

From: s47F
Sent: Friday, 9 August 2024 3:51 PM
To: s47F ; s47F ; s47F ; s47F ; s47F ; s47F
Cc: PARKER, Tim; Secretariat HSRA
Subject: RE: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]
Attachments: s22(1)(a)(ii)

OFFICIAL:Sensitive

Dear Directors

In addition to Jo's email below s47C

The HSRA Corporate Plan will need to be sent to the Minister no later than Friday, 16 August 2024 in order to meet the 31 August publishing deadline.

Please do not hesitate to contact me should you have any questions.

Kind regards

s47F
s47F
s47F
s47F @hsra.gov.au | hsra.gov.au



We acknowledge the traditional owners of Country throughout Australia and their continuing connection to land, sea and community. We pay our respect to them and their cultures and to the Elders past and present.

OFFICIAL:Sensitive

From: s47F
Sent: Wednesday, 7 August 2024 6:29 PM
To: s47F ; s47F ; s47F ; s47F ; s47F
Cc: s47F @hsra.gov.au; PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA

s22(1)(a)(ii) @hsra.gov.au>

Subject: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]

Importance: High

OFFICIAL:Sensitive

Dear Directors

s47C
[Redacted content]

Regards,

Joanne Khoo

GM Corporate Services & General Counsel

s47F | hsra.gov.au

M: s47F

High Speed Rail Authority



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From: s47F
Sent: Saturday, 10 August 2024 10:02 AM
To: s47F ; s47F ; s47F ; s47F ; s47F
Cc: s47F ; PARKER, Tim; Secretariat HSRA
Subject: RE: s47C [SEC=OFFICIAL:Sensitive]
Attachments: Att A - s47C

Jo

Thanks you s47C .

s47C



Regards, s47F

From: s47F
Sent: Wednesday, August 7, 2024 6:29 PM
To: s47F ; s47F ; s47F ; s47F ; s47F
Cc: s47F ; PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA s22(1)(a)(ii) @hsra.gov.au>
Subject: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]
Importance: High

OFFICIAL:Sensitive

Dear Directors

s47C



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Regards,

Joanne Khoo

GM Corporate Services & General Counsel

s47F | hsra.gov.au

M: s47F

High Speed Rail Authority



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From: s47F
Sent: Saturday, 10 August 2024 11:58 PM
To: s47F; s47F; s47F; s47F; s47F
Cc: s47F; PARKER, Tim; Secretariat HSRA
Subject: RE: s47C [SEC=OFFICIAL:Sensitive]

s47C

s47F

s47F

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From: s47F
Sent: Wednesday, August 7, 2024 9:29 AM
To: s47F; s47F; s47F; s47F
Cc: s47F; PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA
s22(1)(a)(ii) @hsra.gov.au
Subject: s47C [SEC=OFFICIAL:Sensitive]
Importance: High

OFFICIAL:Sensitive

Dear Directors

s47C

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s47C

Regards,

Joanne Khoo

GM Corporate Services & General Counsel

s47F | hsra.gov.au

M: s47F

High Speed Rail Authority



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From: s47F
Sent: Sunday, 11 August 2024 7:35 AM
To: s47F ; s47F ; s47F ; s47F ; s47F
Cc: s47F ; PARKER, Tim; Secretariat HSRA
Subject: RE: s47C [SEC=OFFICIAL:Sensitive]
Importance: High

Dear Joanne,

s47C
[Redacted content]

Kind regards

s47F

s47F
[Redacted content]

From: s47F
Sent: Wednesday, 7 August 2024 6:29 PM
To: s47F ; s47F ; s47F ; s47F
Cc: s47F ; PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA
s22(1)(a)(ii) @hsra.gov.au
Subject: s47C [SEC=OFFICIAL:Sensitive]
Importance: High

OFFICIAL:Sensitive

Dear Directors

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s47C

Regards,

Joanne Khoo

GM Corporate Services & General Counsel

s47F | hsra.gov.au

M: s47F

High Speed Rail Authority



OFFICIAL:Sensitive

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**HSRA BUSINESS CASE COMMITTEE
MINUTES OF MEETING**
 Location: 20-44 Ennis Rd, Milsons Point NSW 2060
 Friday, 2 August 2024:
 0830-1230 (AEST)

