



SYDNEY HARBOUR FEDERATION TRUST

167th MEETING OF THE TRUST

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

Thursday 19 October 2023 at 9.30am – 1.00pm

MINUTES

True & Correct Record of the 167th Meeting of the Trust

Alison Page, Acting Chair



Minutes of the 167th meeting of the Sydney Harbour Federation Trust held on Thursday 19 October 2023.

Present

Ms Alison Page	Acting Chair
Ms Chantelle Fornari*	Member
Prof. the Hon. Pru Goward AO* (<i>partial attendance</i>)	Member
Mr Steve Issa* (<i>partial attendance</i>)	Member

* *Attended via videoconference*

Apologies

Nil

In Attendance

Ms Janet Carding	Executive Director
Mr Graham Izod (<i>partial attendance</i>)	Director Assets and Parklands
Ms Bernadette Or (<i>partial attendance</i>)	Chief Operating and Financial Officer
Mr Daniel Sealey (<i>partial attendance</i>)	Director Planning
Ms Rosemary Southcombe	Secretariat

The meeting commenced at 9.30am and was held in private due to confidential matters on the agenda. The meeting was held in person and via videoconference.

1. Welcome (Agenda Item 1)

The Acting Chair, Ms Alison Page, opened the meeting with an acknowledgement of the traditional custodians on whose ancestral lands the meeting was being held on and paid respects to elders, past, present and emerging. Ms Page acknowledged the deep feelings of attachment and relationship of Aboriginal and Torres Strait Islander Peoples to Country and waters, and paid respects to the cultural authority of Aboriginal and Torres Strait Islander people with whom the Harbour Trust engages.

Attendees were welcomed.

a) Apologies

There were no apologies for the meeting.

b) Declarations of Interest

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

Ms Page provided an update to her list of declarations of interest:

- Remove: Board member, Art Gallery South Australia

2. Action Items from previous Meetings of the Trust (Agenda Item 3)

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

Ms Carding advised that a meeting was yet to be organised for Mr Issa to speak with the Harbour Trust's Head of Digital Transformation to gain a deeper insight into the Harbour Trust's ICT strategy.

3. Acting Chair's verbal report

Ms Page advised there was no update on the appointments to the vacancies on the Trust. It is anticipated there will be advice next month on the appointments of a new Chair and Members of the Trust.

Ms Page reported that the official opening of the Sub Base Platypus Torpedo Factory last month was well-attended. The Hon Tanya Plibersek MP, Minister for the Environment and Water, performed the ceremonial ribbon cutting. In addition to the Minister it was pleasing to see Ms Zali Stegall OAM MP, Ms Kylea Tink MP and Ms Felicity Wilson MP in attendance. Also in attendance was the former Executive Officer of HMAS Platypus, Commander Sandy Coulson, CSM RAN Rtd.

Ms Page and Ms Carding will be meeting with the Minister next Monday on 23 October 2023. A briefing for the Minister was sent yesterday in preparation for the meeting. Ms Page advised she would send a note to the Members of the Trust after the meeting with the Minister to report on the discussion.

Ms Page raised the issue of the importance of engaging with western Sydney.

4. Executive Director's Report (Agenda Item 4)

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

Ms Carding highlighted the following matters of interest:

- The Sub Base Platypus Torpedo Factory official opening was followed the next day by a community open day. Members of the public were invited to give their suggestions for the use of the site which revealed that there is strong interest in having a submarine visit the site; and use of the site for performances.
- The Minister is keen to see collaboration between the Harbour Trust and the Australian War Memorial (AWM) and has written to the Chair of the AWM. Ms Carding advised that the Director of the AWM came to the Harbour Trust earlier this month for a site visit at North Head Sanctuary. A significant program of capital works is underway at the AWM which is expected to continue until the end of 2025. The Director of the AWM has indicated a willingness in principle to collaborate with the Harbour Trust on telling key stories of national significance at the sites where they occurred, once the AWM's own plans were in place. Ms Carding suggested that there would be no impediment to begin conversations with the AWM to see if they can assist with 'opening some doors' for the Harbour Trust.

The discussion about collaboration with the AWM led to a further discussion about the need for the Harbour Trust to develop and implement a philanthropy strategy. It was agreed that Management prepare a paper regarding the role philanthropy could play (bearing in mind there are now three draft master plans for Harbour Trust sites); and to determine what would need to be done in relation to the Harbour Trust's Deductible Gift Recipient (DGR) status. It was suggested that engaging an external consultant may be appropriate. Ms Goward offered to speak with Ms Carding further about this.

There was a confidential discussion regarding the Harbour Trust's staff structure.

The Members of the Trust:-

- NOTED the Executive Director's Report.
- REQUESTED that Executive Director begin the process of developing a Philanthropy Strategy.

5. Cost Recovery Implementation Statement 2023-24 (Agenda Item 7)

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

The Cost Recovery Implementation Statement (CRIS) – included with the report for this agenda item - provides information about how the Harbour Trust implements cost recovery for Liquor Permits and

Planning Permit applications. The statement also shows the Harbour Trust's latest actual position, future projections and schedule of fees.

The Harbour Trust charges fees for both Liquor Permit and Planning Permit applications in accordance with the Section 59 of the *Sydney Harbour Federation Trust Regulations 2021*. The Harbour Trust's Liquor Permit Fees Schedule is fixed and reviewed annually to ensure revenue is in line with costs. The Planning Permit application fee schedule is modelled on that applied by NSW local councils.

