



SYDNEY HARBOUR FEDERATION TRUST

172nd MEETING OF THE TRUST

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

Thursday 13 June 2024 at 1.30pm - 5.00pm

MINUTES

True & Correct (Abridged) Record of the 172nd Meeting of the Trust

(private and confidential information has been removed where indicated)

Professor Tim Entwisle, Chair



Minutes of the 172nd meeting of the Sydney Harbour Federation Trust held on Thursday 13 June 2024.

Present

Prof. Tim Entwisle	Chair
Mr Terry Bailey	Member
Ms Chantelle Fornari	Member
Ms Alex O'Mara	Member
Ms Ann Sherry AO	Member

Apologies

Ms Alison Page	Deputy Chair
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In Attendance

Ms Janet Carding	Executive Director
Ms Freya Clayton (<i>partial attendance</i>)	Strategy Officer
Mr Graham Izod (<i>partial attendance</i>)	Director Assets and Parklands
Ms Bernadette Or (<i>partial attendance</i>)	Chief Operating and Financial Officer
Ms Kathryn Roberts (<i>partial attendance</i>)	Director Marketing and Visitor Experience
Mr Daniel Sealey (<i>partial attendance</i>)	Director Planning
Ms Rosemary Southcombe	Secretariat

Guests

The Hon Tanya Plibersek MP	Minister for the Environment and Water
Ms Charlee-Sue Frail	Senior Adviser, Office of the Hon Tanya Plibersek MP

The meeting commenced at 1.30pm and was held in private due to confidential matters on the agenda.

1. Welcome (Agenda Item 1)

The Chair, Prof. 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

Ms Alison Page, Deputy Chair (noting that Ms Page was able to attend via videoconference for Agenda Item 11 only).

b) Declarations of Interest

Members of the Trust were requested to advise if any declarations of interest are required prior to each meeting and, if necessary, during the meeting. Mr Bailey advised he would email an update to his declarations after the meeting, and that none of the updates would have a bearing on this meeting). Ms Sherry advised she has a new declaration which will take effect from 1 July 2024.

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

All action items from previous meetings have been completed, are in progress or will be discussed at this meeting.

It was agreed at the previous meeting that the revised Cockatoo Island / Wareamah master plan would be made available to Members of the Trust a week prior to the papers for this meeting to allow extra time for reviewing the comprehensive document. There was, however, a delay with the Harbour Trust receiving the document as result of one of the consultant's key personnel unexpectedly leaving the company. The revised master plan was circulated to the Members of the Trust on 7 June 2024, separately from the main pack of papers for this meeting.

The Members of the Trust:-

- NOTED the action items from previous Meetings of the Trust.

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

Starred items on the agenda were taken as read and noted accordingly. Members of the Trust were able to request prior to or during the meeting for any starred agenda item to be unstarred for discussion during the meeting.

Due to the very recent advice that the Hon Tanya Plibersek MP, Minister for the Environment and Water, would be joining for part of the meeting, the agenda was updated with the Foundation and Philanthropy item postponed to the Meeting of the Trust scheduled for August. Additionally, due to time constraints, the Executive Director's report which had initially been unstarred to allow a detailed discussion, was now starred on the updated agenda.

There were no requests to unstar any of the starred agenda items.

The Members of the Trust:-

- NOTED the starred items on the agenda and did not request to unstar any of these items.

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

The Chair provided a confidential update on the recruitment in progress for the vacant positions on the Trust.

The Harbour Trust was advised two days ago that the Minister would be attending today's meeting for 45 minutes. There is no set agenda for the Minister's visit. At the recent release of seahorses into Chowder Bay at which the Minister was in attendance, the Minister indicated to the Executive Director that she would like to attend an upcoming Meeting of the Trust. The Chair suggested that the most important issues to raise with the Minister were the Statement of Intent; master plans; budgets; and the North Head deed.

The Members of the Trust:-

- NOTED the Chair's verbal report.

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

As a starred item, the Executive Director's report was taken as read.

The report covered major matters and operations of the Harbour Trust since the Meeting of the Trust held on 23 April 2024.

This item was initially not starred as the intention had been to have a detailed discussion regarding the results of the annual staff engagement survey, however due to time constraints this was not possible.

The survey was conducted independently by consultants from Korn Ferry who presented the results to all staff on 5 June 2024. The presentation was included in the Executive Director's report for this agenda item.

Following a brief discussion, it was noted that the overall engagement and enablement scores had declined since last year's survey. It was agreed that the best way forward was for management to develop an action plan to address the issues of concern, and for the Executive Director to report back to the Board on its implementation at the next, and subsequent, meetings.

The Members of the Trust:-

- NOTED the Executive Director's report.

6. Draft Corporate Plan – 2024-2028 (Agenda Item 6)

Ms Freya Clayton, Strategy Officer, was in attendance for this agenda item.

The Harbour Trust is required to provide the Corporate Plan to the Minister for the Environment and Water, and to the Finance Minister, for their information, as soon as practicable after completion, and before it is published online (which must occur by 31 August 2024).