Committee Members	Management team (Sydney Office)
s47F [redacted], HSRA Committee Chair	Tim Parker, HSRA CEO (from Item 2.3)
s47F [redacted] HSRA BCC member	Steve Joseph, HSRA Executive General Manager, Projects and Commercial
s47F [redacted] HSRA BCC member	Joanne Khoo, HSRA Board Secretary
s47F [redacted] HSRA BCC member	s47F [redacted] HSRA General Manager, Customer, Product and Operations
	s47F [redacted] HSRA, GM, Stakeholder and Community Engagement
	s47F [redacted] GM Technical and Design
	s47F [redacted] GM Safety, Environment and Sustainability
	s47F [redacted]
Apologies	
s47F [redacted] HSRA BCC member	s47F [redacted] GM Funding, Finance and Policy.
External guests	
s47F [redacted] Adviser, Network Rail Operations and Planning	s47G(1)(a) (Item 2.1)
s47F [redacted] Adviser, Customer, s47G(1)(a) (Item 2.1)	s47G(1)(a) (Item 2.1)
s47F [redacted] Adviser, Technical and design, s47G(1) (Item 2.2)	s47G(1) (Item 2.2)
s47F [redacted] Adviser, Technical and design, s47G(1) (Item 2.2)	s47G(1) (Item 2.2)
s47F [redacted] Adviser, Transport, Land Use and Planning	s47G(1) (Item 3.1)
s47F [redacted] Adviser, Project Cost & Schedule, s47G(1) (Item 4.1)	s47G(1) (Item 4.1)
s47F [redacted] Adviser, Industry Engagement	s47G(1) (Item 4.2)
s47F [redacted] Adviser, Economics, Funding & Financing, s47G(1) (Item 4.2)	s47G(1) (Item 4.2)
s47F [redacted] Adviser, Economics, Funding & Financing, s47G(1) (Item 4.2)	s47G(1) (Item 4.2)
s47F [redacted] Adviser, Economics, Funding & Financing, s47G(1) (Item 4.3)	s47G(1) (Item 4.3)
s47F [redacted] Adviser, Economics, Funding & Financing, s47G(1) (Item 4.3)	s47G(1) (Item 4.3)

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Opening	
1.0 Acknowledgement of Country, Attendances & Apologies	
	The Chair opened the meeting at 0830 (AEST), with an Acknowledgement of Country. There was a quorum for the meeting.
1.1 Conflicts of Interests Register	
	The Committee noted that any director having a material personal interest or an interest in any of the transactions to be discussed at the meeting had given notice of the nature and extent of the interest to the other directors in accordance with section 29 of the <i>Public Governance and Performance Act 2013</i> (Cth) (PGPA). Other than s47F [redacted] new declaration/changes of interests which has been duly notified to the Board Secretary, having due regard to the requirements of the section 29 ¹ of the PGPA, it was noted that there were no new/changes to the declaration of interests by Committee members or the Chair.
1.2 Minutes of Meeting from 16 July 2024	
	The Committee adopted the Minutes of Meeting held on 16 July 2024.
1.3 Matters Arising from Previous meeting	
	The s47C [redacted] s47C [redacted] s47C [redacted] s47G(1)(a) [redacted]
Project Scope and Business Case Update	
2.1 Draft emerging findings from customer research (s47F [redacted] / s47F [redacted]) and concept of operations (s47F [redacted] / s47F [redacted])	
	The Committee noted the presentation from s47F [redacted] s47 [redacted] and s47F [redacted], s47G(1)(a) [redacted] and s47C [redacted] s47C [redacted] s47F [redacted] s47 [redacted] s47F [redacted] s47C [redacted] s47C [redacted]
2.2 Alignment update (s47F [redacted] / s47F [redacted] / s47F [redacted])	

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	s47C s47C	s47F	s47G(s47Cs47F	s47G(s47C
	s47F s47C	s47Cs47F	<i>left the meeting</i>	
2.3 Capital cost update (s47F /s47F)				
	s47C s47C	s47G s47F	s47C	
	s47F s47C	s47C		
Economics Funding and Financing Update				
3.1 Land Use Update (s47F s47F , Transport, Land Use and Planning,s47G() 1)()				
	s47C s47C	s47F	s47C	
	s47F s47C	s47C		
Delivery Strategy, demand, funding and finance				
4.1 Demand update (s47F /s47F /s47F)				
	s47C s47C	s47F	s47C s47F	s47C

¹ Duty to disclose interests

- (1) An official of a Commonwealth entity who has a material personal interest that relates to the affairs of the entity must disclose details of the interest.
- (2) The rules may do the following:
 - (a) prescribe circumstances in which subsection (1) does not apply;
 - (b) prescribe how and when an interest must be disclosed;
 - (c) prescribe the consequences of disclosing an interest (for example, that the official must not participate at a meeting about a matter or vote on the matter).

	s47C	
	s47F	s47C s47F s47C
	s47C	
4.2 Delivery strategy and industry engagement update (s47F / s47F / s47F)		
	s47C	s47F s47C
	s47C	
	s47F	left the meeting.
	s47C	
4.3 Funding and financing update (s47F / s47F / s47F)		
	s47C	s47F s47 s47F s47C
	s47C	
	s47F	s47C s47F left the meeting
	s47C	
Business Case Update		
5.1 Business case dashboard		
	s47C	
5.2 Business case – ways of working check-in		
	s47C	
General Business		
5.0 Actions Arising		
	s47C	
5.2 AOB		
There being no other business, the Chair closed the meeting at 11.33 am (AEST)		

Next Meeting – 9 September (VC)

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From: s47F
Sent: Monday, 12 August 2024 6:22 PM
To: s47F ; s47F ; s47F ; s47F ; s47F ; s47F ; JOSEPH, Steve; PARKER, Tim
Cc: s47F
Subject: RE: s47C [SEC=OFFICIAL]

