

SYDNEY HARBOUR FEDERATION TRUST

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

## Meeting in Private – online and in the Boardroom

Thursday 1 May 2025 at 9.30 am – 1.00 pm

## MINUTES

True & Correct Record of the 180<sup>th</sup> Meeting of the Trust

(private and confidential information has been removed where indicated)

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Professor Tim Entwisle, Chair

Minutes of the 180<sup>th</sup> meeting of the Sydney Harbour Federation Trust held on Thursday 1 May 2025.

**Present**

Professor Tim Entwisle*	Chair
Ms Alison Page*	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

\* attended online

**Apologies**

Nil.

**In Attendance**

Ms Janet Carding	Executive Director
Ms Bernadette Or ( <i>partial attendance</i> )	Chief Operating and Financial Officer
Ms Maree Doherty ( <i>partial attendance</i> )	Head of Property and Leasing Management
Ms Rosemary Southcombe	Secretariat
Mr Gary Zuiderwyk ( <i>partial attendance</i> )	Head of People, Culture and Safety

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.

The Chair advised the following updates:

- add 'Emeritus Director, Botanic Gardens of Sydney'
- remove 'President of International Botanic Gardens' (term has ended)

Ms Page advised the following updates:

- remove 'Indigenous Advisory Group – National Museum of Australia' (resigned)
- remove 'Board Director, National Trust of Australia (NSW)' (resigned)
- Aboriginal Hostels Ltd - change 'Member' to 'Chair'
- remove INSW Arts and Culture Panel Member Barangaroo (a duplication)

Mr Bailey advised one of his declarations was missing from the list:

- Commissioner of NSW Independent Planning Commission

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

It was noted that:

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### **Confidential discussion**

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- The Lead Design Consultant for Stage 1 of the Middle Head / Gubbuh Gubbuh Master Plan has been appointed and Professor Lochhead has been advised on the design team.
- The Philanthropy and Partnerships Policy is on hold pending a Harbour Trust resubmission mid-year for Deductible Gift Recipient status. Professor Entwisle and Ms Sherry have been appointed as directors on the Sydney Harbour Foundation Limited board.
- The format and length of Trust Meeting papers has been revised following feedback from Members of the Trust. Further suggestions made at this meeting were: a cover page for each report; action required from Members to be at the top of the reports; and use of sub headings to make it easier to find information within the reports.

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

- Agenda Item 6 - Review and Development of Long-term Strategic Plan

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### **Confidential discussion**

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- Agenda item 9 - Procurement Policy Review
- Agenda Item 11 - WHS Quarterly Report - Q3 2024-2025

No additional items were requested for starring.

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

The Members of the Trust:-

- NOTED the unstarred items on the agenda.

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

The Chair reported on the visit to Cockatoo Island / Wareamah by the Minister for the Environment and Water, the Hon Tanya Plibersek MP on 12 April 2025. Minister Plibersek announced that if re-elected, the Labor government would provide \$10.2 million funding to build a harbour pool and kayaking activities along the slipways - initiatives that are included in the Cockatoo Island/ Wareamah Master Plan.

There was an element of confusion during the announcement as the Fitzroy Dock was mentioned as the location for the swimming pool, however the Minister did make the announcement from the old

slipways site (the correct site for the proposed harbour pool) and showed an image from the master plan of the correct location.

Ms O'Mara asked if it would be possible to acquire a transcript of Minister Plibersek's announcement made on Cockatoo Island / Wareamah.

The Liberal Party candidate for Warringah, Ms Jaimee Rogers, together with Ms Sussan Ley MP (Deputy Leader of the Opposition) and other Liberal Party representatives were at Middle Head Oval on 16 April 2025 to announce via social media that if elected, the Liberal government would invest \$1 million to enable the completion of the redevelopment of the Middle Head Oval Pavilion.

The Members of the Trust:-

- NOTED the Chair's verbal report.

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

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 covered major matters and operations of the Harbour Trust since the Meeting of the Trust held in February 2025.

It was noted that since the last Trust Meeting, Ms Carding and Ms Or met with Ms O'Mara to discuss how best to report on the status of audit findings. Included as an attachment to the Executive Director's report was a new format for reporting on the current status of internal and external audit findings. The Audit & Risk Committee Outcomes (minutes) will be included as an attachment to future Executive Director reports.

The Members of the Trust:-

- NOTED the Executive Director's report.

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## **6. Confidential discussion**

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## **7. Draft Corporate Plan 2025-2029 (Agenda Item 7)**

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 is required annually to provide the Corporate Plan to the Minister for the Environment and Water, as well as to the Finance Minister for information, as soon as practicable after completion and before it is published online (which must occur by 31 August 2025).

