



**SYDNEY HARBOUR FEDERATION TRUST**

**159<sup>th</sup> MEETING OF THE TRUST**

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

Wednesday 7 December 2022 at 9.30am – 3.00pm

**MINUTES**

True & Correct (Abridged) Record of the 159<sup>th</sup> Meeting of the Trust

(private and confidential information has been removed where indicated)

Chair



Minutes of the 159<sup>th</sup> meeting of the Sydney Harbour Federation Trust held on Wednesday 7 December 2022.

### Present

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

### In Attendance

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

\*Attended via videoconference

### Apologies

There were no apologies for this meeting.

The meeting commenced at 9.30am 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.

a) Apologies: Nil

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.

The WHS due diligence briefing for Members of the Trust has been arranged to take place at the next Trust Meeting (scheduled for Thursday 9 February 2023).

### 3. Chair's Verbal Update (Agenda Item 3)

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### CONFIDENTIAL DISCUSSION

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

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

Ms Carding highlighted the following matters of interest –

- Sites are open and visitation over the last three months has been tracking well.
- The Harbour Trust is ahead of budget as there have been no further requests for rent relief. There are some tenants still on rent relief payment plans.
- Recruitment for the Chief Operating & Financial Officer role is well underway with three candidates currently under consideration for the position.
- The new role of Head of Digital Transformation was recently filled and positive outcomes are already being seen. Mr Issa offered to provide advice on the Harbour Trust's ICT strategy and its implementation.
- In relation to People Management, the Harbour Trust is still experiencing some staff turnover, but there are various reasons for leaving and fewer issues with the organisational culture being raised as contributing. Regular induction sessions are now in place which Ms Carding and the Executive Team members attend to give a 'big picture' overview of the organisation.

There was discussion about whether there is a need for Management to be more proactive about requiring staff to be in attendance in the office more often. There has been no noticeable reduction in productivity and, due to current low unemployment figures and the difficulty in recruiting staff, to be an employer of choice the Harbour Trust will need to provide compelling reasons to work here and so will continue to offer flexible working arrangements.

Due to some references in the media to the number of police in attendance at the 'Mode' festival on Cockatoo Island, there was discussion about whether there is a jurisdictional issue with the NSW Police patrolling a Commonwealth site (such as Cockatoo Island). Ms Carding advised that in some instances, such as for music festivals which are classed as 'high risk' under the *NSW Music Festivals Act 2019*, the Harbour Trust had been advised that it would be appropriate for the festival organisers to provide a safety management plan to the NSW Independent Liquor and Gaming Authority, which would include policing. It was agreed that the situation would be monitored to ensure there was not an excessive police presence at future events.

The Members of the Trust:-

- NOTED the Executive Director's report.

#### 5. Draft Ministerial Statement of Expectations (Agenda Item 5)

Ms Freya Clayton, Strategy Officer, joined the meeting. Ms Carding spoke to the report prepared for this agenda item.

The most recent Statement of Expectations was published in March 2022, however due to the change of Government this year, the new Minister for the Environment and Water, the Hon. Tanya Plibersek MP, will need to provide a new Statement of Expectations.

The Minister's advisor has worked with the Harbour Trust to produce a draft Statement of Expectations. Once approved, the Statement of Expectations requires the Harbour Trust to produce a Statement of Intent in response, and to publish the Statement of Expectations on our website and in key documents such as annual reports.

Following their review of the draft Statement of Expectations, the Members of the Trust were in agreement that the draft is an appropriate forward-looking document that covers the Government's priorities and objectives in relation to preservation and activation of lands; environmental sustainability; biodiversity; and collaboration. It was suggested that in their response, the Members

of the Trust give consideration to the need to have a strategy for long-term environmental sustainability now that the Harbour Trust is an ongoing entity.

It was agreed that the Statement of Expectations and partnership mapping (to be discussed at Agenda Item 6) need to align.

The Members of the Trust:-

- NOTED the Draft Statement of Expectations.

## **6. Draft Partnership Mapping (Agenda Item 6)**

Ms Freya Clayton, Strategy Officer, was in attendance for this agenda item. Ms Carding spoke to the report prepared for this agenda item.

In November 2022, the Members of the Trust met for an annual strategy workshop at which the critical role partnerships will play in the future success and delivery of the Harbour Trust objectives arose. It was agreed at the workshop that a partnership strategy be developed, with the first step being to map current and potential partners against Harbour Trust priorities.

