



SYDNEY HARBOUR FEDERATION TRUST

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

Boardroom, 28 Best Avenue, Mosman  
and via videoconference

Meeting in Private

23 June 2021 at 9.30am

MINUTES

True & Correct Record of the 146<sup>th</sup> Meeting of the Trust

Chair

Minutes of the 146<sup>th</sup> meeting of the Sydney Harbour Federation Trust held on Wednesday 23 June 2021.

### Present

Mr Joseph Carrozzi AM	Chair
Mr Garth Callender*	Member
Ms Sandra Hook*	Member
Mr Tim James*	Member
Ms Jessica Keen*	Member
Mr Michael Rose AM*	Member

### In Attendance

Ms Linda Ward*	Interim Executive Director
Mr Justin Bock*	Director Strategic Reform
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

\* participated in the meeting remotely via videoconference

### Apologies

Ms Jean Hay AM^ Deputy Chair

^ Ms Hay was an apology due to technical issues preventing participation in the virtual meeting.

## 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:-

- NOTED there was a quorum of Members of the Trust in attendance.

a) Apologies: Ms Jean Hay AM

b) Declarations of Interest

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

## 2. Chair's Verbal report (Agenda Item 2)

- The Chair advised that the *Sydney Harbour Federation Trust Amendment Bill 2021* has now passed through both Houses with full support from all parties.
- The Minister for the Environment has finalised two new Trust Member appointments and the announcement will be made by the Minister next week.
- As the terms for four Trust Members expire next week, the Chair formally acknowledged the significant contribution Ms Jean Hay AM, Mr Garth Callender, Ms Josephine Cashman and Ms Jessica Keen have made to the Harbour Trust. The Chair thanked the departing Trust Members for their service.

Ms Keen and Mr Callender thanked the Chair and the other Trust Members. Both expressed their gratitude for having had the opportunity to serve as Trust Members and asked that this be formally noted.

### 3. Interim Executive Director's Report (Agenda Item 3)

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

In particular, the report generated discussion in relation to risk and WHS issues:

- Ms Ward reported on the significant workload Harbour Trust staff are currently carrying. A recent *People at Work* survey completed by staff highlighted issues of heavy workloads and potential for 'burnout'.

Trust Members discussed their concern for staff and whether some issues could, for example, be addressed with training programs, or whether the issue is simply a matter of under-resourcing.

Ms Ward advised that the WHS Committee will be looking at the issues raised in the survey and will provide a report.

- The Risk & Compliance Officer position remains vacant but is a high priority for the Harbour Trust.
- There have been six recent 'trip and fall' incidents at Harbour Trust sites. Trust Members previously received the WHS report with the Portfolio Audit Committee (PAC) papers. A WHS report was prepared for the PAC Meeting held last week and will be provided to the Trust Members. Risk & WHS to be included as a standing agenda item for Trust Meetings.

There was discussion about the option of using apps (e.g. *Snap, Send, Solve*) to enable members of the public to report trip hazards and other issues. Such apps are used widely by local councils and other authorities.

Ms Ward advised there has been no update in relation to the NSW Government negotiations regarding the North Head Deed of Agreement. Negotiations are being led by the Department and there was general agreement amongst Trust Members that there is a need for these negotiations to be progressed so a public announcement can be made at the earliest opportunity.

Ms Ward reported that there has been correspondence from a number of stakeholders regarding the in-principle approval provided by the Harbour Trust to the organisers of the North Head concert series. The Minister's office has also been contacted about this issue. An information session has been arranged for 29 June 2021 for tenants and other key stakeholders to allow questions to be asked of both the organisers and the Harbour Trust. The organisers and one of the tenants have also been communicating directly about options/arrangements that could perhaps be put in place if the concert series proceeds.

The Members of the Trust:-

- NOTED the Interim Executive Director's report.

### 4. Finance & Budget Presentation (Agenda Item 4)

Mr Nick Lawry gave a Finance and Budget Report presentation.

The current financial position (as at May 2021) shows a deficit of \$5.2m which is \$6.2 m ahead of budget. The full year result is expected to be slightly behind last year's.

