



**HARBOUR TRUST
COMMUNITY ADVISORY COMMITTEE
24 FEBRUARY 2021**

Time: 6:00pm – 8:20pm

Venue: Mosman/Zoom Video Conference

Present

Cdr Bernadette Alexander - *HMAS Penguin*
Cr Carolyn Corrigan - Mayor of Mosman Council
Michael Regan - Mayor of Northern Beaches Council
Sue Heath – Representing The Hon. Anthony Albanese MP, Member for Grayndler
Sarah Dinning
Kate Eccles
Kate Evers
Paul Forward
Colleen Godsell
Julie Goodsir
Geoff Lambert
Peter Lawrence
Robyn Lewis
Jill L'Estrange
Malcolm Moir
John Tropman
Matthew Rafferty

Apologies

The Hon. Anthony Albanese MP – *Member for Grayndler*
Zali Steggall MP - *Member for Warringah*
Dave Sharma MP – *Member for Wentworth*
Trent Zimmerman MP - *Member for North Sydney*
Cr Jilly Gibson - Mayor of North Sydney Council
Cr Susan Wynne (Mayor of Woollahra Council)
Stuart Sprott
Rita Chowdhury
Beth Lawsen

In Attendance

Joseph Carrozzi – *Chair*
Mary Darwell, *Executive Director*
Kathryn Roberts, *Director, Marketing & Visitor Experience*
Daniel Sealey, *Director, Planning*
Graham Izod, *Director, Assets and Parklands*
Justin Bock, *Director, Strategic Reform*
Libby Bennett, *Director, Heritage*
Rebecca Hill, *Head of Marketing and Engagement*
Rebecca Hage, *Media & Stakeholder Engagement Officer*



The meeting commenced at 6:00pm on Wednesday 24 February.

1. Welcome and update

The Harbour Trust opened the meeting by acknowledging the Traditional Owners of the land and asked all the General CAC members (CAC) to introduce themselves. Joseph Carrozzi, Chair of the Harbour Trust (JC), welcomed the committee and thanked them for their contribution to the CAC.

On behalf of the Members of the Trust, JC acknowledged the contribution of Mary Darwell and thanked her for her work during her tenure at the Harbour Trust.

2. 10 Terminal

The Harbour Trust provided an overview of the communication and engagement milestones for the *10 Terminal and Parklands Renewal Project*. Prior to this CAC meeting, the Harbour Trust held a second meeting with key stakeholders to discuss the *10 Terminal and Parklands Renewal Project*.

The Harbour Trust provided an overview of the Project Direction and Vision Statement following consultation, which was exhibited between 12 November and 11 December 2020. The Harbour Trust provided an overview of key themes provided to Members of the Trust and subsequent feedback following the Board Meeting held on 22 February. The Harbour Trust highlighted that the Members of the Trust had a robust discussion about the barracks buildings, with options to remove or retain considered in detail.

Committee comments:

- Paul Forward (PF): Queried the options for the barracks buildings, highlighting the Harbour Trust need to provide the CAC the benefits and costs of retention and demolition.
- Jill L'Estrange (JL): Queried when is heritage too old to be restored.
 - Harbour Trust (HT): Middle Head Management Plan allows for the removal of the barracks buildings. At the CAC, the Harbour Trust discussed intensity of uses. Since then the organisation has completed a heritage study and bushfire assessment. This, in conjunction with conversations with the community have helped inform the Members of the Trust in determining the direction of the project in planning towards either the retention or demolition of the barracks buildings.
 - HT: It was noted that a Development Application and EPBC referral would be required to proceed with the demolition of the barracks buildings. This step would allow for additional consultation from the community.
- JL: Feedback from the stakeholder meeting (held 24/2/21) noted that 10 Terminal should be the focal point of the headland, anchor point of Middle Head.
- Cdr Bernadette Alexander (BA): Queried the military expertise behind advice being provided by Board Member Garth Callender.



- **Action:** Introduction of Garth Callender to Cdr Bernadette Alexander

The Harbour Trust provided an overview of recent consultation on the Project Direction and Vision statement. 71 per cent of survey responses were supportive of the Project Direction and Vision Statement, and 63 per cent were supportive of the removal of the barracks buildings. Additionally, the Harbour Trust has now refined the Vision Statement to be consistent with community feedback.

