



SYDNEY HARBOUR FEDERATION TRUST

135th MEETING OF THE TRUST

Board Room
Sydney Harbour Federation Trust
28 Best Avenue, Headland Park, Mosman

Meeting in Public

Thursday 5 December 2019

MINUTES

True & Correct Record of the 135th Meeting of the
Sydney Harbour Federation Trust

Chair

Minutes of the 135th meeting of the Sydney Harbour Federation Trust held in the Board Room, Sydney Harbour Federation Trust, Building 28, Best Avenue, Headland Park, Mosman on Thursday 5 December 2019.

Present

Mr Joseph Carrozzi	Chair
Ms Jean Hay AM	Deputy Chair
Mr Garth Callender	Member
Ms Josephine Cashman	Member
Ms Sandra Hook	Member
Mr Tim James	Member
Ms Jessica Keen	Member
Mr Michael Rose AM	Member

In attendance

Ms Mary Darwell	Executive Director
<i>Ms Rosemary Southcombe</i>	<i>Secretariat</i>

Members of the public and staff were also present to observe the meeting.

Apologies

Nil

The meeting commenced at 3.35pm on Thursday 5 December 2019.

1. Welcome to Country

The Chair opened the meeting and introduced Uncle Ray Davison from the Metropolitan Local Aboriginal Land Council who gave a Welcome to Country.

2. Chair Introduction

The Chair thanked Uncle Ray for the Welcome to Country.

The Chair welcomed all attendees and thanked the members of the public for their interest in the Harbour Trust. The Chair introduced the Members of the Trust individually.

3. Harbour Trust Reviewers

The Chair introduced Ms Erin Flaherty and Ms Carolyn McNally, the independent reviewers (the Reviewers) who are leading the review of the Harbour Trust (the Review). The Chair advised that the Harbour Trust was an advocate for the Review to be undertaken. In particular, the Harbour Trust was set up as a transitional entity and the ongoing costs associated with remediation, rehabilitation and adaptive reuse of the bushland, parklands and buildings for which the Harbour Trust is the custodian on behalf of all Australians, has become extremely challenging. The Chair emphasised that the Review does not have a hidden agenda and it is a genuine attempt to inform policy-makers about the future of the Harbour Trust and how to ensure sites remain public owned and accessible and that they reflect Indigenous, convict and military histories, as well as enabling the more modern re-uses of our sites.

Ms Flaherty and Ms McNally gave brief summaries of their backgrounds and confirmed the Chair's comment that there is no preconceived agenda for the Review. The Reviewers advised that to date they had had met with approximately 150 people.

The Chair asked the attendees if they had any questions or comments for the Reviewers. The following is a summary of issues raised:

Closing date for submissions for the Review

- Concerns were expressed regarding the closing date for submissions for the Review (i.e. 23 December 2019) and that it seems the Review is being rushed and should be more extensive.
- There was a query as to whether the Trust's submission to the Review will be made public. The Chair advised this will be considered and the decision advised in due course.

Tenancy

- The Reviewers were asked if they had met with a particular Headland Park tenant as it was suggested that the tenant has been experiencing a long list of problems and has not received support from the Harbour Trust.
The Reviewers' response was that they are trying to meet with as many people as possible and tenants are very welcome to contribute to the Review.
- There was a specific concern raised about not having the opportunity to take on a tenancy of a building at North Head. Ms Darwell advised that the leasing policy requires a contestable approach (EOI) in the first instance. Ms Darwell advised she would ask a member from the Property section of the Harbour Trust to speak with the person who raised the concern.

Loss of military history from Harbour Trust sites

- A concern was raised about the military history of North Head being lost, with particular reference to the depletion of guns from the site. The Reviewers were asked if any consideration had been given to arranging for some guns to be put back at North Head.
The Reviewers responded that they had received many comments about the loss of military history and they would do their best to include this issue in their final report.
It was noted that the guns were taken to Puckapunyal and while it would be appropriate to have some guns at North Head, they would need to be of relevance to the site.

Sub Base Platypus

- Comments were made in relation to the Harbour Trust's reactivation of the Sub Base Platypus site including: it is "uninspirational"; the potential for the site had not been recognised by the Harbour Trust; great ideas for the site had not been taken up by the Harbour Trust; and the site will be a "business park".
The Chair responded that the challenge for the Harbour Trust is that there are many views within the community about the site – all of which the Harbour Trust has listened to – and not the least of which is to respect the site's military history. The Chair also refuted the suggestion that Sub Base Platypus will be a business park.