The Harbour Trust will report a surplus of approximately \$14m for the financial year due to the receipt of \$20.6m in funding for operational expenditure.

\$6m-\$7m in surplus cash from the Markham Close funds will be available at 30 June 2021 to fund operating losses, working capital requirements and minor capital expenditure, subject to Department of Finance approval. Surplus funds may also be directed to major capital expenditure projects.

The draft budget for the 2021-2022 financial year shows an operating loss before funding impacts of \$4.6m (\$1m before depreciation). Implementation of some programs may need to be delayed if a budget deficit position is not supported.

The Trust Members will need to nominate a new representative for the Financial Statements Sub-Committee and the Portfolio Audit Committee, as the current representative, Mr Callender, will end his term as a Trust Member on 30 June 2021.

The audited financial statements and annual report will be presented for approval by the Trust Members in September.

A final budget paper will be presented for consideration and approval by the Trust Members either out of session or at the August meeting.

Following Mr Lawry's presentation there was general discussion about the budget, including the issue of being required to fund Review recommendations such as the organisational restructure. Trust Members asked that the final budget reflect the funding required to implement the Review recommendations. The latest outbreak of COVID-19 in Sydney also presents a risk to the budget if further rent relief for tenants is required.

The Members of the Trust:-

- NOTED the Interim Executive Director's report.

## **5. Draft Sydney Harbour Federation Trust Regulations 2021 (Agenda Item 5)**

The Draft Sydney Harbour Federation Trust Regulations 2021 report was taken as read and Mr Daniel Sealey spoke to it.

The current Regulations are due to sunset on 1 October 2021.

The Regulations cover various activities on Harbour Trust land including the granting and charging of fees for licences and permits; penalties for offences; and the functions and powers of the Rangers.

Draft Regulations have been prepared by the Office of Parliamentary Counsel in consultation with the Harbour Trust and the Department of Agriculture, Water and the Environment. The Attorney General's Department, the Australian Government Solicitor and the Minister's Office have been consulted.

The Draft Regulations 2021 will be exhibited for public comment. The following steps are approval from the Minister, after which they will be sent to the Executive Council for consideration and signing by the Governor General.

The Members of the Trust:-

- NOTED that the current *Sydney Harbour Federation Trust Regulations 2001* are due to sunset on 1 October 2021.
- NOTED that Draft Regulations 2021 are being prepared to replace the sunseting Regulations, and when finalised will be exhibited for public comment.
- NOTED that following public consultation the Draft Regulations 2021 would be subject to approval by the Governor General at an Executive Council meeting.

## **6. Draft Corporate Plan 2021-2025 (Agenda Item 6)**

The Draft Corporate Plan report was taken as read and Mr Justin Bock spoke to it.

The Harbour Trust is required to provide the Corporate Plan to the Minister for the Environment as well as to the Finance Minister as soon as practicable after completion, and before it is published online (which must occur by the end of August 2021).

The draft Corporate Plan document was provided with the report. Mr Bock advised that it has the same structure as previous Corporate Plans. Due to the length of the document and time constraints for the meeting, feedback from Trust Members will be given out of session.

A final draft will be presented for consideration and approval by Trust Members at the August meeting.

The Members of the Trust:-

- NOTED the Draft 2021-2025 Corporate Plan.
- NOTED that feedback from Trust Members to be provided out of session.

### **7. Community Advisory Committee (CAC) Update (Agenda Item 7)**

The Community Advisory Committee Update report was taken as read.

Due to time constraints, the report was not discussed at the meeting.

The Members of the Trust:-

- NOTED the Community Advisory Committee Update report.

### **8. Capital Works (Agenda Item 8)**

The Capital Works report was taken as read.

Mr Graham Izod gave an Assets & Parklands presentation which provided an overview of the most significant items in the report, including pictorial updates.

