



SYDNEY HARBOUR FEDERATION TRUST

163rd MEETING OF THE TRUST

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

Thursday 15 June 2023 at 1.30pm - 5.00pm

MINUTES

True & Correct Record of the 163rd Meeting of the Trust

Alison Page, Acting Chair



Minutes of the 163rd meeting of the Sydney Harbour Federation Trust held on Thursday 15 June 2023.

Present

Mr Joseph Carrozzi AM	Chair
Ms Chantelle Fornari* (<i>partial attendance</i>)	Member
Mr Steve Issa* (<i>partial attendance</i>)	Member
Mr Bradley Manera	Member
Ms Carolyn McNally* (<i>partial attendance</i>)	Member
Ms Alison Page (<i>partial attendance</i>)	Member
Mr Michael Rose AM (<i>partial attendance</i>)	Observer

* *Attended via videoconference*

Apologies

Prof. the Hon. Pru Goward AO	Member
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In Attendance

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

The meeting commenced at 1.35pm 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 Chair opened the meeting with an acknowledgement of the Traditional Custodians and Owners of the Harbour Trust lands and paid respects to Elders past, present and emerging.

Attendees were welcomed.

a) Apology

Prof Goward was an apology for the meeting.

Ms Fornari had been listed on the agenda as an apology, however, was able to attend for part of the meeting.

b) Declarations of Interest

The declarations of interest circulated with the papers for this meeting were noted and Members of the Trust were requested to advise if any other declarations of interest are required during the meeting.

2. Finance & Risk Report (Agenda Item 9)

Ms Bernadette Or, Chief Operating and Financial Officer, joined the meeting and spoke to the report prepared for this agenda item.

The report provided an update on the financial performance to end May 2023, and Ms Or highlighted the following issues –

- The YTD performance was positive due to continued strong results in events and accommodation, higher return from investments and savings in labour costs. Revenue for the full year is expected to be ahead of the full year budget.

- The FY23 Interim Audit is due to start, with the final financial audit planned for August. Planning and budgeting for the FY24 is well underway. A final proposed budget pack will be presented to the Members of the Trust for review and approval at the August Meeting of the Trust.
- The Audit Committee meeting with the Department was held on 13 June 2023 and was attended by Ms Carding, Ms Or and Ms McNally who is the Trust Members' representative attending in the capacity as an observer. The papers provided by the Harbour Trust to the Audit Committee were included in the papers for this meeting.

Ms McNally reported that it had been a positive meeting and advised that she is comfortable with the Harbour Trust's reporting and the role of the Audit Committee.

The Harbour Trust's draft Charter for the Audit Committee facilitated by DCCEEW was included in the papers at Ms McNally's request. There was discussion about clarifying in the heading that the Audit Committee is not the Harbour Trust's internal Finance & Risk Committee, but otherwise there was comfort with the draft Charter.

The Members of the Trust were keen to hear Ms Or's observations about the organisation given that she has now been in the role for three months. Ms Or commented that some internal education for staff might be beneficial to enable staff to be fully aware of the Harbour Trust's funding model.

The Members of the Trust:-

- NOTED the Finance and Risk Report
- APPROVED the Audit Committee Charter, subject to amending the title to clarify it is distinct from the Finance & Risk Committee.

3. Maintenance & Infrastructure Renewal Allocation 2023-25 (Agenda Item 6)

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

Mr Izod provided an update on the allocation of \$45.2 million of funding over two years for maintenance and infrastructure renewal in the 2023-24 Australian Government budget announced on 9 May 2023 -