Hi s47F ,

s47C

s47C s47 s47C
E

Kind regards

s4
7F

s47F

From: s47F @hsra.gov.au
Sent: Monday, 12 August 2024 3:44 PM
To: s47F ; s47F ; s47F ; s47F ; s47F ; JOSEPH, Steve
<Steve.JOSEPH@hsra.gov.au>; PARKER, Tim <Tim.PARKER@hsra.gov.au>
Cc: s47F
Subject: Geotech Site Investigations Variation - Board Paper [SEC=OFFICIAL]

OFFICIAL

Hi all

s47C

regards

s47F

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Title	Catalyst HSR Variation 001 – Site Geotechnical Investigations
Paper Type:	For Approval
Paper Author:	s47F
Sponsors:	s47F

RECOMMENDATION

s47C, s47D, s47E(d), s47G(1)(a)

1. PURPOSE AND CONTEXT:

s47C, s47D, s47E(d), s47G(1)(a)

2. OVERVIEW

s47C, s47D, s47E(d)

s47C, s47D, s47E(d)

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s47C, s47D, s47E(d)




4. TIMETABLE

s47E(d)



5. FINANCIAL IMPACT

s47D, s47E(d), s47G(1)(a)



s47D



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6. RISK MANAGEMENT

s47E(d), s47G(1)(a)

RESOLUTIONS

We, the Directors of the HSRA Board hereby approve and agree to adopt the following resolutions:

1. The Board RESOLVED to APPROVE and AUTHORISE the GM Technical Design and CEO to accept s47E(d)

(a) s47D, s47E(d), s47G(1)(a)

(b) That the proposed Fee represents value for money and is consistent with the policies of the Australian Government, the requirements of the Commonwealth Procurement Rules and the HSRA Act.

	Signatures		Date Signed
s47F	Board Chair		
	HSRA Director		
	HSRA Director		
	HSRA Director		
	HSRA Director		

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From: s47F
Sent: Monday, 12 August 2024 7:20 PM
To: s47F; s47F; s47F; s47F; s47F; s47F
Cc: PARKER, Tim; Secretariat HSRA
Subject: RE: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]

s47F

s47C

s47F

s47F

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From: s47F
Sent: Friday, August 9, 2024 6:51 AM
To: s47F; s47F; s47F; s47F; s47F; s47F
Cc: PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA s22(1)(a)(ii) @hsra.gov.au
Subject: RE: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Dear Directors

In addition to Jo's email below I can now provide s47C

s47C

Please do not hesitate to contact me should you have any questions.

Kind regards

s47F

s47F

s47F

s47F | hsra.gov.au



Australian Government
High Speed Rail Authority

We acknowledge the traditional owners of Country throughout Australia and their continuing connection to land, sea and community. We pay our respect to them and their cultures and to the Elders past and present.

OFFICIAL:Sensitive

From: s47F
Sent: Wednesday, 7 August 2024 6:29 PM
To: s47F; s47F; s47F; s47F; s47F
Cc: s47F; PARKER, Tim <Tim.PARKER@hsra.gov.au>; Secretariat HSRA s22(1)(a)(ii) [@hsra.gov.au](mailto:s47F@hsra.gov.au)>
Subject: Board Circular Corporate Plan FY 24/25 for Approval [SEC=OFFICIAL:Sensitive]
Importance: High

OFFICIAL:Sensitive

Dear Directors

The team has now addressed the Board’s feedback on the Corporate Plan 24/25 from the 1 August board meeting (mark-up copy attached).

The Circular Resolution relating to the Board’s approval of the Corporate Plan 24/25 and authority of the Chair to sign the cover note to the Minister is provided on the GovTeams Link: [HSRA ARC - 9. Board Circular Corporate Plan 24 to 25 - All Documents \(sharepoint.com\)](#)

Word documents attached for ease of reference.

Noting the timetable (publication on 31 August 2024 and min 10 days required for the Ministerial review of Corporate Plan) outlined in the circular, we would be grateful for confirmation of your approval (approval to affix your email signature) as soon as possible.

Regards,

Joanne Khoo

GM Corporate Services & General Counsel

s47F | hsra.gov.au

M: s47F

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From: s47F
Sent: Thursday, 5 September 2024 2:56 PM
To: s47F ; s47F ; s47F ; s47F
Cc: PARKER, Tim; s47F ; s47F ; s47F ; s47F
Subject: RE: UPDATED Annual Report and Financial Statements reflecting ARC comments 3 Sept [SEC=OFFICIAL]
Attachments: s22(1)(a)(ii)

Jo

I am happy with the draft minutes, the proposed draft resolutions, and the financial statements.

I am also happy with the annual report, especially the updated Chair’s foreword, which reads much better now. I have attached a marked-up copy with a few very minor tidy-ups.

