



SYDNEY HARBOUR FEDERATION TRUST

153rd MEETING OF THE TRUST

Meeting in Public
held via webinar

Tuesday 7 December 2021, 3.30pm – 5.00pm

MINUTES

True & Correct Record of the 153rd Meeting of the Trust

Chair

Minutes of the 153rd meeting of the Sydney Harbour Federation Trust held in public via webinar on Tuesday 7 December 2021.

Present

Mr Joseph Carrozzi AM	Chair
Ms Sandra Hook	Member
Mr Steven Issa	Member
Mr Tim James*	Member
Mr Brad Manera	Member
Ms Carolyn McNally*	Member
Mr Michael Rose AM	Member

* attended via webinar

In attendance

Ms Janet Carding	Executive Director
Ms Libby Bennett	Director Projects
Ms Rebecca Hill	Head of Marketing and Engagement
Mr Graham Izod	Director Assets & Parklands
Mr Nick Lawry	Chief Financial & Commercial Officer
Ms Kathryn Roberts	Director Marketing & Visitor Experience
Mr Daniel Sealey	Director Planning
Ms Rosemary Southcombe	Secretariat
Ms Madeleine Treacy-Maclean	Stakeholder Engagement Officer

Apologies

Mrs Tanya Denning-Orman	Member
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The meeting commenced at 3.30pm.

Members of the public and Harbour Trust staff members were in attendance (via webinar) to observe the meeting.

The meeting was held via webinar due to the continuing COVID-19 situation. The Harbour Trust's Work Health & Safety advice in relation to existing risks and the need to provide a safe environment for members of the public and Harbour Trust staff, particularly in the lead up to Christmas, was taken into consideration when making the decision to hold the meeting via webinar.

1. Welcome

The Chair invited Uncle Allan Murray from the Metropolitan Local Aboriginal Land Council to give a Welcome to Country.

The Chair welcomed all attendees and thanked the members of the public for their interest in the Harbour Trust and reported that the Trust Members had a productive meeting immediately prior to the meeting in public.

The Chair introduced the Members of the Trust with a particular welcome to newly appointed Trust Member, Mr Steven Issa. Mrs Tanya Denning-Orman, was unfortunately unable to attend the meeting.

The Chair introduced Ms Janet Carding, Executive Director, who reported on the achievements of 2021.

2. 2021 Achievements

Ms Janet Carding, spoke to the presentation '2021 Achievements' (see Attachment A).

A 'snapshot' of the year (as at June 2021) included statistical information on the number of visits to Harbour Trust sites (1,796,666), the number of tenancies (177), volunteer hours (16,792), and annual revenue of \$14.3m.

Ms Carding spoke of the Harbour Trust's response to the COVID-19 pandemic which included ensuring protocols were put in place to ensure safety for the community; a shift to online engagement; support for tenants; and flexible working arrangements for staff.

A major highlight for the year was the new legislation which ensures the Harbour Trust will be an ongoing entity.

In November 2021 the Harbour Trust held an event to celebrate its 20th anniversary; and to further acknowledge the anniversary, videos and a three-part docu-series were produced and uploaded to the Harbour Trust website.

Some highlights of capital works undertaken were presented, including:

- marine projects (Camber Wharf on Cockatoo Island and the Woolwich barge ramp and pontoon)
- residential upgrades at Headland Park
- remediation of the North Head Gun emplacement
- external restoration of the Medical Officers Cottage on Cockatoo Island

Work on the Fitzroy Dock Caisson on Cockatoo Island is currently underway.

In relation to the 10 Terminal & Parklands project, Ms Carding reported that the first stage of remediation works within the buildings have taken place, with the second stage due to commence in 2022.

In relation to the Sub Base Platypus Torpedo Factory, the process is underway to appoint the Head Works Contractor, with the intention that works will commence in early 2022. Sub Base Platypus garnered another award last month at the National Architecture Awards.

