



SYDNEY HARBOUR FEDERATION TRUST

155th MEETING OF THE TRUST

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

Friday 8 April 2022 at 9.30am – 3.30pm

MINUTES

True & Correct Record of the 155th Meeting of the Trust

Chair

Minutes of the 155th meeting of the Sydney Harbour Federation Trust held on Friday 8 April 2022.

Present

Mr Joseph Carrozzi AM	Chair
Ms Sandra Hook	Member
Mr Bradley Manera	Member
Mr Michael Rose AM	Member
Mr Steven Issa	Member

In Attendance

Ms Janet Carding	Executive Director
Mr Justin Bock (<i>partial attendance</i>)	Director Strategic Reform
Mr Graham Izod (<i>partial attendance</i>)	Director Assets & Parklands
Mr Daniel Sealey (<i>partial attendance</i>)	Director Planning
Ms Rosemary Southcombe	Secretariat

Apologies

Prof. the Hon. Pru Goward	Member
Ms Carolyn McNally	Member
Ms Alison Page	Member

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. 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.

a) Apologies: Prof. the Hon. Pru Goward; Ms Carolyn McNally, Ms Alison Page

b) Declarations of Interest

Members of the Trust were requested to advise if any declarations of interest are required during the meeting.

2. Action Items from previous Trust Meeting (Agenda Item 2)

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

3. Chair's Verbal update (Agenda Item 3)

The Chair welcomed the Members of the Trust. Due to their very recent appointments, the two new members of the Trust, Prof. the Hon. Pru Goward and Ms Alison Page were unavailable to attend the meeting.

The Chair acknowledged that this meeting would be the last for Ms Sandra Hook - whose term as a Trust Member will end on 28 April 2022 - and thanked Ms Hook for her significant contribution to the Trust. The Chair advised he will host a dinner to welcome the new Trust Members and to thank the Trust Members whose terms have recently ended.

There was discussion about the new Statement of Expectations sent to the Chair by the Minister for the Environment, the Hon. Sussan Ley MP. The priorities identified in the Statement of Expectations are for the Harbour Trust to focus on the issues of financial sustainability and the ongoing implementation of the Independent Review recommendations. The Statement of Expectations has

been published on the Harbour Trust website - <https://www.harbourtrust.gov.au/media/2483/shft-statement-of-expectations.pdf>

4. Stakeholder Engagement Strategy – Progress Report (Agenda Item 5)

Mr Andrew Maiden from Maiden Advisory joined the meeting.

Mr Maiden provided an update on progress with the draft Stakeholder Engagement Strategy and spoke to the report he prepared for this meeting.

The purpose of the progress report is to seek feedback from Trust Members about the overall direction and key issues of the draft strategy. As the strategy is currently in draft form, it will require further refinement before being shared publicly.

The report prompted general discussion in relation to how to better engage with the advisory groups and the wider community. In relation to the Community Advisory Committee, it was noted that the current members' terms are due to expire in May 2022. It was suggested that the terms be extended for an additional three months. This will allow the Harbour Trust to engage with the current committee on a number of priority projects, including finalising the stakeholder strategy.

The Members of the Trust:-

- NOTED Mr Maiden's progress report on the draft Stakeholder Engagement Strategy
- APPROVED a three-month extension to the terms of the members of the Community Advisory Committee (CAC) that expire in May, whilst the Strategy is finalised.

Mr Maiden left the meeting.

5. Executive Director's Report (Agenda Item 4)

The Executive Director's report was taken as read and Ms Carding spoke to it.

Ms Janet Carding highlighted the following matters -

- A Visitor Insights Report 2021-2022 (Q1 & Q2) was included with the report which prompted discussion about current visitor statistics. Sites have remained open but COVID-19 and inclement weather have resulted in some cancellations and postponements of tours and events.
- Mr Justin Bock has taken on the role of Company Secretary of the Sydney Harbour Foundation Management Limited (SHFML) following the resignation of Mr Michael Brennan. Ms Sandra Hook will stay on as a Director of SHFML.
- There was discussion about developing a dashboard in relation to the funding received from the Government to show amount received; what the funding was for; and current status for:
 - Sub Base Platypus and 10 Terminal (\$21.4m)
 - High priority repairs and COVID-19 relief (\$23m)
 - Priority repairs (\$37.6m)
 - Masterplans for Cockatoo Island & North Head Sanctuary (\$3m)

A confidential progress report on organisational design and culture was circulated to the Trust Members separately from the other papers for this meeting.

The Members of the Trust:-

- NOTED the Executive Director's report and the organisational design paper which was circulated separately

6. New Statement of Expectations (Agenda Item 6)

As noted by the Chair earlier in the meeting, the Harbour Trust has received a new Statement of Expectations from the Minister for the Environment. The Harbour Trust will not be required to respond with a Statement of Intent while the government is in caretaker mode. If there is a new Minister after the federal election, a new Statement of Expectations will be provided by the incoming Minister.