Regards, s47F

From: s47F
Sent: Thursday, September 5, 2024 10:23 AM
To: s47F ; s47F ; s47F ; s47F
Cc: PARKER, Tim <Tim.PARKER@hsra.gov.au>; s47F ; s47F ; s47F
Subject: UPDATED Annual Report and Financial Statements reflecting ARC comments 3 Sept [SEC=OFFICIAL]
Importance: High

OFFICIAL

Dear Committee members

Further to the 3 Sept ARC meeting, we note the following:

1. Updated Reports

We have updated:

- (a) The Annual Report
- (b) The Financial Statements

Following the comments/feedback from the ARC earlier this week (see Minutes/actions). In addition to those comments, please see s47F note relating to some further minor changes which she has marked up post the 3 Sept ARC meeting in relation to the **Financial Statements:**

s47D

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2. Representation Letters

I will separately share the various representation/assurance letters in the form of s7 [redacted] MRL and CEO in separate email.

3. Proposed Board Resolutions for Approval of Statements/Report

These are the proposed Board Resolutions relating to the approval of the Annual Report and Finance Report for comment/review for the Board meeting on 9 September:

DRAFT BOARD RESOLUTION (ARC)

The Board RESOLVES to:

1. *Subject to (2) below, note and approve the Annual Report prepared in accordance with section 46 of the PGPA, and authorise the Chair to:*
 - (a) *Sign the Minister’s letter enclosing copy of the Annual Report*
 - (b) *Sign section 2 Performance Statement of the Annual Report*

2. *In reliance on the Representation/Assurance Letters and exercise of the Director’s duties under the PGPA, note and approve the Financial Statements for the period 12 June 2023 to 30 June 2024 prepared in accordance with s42(2) of the PGPA and authorise the CEO and Chair to sign/give instructions to the Board Secretary to affix their signatures on the Financial Statements for the period 12 June 2023 to 30 June 2024. The authority of Chair and CEO to sign the Annual Report and Financial Statements, is subject to the Board Secretary/Senior Manager Corporate Services providing the Board Chair and ARC Chair with a copy of the following documents on or before [the date of signing ie 16 September 2024]*
 - (a) *s7 [redacted] and*
 - (b) *ARC confirming to the Board that there are no material changes (or if there are immaterial changes, explain the nature of those changes) in the Financial Statements required to be signed by the Chair and CEO s7 [redacted] and*
 - (c) *Management confirming to the Board Chair and ARC Chair that there are no material changes(or if there are immaterial changes, explain the nature of those changes) to the Financial Statements required to be signed by the Chair and CEO s7 [redacted]*

Representation /Assurance Letters is defined to include the following:

- (a) *ARC’s recommendation letter to the Board signed by the ARC Chair. Attachment [x]*
- (b) *CEO’s representation letter to the Board signed by the CEO. Attachment [x]*
- (c) *s7 [redacted]*
- (d) *s7 [redacted]*

We await your comments, on the above prior to circulating the final drafts for inclusion in the Board Park for 9 September 2024 with the intention to circulate the final papers by no later than **midday on Friday** (allowing for feedback/comments).

Regards, Jo

Joanne Khoo

GM Corporate Services & General Counsel

s47F [redacted] | hsra.gov.au

M: s47F [redacted]

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From: s47F
Sent: Thursday, 5 September 2024 4:17 PM
To: s47F
Cc: s47F; s47F; s47F; PARKER, Tim; s47F; s47F; s47F; s47F
Subject: Re: UPDATED Annual Report and Financial Statements reflecting ARC comments 3 Sept [SEC=OFFICIAL]
Attachments: image001.jpg; ATT00001.htm; s22(1)(a)(ii); CHAIR REVIEWED - ARC MINUTES -3 Sept.docx; ATT00004.htm

Hi Jo,

I am content with the draft minutes, the proposed draft resolutions and the financial statements.

As to the Annual Report, I also agree with Ian’s comments and I think it’s a very comprehensive document which reads very well.

So, fully supported.

Regards

s47F
Sent from my iPad

On Sep 5, 2024, at 2:23 AM, s47F wrote:

OFFICIAL

Dear Committee members

Further to the 3 Sept ARC meeting, we note the following:

1. Updated Reports

We have updated:

- 1. The Annual Report
- 2. The Financial Statements

s22(1)(a)(ii)

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s22(1)(a)(ii)

2. Representation Letters

I will separately share the various representation/assurance letters in the form of s7, MRL and CEO in separate email.

3. Proposed Board Resolutions for Approval of Statements/Report

These are the proposed Board Resolutions relating to the approval of the Annual Report and Finance Report for comment/review for the Board meeting on 9 September:

DRAFT BOARD RESOLUTION (ARC)

The Board RESOLVES to:

1. *Subject to (2) below, note and approve the Annual Report prepared in accordance with section 46 of the PGPA, and authorise the Chair to:*
 1. *Sign the Minister’s letter enclosing copy of the Annual Report*
 2. *Sign section 2 Performance Statement of the Annual Report*