3. Working with the First Nations Community

Ms Carding reported on the Harbour Trust's Reconciliation Action Plan achievements which include:

- First Nations engagement in relation to Cockatoo Island/Wareamah and North Head Sanctuary
- Dual naming of Cockatoo Island/Wareamah approved
- Partnership with Babana Aboriginal Men's group
- National Reconciliation Week online activities
- Walk on Country at Sub Base Platypus
- 'Supply Nation' membership established
- Stakeholder Workshops held to develop Aboriginal and Torres Strait Islander Cultural Framework

4. Independent Review Recommendations Update

Mr Justin Bock, Director Strategic Reform, provided an update on work to date in relation to the Independent Review recommendations. These include –

- Reform team and Trust Members subcommittee established and meeting regularly
- Newly appointed Members of the Trust have commenced their terms
- Amended legislation securing ongoing status for the Harbour Trust
- Approval of new Regulations, replacing the existing Regulations that were due to sunset in 2021
- \$50M in Government funding secured
- Draft Concepts for Cockatoo Island and North Head Sanctuary developed and outcomes of public consultation published
- Consultation on a Draft Snapper Island Conservation Management Plan

Over the next 6 - 12 months the following work will be undertaken –

- Proposal to be developed which considers cost-benefit analysis of new operating models, informed by recent engagement with staff on priorities, capabilities and skills.
- Recent work on a Cultural Framework with First Nations community to provide necessary input into evolving the Draft Stakeholder Engagement Strategy & Governance Framework.
- Partnering arrangements being established with Department of Defence.
- North Head Deed of Agreement with NSW Government to be further explored.
- Leasing Policy to be re-visited, amended, and re-exhibited to incorporate review recommendations, legislative changes and community feedback.
- Investigation of options to manage accommodation on Cockatoo Island to be completed.
- Opportunities for further funding to be determined.

Mr Bock reported on the next steps for the master planning for Cockatoo Island and North Head Sanctuary. Feasibility studies will be undertaken including: geotechnical analysis; latent conditions (contamination); traffic/transport; bushfire; ecology; visitation analysis; visitor journeys / amenity; and further Heritage and First Nations studies.

Working groups, workshops and community consultation will continue to be held during 2022.

The Chair thanked Ms Carding and Mr Bock for their updates

Attachment A: Trust Meeting in Public – 7 December 2021 - presentation

Questions & Answers Session followed the presentation

Harbour
Trust

Trust Meeting in Public

7 December 2021

3.30pm – 5pm

Harbour Trust

 Australian Government
Seymour Harbour Federation Trust

***Welcome to Country
Metropolitan Local Aboriginal Land Council
Uncle Allan Murray***

Members of the Trust: New Appointments



Tanya Denning-Orman is a proud Birri and Guugu Yimidhirr woman and Director of Indigenous Content at SBS



Steven Issa is Lord Mayor of Paramatta City Council

2021 Achievements

Harbour Trust



Australian Government
Sydney Harbour Federation Trust



Cockatoo
Island



Headland
Park
HOSMAN



NORTH HEAD
SANCTUARY MARLYN



SUB BASE
PLATYPUS

THE HARBOUR TRUST TODAY

Statistics taken from July 2020 – June 2021

NUMBER OF VISITS
1,796,666



145ha

ICONIC LAND ON
SYDNEY HARBOUR



HMAS PLATYPUS
1967-1999

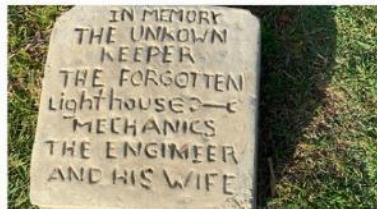
OXLEY

UBERON CLASS
SUBMARINE

STRENGTH
& STEALTH

10

SITES IN TOTAL



402,409

UNIQUE VISITS
TO OUR WEBSITES



NUMBER OF
TENANCIES
177



\$14.3m

ANNUAL REVENUE



Attachment A



16,792

VOLUNTEER HOURS

77%

ADAPTIVE REUSE
OF BUILT ASSETS*

*of built assets with potential
for adaptive reuse.