- \$2.6 million to address critical concerns such as seawall destabilisation and deteriorating wharfs. Ongoing erosion has led to cracking and missing sections of seawalls at Cockatoo Island / Wareamah, posing a significant safety risk to visitors at the UNESCO World Heritage listed site. Critical overdue repairs also include water tank upgrades at North Head Sanctuary where old infrastructure is compromised. These works are an important part of bushfire management for this rare and fragile bushland.
- \$7.6 million to repair immediate concerns such as rock falls from cliffs. Increased rain has destabilised the cliffs at Cockatoo Island / Wareamah, posing a safety risk to visitors and requiring areas of the site to be fenced off, restricting access.
- \$26.5 million to address end of life structures including wharves and docks. The wharf piles at the Bolt Wharf on Cockatoo Island / Wareamah are corroding and compromising the supporting structure. The decking is rotting and warping, presenting a significant hazard to pedestrians and visitors, and limiting the area's usability for events and concerts that provide community benefit and significant revenue. Cockatoo Island / Wareamah is only accessible via water; this means any wharf closure significantly impacts access and operational requirements. Other work includes upgrades to essential safety systems, such as fire systems, that the Harbour Trust is obligated to complete to meet regulatory requirements and keep tenants and visitors safe.
- \$5 million for maintenance work. This additional allocation for maintenance means that for 2023-24 the budget will be c\$9.5 million, the level needed on an annual basis to prevent further backlogs building up in the short-term.

- \$3.5 million for heritage advice and project and contract management to oversee the works and ensure all procurement, design and heritage requirements are met.

A comprehensive list of the proposed projects was included with the report for this agenda item.

These proposed works are seen as an interim solution to protect public safety and keep valued heritage and environmental sites open. Minister Plibersek has the opportunity for a 'comeback' in the 2024-25 Budget with a proposal for a clear roadmap towards the optimal financing mix for the Harbour Trust, including ongoing delivery of the Strategic Asset Management Plan and master plans for the key sites of Cockatoo Island / Wareamah and North Head Sanctuary.

In addition to the report prepared for this agenda item, Mr Izod gave a high-level presentation of the \$45.2m funding allocation spread as a series of packages, and proposed delivery approach.

The Department expects the Harbour Trust to begin expenditure from 1 July 2023. While exploring opportunities to commit funds quickly in order to address critical backlog, the Harbour Trust will work within the Commonwealth procurement guidelines that will be monitored by Ms Carding, Mr Izod and the Harbour Trust's Senior Procurement Officer.

The Members of the Trust:-

- NOTED the Maintenance & Infrastructure Renewal Allocation 2023-25 report and accompanying presentation.

4. Members Charter update (Agenda Item 12)

Ms Carding advised that it was necessary to make some minor updates to the Members Charter to reflect changes to the *Sydney Harbour Federation Trust Act 2001* following the 2021 amendment. These changes have been made, together with other minor amendments to reflect the current operation of the Trust.

The Members Charter will be made publicly available online.

The Members of the Trust:-

- NOTED the Members Charter update.

5. Action Items from previous Trust Meetings (Agenda Item 3)

Ms Carding reported that all action items from previous meetings have been completed or are in progress.

The Members of the Trust:-

- NOTED the status of the action items from previous meetings.

6. North Head Sanctuary Draft Master Plan Update (Agenda Item 5)

Mr Joe Agius, Director, COX (lead consultants for master planning for North Head Sanctuary) joined the meeting for this agenda item.

Mr Agius spoke to a presentation which provided an update for the Members of the Trust on the progress towards developing the draft master plan for North Head Sanctuary.

Mr Agius reported that the first two milestones had been completed, i.e. –

- (i) the Feasibility Studies / Priority Stories / Visitor Analysis & Journeys; and
- (ii) the Consolidated Information Report - Key Findings.

The key findings covered issues such as existing and future uses and users; an ecological constraints assessment; existing transport network constraints; and existing utilities.

The presentation covered the values and objectives of the master planning. As a site of national significance, North Head Sanctuary incorporates First Nations values, ecological / environmental values, and military heritage values. A wholistic shared place approach is required.

In developing a design response to the key findings, COX will incorporate in the draft master plan the elements of enhanced care of fragile ecological zones; the creation of a pedestrian spine; enhanced access to military remnants; enhanced stories of place across the site's shared values; consolidate the site entries; and reduce the movement of cars within the site.

The Members of the Trust discussed the elements of the design phase as presented to them. The concept of creating a 'spine' to link the Barracks Precinct and North Fort was well-received. There was discussion about the need to ensure suitable access for people with a disability; and provision for cyclists. It was noted that Greater Sydney Parklands has removed cars from Parramatta Park. The Members of the Trust acknowledged the difficulty in striking the right balance with the site's First Nations heritage, military heritage and ecological values, and the importance of ensuring that none of their stories is elevated higher than is warranted.