1. *In reliance on the Representation/Assurance Letters and exercise of the Director’s duties under the PGPA, note and approve the Financial Statements for the period 12 June 2023 to 30 June 2024 prepared in accordance with s42(2) of the PGPA and authorise the CEO and Chair to sign/give instructions to the Board Secretary to affix their signatures on the Financial Statements for the period 12 June 2023 to 30 June 2024. The authority of Chair and CEO to sign the Annual Report and Financial Statements, is subject to the Board Secretary/Senior Manager Corporate Services providing the Board Chair and ARC Chair with a copy of the following documents on or before [the date of signing ie 16 September 2024]*
 1. *s7; and*
 2. *ARC confirming to the Board that there are no material changes (or if there are immaterial changes, explain the nature of those changes) in the Financial Statements required to be signed by the Chair and CEO s7 and*
 3. *Management confirming to the Board Chair and ARC Chair that there are no material changes(or if there are immaterial changes, explain the nature of those changes) to the Financial Statements required to be signed by the Chair and CEO s7*

Representation /Assurance Letters is defined to include the following:

1. *ARC’s recommendation letter to the Board signed by the ARC Chair. Attachment [x]*
2. *CEO’s representation letter to the Board signed by the CEO. Attachment [x]*
3. *s7*
4. *s7*

We await your comments, on the above prior to circulating the final drafts for inclusion in the Board Park for 9 September 2024 with the intention to circulate the final papers by no later than **midday on Friday** (allowing for feedback/comments).

Regards, Jo

Joanne Khoo

GM Corporate Services & General Counsel

s47F [redacted] | hsra.gov.au

M: s47F [redacted]

High Speed Rail Authority



HSRA OOS Board Meeting (04/24)

DATE	LOCATION	Time
30 April 2024	Microsoft TEAMS	4:00 pm – 6:30 pm

ATTENDEES	
Name	Organisation/position
s47F	HSRA Board Chair
s47F	HSRA Board Member
s47F	HSRA Board Member
s47F	HSRA Board member
s47F	HSRA Board Member
Tim Parker	HSRA – Chief Executive Officer (CEO)
s47F	
Rudy Alcantara	HSRA - Acting Executive General Manager (Agenda Items 1 – 4)
Steve Josephs	HSRA Executive General Manager
Graham Nelmes	Project Director

Minutes

Agenda Item 1: Welcome

1.1 Opening

- The Chair opened the meeting at 4:05 pm.
- The Chair welcomed attendees and delivered Acknowledgement of Country.

1.2 Attendance

- There were no apologies and the Chair confirmed that a quorum was present.

1.3 Approve the Board Minutes for 18 March 2024 minutes

- 18 March 2024 Board minutes were approved by the Board.
- The Board was updated on the progress of action items from 18 March 2024 meeting.

1.4 Register of Interests

- All Board members present noted the Register of Interests
- s47F

Agenda Item 2: CEO Update

2.1 CEO Update

Mr Parker provided a verbal s47D

s47D

s47C

[Redacted content]

Agenda Item 3: Matters for Decision

3.1 Approve Quarter 3 Report to the Minister

s47C

[Redacted content]

3.2 Project Controls – Cost, Schedule & Risk Services Procurement Evaluation

s47C

[Redacted content]

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s47D

s47G(1)(a)

3.3 Economics, Funding & Financing, Demand modelling and Customer Advisory Procurement Evaluation

s47C

s47D

s47C

- The Board **approved** the CEO to entering into an Order for Services for Economics, Funding & Financing, Demand Modelling, & Economic Development Strategy Services (including Customer Advisory) (EFFDM) (ATM HSRA-S2N/2-01) with **Ernst & Young** ABN 75 288 172 749 (EY) with a maximum value of \$4,007,850 (GST exclusive) for the period of 29 April 2024 to 29 February 2025.

3.4 Transport, Land Use and Property Procurement Evaluation

s47C

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s47D

s47G(1)(a)

3.5 Commercial, Delivery Strategy & Industry Engagement Procurement Evaluation

s47C

s47D

- The Board approved the CEO to enter into an Order for Services for Commercial Delivery Strategy & Industry Engagement Services (CDSIE) (ATM HSRA-S2N/2-03) with Ernst & Young ABN 75 288 172 749 (EY) with a maximum value of \$2,097,945 (GST exclusive) for the period of 29 April 2024 to 29 February 2025.

s47C

Agenda item 4: Meeting Finalisation

4.1 Review of actions to be taken

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-
- Actions Items are noted in the table below.
-

4.2 Any other business

s47C



The Chair closed the meeting at 5:50 pm

Agenda item 5: In Camera Session

5.1 In Camera session

- The Board and CEO met in camera.
-

s47C



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Meeting Minutes

HSRA OOS Board Meeting (04/24)

DATE	LOCATION	Time
20 May 2024	Microsoft TEAMS	4:00 pm – 4:30 pm (AEST) 6.00 am- 8.30 am (GMT)

ATTENDEES	
Name	Organisation/position
s47F	HSRA Board Chair
s47F	HSRA Board Member
s47F	HSRA Board Member
s47F	HSRA Board member
s47F	HSRA Board Member
Tim Parker	HSRA – Chief Executive Officer (CEO)
s47F	
Rudy Alcantara	HSRA -General Manager Finance, Corporate Services & Policy
Steve Joseph	HSRA Executive General Manager
Graham Nelmes	Acting HSRA Project Director

Agenda Item 1: Welcome

1.1 Opening

- The Chair opened the meeting at 4:05 pm with an Acknowledgement of Country.