Ms Clayton has produced a proposed placemaking partnership 'sunburst' diagram which was included in the report for this agenda item. The preliminary analysis of the mapping exercise aims to identify as many potential partners as possible who could collaborate with the Harbour Trust to deliver the broader strategy. In practice the model should be used to identify the most beneficial partnerships that can provide the highest value delivery methods and, once agreed, developing the most beneficial partnerships would become the focus.

The partnership map produced for this report is a for the Harbour Trust as a whole, however, it was agreed that it would be appropriate to produce individual maps for the larger Harbour Trust sites.

Themes discussed for inclusion in the partnership mapping were sustainability; disability access; languages; and connection to country (not just in a First Nations context).

It was agreed that time will be set aside at the next Meeting of the Trust (scheduled for 9 February 2023) so the Members of the Trust can work on further developing the proposed Harbour Trust placemaking partnerships map. The focus for this session will be on Cockatoo Island and it was suggested that Sam Sangster from Klok Advisory be invited to attend.

The Members of the Trust:-

- NOTED the report and the draft Proposed Harbour Trust Placemaking Partnerships map.
- NOTED that the draft Proposed Harbour Trust Placemaking Partnerships map will be further discussed at a session to be held during the February 2023 Meeting of the Trust.

Ms Clayton left the meeting.

## **7. Tenant Selection Committee – requests for approvals (Agenda Item 7)**

Mr Nick Lawry, Chief Financial & Commercial Officer, joined the meeting and spoke to the report prepared for this agenda item.

The Tenant Selection Committee resolved at its meeting on 31 October 2022 to recommend to the Members of the Trust that three licences be extended. The three requests are seeking terms beyond 12 months (noting they relate to renewals rather than new agreements) and therefore require the approval of the Members of the Trust.

Under the Harbour Trust Leasing Policy, the Executive Director has authority to approve short-term uses, defined as 12 months or less duration, without undertaking a Competitive Application process or Open Leasing Process.

Mr Manera declared that he is known personally to one of the tenants and requested this be noted in the minutes.

Following discussion, the Members of the Trust approved the renewals of the three licence agreements.

There was discussion that, given the nature of the work undertaken by the three tenants, there was perhaps an opportunity for storytelling.

The Members of the Trust:-

- APPROVED the three requests for licence agreement renewals as recommended by the Tenant Selection Committee.

## **8. Draft Leasing Policy (Agenda Item 10)**

Mr Nick Lawry, Chief Financial & Commercial Officer, was in attendance and spoke to the report prepared for this agenda item.

In early 2020, the Harbour Trust undertook a review of Harbour Trust's Leasing Policy (dated 2017) and exhibited the Draft Leasing Policy 2020 for public consultation. The Draft Leasing Policy 2020 did not proceed past public consultation, as in June 2020 the Independent Review of the Harbour Trust was completed and three of the recommendations related to changes to the Leasing Policy.

In August 2022 the Members of the Trust, via circular resolution, approved amendments to the Draft Leasing Policy 2022 and gave approval for the draft policy to be placed on exhibition for a second round of public consultation. The draft Leasing Policy 2022 was open for public consultation from 20 October 2022 to 17 November 2022.

A high level summary of the commentary received from the public consultation, together with the Harbour Trust's recommended actions were presented to the Members of the Trust. Following discussion it was agreed that once AGS advice had been received on clause 3.6 regarding subsequent leasing opportunities after a cumulative total of 25 years, the next steps were to make the Harbour Trust's recommended amendments to the Draft Leasing Policy 2022; take the summary of the process and amended policy to the first meeting of the new Community Advisory Committee for information; and to seek final approval from the Members of the Trust via circular resolution prior to publishing the policy.

The Members of the Trust:-

- NOTED the results of the public exhibition and consultation of the Draft Harbour Trust Leasing Policy 2022.
- APPROVED the recommendations in relation to key points raised in the Draft Harbour Trust Leasing Policy 2022 and Draft Leasing Protocols 2022 submissions.
- NOTED the proposed next steps in concluding and publishing the Draft Harbour Trust Leasing Policy 2022.

## **9. Community Advisory Committee Renewal (Agenda Item 8)**

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

The Harbour Trust developed a detailed communications and engagement plan to advertise and recruit the incoming Community Advisory Committee (CAC). Expressions of interest were sought during a targeted media, communications and engagement period from 13 October to 10 November 2022.



43 expressions of interest for membership of the CAC were received from individuals from local areas; Greater Sydney; other areas of NSW; and interstate.

Applicants were required to provide a written response demonstrating their understanding of the Harbour Trust's objectives; and how they could bring diverse expertise and perspectives to the CAC and deepen the Harbour Trust's relationship with stakeholders. The applications were assessed against the skills matrix that was approved by Members of the Trust (out of session paper dated 5 October 2022).

