



SYDNEY HARBOUR FEDERATION TRUST

181st MEETING OF THE TRUST

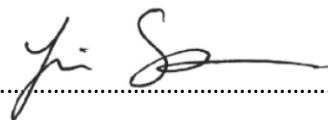
Meeting in Private – online and in the Harbour Trust Boardroom

Monday 23 June 2025 at 1.30 pm – 5.00 pm

MINUTES

True & Correct Record of the 181st Meeting of the Trust

(private and confidential information has been removed where indicated)



Professor Tim Entwisle, Chair

Minutes of the 181st meeting of the Sydney Harbour Federation Trust held on Monday 23 June 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 Ann Sherry AO*	Member

* attended online

Apologies

Ms Alex O'Mara	Member
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In Attendance

Ms Janet Carding	Executive Director
Annie Hazelton (<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 Rosemary Southcombe	Secretariat

The meeting commenced at 1.30 pm 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

Ms Alex O'Mara

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)

The following actions from previous meetings of the Trust were noted:

- In relation to complaints regarding the signage erected by the Harbour Trust following the tree vandalism that occurred at Woolwich, replanting of replacement trees has been completed and new signs will be erected.
- The Philanthropy and Partnerships Policy is on hold pending a Harbour Trust resubmission for Deductible Gift Recipient status.

Confidential discussion

- A WHS Quarterly report will be due for the Trust Members' August meeting and will include suggested changes to the format of the report; and feedback on the potential reasons for the low number of incidents reported by volunteers.

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:

Confidential

- Agenda Item 7 – Cockatoo Island Slipways Project
- Agenda Item 8 – Draft Corporate Plan

The Chair requested that the following item be starred –

- Agenda Item 10 – Staff Engagement Survey

The Executive Director requested that the following item be starred –

- Agenda Item 11 – Finance Update and Budget Estimates.

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 noted further updates to the format for the reports prepared for this meeting in response to Trust Member feedback, and suggested this format remain our standard from now on.

The Executive Assistant has been reviewing the travel entitlements for the Trust Members. Under the Australian Government's *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024*, Trust Members are entitled to 'tier 2' travel entitlements which includes business class travel. Noting that the Harbour Trust covers the cost of Trust Members' travel and expenses, the Trust Members indicated they were comfortable to continue to travel in economy class. The Executive Assistant will circulate guidelines in relation to travel expenses and allowances when finalised, as well as a claim form. The guidelines will also apply to Trust Members who attend committee meetings.

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 May 2025.

The Members of the Trust:-

- NOTED the Chair's verbal report.

6. Confidential discussion

7. Cockatoo Island Slipways Project (Agenda Item 7)

Mr Graham Izod, Director Assets and Parklands joined the meeting for this agenda item.

In April 2025, the then Minister for the Environment and Water, the Hon Tanya Plibersek MP, announced that if re-elected, the Labor government would provide \$10.2 million to convert the disused slipways at the north west corner of Cockatoo Island / Wareamah for swimming and kayaking activities. The Harbour Trust is now working with the Department of Climate Change, Energy, the Environment and Water (DCCEEW) to confirm the funding and when it will be received. It is likely the funding will be cash-flowed over three years, commencing in 2025-26. Ms Carding reported that last week she accompanied representatives from the Department of Finance and DCCEEW's Budget Branch on site visits to North Head Sanctuary and Cockatoo Island / Wareamah.

Initial planning for the project has commenced, and recruitment is underway for a project manager to supervise its delivery. Ms Carding and Mr Izod met with Mark Tyrell (the lead architect on the Cockatoo Island / Wareamah master plan) for an informal discussion regarding the design intent within the master plan.

In the meantime, investigations into water quality; how far the slipway extends into the harbour; and an assessment of existing Sydney Harbour pools will be undertaken.

The Members of the Trust:-

- NOTED the Cockatoo Island Slipways Project Report

8. Draft Corporate Plan 2025-2029 ★ (Agenda Item 8)

Ms Annie Hazelton, Strategy Officer, joined the meeting for this agenda item.

Under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Harbour Trust is required to prepare and publish a corporate plan annually, covering a minimum of four reporting periods. The corporate plan must be published online prior to publication online by 31 August 2025., after noting by our Minister and the Finance Minister.

At the May meeting of the Trust, Members were advised that progress was underway in the development of the corporate plan and that a draft would be made available for the June Meeting of the Trust. A draft of the Corporate Plan was included in the papers for this meeting.