COVID Response

- Site and community safety
- Online engagement
- Transforming the workplace
- Tenant support
- Re-opening of Cockatoo Island
- Re-establishment of tours and volunteer program

COVID-19 Social distancing regulations

We encourage you to follow the COVID-19 protocols:



Wash your hands frequently Cover your cough/sneeze 1.5 metres social distancing


To help stop the spread of the Coronavirus download the COVIDSafe App




Harbour Trust Heyland

The Harbour Trust and COVID-19 (Coronavirus)

The Harbour Trust strongly encourages visitors and tenants follow the recommended COVID-19 protocols:



Wash your hands frequently Cover your cough/sneeze 1.5 metres social distancing

See harbourtrust.gov.au for visitor information

Harbour Trust Cockatoo Island

← TOURS MAPS →

Cockatoo Island Visitor Centre Closed

Accommodation check in / out only

Face masks are required when indoors

Check-in essential for tours, visitor centre and accommodation

Service NSW check-in:

1. Scan the QR code	2. Follow the steps
3. Follow the prompts	4. Scan the QR code


 Cockatoo Island Visitor Brochure & Map
 
 Ferry Timetable

Please contact the Centre, located next to the ferry, in all of which, we comply, for any enquiries.
 COVID-19: 02 939 10000 02 939 10000 02 939 10000
 02 939 10000 02 939 10000 02 939 10000

Harbour Trust Cockatoo Island

Independent Review

- New legislation / Harbour Trust established as ongoing entity
- Mobilisation of reform team / strategy to implement 21 recommendations over 2 years
- Financial support for backlog maintenance. Works plan underway



Harbour Trust 20th Anniversary

- Shared the story of the founding of the Harbour Trust through 3 part docu-series and 20 community videos
- Joined with the community to celebrate their involvement through a Civic Event