There was discussion about whether the Harbour Trust fees should be higher and there was a query as to the amount of time it takes staff in the Planning team to process the applications and whether the fees charged take this into account.

The Members of the Trust:-

- APPROVED the Cost Recovery Implementation Statement 2023-24.
- REQUESTED Ms Carding to work with the Planning team to evaluate the time taken to process Liquor and Planning permits to determine whether the fees charged by the Harbour Trust are sufficient.
- REQUESTED that the fees charged for Liquor and Planning permits be evaluated in 12 months.

6. Work Health & Safety Report – Q1 FY24 (Agenda Item 9)

The report prepared for this agenda item was taken as read. Ms Carding reported a recent fire in September on a tenant vessel at Woolwich Dock, which had received widespread media coverage. While the boat was destroyed there was no damage to the site, and the site has since returned to normal operations.

The Members of the Trust:-

- NOTED the Work Health & Safety Report.

7. Middle Head / Gubbuh Gubbuh – update on community consultation feedback (Agenda Item 5)

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

The Harbour Trust publicly exhibited an initial Draft Master Plan for Middle Head/ Gubbuh Gubbuh from 14 March – 9 May 2023. Following consideration of community feedback, the Harbour Trust prepared a revised draft master plan which was exhibited for public comment between 24 August to 21 September 2023.

Following amendments to the initial Draft Master Plan which addressed some of the previous concerns raised, there has been broad support for the latest version of the draft master plan.

Feedback on the two-storey timber barracks is divided between those who support their removal and replacement with parkland, and those who would like to see at least one retained. There was discussion at the meeting about what the effect would be if one of buildings were kept. Mr Sealey advised it would mean having to cut the bushland back (due to bushfire risk). Following discussion, the Members of the Trust confirmed the long-held position of the Trust on the removal of the timber barracks would remain.

There was also discussion about Mosman Council's plan to upgrade the facilities and what would be involved. Ms Carding advised Council have indicated they will be preparing a development application that would be assessed by the Harbour Trust.

The next steps are to:

- finalise the Consultation Outcomes Report for public release;

- prepare a final version of the draft master plan for approval by the Members of the Trust; and
- following the finalisation of the master plan, the project team will complete a staging plan and propose the elements to be undertaken with the funding already in hand, and which elements would require further funding. The team will then prepare detailed development applications for any funded works and these will be publicly exhibited for community feedback. The proposed removal of the two-storey barracks would include a referral to the Minister for consideration under the *Environment Protection and Biodiversity Conservation Act* (which would also include public consultation).

The Members of the Trust:-

- NOTED the community feedback and Harbour Trust response as outlined in the preliminary draft Consultation Outcomes Report.
- NOTED the next steps towards finalising the Consultation Outcomes Report and the Draft Master Plan.

8. Master Planning and Major Projects Report (Agenda Item 6)

Mr Graham Izod, Director Assets and Parklands was in attendance and spoke to the report prepared for this agenda item.

The report provided the Members of the Trust with progress on -

- Master planning for Cockatoo Island / Wareamah
- Master planning for North Head Sanctuary
- Progress on Backlog Capital Works
- Progress on Middle Head / Gubbuh Gubbuh
- Progress on Sub Base Platypus Torpedo Factory
- Progress on Repairs & Maintenance Program
- Progress on Maintenance & Infrastructure Renewal Program.

There was discussion about the challenges that have been encountered throughout the demolition and construction at Sub Base Platypus particularly in relation to contaminated conditions, and whether there are some learnings that will assist with future works at Cockatoo Island / Wareamah. Mr Izod confirmed that early investigative work was undertaken at Sub Base Platypus but as there was a building on top of everything at the site, it was not until work was underway that more latent conditions at the site were discovered. Despite the challenges, the project team is still targeting the end of March 2024 for practical completion under a revised program.

The Members of the Trust:-

- NOTED the Master Planning and Major Projects report.

9. Finance & Risk Report (Agenda Item 8)

Ms Bernadette Or, Chief Operating and Financial Officer, was in attendance for this agenda item. The paper prepared for this agenda item was taken as read and Ms Or spoke to it.

The paper reported on the Q1 FY23/24 results. Ms Or advised that the positive performance was driven by continued strong results in leasing activities, events and accommodation, higher return from investments and savings in labour costs.

It was agreed that it would be appropriate to review the format of the financial report when the new Chair and the new Members of the Trust have been appointed.

The Members of the Trust:-

- NOTED the Finance & Risk Report.

10. Site Dashboards (Agenda Item 11)

The site dashboards for Q1 FY23/24 were taken as read.

The site dashboards provide a snapshot of each of the Harbour Trust sites in terms of their visitation; events and activations; partnerships and collaboration; tenants; revenue and expenditure; development initiatives; and community and stakeholder engagement.

Ms Carding advised that the site dashboards are a new initiative, and that the management team would continue to work on the format. They will be provided to the Members of the Trust each quarter.

The Members of the Trust:-

- NOTED the site dashboards.

11. Community Advisory Committee – update (Agenda Item 10)

The report prepared for this agenda item was taken as read.

The report informed the Members of the Trust on the outcomes of the most recent community advisory committee meeting in on 30 August 2023.

The Members of the Trust:-

- NOTED the General Community Advisory Committee meeting notes.

12. Trust Members Meeting Planner 2023 (Agenda Item 12)

The meeting planner prepared for this agenda item was taken as read.

Meetings for 2024 need to be scheduled.

The Members of the Trust:-

- NOTED the 2023 meeting planner.

Meeting Closed – 11.55am