Preliminary drafting has commenced. A complete draft of the 2025-26 Corporate Plan will be presented to the Members of the Trust at their June 2025 meeting.

The Members of the Trust:-

- NOTED the progress of the production of the Draft Corporate Plan 2025-2029

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## **8. Confidential discussion**

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## **9. Procurement Policy Review (Agenda Item 9)**

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 current Procurement Policy was last approved by the Trust in February 2024. Since then, the procurement function has implemented internal audit findings and the draft policy has incorporated these changes.

Ms Or advised that the marked-up version of the draft policy gives the appearance of major changes to the policy, however, this is as a result of re-ordering, reallocation of content between procedures and policy, and some reformatting.

The Members of the Trust:-

- APPROVED the Procurement Policy dated May 2025.

## **10. WHS Legal Briefing (Agenda Item 10)**

Mr Paul Cutrone, Partner, Seyfarth Shaw Australia joined the meeting online.

Ms Bernadette Or, Chief Operating and Financial Officer; and Mr Gary Zuiderwyk, Head of People Culture and Safety joined the meeting for this agenda item.

Mr Cutrone spoke to the 'Work Health and Safety Legal Briefing' prepared for the meeting which covered issues of which the Trust Members need to be aware, including: legislative framework; health and safety duties; and psychosocial hazards/risks.

The Chair thanked Mr Cutrone for the briefing and he left the meeting.

## **11. WHS Quarterly Report - Q3 2024-2025 (Agenda Item 11) ★**

Ms Bernadette Or, Chief Operating and Financial Officer and Mr Gary Zuiderwyk, Head of Safety and Culture were in attendance for this agenda item.

Following the presentation from Mr Cutrone, there was detailed discussion about the format and content of WHS Quarterly reports provided to Trust Members. Feedback included: any concerns to be raised in the report's Executive Summary; be open about areas on which Management thinks there needs to be a focus; and for reporting to be balanced, including both 'the good and the bad'.

It was acknowledged that psychosocial safety is an increasingly important area for employers to be focusing on.

The annual staff engagement survey will be sent to staff in the next couple of weeks. Ms Carding, Ms Or and Mr Zuiderwyk and the Executive team have reviewed the questions in the survey developed by Korn Ferry.

There was discussion about the reporting of corrective actions. The Members of the Trust advised that corrective actions must be resolved and not continue to appear as unresolved in subsequent quarterly reports (unless there is an acceptable reason which will need to be provided).

It was also suggested that it would be beneficial to see a high-level summary of the number and types of incidents year-by-year to monitor and identify trends.

Mr Zuiderwyk advised that reporting of incidents by volunteers is low. It was requested that Ms Carding follow up on this issue.

The Members of the Trust:-

- NOTED the WHS Quarterly Report
- REQUESTED changes to the format and content of the quarterly reports as noted above
- REQUESTED that the Executive Director investigate why the reporting of incidents by volunteers is low

## **12. Finance Report – March 2025 (Agenda Item 12)**

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.

As at the end of March, on a Financial Reporting basis, the Operating Deficit was \$3.8M, \$110K better than the budgeted deficit of \$3.9M. Excluding the impact of depreciation, the Harbour Trust reported a cash/operating surplus of \$35K, \$592K better than that in the budget for the period.

The better than budgeted result from operations was driven by better total revenue results (\$599K) which was offset by unbudgeted higher depreciation and amortisation costs (\$482K). With a year budgeted to deliver a deficit of \$5M (incl Depreciation) excluding funded projects, it is likely that the year will perform better than planned, with a smaller deficit.

In March the Executives commenced budget discussions for the next Financial Year to finalise a proposed budget to the Trust at its meeting in June.

The Members of the Trust:-

- NOTED the Finance Report.

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

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

The format of the report has been revised following feedback from the Members of the Trust to provide quantitative rather than a 'business as usual' information in the Executive Summary.

The report included a project tracker showing committed / uncommitted budget for the 127 projects as well as updates on Middle Head / Gubbuh Gubbuh; Backlog Capital Works; Repairs and Maintenance Program; Master Planning for Cockatoo Island / Wareamah; and the Maintenance & Infrastructure Renewal Program.

The Members of the Trust:-

- NOTED the Major Projects Report

## **14. Community Advisory Committee & First Nations Advisory Group Update (Agenda Item 14)**

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 for this agenda item provided key updates from the First Nations Advisory Group meeting held on 13 February 2025, and the Community Advisory Committee meeting held on 19 February 2025.

The Members of the Trust:-

- NOTED the CAC and First Nations Advisory Group Update report

**15. Meeting Planner 2025 (Agenda Item 15)**

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

The Members of the Trust:-

- NOTED the Meeting Planner for 2025.

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

The Members of the Trust held an *in camera* session.

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Meeting closed at 12.56pm