There was discussion about the Harbour Trust's new Statement of Intent providing the opportunity to emphasise place-making, storytelling and community engagement. Further discussion about this will take place after the new government has been formed.

The Members of the Trust:-

- NOTED the new Statement of Expectations

7. Review of Management Plan for North Head Sanctuary (Agenda Item 7)

Mr Daniel Sealey joined the meeting for this item and spoke to the report prepared for this agenda item.

Mr Sealey outlined the review of the Management Plans for North Head Sanctuary and Cockatoo Island/Wareamah and the key steps in the process.

Upon approval from the Trust Members to commence the process of reviewing the Management Plans and to engage in targeted preliminary consultation with relevant stakeholders (including Government agencies, Local Aboriginal Land Councils and the CAC), a notice will then be placed in a national newspaper inviting the public to comment on whether the current plans are consistent with relevant heritage management principles and are effective in protecting the heritage values of those places.

Draft Management Plans will be prepared for the Trust Members to endorse for public exhibition.

There was discussion about the importance of aligning this with the master planning process and to make it clear that these are not two separate bureaucratic processes, whilst being clear on the different roles of the two workstreams. The timing of the public exhibition will be coordinated with the consultation for the master plans.

A report will then be provided to the Trust Members regarding the outcomes of the public exhibition and seeking approval of the final Management Plans.

The Members of the Trust:-

- AGREED to commence the process of reviewing the Management Plans for:
 - a) Cockatoo Island/Wareamah; and
 - b) North Head Sanctuary
- NOTED the first steps in this process are to:
 - a) engage in preliminary consultation with relevant stakeholders (Government agencies, Local Aboriginal Land Councils, and the CAC); and
 - a) undertake a formal review of both of the Management Plans
- NOTED subsequent approval will be sought from Trust Members to exhibit the draft Management Plans for each of the sites

8. Capital Works Expenditure to Subdivide Suite E, Building 38, Georges Heights (Agenda Item 8)

As Mr Nick Lawry, Chief Financial & Commercial Officer, was on the leave, Ms Carding spoke to the report for this agenda item.

The Trust Members are requested to approve capital expenditure to subdivide the Suite E, Building 38, Georges Heights into two separate tenancies, as recommended by the Tenant Selection Committee.

Splitting the suite into two smaller tenancies will allow greater flexibility in leasing the space as the impact of COVID-19 has seen demand increase for smaller spaces.

The Members of the Trust:-

- APPROVED the capital expenditure of \$15,000 + GST to subdivide the current Suite E, Building 38, Georges Heights into two separate tenancies on the recommendation of the Chair of the TSC.

9. Finance Report (Agenda Item 9)

As Mr Nick Lawry, Chief Financial & Commercial Officer, was on the leave, Ms Carding spoke to the report for this agenda item.

The Harbour Trust has been working with the Department of Agriculture, Water and the Environment and the Department of Finance on the Harbour Trust's submission to the Federal Budget which was delivered on 29 March 2022. As part of that submission, the Finance Minister has approved an operating loss of \$11.5m for the 2022-23 financial year. It is not, however, the Harbour Trust's intention to run deficit of \$11.5m, rather funds received in the prior year will be expended.

The Harbour Trust's internal budget process has commenced.

The draft Budget and the draft Corporate Plan will be presented to the Trust Members at the June meeting.

The Members of the Trust:-

- NOTED the Finance Report

10. Commencement of Corporate Planning Process (Agenda Item 10)

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

The Corporate Planning process has commenced and a timeline outlining the engagement dates and the publication date was included with the report for this agenda item.

The Corporate Plan will be finalised by the end of July. Following approval by the Trust Members, the Corporate Plan will be provided the Minister for the Environment and the Finance Minister. The Corporate Plan must then be uploaded to the Harbour Trust website by 29 August 2022.

There was general discussion regarding the opportunity of using the corporate planning process as the beginning of a conversation when the new government is formed. It was agreed to include a session on the Corporate Plan at a Trust Members strategy meeting to be arranged to take place in the coming weeks.

The Members of the Trust:-

- NOTED the report on the Commencement of Corporate Planning Process.

11. Strategic Risk Register Development – KPMG (Agenda Item 11)

As KPMG only started working with the Harbour Trust on the development of a new Strategic Risk Register a couple of weeks ago, it was not possible to arrange a workshop with the Trust Members in time for this meeting.

KPMG provided a 'Strategic Register Development – Objective, Scope and Approach' summary report that gave an overview of the process to develop and populate a strategic risk register that captures the Harbour Trust's key strategic and operational risks.

Workshops will be held with Management and with the Trust Members in the coming weeks.