Mr Izod presented on:

- Capital Investment Projects
  - 10 Terminal project key achievements
  - Sub Base Platypus Stage 2 project key achievements
- Backlog Maintenance and R&M Program
  - Backlog maintenance key achievements
  - R&M Program key milestones and timelines
- Business as Usual
  - Minor works update
  - Ranger recruitment update

There was discussion about how conservation/preservation/repairs/replacements at the sites are recorded. It was suggested that Ms Libby Bennett, Director Projects (and heritage architect) be invited to attend a Trust Meeting to talk about this issue.

The Members of the Trust:-

- NOTED the update to both the Backlog Works and Repairs & Maintenance programs
- NOTED the updates to both Sub Base Platypus Stage 2 and 10 Terminal & Parklands programs

### **9. Presentations (Agenda Item 9)**

Community consultation on the North Head Sanctuary Draft Concept and the Cockatoo Island/Wareamah Draft Concept Vision took place during May and June 2021. A broad range of interaction and engagement was undertaken, including: webinars; workshops; panels; surveys; submissions; a 'walkshop'; pop-ups; yarning sessions; flyers; EDMs; and the Department's 'Have Your Say' website function.

The facilitators of the consultations joined the meeting (virtually) for this item and presented the key themes they had identified as having emerged -

- North Head Sanctuary Community Consultations:

- Two Point Co. (Jason Timor) presented the key themes from the First Nations Peoples feedback.

Key themes included: the importance of continuous collaboration and consultation with First Nations Peoples; the site's significance as a healing place; functional concerns such as transport and equity of access; environmental sustainability; commercial and economic opportunities; and specific feedback about the precinct in relation to the walking trails, the interpretation centre and its location, the environmental education centre and Building One.

- KJA (Debbie Stone) presented the key themes from the broad community feedback. Consultation took place with current and potential visitors; local residents; people from Greater Sydney and beyond; interest and advocacy groups; local First Nations Peoples; tenants; the Harbour Trust's Community Advisory Committee; and volunteers and tour guides.

Key themes included: protecting the natural environment; limiting over-development; achieving the right balance and respectful integration of the environment, First Nations heritage and military past; and creating a seamless and integrated destination for North Head.

- Elton Consulting (Lucy Greig) presented the results from an online panel survey of 515 residents of Greater Sydney on the key initiatives proposed in relation to the North Fort precinct and the Artillery Barracks precinct.

- Cockatoo Island / Wareamah Community Consultations:

- Two Point Co. (Jason Timor) presented the key themes from the First Nations Peoples feedback.

Key themes included: accuracy of storytelling; embedding First Nations cultures and knowledges in all areas of the Island; functional issues such as amenities and accessibility of the Island; and broad consensus for an expansion of proposed green spaces using endemic species and scaling back of proposed building on the Island.

- Elton Consulting (Lucy Greig) gave a presentation which highlighted the comprehensive consultation which was undertaken via webinar; online panel survey; the Community Advisory Committee workshop; the volunteers and guides workshop; the online workshop for nearby councils; open online workshop; creative sector online workshop; Harbour Trust staff workshop; submissions from residents, volunteer guides, visitors, groups and organisations; 'pop-ups' in Parramatta, Barangaroo, Leichhardt and on Cockatoo Island.

- Numerous key issues and opportunities regarding different elements of the Draft Concept Vision were identified.

The facilitators left the videoconference.

The next steps are for the outcomes to be presented to the Community Advisory Committee and First Nations Advisory Group (a shorter presentation was suggested for Cockatoo Island); the consultants to complete the reports on their community consultations which will be published on the Harbour Trust website; and for the Harbour Trust to approve the final Concepts.

There was general discussion about potential changes to the North Head Sanctuary Draft Concept and the Cockatoo Island/Wareamah Draft Concept Vision based on the feedback from the community consultations; the need to be sure who our target audiences are; and to recognise that it is not possible for the sites "to be all things to all people".

The Chair invited Mr Garth Callender and Ms Jessica Keen to participate in the next Trust Meeting (in August) as observers for the Concepts agenda item and both indicated they would be very willing to do so.



The Chair acknowledged Ms Kathryn Roberts (Director Marketing & Visitor Experience) and Ms Rebecca Hill (Head of Marketing and Engagement) for taking the lead with the consultations.

**Meeting closed 3.00pm**