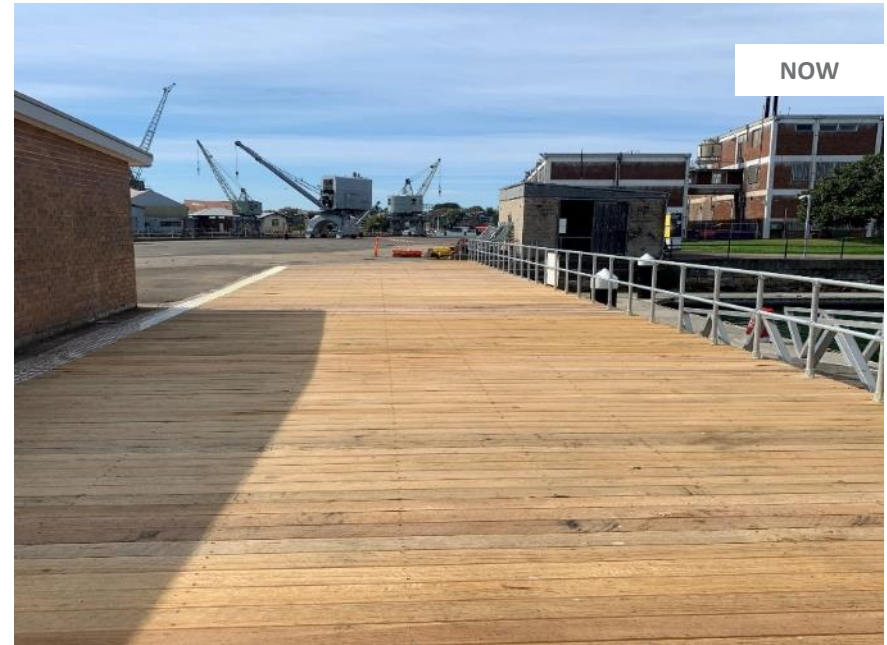
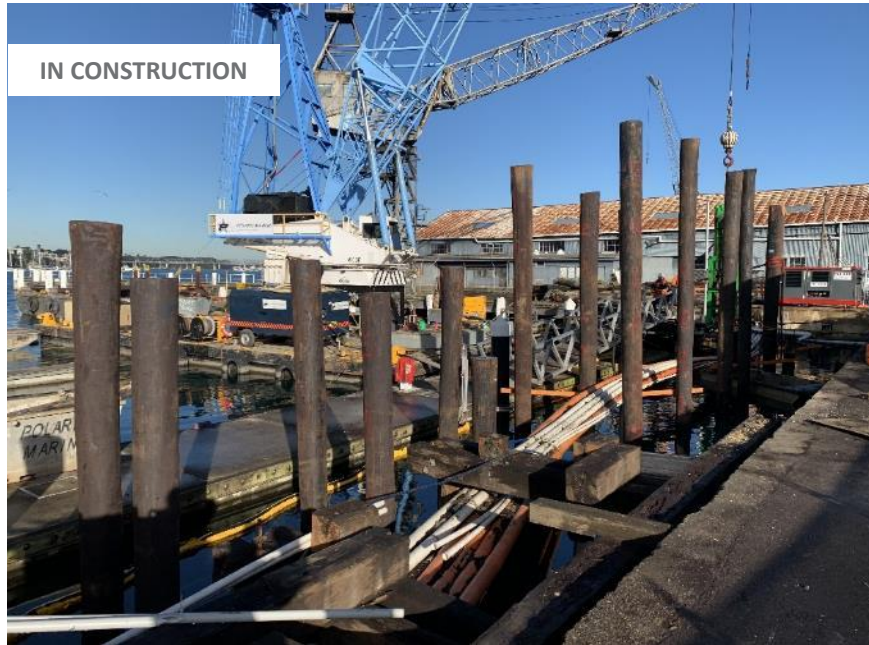
Capital Works Highlights

Backlog maintenance Program

- Marine projects
- Headland Park residential upgrade
- North Head gun emplacement and Observation platforms
- Cockatoo Island Medical Officers Cottage
- Cockatoo Island Fitzroy Dock Caisson



CI Marine Project (Camber Wharf)



Woolwich Barge Ramp



Attachment A

New Aperture blocks – Woolwich Pontoon



2 Imperial Place, Headland Park



2 Imperial Place, Headland Park



NH Gun Emplacement/Concrete & Observation post remediation



Medical Officers Cottage (B20) External Restoration



Medical Officers Cottage (B20) External Restoration



Medical Officers Cottage (B20) External Restoration



Fitzroy Dock Caisson in progress



10 Terminal and Parklands

- Undertook first stage remediation works within the brick buildings and 10 Terminal
- Second stage external remediation works due to commence in early 2022
- Pause on concept development to build stronger engagement with First Nations community, now restarting



Sub Base Platypus: Torpedo Factory Renewal Works

- 2021 National Architecture Award Winner
- Commenced detailed design stage
- Process underway to appoint Head Works Contractor
- Intention to commence works early 2022



Working with the First Nations Community

Harbour Trust



RAP Achievements

- Cockatoo Island and North Head Sanctuary – First Nations engagement
- Dual naming of Cockatoo Island approved
- Partnership with Babana Aboriginal Men’s group
- National Reconciliation Week program pivoted to online activities
- Review of HR policies and implementation of Anti-discrimination Policy
- Walk on Country – Sub Base Platypus
- Supply Nation Membership established
- Stakeholder Workshops held to develop Aboriginal and Torres Strait Islander Cultural Framework as RAP concludes.

Independent Review Recommendations Update

Harbour Trust



Independent Review Recommendations – Works Completed So Far

Governance

- ✓ Dedicated resource and Board subcommittee established and meeting regularly, with updates provided to the Board.
- ✓ Newly appointed Members of the Trust commence terms.