The Members of the Trust:-

- NOTED the report prepared by KPMG

12. WHS Report (provided to PAC) (Agenda Item 12)

The WHS Report prepared for the Portfolio Audit Committee held on 16 March 2022 was included in the papers for this meeting. The report, which included a three year strategy, was taken as read.

The Members of the Trust:-

- NOTED the WHS report

13. Internal Audit Report (provided to PAC) (Agenda Item 13)

The Internal Audit Report prepared for the Portfolio Audit Committee held on 16 March 2022 was included in the papers for this meeting. The report was taken as read.

The Members of the Trust:-

- NOTED the WHS report

14. Independent Review Recommendations – Implementation Update (Agenda Item 14)

The report prepared for this agenda item was taken as read.

There was discussion about the importance of Recommendation 9 (i.e. collaboration across all levels of government) and the Harbour Trust's progress in this area. It was also noted that the new Statement of Expectations said that the Harbour Trust "should seek to deepen its collaboration with relevant NSW government agencies and local councils".

Progress against implementation of the review recommendations (provided with the papers for this meeting) was shared with the Community Advisory Committee on 9 February 2022 and the Harbour Trust Volunteers on 17 March 2022.

The Members of the Trust:-

- NOTED the Independent Review Recommendations Implementation update report

15. Draft ICT Strategy (Agenda Item 15)

Mr Justin Bock, Director Strategic Reform, joined the meeting for this item.

The report provided the Trust Members with an update on the Harbour Trust's ICT systems architecture, support environment and risk status.

There has been no investment in the Harbour Trust's ICT systems for a number of years. The majority of the systems are housed and administered by the Department of Agriculture, Water and the Environment's ICT infrastructure. The Harbour Trust does, however, have some self-managed systems and a number of manual processes that lead to operational inefficiencies.

Current risks exist with the Harbour Trust's ICT namely, system lifecycle (such as some pending service cancellations which will force and upgrade or migration to another platform); support/operational resourcing (i.e. reliance on the Department for core business platform support and many systems for which only one Harbour Trust staff member can provide support); security risks (such as the potential for ransomware and exfiltration), and staff dissatisfaction with end of life systems and cumbersome manual processes.

A governance framework has been established to support the development of an ICT Strategic Prioritisation and Roadmap (included with the report for this agenda item). The next steps in the development of the Strategic Prioritisation and Roadmap are to fine tune the sequencing and costs and to develop a proposal for inclusion in the 2022/23 budget. This will need to be funded through existing resources which means implementation timing will be impacted by available budget.

The Members of the Trust:-

- NOTED the draft ICT Strategy report

16. Assets & Parklands Initiatives Update (Agenda Item 16)

Mr Graham Izod, Director Assets & Parklands, was in attendance for this agenda item. The report prepared for this agenda item was taken as read.

The report included updates on the Backlog Works Program; the Repairs and Maintenance Program; Sub Platypus Stage 2 Project; and the 10 Terminal & Parklands Project. 'Business as usual' updates on Building & Site Services; Rangers; and Volunteers were also included.

Mr Izod gave a presentation which provided images of the works undertaken with the Backlog Maintenance program; the Repairs & Maintenance program; the Sub Base Platypus Torpedo Factory Renewal; and 10 Terminal and Parklands preservation works. The presentation also provided a summary of the financial status and phasing for each project.

The Members of the Trust:-

- NOTED the Assets & Parklands Update Report

17. Community Advisory Committee update (Agenda Item 17)

The report prepared for this agenda item was taken as read.

The report provided the Members of the Trust with the key sentiments from the following meetings and workshops –

- Aboriginal & Torres Strait Islander Advisory Group meeting - 13 January 2022
- General Community Advisory Committee meeting - 9 February 2022
- Sub Base Platypus Community Advisory Committee meeting - 23 February 2022
- General Community Advisory Group workshop - 16 March 2022

The Members of the Trust:-

- NOTED the Community Advisory Committee update report

18. Overarching themes, narratives and key stories for each site – Draft One (Agenda Item 18)

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

The draft document prepared by Ms Carding is intended to bring together the key narratives that form the framework for the stories told by the Harbour Trust, both cross-cutting themes for all sites, and key stories unique to each location.



This draft is an internal document and is expected to evolve as more research is done and stories come to light. The aim of the document when it is finalised is that it will be drawn upon for a range of both internal and external uses, including planning and conceptual development, briefings and conversation starters with stakeholders, brand and awareness building, and to guide interpretation and program development.

There was discussion about the importance of consultation with the First Nations Advisory Group when it comes to messaging the document's First Nations themes. Trust members noted the significance of the historical narratives, and suggested that contemporary place-making was also referenced.

The Members of the Trust:-

- NOTED the report

19. *In camera* discussion

CONFIDENTIAL

Trust Members held an *in camera* session and the Chair briefed the Members of the Trust on a current HR issue.