At their Strategy Day in March 2024, the Members of the Trust provided input to the priorities for the year ahead. The Members were provided the Performance section of the Draft Corporate Plan for the April 2024 meeting for review and were comfortable with the content.

A full version of the Draft Corporate Plan was prepared for this meeting for approval by the Members.

There was discussion about whether the timing of the review of the Harbour Trust's risk register can be aligned with the Corporate Plan updates. There was a suggestion that there is potential for inconsistency as the Corporate Plan is set on a four-year rolling basis, and the risk register is reviewed annually. Ms Clayton agreed to check the regulations to determine what the requirements are for including risk oversight in the Corporate Plan.

There was a further observation that having 'key highlights' under 'key activities' is confusing, and it was suggested that they be labelled differently for clarity.

The Statement of Intent will be included in the Corporate Plan and also be published separately on the Harbour Trust website.

The Members of the Trust:-

- APPROVED the Draft Corporate Plan subject to minor amendments as discussed
- APPROVED the Statement of Intent.

7. Master Plan for Cockatoo Island / Wareamah - Adoption (Agenda Item 7)

Mr Daniel Sealey, Director Planning, was in attendance for this agenda item.

The Harbour Trust publicly exhibited the Draft Master Plan for Cockatoo Island / Wareamah from 1 November to 13 December 2023. Consultation outcomes were reported at the April 2024 Meeting of the Trust. As reported at that meeting, the Harbour Trust received feedback from 199 unique submitters. 59% of all survey respondents were either supportive or very supportive, 18% of people were neutral, and 23% of people were unsupportive or very unsupportive.

All submissions, including feedback from individual meetings, stakeholder group meetings and advisory groups have been considered in the preparation of the master plan recommended for adoption.

Agreement was sought at this meeting from the Members to adopt the revised draft master plan.

During a detailed discussion, the Members provided feedback about the revised master plan and raised some minor editing issues for consideration including:

- amending instances of hyperbole and use of overly technical language
- removing instances of repetition
- reduce reference to so many plans (suggestion of an overarching statement instead)
- more reference to the consultation that has taken place
- highlighting the opportunities for creative partnerships
- including information on the Harbour Trust's Emissions Reduction Plan
- including information on the cadastral boundary of the island
- reviewing accuracy of a few particular statements

Members will send through their suggestions in writing so these can be passed on to the project team.

At the conclusion of the discussion, the Members agreed in principle to adopt the master plan, subject to these amendments. The final revised version of the master plan will be provided to Members prior to publication.

Following the adoption of the master plan, the Harbour Trust will prepare detailed development applications, and major components will be publicly exhibited for community feedback. Proposals that have the potential to pose a significant impact on the environment or heritage values may be referred to the Minister for consideration under the *Environment Protection and Biodiversity Conservation Act 1999*.

The Members of the Trust:-

- NOTED that feedback from the community, First Nations Advisory Group and Community Advisory Committee has been reported previously and was addressed in the preparation of the Draft Master Plan.
- NOTED that minor post-exhibition changes are recommended to address community feedback, provide clarification, and to improve the readability of the Master Plan.
- AGREED in principle to adopt the Master Plan with the recommended post-exhibition changes, and subject to minor amendments as discussed at during the meeting, with a final copy distributed to Members prior to publication.
- NOTED the next steps required for the implementation of the master plan.

8. Emissions Reduction Plan (Net Zero) (Agenda Item 9)

Mr Daniel Sealey, Director Planning was in attendance for this agenda item.

The report prepared for this agenda item was taken as read and Mr Sealey spoke to it.

In accordance with the Commonwealth Government's recently released *Net Zero in Government Operations Strategy* ('the Strategy'), Commonwealth agencies, including the Harbour Trust, must have an *Emissions Reduction Plan* (ERP) in place by 30 June 2024, and report annually on progress.

The Harbour Trust engaged Ineco Consulting, a Supply Nation certified Indigenous business, to prepare the ERP. At this stage the Harbour Trust is only required to achieve net zero for its own operations, which includes offices, visitor centres and lighting of public space. Emissions from tenanted space is not yet included – Government will advise further regarding potential inclusion of these emissions in future years.

The draft ERP was included with the report for this agenda item. The Harbour Trust's First Nations Advisory Group and Community Advisory Committee were consulted through a combined workshop

held on 15 May 2024 and feedback from the workshop was considered in the preparation of the draft ERP.

It will be necessary to progressively update the ERP to meet Government requirements as they develop over time. As the ERP deals with operational matters, it is proposed that the authority to amend the ERP be delegated to the Executive Director. There will be reporting requirements, including the providing information about the ERP in the Harbour Trust's annual report.

The Members of the Trust agreed to the adoption of the ERP (with the suggestion that the costings column be removed from the action table); and agreed to the Executive Director having the authority to amend the ERP as required. It was agreed that the Executive Director will provide a quarterly update on the ERP to Members of the Trust.