1.2 Attendance

- There were no apologies and the Chair confirmed that a quorum was present.

1.3 Board Minutes for 30 March 2024

- The Board adopted the 30 March 2024 Board minutes.
- The progress of action updates from the 30 March 2024 meeting were noted.

1.4 Register of Interests

- The following changes to the declarations of interests were noted:

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s47F

s47C

the amount of the work that HSRA has completed to date.

Agenda Item 2: Matters for Decision

2.1 Network Rail Operations Planning – Procurement Evaluation Report

s47C

s47D

s47G(1)(a)

2.2 Technical Advisory, Environment, sustainability, Community and Stakeholder Engagement Services Procurement Evaluation Report

s47C

s47D

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s47C

s47D

It was RESOLVED by the Board to APPROVE the Chief Executive Officer (CEO) awarding and executing a Contract for Technical Advisory, Environment & Sustainability, Community & Stakeholder Engagement Services Scope (TAESCS) (ATM HSRA-S2N/1-03) with Catalyst HSR, being an Unincorporated Joint Venture between WSP and Arcadis (WSP ABN 80 078 004 798 & Arcadis ABN 76 104 485 289) ('Catalyst HSR') for a maximum Service Fee of \$14,568,764 (GST inclusive) for the period of May 2024 to 29 February 2028.

Agenda item 3: Meeting Finalisation

3.1 Review of actions to be taken

- the Board noted the updates on the Actions Items in the table below.

3.2 Any other business

s47C

The meeting closed at 4:47 pm (AEST)

Next meeting – 27 June 2024, Melbourne

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s47C

s47D

s47C

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**DRAFT Minutes of Meeting
HSRA Board meeting (02-24)**

Thursday, 27 June 2024; 0700 (AEST) – 0930(AEST): 2100 (GMT)-2330(GMT)
Location: Collins Meeting Room, the Savoy Hotel, 630 Little Collins St, Melbourne

Attendees	Board of directors	Management team
	§47F, Chair	Tim Parker, CEO
	§47F, director (VC, all except item 7.0)	Jo Khoo, Board Secretary
	§47F, director	Steve Joseph, EGM Projects and Commercial
	§47F, director	Graham Nelmes, GM Customer, Place and Operations
	§47F, director	Anita Brown, GM Stakeholder and Community Engagement
		Apologies Mr Rudy Alcantara, GM Funding, Finance and Policy

Directors’ Closed Session- 0700-0800 (AEST)/2000-2100 (GMT) (1 hr)

1.0 Closed session meeting

	It was noted that the Directors held an in-camera session (0700-0800) and Mr Parker joined the directors’ in camera discussion from 0740-0800.
--	--

Opening 0800-1030 (AEST)/2100-2330 (GMT)

2.0 Opening, welcome, attendance/apologies

	The Chair officially opened the meeting at 0804 (AEST) with an Acknowledgement of Country. There was a quorum for the Board meeting
--	---

2.1 Declaration of Interests

	<p>The Board noted that any director having a material personal interest or an interest in any of the transactions to be discussed at the meeting had given notice of the nature and extent of the interest to the other directors in accordance with section 29 of the Public Governance and Performance Act 2013 (Cth).</p> <p>No new changes of interests/declaration of new interests were raised and management noted an action to provide an abridged version of the Declaration of Interests Register.</p>
--	---

2.2 Appointment of Board Secretary – Joanne Khoo

	§47C
	<p>The Board RESOLVED to:</p> <p>(a) NOTE the Report on the appointment of the board secretary</p> <p>(b) APPROVE the appointment of Joanne Khoo with immediate effect and note support for the Board Secretary to appoint (at her discretion) a support person to take the minutes at the Board and Subcommittee meetings as required.</p>

2.3 Minutes of Meeting – 20 May 2024

The Board RESOLVED to adopt the minutes of the meeting held on 20 May 2024.

2.4 Actions Arising from the Last Meeting

The Board noted Actions Arising from the Last Meeting and:
 s47C

Business Updates & Operations

3.0 CEO Report

s47C

s47B(a)

s47C

s47B(a) s47F s47B(a)

s47C

It was RESOLVED to NOTE the CEO Report.

3.1 Workplace (N.Syd) accommodation framework

s47C

It was RESOLVED to NOTE the Report on the Workplace Accommodation Framework.