It was agreed that, in essence, the aim is to make the site a 'must do' experience when in Sydney.

The Acting Chair thanked Mr Agius for his presentation. Mr Agius left the meeting.

The Members of the Trust:-

- NOTED the progress of the draft master plan development for North Head Sanctuary.

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

The Executive Director's report was taken as read.

Ms Carding highlighted the following matters of interest:

- The welcome news of the \$45.2m funding for the Harbour Trust for maintenance and renewal that was announced by the Hon Tanya Plibersek MP, Minister for the Environment and Water, on 9 May 2023.
- The first of an anticipated three Creative Producers has been recruited to the Harbour Trust. The roles will focus on enhancing the visitor experience and site-based storytelling, with the first position focusing on the Sub Base Platypus and Headland Park sites.
- The annual staff survey was completed in May and the survey showed significant improvement in some areas. It also flagged that there are areas of concern identified by staff (including training, customer focus, timely decision-making and employee benefits).

The results of the survey will be analysed in further detail by the management team, and an action plan will be developed.

The Members of the Trust:-

- NOTED the Executive Director's report.

8. Chair's Verbal Report (Agenda Item 3)

The Chair reported he had received a letter from the Minister acknowledging his decision that he would not be seeking reappointment when his term ends on 30 June 2023. The Minister had also generously acknowledged the Chair's many years of service to the Harbour Trust and thanked him for his commitment, hard work and advocacy.

Mr Rose gave a formal thanks to the Chair for leading the Harbour Trust over the past 5 years and commented that the Harbour Trust was in a stronger and better position because of the Chair's leadership.

The Chair advised that there was no further news about new appointments to the Trust.

9. Community Advisory Committee update (Agenda Item 11)

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

The report included the meeting notes from the following meetings:

- General Community Advisory Committee meeting - 17 May 2023
- Sub Base Platypus Community Advisory Committee meeting - 24 May 2023
- Middle Head / Gubbuh Gubbuh Stakeholder workshop (Consultation Outcomes report) - 1 June 2023

The Members of the Trust:-

- NOTED the Community Advisory Committee update report.

10. Draft Corporate Plan 2023-27 Preparation (Agenda Item 7)

Due to time constraints, this item was not discussed at the meeting.

11. Middle Head / Gubbuh Gubbuh – community consultation feedback (Agenda Item 8)

Ms Kathryn Roberts, Director Marketing and Visitor Experience joined the meeting and spoke to the report prepared for this agenda item.

The Middle Head / Gubbuh Gubbuh Draft Master Plan was publicly exhibited from 14 March 2023 to 9 May 2023.

A summary report and the full consultation outcomes report were provided to the Members of the Trust which outline the issues raised in submissions received as part of the public exhibition process.

A draft consultation outcomes report was discussed with the Middle Head stakeholder group on 1 June 2023 and the finalised consultation outcomes report was publicly released on 9 June 2023. Submitters were emailed directly, the report was published on the Harbour Trust website and an email was sent to the Harbour Trust database and key stakeholders.

The revised draft master plan will be publicly re-exhibited and this will allow a further opportunity for the community and stakeholders to provide feedback. Following the end of the re-exhibition period, the draft master plan will be finalised, subject to endorsement by the Members of the Trust.

Following the finalisation of a master plan, the Harbour Trust would also prepare detailed Development Applications for any funded works. Such applications will also be publicly exhibited for community and stakeholder feedback.

The Members of the Trust:-

- NOTED the feedback, and the upcoming process to publicly exhibit a new revised draft master plan.

12. Major Projects Report (Agenda Item 10)

Mr Graham Izod, Director Assets and Parklands, was in attendance for this agenda item.



The paper 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 Strategic Asset Management Plan

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

The Members of the Trust:-

- NOTED the Major Projects Report.

13. Meeting Planner 2023 (Agenda Item 13)

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

The Members of the Trust:-

- NOTED the 2023 meeting planner.

14. Meeting in Public preparation (Agenda Item 14)

The Members of the Trust discussed the arrangements for the Meeting in Public to take place after the meeting in private.

An *in camera* session was not held.

Meeting closed – 5.05pm