It was noted that the current version of the draft Corporate Plan is missing some facts and figures which will be added at the end of the financial year. The Executive Director's introduction will be updated to include a reference to the new Minister and the role of the Trust.



There was discussion about why there were no increases in some of the key performance measure targets. It was requested that management review the Performance Measures targets for years 2027-28 and 2028-29 to reflect more aspirational goals for at least a few key goals, recognising that in some areas this will not be possible without further investment.

As the Corporate Plan will need to be submitted to the Minister for Environment and Water, and the Finance Minister, before the August meeting of the Trust, agreement was sought that management finalises the document with the Chair.

The Members of the Trust:-

- NOTED the draft Corporate Plan
- APPROVED that the Corporate Plan be finalised by the Chair and management team, taking into account comments provided at this meeting, and adding the financial and other information that will be available at the end of the financial year.

9. Cyber Security (Agenda Item 9)

Mr Sushant Karanth and Mr Joel Davis from the Department of Climate, Energy, the Environment and Water's ICT Division joined the meeting via Teams to provide a verbal briefing on cyber security to the Members of the Trust.

Members of the Executive Team also joined the meeting for this item.

The DCCEEW ICT representatives' briefing highlighted the current threat landscape and the challenges presented by AI.

Mr Karanth, Mr Davis and the Executive team members left the meeting.

The Members of the Trust:-

- NOTED the cyber security briefing.

10. Staff Engagement Survey 2025 ★ (Agenda Item 10)

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

The 2025 Staff Engagement Survey was conducted by Korn Ferry between 2 - 19 May 2025. Results from the survey were recently received and a summary was included with the report for this agenda item. Korn Ferry will be presenting the results of the survey to the staff tomorrow.

It was noted that following the implementation of the action plan put in place last year, there have been substantial improvements in both overall engagement and enablement across all parts of the Harbour Trust. Collaboration between teams and timely decision making remain areas where further improvement is needed.

There was discussion about the Harbour Trust being a small but complex organisation, and whether issues such as timely decision making and collaboration are due to systems or people. Whilst the results are heading in the right direction, the aim is to be high performing across all areas.

Implementation of project management software may assist with some of the issues identified in the survey.

There was a query regarding the psychosocial survey which was undertaken last year and whether one would be conducted this year. Ms Carding advised that the aim was to do the psychosocial survey every three years, however agreed that management will discuss doing a 'pulse check' survey in between.

As was the case last year, a deep dive into the data by division, role and demographics will be carried out to inform the approach for action planning and regular reporting to the Trust.

The Members of the Trust:-

- NOTED the report and the results of the 2025 Staff Engagement Survey.

11. Finance Update and FY2025-26 Budget Estimates ★ (Agenda Item 11)

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

- Due to an issue with the implementation of TechOne, the usual Finance Report prepared for Trust Meetings was not available in time for this meeting. The report will be circulated out of session as soon as it is available.
- Each year the budget is brought forward twice to the Members of the Trust - firstly for discussion and to seek feedback on the approach, and then the budget then comes back to the Trust in August for final approval.

In summary, Ms Or reported that the proposed operational budget includes an estimated deficit of \$565k, and a list of self-funded capital (which is separate to the Government funded major projects) which is mainly focused on capital improvements to support the leasing business.

There was discussion about revenue drivers – camping, accommodation, commercial leasing and parking – and reviewing the potential to increase fees. There was a suggestion of engaging an expert to look at the Harbour Trust's leasing.

Following feedback from the Trust Members, it was agreed that management would review their revenue and expenditure targets to achieve a balanced operational budget.

A revised proposed budget will be circulated to the Trust Members for approval in July.

The Members of the Trust:-

- NOTED the Finance Report will be circulated out of session.
- REQUESTED that management review the proposed operational budget for FY2025-26.
- NOTED the budget for FY2026 will be brought forward for formal approval by the Trust in August 2025.

12. Major Projects Report (Agenda Item 12)

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 125 projects as well as updates on Middle Head / Gubbeh Gubbeh; 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

13. Community Advisory Committee & First Nations Advisory Group Update (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 for this agenda item provided key updates from the First Nations Advisory Group meeting held on 1 May 2025, and the Community Advisory Committee meeting held on 21 May 2025.



The Members of the Trust:-

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

14. Meeting Planner 2025 (Agenda Item 14)

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.

15. In camera session (Agenda Item 15)

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

Meeting closed at 5.00pm.