The Members of the Trust:-

- AFFIRMED the Harbour Trust's commitment to achieving net zero emissions for its operations by 2030, in line with the *Australian Public Service Net Zero in Government Operations Strategy*.
- NOTED feedback from a joint workshop with First Nations Advisory Group and Community Advisory Committee members.
- AGREED to adopt the Harbour Trust's *Emissions Reduction Plan* ('ERP').
- AGREED to the submission of the adopted ERP to the Department of Finance by 30 June 2024, and to subsequently make the ERP available on the Harbour Trust website.
- AGREED to delegate to the Executive Director the authority to make future amendments to the ERP as required, noting that this is an operational matter.
- AGREED the Executive Director would provide a quarterly report on the ERP to Members of the Trust.

9. Volunteer Strategy Finalisation (Agenda Item 8)

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

The draft Volunteer Strategy was discussed at the April Meeting of the Trust and suggested amendments were made highlighting health and safety, and the mutual benefit that volunteering brings, as well as including more quotes from volunteers to reflect that volunteering at the Harbour Trust can be an enjoyable and fulfilling experience.

An updated and designed copy of the Volunteer Strategy was included with the papers for this meeting.

Ms Roberts reported that in response to feedback received from Members of the Trust, volunteers, staff and the Community Advisory Committee, a section has been introduced - 'Action Plan' - which details the activity and deliverables for Phase 1 of implementation of the strategy.

There was discussion about the change management approach for both staff and volunteers to implement the strategy successfully. It was suggested that the introduction emphasises that volunteering is good for the community and for all the people involved, perhaps through the addition of an opening paragraph or two.

The Members of the Trust:-

- APPROVED the Volunteer Strategy, with recommended further amendments.
- NOTED the Harbour Trust's action plan for Phase 1 of the Strategy implementation.

10. The Hon Tanya Plibersek MP, Minister for the Environment and Water (Agenda Item 11)

The Minister joined the meeting and was formally welcomed by the Chair. Ms Alison Page, Deputy Chair, and Ms Charlee-Sue Frail, the Minister's Senior Adviser joined the meeting online.

The Chair provided a summary of the issues the Harbour Trust is currently focusing on, including finalising the Statement of Intent; the master plans for Cockatoo Island / Wareamah and North Head Sanctuary; and financial sustainability for the Harbour Trust.

CONFIDENTIAL DISCUSSION

11. Rental Subsidy Policy (Agenda Item 10)

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

In March 2023, the Members of the Trust approved the current Harbour Trust Leasing Policy. Consequently, the *Rental Subsidy Policy for Delivery and Contributory Partners 2016* requires updating to ensure its continued relevance and effectiveness.

The current rental subsidy policy and the proposed updated rental subsidy policy were included with the report for this agenda item.

Following discussion, the Members of the Trust requested that the updated draft policy undergo further review and amendment. Comments included: including a stronger statement of the overall purpose and exclusions at the start; adding the relationship between the policy and meanwhile use; and making the eligibility criteria and process for applicants clearer.

The Members of the Trust:-

- REQUESTED that the Rental Subsidy Policy undergo further review and be brought back to the next Meeting of the Trust.

12. Preliminary Budget Update 2024-25 (Agenda Item 12)

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

Ms Or reported that the internal budget process is well progressed and that it will be a conservative budget. Early estimates were presented in the report for this agenda item.

There was discussion about the draft operational budget, including the need to include some funding for partnerships to achieve net zero.

The Members of the Trust:-

- NOTED the Preliminary Budget Update 2024-25.

13. Finance Report – April 2024 (Agenda Item 13)

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

The report provided the Harbour Trust's year-to-date (end of April 2024) financial performance and cash position. An update of progress of funded projects spend was also provided.

As at the end of April, on a Financial Reporting basis, the Operating Deficit at \$1.2M was \$2.8M better than the budgeted deficit of \$4M. Excluding the impact of depreciation, the Harbour Trust reported a cash/operating surplus of \$2M. The YTD positive performance was driven by continued strong results in leasing activities, tours and accommodation, higher return from investments and savings in labour

costs during the period to April 2024. It is expected the positive performance will remain by the end of this Financial Year.

The Members of the Trust:-

- NOTED the Finance Report.

14. Major Projects Report (Agenda Item 14)

As a starred 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 -

- 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 Repairs & Maintenance Program
- Progress on Maintenance & Infrastructure Renewal Program

There was discussion about the suggestion of introducing traffic light reporting for major projects to show how projects are tracking against expected date of completion and against budget.

The Members of the Trust:-

- NOTED the Major Projects Report.

15. Community Advisory Committee and First Nations Advisory Group Update (Agenda Item 15)

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

The report informed the Members of the Trust on the key updates and community sentiment from the recent Community Advisory Committee (CAC) and First Nations Advisory Group meetings.

The Members of the Trust:-

- NOTED the Community Advisory Committee and First Nations Advisory Group Update report.

16. Meeting Planner 2024 (Agenda Item 16)

As a starred item, the Meeting Planner prepared for this agenda item was taken as read. No discussion was required for this agenda item.

The Members of the Trust:-

- NOTED the Meeting Planner for 2024.

17. *In camera* session

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

18. Preparation for Trust Meeting in Public

Meeting closed at 5.00pm.