Governance, Budget, Risk and Policies

4.0 ARC Meeting held on 11 June 2024

s47E(d)

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	<p>s47E(d) s7 s47E(d)</p> <p>s47E(d) s7</p> <p>s47E(d)</p>
	<p>1. POST-ESTABLISHMENT GOVERNANCE REVIEW REPORT- BELLCHAMBERS BARRETT</p> <p>The BOARD RESOLVED to NOTE the Post Establishment Governance Review Report and Management Response.</p>
	<p>2. INTERNAL AUDIT PLAN</p> <p>The Board RESOLVED to:</p> <p>1. NOTE the Report on the Internal Audit Plan.</p> <p>s47E(d)</p>
	<p>3. APPROACH TO RISK MANAGEMENT</p> <p>The Board RESOLVED to:</p> <p>(a) NOTE the Report on the Approach to Risk Management to the Board.</p> <p>(b) ENDORSE the Management’s Approach to Risk Management and Workplan, subject to incorporating the ARC’s feedback around the clarity of expression in relation to the Strategic and Project Risks.</p>
	<p>4. MAJOR CONTRACTS LIST</p> <p>The Board RESOLVED to NOTE the Report on the Major Contracts List.</p>
	<p>5. INTERNAL FINANCIAL CONTROLS</p> <p>The Board RESOLVED to:</p> <p>s47D</p>
	<p>6. HSRA CHILD SAFETY FRAMEWORK</p> <p>The Board noted the paper and RESOLVED to APPROVE the HSRA Child Safety Framework.</p>
	<p>7. CREDIT CARD USE POLICY</p> <p>The Board RESOLVED to:</p> <p>s47D</p>
	<p>s47D, s47E(d) s7</p> <p>s7</p> <p>The Board RESOLVED s47D, s47E(d) s7</p> <p>s47D, s47E(d)</p> <p>s7</p>

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s7

4.1. FY24/25 Budget

s47C, s47D

The Board RESOLVED to APPROVE the Budget FY 24/25 and NOTE the following management actions:

s47D

4.2 PACC Meeting held on 26th June 2024

s47C

The Board RESOLVED to:

(a) NOTE the Report on the P&C Meeting held on 26 June 2024.

s47C

(c) NOTE the Report on the APSC Strategic Commissioning Framework and new reporting requirements which will apply to the 2024/25 Corporate Plan.

s47C

4.3 Approach to Company Policies.

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	s47C
	The Board RESOLVED to NOTE the management approach to Company Policies.
Strategy, Corporate Plan and Stakeholders	
5.0 Approach to Corporate Plan for 24/25	
	The Board noted the Report on the Corporate Plan and discussed lessons learned and stakeholder engagement activities to support the preparation of the FY 24/25 Plan.
	The Board RESOLVED to NOTE the Report on the approach to the Corporate plan for FY 24/25.
5.1 Stakeholder engagement and communications	
	The Board RESOLVED to NOTE the Report on the Stakeholder engagement and communications plan.
Other Business	
6.0 Important Correspondence	
	No new Important Correspondences were noted.
6.1 Actions Arising	
	The actions arising from the discussions are noted as:
	s47C
	<ul style="list-style-type: none"> • Secretariat to seek director availability for out of session board meetings for FY 24-25 and CY 25.
6.2 Board calendar -2024	
	It was noted that the Secretariat will circulate a request for director’s availability for additional board meetings for FY 24/25 and CY 25.
6.3 Meeting Effectiveness	

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	<p>s47F [redacted] was invited to share his observations as to the effectiveness of the board meeting, chair and participation by directors during the meeting.</p>
<p>6.4 AOB</p>	
	<p>There being no other business, the first Part of the Board meeting adjourned at 10.45am.</p>
<p>7.0 BCC Approvals</p>	
	<p>s47C [redacted]</p>
	<p>1. The Board RESOLVED to: (a) NOTE the Report of the BCC Meeting held on 27 June 2024;</p> <p>s47C [redacted]</p> <p>s47D [redacted]</p> <p>2. The Board RESOLVED to:</p> <p>s47D [redacted]</p>
<p>There being no other business, the Chair closed the meeting at 1.34pm.</p>	
<p>Next meeting in Sydney, 1 & 2 August 2024</p>	

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**DRAFT Minutes of Meeting
HSRA Board meeting**

Thursday, , 1 August 2024, 3.00pm-6.15pm
Location: L2/213 Miller St, North Sydney, HSRA Office

Board of directors

- s47F [redacted], Chair
- s47F [redacted], director
- s47F [redacted], director
- s47F [redacted], director

Management team

- Tim Parker, CEO
- Jo Khoo, Board Secretary
- Greg Brynes, GM Safety Environment and Sustainability
- Graham Nelmes, GM Customer, Place and Operations
- Anita Brown, GM Stakeholder and Community Engagement
- Ed Gralton, GM Technical and Design
- s47F [redacted]
- s47F [redacted]
(Observer)

Apologies

s47F [redacted], HSRA Director

Directors' Closed Session- 3pm – 5pm

1.0 Closed session meeting

1.1	The Board met in-camera. s47E(d) s47E(d) <div style="background-color: #cccccc; height: 150px; width: 100%; margin-top: 5px;"></div>
	s47F [redacted] s47E(d) [redacted]

1.2 The Board and Mr Parker met in camera.

Opening 5pm-6.44pm (AEST)

2.0 Opening, welcome, attendance/apologies

The Chair opened the meeting at 5pm (AEST) with an Acknowledgement of Country. There was a quorum for the Board meeting.

