. Ms O'Mara proposed that she, Ms Or and Ms Carding meet to review the format for reporting on audit and risk at Trust Meetings.

The Members of the Trust:-

- NOTED the Audit Findings Update report
- NOTED that Ms O'Mara, Ms Or and Ms Carding will meet to discuss the reporting audit and risk reporting for future Trust Meetings.

## Major Projects Report (Agenda Item 9)

As an unstarred item, 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 –

- Backlog Capital Works
- Middle Head / Gubbuh Gubbuh master plan implementation
- Repairs & Maintenance Program
- Maintenance & Infrastructure Renewal Program

The report also included an update on the crane remediation project.

The Members of the Trust:-

- NOTED the Major Projects Report

#### **9. Site Dashboards (Agenda Item 10)**

As an unstarred item, the report prepared for this agenda item was taken as read. No discussion was required for this agenda item.

There was general consensus that the dashboards are very helpful in providing an overview of the various Harbour Trust sites.

The Members of the Trust:-

- NOTED the Site Dashboards

#### **10. Community Advisory Committee Update (Agenda Item 11)**

As an unstarred item, 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 agenda for the Community Advisory Committee held on 4 December 2024.

#### **11. Meeting Planner 2025 (Agenda Item 12)**

As an unstarred item, the Meeting Planner prepared for this agenda item was taken as read.

There was the suggestion of the meeting scheduled for 1 May 2025 to be held online. Two information sessions are planned for upcoming meetings -

- Cyber security
- WHS legal briefing

The Members of the Trust:-

- NOTED the Meeting Planner for 2025.

#### **12. Draft Agenda for Strategy Day ★ (Agenda Item 13)**

The Trust Members' annual Strategy Day was moved back from November 2024 so that the remaining vacancy on the Trust could be filled and the full Trust could be involved.

The draft agenda included with the report for this agenda item incorporated feedback from last year's session, particularly regarding the request for more focused discussion time and the integration of environmental scanning with strategic planning.

It was noted that with the master plans completed, full membership on the Trust now in place, and a federal election to be held soon, now is a good time for a Strategy Day.

It was agreed that Ms Carding prepare a background information paper to be pre-circulated to Trust Members, and would contact Mr Eamon Waterford, CEO of the Committee for Sydney to invite him to the Strategy Day to provide his perspective on challenges and opportunities for the Harbour Trust.

Mr Gilbert offered to host the Strategy Day at Gilbert + Tobin's offices in Barangaroo.

The Members of the Trust:-

- NOTED the draft Strategy Day agenda

### **13. Philanthropy Strategy and Partnerships Policy ★ (Agenda Item 16)**

Melissa Smith (Founder & CEO) and Nicole Freeman (Director, Clients and Programs) from Noble Ambition joined the meeting for this agenda item.

Ms Bernadette Or, Chief Operating and Financial Officer, was in attendance for this agenda item.

Mr Carding reported that a formal submission for specific listing for DGR status was made in June 2024, having first briefed Minister Plibersek who was supportive of the approach.

In mid-December, as part of the MYEFO, the submission to seek DGR status for the Sydney Harbour Federation Trust and Sydney Harbour Foundation Limited was not successful.

To inform the consideration of next steps, the Minister's office and senior staff of DCCEEW have been approached separately to request feedback and guidance for a further application, and a meeting with Gilbert + Tobin legal team (who supported the drafting of the initial submission) was held to review the decision. At this point the preferred option is to revise the submission and resubmit.

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#### **Confidential discussion**

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In the meantime, Noble Ambition has continued with developing philanthropic policies and a job description for an initial fundraising staff position in anticipation of a successful DGR application. It was decided to complete this stage of work, despite the lack of success so far, to avoid having to start the process again should a further submission be successful.

The first draft of the Philanthropy Policy was included with the report for this agenda item and Ms Smith spoke to it and the importance of having a fit for purpose policy.

There were queries from Trust Members about whether the 'Ethical Guidelines' come through strongly enough and who the Gifts Acceptance Committee would report to. Following discussion, it was agreed to remove the reference to the Gifts Acceptance Committee.

Following discussion, it was agreed to hold back on approval for the policy at present

The Members of the Trust:-

- NOTED the draft Philanthropy and Partnerships Policy
- AGREED to defer approval of the policy

### **14. Collections Management Policy (Agenda Item 14) ★**

Ms Kathryn Roberts, Director Marketing and Visitor Experience, was in attendance and spoke to the report for this agenda item.

The Collections Management policy has been drafted to address a gap in the policy framework for the Harbour Trust and is the beginning of a process to formalise the object holdings, commission a database to manage the collection and begin to put staff resources into this area.

There was discussion about some details regarding accession and deaccession in the draft policy; the need to include that the final decision on deaccession and disposal will be by the relevant delegated person on advice from the Acquisition Committee, and clarification that the committee would report to the Executive with regular reporting to the Trust.

It was agreed that the draft policy would be revised to incorporate feedback from the Trust Members and a revised version would be circulated out of session for approval.



The Members of the Trust:-

- NOTED the draft Collections Management Policy and AGREED that a revised version be circulated out of session for approval
- NOTED the Collections Management Procedures process and the recommended steps
- NOTED the future resourcing and budgetary implications to enable scoping of a Collections Management System

[Ms Page joined the meeting.]

#### **15. First Nations Strategy ★ (Agenda Item 15)**

Ms Kathryn Roberts, Director Marketing & Visitor Experience, was in attendance for this agenda item.

Ms Page reported that First Nations Strategy has been developed (in place of a Reconciliation Action Plan) by the First Nations Advisory Group with support from the Indigenous consultants Terri Janke and Associates.

There was general agreement from the Trust Members that is a positive piece of work.

The draft strategy will go to the First Nations Advisory Group meeting later today and will be circulated to the Trust Members out of session for approval with any final comments from the First Nations Advisory Group.

It was suggested that reporting on the Strategy is added to the Trust Meeting agenda on a quarterly basis.

The Members of the Trust:-

- NOTED the draft First Nations Strategy and AGREED that a revised version be circulated out of session for approval
- AGREED to add First Nations Strategy report to the Trust Meeting agenda on a quarterly basis, and as a 'starred' item.

#### **16. In camera session (Agenda Item 17)**

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

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