Legislation

- ✓ Amended Legislation successfully received Royal Assent, securing ongoing status for the Harbour Trust.
- ✓ Approval of new Regulations for the Harbour Trust, replacing the existing set that were to sunset in 2021.

Funding

- ✓ \$50M in Government funding secured.

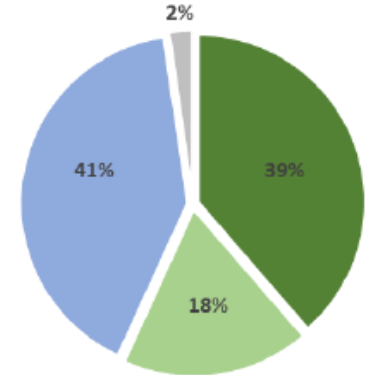
Master Planning

- ✓ Draft Concepts for Cockatoo Island and North Head Sanctuary developed, with consultation and publication of outcomes.
- Next stage of Master Planning works being scoped.

Other

- ✓ Consultation on a Draft Snapper Island Conservation Management Plan.
- Work commenced on revised Stakeholder Engagement Framework
- Work commenced on a revised operating model for the Harbour Trust.

Review Recommendations Status
30 September 2021



- Complete
- SHFT Complete (Requires Govt Action)
- In Progress
- Yet to Commence

Independent Review Recommendations – Next 6-12 Months

Operating Model

- ❑ Proposal to be developed which considers cost-benefit analysis of new operating models, informed by recent engagement with staff on priorities, capabilities and skills.

Stakeholder

- ❑ Recent work on a Cultural Framework with First Nations community to provide necessary input into evolving the Draft Stakeholder Engagement Strategy & Governance Framework.
- ❑ Partnering arrangements being established with Department of Defence.
- ❑ North Head Deed of Agreement with NSW Government to be further explored.

Leasing Policy

- ❑ Leasing Policy to be re-visited, amended, and re-exhibited to incorporate review recommendations, legislative changes and community feedback.
- ❑ Working groups and community consultation through 2022.

Cockatoo Island Accommodation

- ❑ Investigation of options to manage the campground and houses on Cockatoo Island to be completed.

Master Planning

- ❑ Feasibility investigations due to commence (see following slides).
- ❑ Opportunities for further funding to be determined.



Medical Officers' Quarters, Building 21, Cockatoo Island (after)





Attachment A

Cockatoo Island & North Head Sanctuary Visioning

- Draft Concepts released for community consultation
- Consultation Outcome Summaries released

Who responded by survey or submission?

Cockatoo Island: Community Response



530

completed surveys

38

participating in our First Nations specific survey



63

Unique written submissions



500

people participated in a panel survey

North Head Sanctuary: Community Response



219

completed surveys

33

participating in our First Nations specific survey



25

Unique written submissions



515

people participated in a panel survey

Master Planning Next Steps and Deliverables

Next Steps

ENGAGE ON CONCEPTS

WE ARE
HERE

INVESTIGATE FEASIBILITY

DESIGN PLANNING & STAGING

STATUTORY PROCESSES
& PILOT PROGRAMS

Deliverables

Feasibility Studies

- Geotechnical analysis
- Latent conditions (contamination)
- Engineering Services / substations
- Traffic / transport
- Bushfire
- Ecology
- Visitation analysis
- Visitor journeys / amenity
- Market sounding
- Further Heritage and First Nations studies
- Connecting with Country
- Landscape
- Staging / sequencing

Working groups / workshops

- Connecting with Country
- Visitor journeys / amenity
- Wayfinding and naming
- Priority stories
- Artwork style and themes
- Sensitive locations
- Staging / sequencing
- Pilot digital interpretation projects

Revisit Concepts

- Cost analysis
- Revised site plan
- Staging / sequencing
- Initial design briefs

Meeting Closure

to be followed by
Questions & Answers Session
4:15pm - 5:00pm