Volunteers

- Concern was expressed about the issue of vandalism at North Head and people breaking into the Plotting Room.
Ms Darwell acknowledged it is a significant challenge for the Harbour Trust Rangers and Security to ensure all sites are secure due to the porous nature of the sites. The Harbour Trust will review the security issues raised.
- There was a comment suggesting there had been a significant cut to the volunteer budget and that requests from volunteers for tools and items for interpretation purposes go unanswered¹.

Fire safety concerns at North Head

- A concern was raised about the bush being too close to the Australian Memorial Walk as a fire would damage the sandstone. Another concern was raised about a bollard which is in place at North Fort which, in the event of a bushfire, would impede emergency access/egress.

The Chair gave assurance that the Harbour Trust is currently focusing on areas of risk and these issues will be assessed as a matter of priority.

Funding for the Harbour Trust²

- There were a number of queries, comments and concerns raised in relation to the funding required to ensure the Harbour Trust can continue its mission of providing a lasting legacy for all Australians through the conservation, remediation and the adaptive reuse of places in its care.

The Chair advised that the Review will give the Harbour Trust the opportunity to inform the Australian Government of the consequences if the Harbour Trust does not receive adequate funding.

Harbour Trust beyond 2033

- Comments were made about the desire to see the Harbour Trust continue beyond 2033.
- A query was raised as to whether the NSW Government has expressed interest in Harbour Trust sites being handed back to the State after 2033.

The Chair advised that the NSW Government has been informed they are stakeholders for the purposes of the Review. The Harbour Trust has not received a view from the NSW Government about the issue of handing back sites after 2033. The Chair commented that it is the ambition of the Harbour Trust that the sites are not handed back to the State.

Other

- A concern was raised about the Harbour Trust's Community Advisory Committee (CAC) members having to sign a confidentiality agreement³.
- A comment was made that many ideas for Headland Park have been put to the Harbour Trust, one of which is permanent recognition of the contribution made by Indigenous people to the military.
- A comment was made that there had been much discussion during the meeting about the military and Indigenous history of Harbour Trust sites but not the colonial history.

The Chair responded that the colonial history is of importance to Harbour Trust sites, as evidenced by the convict precinct on Cockatoo Island which is on the UNESCO World Heritage List.

- A member of the Harbour Trust's Aboriginal and Torres Strait Islander Group spoke about wishing to see substantial recognition of the Indigenous heritage of Harbour Trust sites. Further commented that it was important to focus on the opportunities for the Harbour Trust's extraordinary sites, not on small issues of concern.
- A request was made about whether it would be possible to arrange for the Minister to come to the next meeting in public.
- An attendee expressed support for the Harbour Trust and the desire to see it continue, and moved that other attendees show their support for the Harbour Trust with a show of hands. The Chair thanked attendees for their symbolic gesture of support.

4. Community Questions & Answers

Prior to every Harbour Trust Meetings in Public, members of the public are invited to submit questions in writing. Previously, these questions have been answered in a Q&A session after the closure of the Meeting

in Public. Due to time constraints, there was not enough time to go through all the submitted community questions and answers. These will be published on the Harbour Trust website.

A few community questions were briefly addressed (refer to the 'Summary of Questions' document on the Harbour Trust website for complete questions and answers):