A list of the top scoring candidates was included in the report for this agenda item for consideration by the Members of the Trust. The list recommended 12 individuals for membership of the new CAC, and a further 7 high scoring 'reserves'.

Following discussion regarding the selection process the Members of the Trust noted there would be no previous members on the new CAC, but that there had been a large number of high calibre applicants. The Members of the Trust also requested that a 'reserve' candidate (no. 13) replaced a recommended candidate (no. 11). The Members of the Trust agreed 12 new members of the CAC.

Ms Roberts advised that the new induction process is intended to ensure the new CAC can quickly get 'up to speed'. The induction will take place in January, with the first meeting of the new CAC to be scheduled for February. It is intended there will be four CAC meetings per year.

The Members of the Trust:-

- APPROVED the 12 new members of the Community Advisory Committee -

Ms Anne Clarke  
Ms Cathy Griffin  
Ms Chido Mauwa  
Ms Geraldine Paton  
Mr Glyn Evans  
Mr Jeremy Kenna  
Ms Linda O'Malley  
Ms Lisa Trueman  
Mr Peter Doukas OAM  
Ms Rebecca Cardy  
Ms Sheila Foliaki-Singh  
Ms Yolande Stone

## **10. Draft Events and Activations Strategy (Agenda Item 9)**

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

Following discussions and feedback from stakeholders and the CAC highlighting the need for a clear and strategic approach to events and activations at Harbour Trust sites, the Harbour Trust engaged a consultant to develop a draft Events and Activations Strategy (included with the report for this agenda item).

The draft strategy takes a site-by-site approach and stakeholders were involved in its development. It is intended the draft strategy will be shared for consultation prior to finalisation. The finalised document is intended for use as an internal document.

The Members of the Trust:-

- NOTED the key targets and ambitions set out in the strategy and implementation approach.

- APPROVED the Draft Events & Activations Strategy for discussion and consultation with staff, industry, potential partners and the incoming Community Advisory Committee in 2023.

[Ms Carolyn McNally joined the meeting]

### **Finance Report (Agenda Item 10)**

Mr Nick Lawry, Chief Financial & Commercial Officer was in attendance for this agenda item. The report prepared for this agenda item was taken as read.

The Members of the Trust:-

- NOTED the Finance report.
- AGREED that Ms Carolyn McNally would represent the Trust at the Department of Climate Change, Energy, the Environment and Water's Audit Committee for matters relating to the Harbour Trust.

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

Mr Nick Lawry, Chief Financial & Commercial Officer was in attendance for this agenda item. The report prepared for this agenda item was taken as read.

The Members of the Trust:-

- NOTED the WHS Report.

### **11. Major Projects Report (Agenda Item 13)**

Mr Graham Izod, Director Assets & Parklands, joined the meeting 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

Mr Izod provided a summary of the draft masterplan nearing completion for Middle Head for information. The draft masterplan will undergo a Harbour Trust review phase as a single document and feedback provided to Cox Architecture before the Christmas break. A follow-up Harbour Trust workshop will be scheduled for early January 2023 and a further status update will be provided at the February Trust Meeting.

There was discussion in relation to latent conditions discoveries at Sub Base Platypus Torpedo Factory and Mr Izod advised that a separate paper will be produced out of session to outline the extent of findings of latent condition variations and additional funding required (through internal transfer) to complete the project.

The Members of the Trust:-

- NOTED the Major Projects Report.

## 12. Community Advisory Committee update

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

It was noted that the previous General Community Advisory Committee concluded its term before the reporting period for this Meeting of the Trust, therefore the only meeting held during this period was the Sub Base Platypus CAC held on 16 November 2022.

Key highlights of the Sub Base Platypus CAC meeting are as follows:

- The committee was provided a project status and program update
- The committee was provided an update on the project transitioning from Stage 2 demolition works to stage 3 construction works. Construction has been delayed due to recent inclement weather conditions
- The committee noted the communications approach across multi-channels to targeted groups had been executed effectively with clear positive community feedback
- The committee noted the importance of activating the site once completed.

Draft notes from the Sub Base Platypus CAC meeting on 16 November 2022 were included with the report for this agenda item.

The Members of the Trust:-

- NOTED the Community Advisory Committee Update report.

## 13. Trust Members Meeting Planner 2023

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

The Members of the Trust:-

- NOTED the 2023 meeting planner.

**Meeting Closed – 2.50pm**