The Harbour Trust provided an overview of proposed/potential uses for the 10 Terminal site.

Committee comments:

- Malcolm Moir (MM): Queried the data sample of 176, questioning whether the sample size is a good enough representation of community feedback and sentiment.
- Kate Evers (KE): Noted there is potential the small sample is only appealing to minority of people in the community
 - HT: Acknowledged the sample size highlighting that campaign had a broad awareness and reach across Sydney. Note: to give an indication of community engagement levels in similar projects, the Transport NSW community engagement for the Redfern North Eveleigh Precinct received 80 survey responses.
- JL: Commented that the drop-in session should have been held at Balmoral where there is a higher foot traffic.
- Sue Heath (SH): Noted that the Harbour Trust and CAC should remember that the Harbour Trust is 'Australia's Trust' and members need to consider how community outside the bubble of the 10 Terminal site will learn about the site and its history. It remains relatively unknown to those without an interest or understanding of the Harbour Trust. Local 'push polling' is not good enough to understand sentiment. More needs to be done in using marketing and communications to encourage broader feedback.
- Julie Goodsir (JG): 10 Terminal is the site of Bungaree's Farm and must be preserved.
 - HT: has engaged historian, Paul Irish to help uncover research about Bungaree and Aboriginal history of Middle Head prior to colonisation and a more contemporary review to inform the interpretation of the 10 Terminal and Renewal Project.
- RL: Requested that the information on the research of Bungaree's Farm is forwarded onto tour guides at Headland Park.
 - HT: Noted that the content uncovered through the research report will be provided as source material for the Harbour Trust visitor experience activities moving forward.
- Kate Eccles (KEC): Surveys need balance that speak to visitors who are unaware of the site and its history. This should be considered moving forward.
- JG: Noted that at the previous 10 Terminal stakeholder meeting, there was a lot of discussion around Building 1. It would be beneficial to the site's interpretation that the internal partitioning is not removed.



- HT: Noted they are aware of heritage value, however, must remove hazardous materials before assessment of heritage can commence.

3. North Head

North Head Hazard Reduction Burn – *Australian Wildlife Conservancy (AWC)*

The Australian Wildlife Conservancy (AWC) provided an overview of North Head hazard reduction burn that affected both Harbour Trust and NSW National Parks and Wildlife (NPWS) lands.

Committee comments:

- KE: Noted she didn't realise scale. Wondered why there wasn't more media attention
- Sarah Dining (SD): Appreciates the work of the AWC. However, it is still devastating to see the impact, noting the community asks about recovery and requested Harbour Trust pass on notes from the recovery group.
- RL: Requested the Harbour Trust collate key messages on the recovery effort for tour guides – actioned.
 - HT: Requested Northern Beaches Council assist with distribution of messages.
- Geoff Lambert (GL): Queried the recovery of vegetation and when the Avenue of Honour will open.
 - VL: Noted vegetation is progressing well.
 - HT: Currently unsure as to the reopening of the Avenue of Honour.
UPDATE 9/3/21: The Harbour Trust has installed relevant safety signage and the Avenue of Honour is now open.
- JL: Queried financial support provided following the burn.
 - VL: The AWC works closely with NPWS on research projects and they also provide student volunteers to assist.
 - HT: This has been raised with Minister Keen. Support for revegetation is required. Daniel Sealey is chairing the NHS recovery group which includes Firesticks and NPWS as well as Northern Beaches Council.

Action: Harbour Trust to create key message document for volunteers – actioned.

Action: Harbour Trust to provide CAC with update of the reopening of tracks and walking paths of North Head. They are set to open in the coming weeks.

Action: Harbour Trust to circulate outcomes of the North Head Recovery Group – next meeting is scheduled for 30 March.

Action: Harbour Trust to enlist the help of Northern Beaches Council to circulate outcomes of the recovery efforts at North Head

4. North Head consultation



The Harbour Trust provided an overview of North Head Sanctuary consultation and introduction of the Hello Lamp Post engagement tool.

5. Reform update

The Harbour Trust provided an overview of reform work currently underway as a response to the Independent Review of the Harbour Trust. Reform work has been split into six packages: Governance, Legislative, Stakeholder, Major Projects, Operating Model & Change and Budget Funding – Backlog Works / R&M.