- Question in relation to whether the Harbour Trust receives **unsolicited proposals**.
The Chair advised that the Harbour Trust does receive unsolicited proposals. An unsolicited proposal was considered by the Members of the Trust at the Meeting in Private held immediately prior to this Meeting in Public.
- Question in relation to when work will commence on **10 Terminal**.
The Chair advised that the initial funding from the Australian Government for 10 Terminal was received last month. The Harbour Trust will now be able to undertake planning and detailed work for the site and will launch an EOI process.
- Question in relation to the Harbour Trust's **philanthropy** strategy.
The Chair advised that the Harbour Trust has developed a philanthropy strategy but it will involve a large body of work to implement it. The Harbour Trust has DGR status for museum and environmental work, but does not have tax deductible status for the Harbour Trust as a whole. There will need to be specific projects/products to attract philanthropic funding.
- Question in relation to whether any replacement of the **Middle Head pavilion** will comply with the Management Plan and will be less visually intrusive than the existing pavilion.
The Chair confirmed that a new pavilion (a Mosman Council project) would have to comply with the Management Plan which includes the provision that the pavilion is to be less visually intrusive.
- Question in relation to the **breakdown of the \$200m needed for works on Cockatoo Island**.
The Chair advised that the breakdown of the estimated figure required for capital works on Cockatoo Island is 55% for public domain works; 38% for adaptive reuse of existing buildings; 6% for infrastructure upgrades; and 1% for removal of unsafe/contaminated structures.
- Question in relation to **whether any type of approvals have been granted in relation to Cockatoo Island over the past 12 months**.
The Chair advised that a number of approvals had been granted over the past 12 months, including liquor permits; permits for flying drones; filming and photography permits; commercial activity permits; and a planning permit for the SailGP event.
- Question in relation to whether the Harbour Trust has an arrangement with the **Cockatoo Island Foundation**.
The Chair advised there is no connection between the Harbour Trust and the Cockatoo Island Foundation.

5. Mosman Drill Hall Precinct

The Chair advised that the Members of the Trust had made a decision during the meeting in private which was held immediately prior to this meeting, in relation to the lighting of the Drill Hall netball courts.

The Members of the Trust have approved an amendment to the Management Plan for the Mosman Drill Hall Precinct and approved a planning application by Mosman Council to install lighting on three existing outdoor netball courts. The precinct lease with Mosman Council will be varied to reflect these approvals.

The Trust agreed to the proposed use of the lights until 8.30pm and agreed to include additional requirements in the Management Plan to further ensure protection of local amenity, including:

- Lighting usage to be limited to Monday to Thursday (except public holidays), and only during the period from 1 March to 15 September every year (dates inclusive);
- Lighting is only to be manually activated (i.e. lights will not turn on automatically if not needed and will be automatically extinguished by 8.30pm); and
- Mosman Council is to prepare an Operational Management Plan to coordinate management of the Drill Hall/Rawson Park area – to be periodically reviewed in consultation with relevant stakeholders.

These controls will be reflected in the approval conditions for the planning application. Mosman Council will also be required to undertake ongoing monitoring of lighting, traffic, parking and noise.

The Chair acknowledged that not everyone in the community will be supportive of this decision, however, the Harbour Trust has listened to the various stakeholders; there have been independent reviews of traffic, etc., undertaken.

The proposed lighting will be funded by a \$150,000 grant from NSW Government.

6. Meeting Closure

The Chair thanked the attendees for their interest in the Harbour Trust and thanked the staff for their hard work and dedication throughout the year.

The meeting closed at 5.30pm and was followed by the Chair's Christmas Party at Sub Base Platypus.

Post Meeting Clarifications

1. A meeting was held with North Head volunteers on 10 December 2019 to discuss and address the issues raised. Plans have been put in place to improve communication. It was confirmed at the meeting that there had not been a cut to the volunteer budget. The bollard / emergency egress is being investigated.
2. In 2018, Deloitte delivered a Business & Strategy Review report to the Sydney Harbour Federation Trust (Harbour Trust) to better understand the financial challenges being faced. Deloitte's report drew upon analysis conducted by an independent valuation consultant in 2015 on the replacement values for each of the Harbour Trust's assets, as well as the Harbour Trust's knowledge of the assets.
The report found that significant capital works are still outstanding in order to fully realise the objectives of the Harbour Trust and fulfil the requirements of the Comprehensive Plan and Management Plans – with major investment required at Cockatoo Island and North Head. The high level indicative cost of the required works is estimated, and reviewed by Deloitte to be over \$300 million to create a "warm shell" refurbishment of assets and associated infrastructure and landscaping work. This is not a detailed quantity surveyor analysis.
As part of the Independent Review of the Harbour Trust, the Department of the Environment and Energy – on behalf of the Reviewers – has commissioned Deloitte to perform further work to refine the understanding of the financial needs of the Harbour Trust. This work will provide updated analysis to assess the estimated cost to ensure that our iconic sites are conserved and open to the public. The Harbour Trust has been advised that the Department intends to make the updated analysis public as part of the review process.
3. Community Advisory Committee members are required to sign a Charter and a Code of Conduct, not a confidentiality agreement.