Harbour Trust | Australian Government
Sydney Harbour Federation Trust

Woolwich Dock & Parklands
Georges Heights
North Head Sanctuary
Middle Head
Chowder Bay
Marine Biological Station
Cockatoo Island
Sub Base Platypus
Snapper Island
Macquarie Lightstation

Creating extraordinary places on the world's best harbour.

SYDNEY HARBOUR FEDERATION TRUST

185th MEETING OF THE TRUST

Meeting in Private – online and in the Harbour Trust Boardroom

Friday 17 October 2025 at 9.30 am – 12.30 pm

MINUTES

True & Correct (Abridged) Record of the 185th Meeting of the Trust

(private and confidential information has been removed where indicated)

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Professor Tim Entwisle, Chair

Minutes of the 185th meeting of the Sydney Harbour Federation Trust held on Friday 17 October 2025.

Present

Professor Tim Entwisle	Chair
Mr Terry Bailey	Member
Mr Danny Gilbert AM	Member
Professor Alex O'Mara	Member
Ms Alison Page	Deputy Chair
Ms Ann Sherry AO	Member

Apologies

Professor Helen Lochhead AO	Member
Mr Brad Manera	Member

In Attendance

Ms Janet Carding	Executive Director
Ms Rosemary Southcombe	Secretariat

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

Professor Helen Lochhead AO and Mr Brad Manera sent their 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.

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

Confidential discussion

- Woolwich Dock Pty Ltd: No further communication received and this item is now closed.
- WHS Quarterly Report: As reported in the WHS Quarterly Report circulated to the Members of the Trust out of session (on 11 September 2025), the low level of incident reporting by volunteers has been investigated and issues identified. Sessions are being planned by the WHS team to work with volunteers to reinforce the importance of WHS reporting.

- Staff psychosocial survey: A 'pulse check' will follow a Respect at Work workshop to be held with staff before the end of the year. This item is now closed.
- Parking charge reviews: Ms Carding has discussed the frequency of parking charge reviews with the Planning team. A scheduled review of the Harbour Trust Regulations is underway as is the annual Cost Recovery Implementation Statement, which will include reference to parking charges. These matters will be brought to the December Meeting of the Trust.

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.

There were no requests for unstarred items to be starred.

The unstarred items on the agenda were taken as read and noted accordingly.

The Members of the Trust:-

- NOTED the unstarred items on the agenda.

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

The Chair reported having received a response to his letter of congratulations to Senator the Hon Murray Watt on his appointment as the Minister for the Environment and Water. The Harbour Trust has liaised with the Minister's office to invite the Minister to attend a Meeting of the Trust.

The Harbour Trust is required to prepare a Statement of Intent in response to the Minister's Statement of Expectations.

The Members of the Trust:-

- NOTED the Chair's verbal report.

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

Ms Carding spoke to the report which covered major matters and operations of the Harbour Trust since the Meeting of the Trust held in August 2025 and noted the following:

- Ministerial approval to execute the contract for the delivery of Marine Assets Maintenance and Renewal Works at Cockatoo Island, Woolwich Dock, and Sub Base Platypus has been received. This work will be funded through the Harbour Trust's Maintenance and Infrastructure Renewal Program allocated by Government in the 2023-24 budget.
- A Staff Engagement Action Plan has been developed following this year's staff engagement survey. An updated version of the plan will be brought to Meetings of the Trust over the year ahead.
- The steering committee that oversees the 11 UNESCO convict sites (which includes Cockatoo Island) will be reviewing their Strategic Management Framework (SMF). It was agreed at the committee's recent meeting that the governing body of each property should be involved in the review of the SMF.

  Mr Bailey indicated he would like to provide some insight into the SMF and it was agreed that he and Ms Carding would meet to discuss this.

- Events:
  - *Mode Festival* took place on Cockatoo Island / Wareamah on 11 October 2025, with approximately 10,000 attendees (a sell-out). In line with NSW procedures, there was a substantial police presence at the event. Two people were evacuated requiring medical assistance, with one person taken by boat off the island and another taken by helicopter.
  - *Night at the Barracks* held the fourth year of their concert series in September at North Head Sanctuary.

  - **Confidential discussion**

- **Confidential discussion**

The Members of the Trust:-

- NOTED the Executive Director's report.

6. Agenda Item 6 ★

Confidential discussion

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7. Agenda Item 7 ★

Confidential discussion

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8. Licence Agreement with Department of Veterans' Affairs (Agenda Item 8) ★

Mr Daniel Sealey, Director Planning joined the meeting for this agenda item.

In early 2024 the Harbour Trust was approached by the Office of Australian War Graves (OAWG) to install Commission Headstones (CHS) to 13 World War I military graves within the Third Quarantine Cemetery, North Head. It is believed the original grave headstones were removed sometime between 1946 and 1998. The proposed headstones will use the traditional design masoned from white marble. These works and the ongoing maintenance of the headstones will be covered by a 25-year Licence Agreement between the Sydney Harbour Federation Trust and the Department of Veterans' Affairs, Repatriation Commission and Military Rehabilitation and Compensation Commission and now signed by the latter party.