2.1 Declaration of Interests

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The Board noted that any director having a material personal interest or an interest in any of the transactions to be discussed at the meeting had given notice of the nature and extent of the interest to the other directors in accordance with section 29 of the *Public Governance and Performance Act 2013* (Cth) (PGPA).

It was noted that :

(a) s47F had raised new declaration of interests with the Board Secretary which will be duly noted and that otherwise, no other new changes of interests/declaration of new interests were raised by other directors.

s47D

2.2 Minutes of Meeting – 27 June 2024

The Board RESOLVED to adopt the minutes of the meeting held on 27 June 2024.

2.4 Actions Arising from the Last Meeting

s47C

Business Updates & Operations

3.0 CEO Report

s47C

The Board RESOLVED to

- (a) NOTE the CEO Report.
- (b) NOTE the following actions:
 - brief the Board on HSRA Stakeholder Plan

s47D

Strategy, Corporate Plan and Stakeholders

4.0 Corporate Plan

s47C

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	s47C
	<p>The Board RESOLVED to:</p> <p>(a) NOTE the Report on the Corporate Plan 24/25</p>
	s47E(d)
4.1 Corporate Services Procurement	
	s47C, s47D
	<p>The Board RESOLVED to:</p>
	s47D, s47E(d)
Governance, Budget, Risk and Policies	
5.0 BCC Meeting held on 16 July 2024	
	The Board RESOLVED to NOTE the Report on the BCC Meeting held on 16 July 2024.
5.1. ARC Meeting held on 23 July 2024	
	The BOARD RESOLVED to NOTE the Report on the ARC Meeting held on 23 July 2024.
5.1.1 Risk management update	
	<p>The BOARD RESOLVED to:</p> <p>(a) NOTE the Report on the Risk Management Update.</p> <p>(b) NOTE the emerging positions/updates on the HSRA Risk Management Framework key elements, Risk Register Architecture, Risk Reporting templates and proposed content.</p> <p>(c) NOTE an action for s47F to present an investment case and range of fit for purpose RMIS solutions at the next ARC.</p>
5.1.2 Independent Risk Adviser	
	<p>The Board RESOLVED to:</p> <p>(a) NOTE the Report on the Independent Risk Adviser;</p> <p>(b) APPROVE the engagement of an independent risk adviser (providing level 2 assurance) via a Limited Tender procurement subject to including a requirement for the Tenderers to articulate as part of the Response to the RFT, a VFM proposal and other client benefits/savings from their services.</p>
5.1.3 ARC Policies Planner	
	<p>The Board RESOLVED to:</p> <p>(a) NOTE the Report on the ARC Policies Planner;</p> <p>(b) APPROVE the approach to ARC Polices Planner.</p>
5.1.4 Investment Strategy	
	<p>The Board RESOLVED to:</p> <p>(a) NOTE the Investment Strategy Report ;</p>

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	s47D
5.1.5 Full year 23-24 financial results	
	s47D
5.1.6 Chair Standing Authority	
	<p>The Board RESOLVED to APPROVE and AUTHORISE the HSRA Board Chair (for the term of their appointment) having the standing authority to sign s7 [REDACTED]. Nothing in this resolution derogates, limits or restricts the ARC's or any director in the exercise of their director's duty, from raising any matters of concern or questions regarding any terms or conditions relevant to s7 [REDACTED] in any way.</p>
5.1.7 Q4 Non-Financial Performance Report	
	<p>The Board RESOLVED to NOTE: s47E(d) [REDACTED]</p>
5.2 Board Charter Review	
	s47C [REDACTED]
	<p>The Board RESOLVED to NOTE the Report on the Board Charter and APPROVE the changes to the Board Charter as discussed.</p>
5.3 Chair and CEO Verification and Validation Trip	
	s47C [REDACTED]
	<p>The Board RESOLVED to: (a) NOTE the Report on the Chair and CEO Verification and Validation Trip, Travel Approval. s47D [REDACTED]</p>
Other Business	
6.0 Important Correspondence	

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	<p>The Board noted the importance and support for the Cth Integrity Survey. Management noted an action to invite s47F [redacted], Probity Advisor and s47F [redacted], Procurement Manager to speak to the board in October on Protocols for managing conflicts/perceived conflicts.</p>
<p>6.1 Actions Arising</p>	
	<p>The actions arising from the discussions are noted as:</p> <p>s47C [redacted]</p> <ul style="list-style-type: none"> • Management to confirm PGPA reporting obligations for Budget information in the Corporate Plan. • s47F [redacted], Probity Advisor and s47F [redacted], Procurement Manager to speak to the board in October on Protocols for managing conflicts/perceived conflicts <p>s47D [redacted]</p>
<p>6.2 Board calendar -2024</p>	
	<p>It was noted that the Secretariat will circulate a request for director’s availability for additional board meetings for FY 24/25 and CY 25.</p>
<p>6.3 Meeting Effectiveness</p>	
	<p>s47C [redacted]</p>
<p>6.4 AOB</p>	
	<p>There being no other business, the first Part of the Board meeting adjourned at 6.44pm.</p>
<p>Next meeting on [18 October] 2024 [by Teams]</p>	

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