Committee comments:

- KE: The CAC are aware the new leasing legislation is about to be put to Parliament. There is concern that long leases (more than 25 years) will be difficult to get out of, especially in cases where they are found to be harmful to community interests and that appropriate consultative and legislative approvals need to be in place up front to ensure long leases are appropriately considered from a community standpoint.
 - o HT: The Chair meets with the Minister regularly on this topic. Engagement with the community is required on long term leasing, the consideration of the Harbour Trust objects as well as consistency with the Comprehensive Management Plan. Through the process, the aim is for more community consultation and support. The Harbour Trust will not allow leases that impact the site negatively or change the fabric of the precinct/area.
- SH: The original intent of a 25-year lease was a reflection of a generational change. Queried the inclusion of an option to extend beyond 25 years.
 - o HT: Highlighted that the Minister is alert to this sentiment.
- JL: Restricting the length of leases protects Harbour Trust also. Opportunities and the economic environment changes and so do potential uses. Flexibility will allow the Harbour Trust to adapt to change if required.
- JL: Noted feedback for the North Head Sanctuary Consultation was interesting. It showcased a good example of sensitivity required on heritage sites.

The Harbour Trust provided an update on the *Stakeholder Engagement Strategy and Governance Framework*. Following a resolution from the Members of the Trust, the strategy will be put on hold until the new Executive Director has been appointed. However, the Harbour Trust has engaged a First Nations consultant to move forward with the proposed reform to the Aboriginal and Torres Strait Islander Advisory Group including broadening the membership of the group and reviewing the appropriate governance structure.

Committee comments:

- KE: There are some members of the CAC that are concerned after reading the Stakeholder Engagement Strategy that the value of community is being diluted in the Trust's decision-



making processes as business and Government stakeholders have been given equal positioning as the community. The CAC support these interest groups being consulted on projects and precincts of relevance to them at appropriate times.

- HT: Noted the strategy aims for balance between all groups. The Government stream notes the need for a more connected voice between State and Federal Government. The business stakeholder group is about voice for commercial or alternate uses.
- SH: Noted it is the role of the community to drive the vision and its Government's role to fund and implement.
- JL: Agreed all groups must be consulted but language in strategy indicates Government and Business groups are elevated to primary stakeholders. Only beneficiary should be community.
 - HT: Agree and language will be reviewed.
- Peta Garrett (PG): Queried the latest on the MOU between NSW Government and the Harbour Trust.
 - HT: This is a part of the current discussions with the Commonwealth and NSW Governments.
- SD: Queried whether the CAC be involved in these discussions. Part of Sarah's expertise is reviewing business cases and is happy to assist the HT.

Action: Harbour Trust to review the language in the *Stakeholder Engagement Strategy and Governance Framework* to ensure it does not elevate the Government and business stakeholder groups to the same status as community.

Action: Harbour Trust to supply update on Sub Base Platypus consultation following meeting.

POST MEETING ADDITION: Sub Base Platypus Update

Between 12 November to 11 December 2020, The Harbour Trust invited the community to share feedback on the draft amendment to the *Platypus Management Plan 2016* and Planning Application for the Torpedo Factory Renewal Project. The community provided feedback by completing an online survey (hosted on the Department of Agriculture, Water and Environment's *Have Your Say* platform) or a written submission (via email or post). The community also had an opportunity to speak to the Harbour Trust Planning Team about the draft amendment to the Management Plan and the Planning Application by attending on-site drop-in sessions (21 November and 26 November).

The Harbour Trust promoted the opportunity to provide feedback through local newspaper advertising (2+ million unique views), digital advertising (104,244 impressions), direct emails (25,811 people reached) and a letterbox drop (6,000 local residents). A total of 80 people attended the drop-in sessions and 55 people completed a survey. The Harbour Trust also received 19 submissions. The Harbour Trust has considered this feedback as part of its planning process.



6. Other business

Committee comments:

- PF: Queried who is acting in the position of Executive Director upon Mary Darwell's departure.
 - o JC: There will be interim appointment in the first instance. The process could take up to six months. The Members of the Trust are working to find the right fit for the organisation. Key skill requirement includes community engagement and experience managing key capital projects.
- JG: Suggested Brigadier Kevin O'Brien be considered for the interim role given his history with the Harbour Trust.

Meeting closed at 8:20pm.