All costs will be covered by the OAWG.

The Members of the Trust:-

- APPROVED the Licence Agreement between Sydney Harbour Federation Trust and the Commonwealth as represented by the Department of Veterans' Affairs, Repatriation Commission and Military Rehabilitation and Compensation Commission
- APPROVED that the Chair signs the agreement on behalf of the Harbour Trust.

9. Community Advisory Committee EOI Renewal 2026-2028 (Agenda Item 9) ★

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

Ms Roberts reported that the 12 memberships on the Community Advisory Committee (CAC) are due for renewal. An expression of interest process was launched on 29 July 2025, across a range of internal and external platforms including local newspapers, job boards and social media. Advertisements ran for four weeks.

55 applications were received, resulting in a strong and diverse candidate pool.

To assist the Members of the Trust by providing due diligence, preliminary assessments for each applicant were determined based on the skills matrix. This preliminary assessment took into account the membership guidelines as outlined in the CAC Charter, and the following criteria:

1. Affinity/awareness of the Harbour Trust, its sites or Sydney Harbour in general
2. Community representation - demonstrating a broad level of representation and/or knowledge of the community
3. Expertise - relevant to the delivery of the Harbour Trust Objects
4. Teamwork – demonstrating a proven track record of working collaboratively and constructively on teams.

Consideration was given to diversity, including cultural background, regional locations/varied LGAs, age range and professional experience working with diverse demographics. Thought was also given to upcoming projects at the Harbour Trust including the slipways at Cockatoo Island / Wareamah, the Woolwich Management Plan and the implementation of Stage 1 works at Middle Head pending the outcome of the upcoming EPBC referral.

A list of the candidates was provided with the papers for this agenda item and the Members of the Trust noted there was a large number of high calibre applicants.

Following discussion, the Members of the Trust agreed 12 new members of the CAC, as follows (in alphabetical order):

- Ian Clarke
- Richard De Grijs
- Evalyn Fechner
- Hannah Griffiths
- Clive Hassett
- Stuart King
- Ken Knox
- Chido Mauwa
- Jay Ryves
- Lauren Schutz
- Ashwini Satheeshkumar
- Michelle Washington

The Members of the Trust:-

- APPROVED the 12 applicants listed above for the next term of the Community Advisory Committee.

10. WHS Quarterly Report (Agenda Item 10) ★

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

There was discussion regarding a notifiable incident referred to in the report that was due to an injury sustained by a Harbour Trust staff member, and it was agreed to continue to reinforce safe work practices through communication and training.

The Members of the Trust:-

- NOTED the WHS Quarterly Report.

11. Risk Management Framework Review (Agenda Item 11) ★

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

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

Ms Carding advised that while the Harbour Trust has well-developed internal audit, internal controls and risk assessment processes and has a register of strategic and key operational risks in place, its overarching Risk Management Framework is out of date and requires review and updating.

It is proposed that a working group be established which would include the Executive Director; the Chief Operating and Financial Officer; and Member of the Trust, Alex O'Mara.

The intention is that the working group would, over the coming months –

- Review the current suite of risk management documents to see which require updating
- Develop a draft risk appetite for consideration by the Members of the Trust
- Develop proposed process for identifying and managing emerging risks, including by the Members of the Trust
- Draft an updated Risk Management Framework for consideration by Members of the Trust
- Update related policies, registers, processes and guidelines to align with updated Framework.

It is suggested that the work is addressed in sequence over the financial year with completion scheduled for 30 June 2026.

Mr Bailey also volunteered to be part of the work group.

The Members of the Trust:-

- NOTED the paper prepared for this agenda item and agreed to the establishment of the working group.

12. Finance Report (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.

The report showed that as at the end of September, on a Financial Reporting basis, there was an accounting deficit of $4.5M, $4.7M better than the budgeted deficit of $9.2M. From self-generated income and excluding the impact of depreciation, the Harbour Trust reported a cash/operating deficit of $84K, $285K better than that in the budget for the quarter.

The better than budgeted result from operations was driven by higher total revenue results and underspend in quarter 1 expenditure by $197K.

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 report included a project tracker showing committed / uncommitted budget for the 126 projects, as well as updates on Middle Head /Gubbuh Gubbuh; Backlog Capital Works; Repairs and Maintenance Program; Master Planning for Cockatoo Island / Wareamah; the Maintenance & Infrastructure Renewal Program.

In relation to the Cockatoo Island / Wareamah Slipways Swimming and Kayaking project, significant project establishment and site familiarisation are underway for the newly-appointed project manager. Stage 1 inception documents are expected to be completed in October 2025.

The Members of the Trust:-

- NOTED the Major Projects report

14. Trust Committees 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 provided a summary of Trust Committee meetings that have taken place since the previous Meeting of the Trust.

The Members of the Trust:-

- NOTED the Trust Committees Update report.

15. Meeting Planner 2025 (Agenda Item 15)

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

The meeting planner for the remainder of this year was taken as read.

The Executive Assistant has contacted Member of the Trust seeking feedback about availability for the 2026 Meetings of the Trust.

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. There were no staff in attendance for this agenda item.

Meeting closed at 12.25 pm