



SYDNEY HARBOUR FEDERATION TRUST

143<sup>rd</sup> MEETING OF THE TRUST

Boardroom, 28 Best Avenue, Mosman

Meeting in Private

22 February 2021 at 9.30am

MINUTES

Abridged Record of the 143<sup>rd</sup> Meeting of the Trust

(private and confidential information has been removed where indicated)

Chair

Minutes of the 143<sup>rd</sup> meeting of the Sydney Harbour Federation Trust held on Monday 22 February 2021.

### Present

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

### In Attendance

Ms Mary Darwell	Executive Director
Mr Justin Bock ( <i>partial attendance</i> )	Director Strategic Reform
Mr Graham Izod ( <i>partial attendance</i> )	Director Assets & Parklands
Mr Michael Pender ( <i>partial attendance</i> )	Development Advisor
Mr Nick Lawry ( <i>partial attendance</i> )	Chief Financial & Commercial Officer
Mr Patrick Lee ( <i>partial attendance</i> )	Project Manager – Sub Base Platypus
Ms Kathryn Roberts ( <i>partial attendance</i> )	Director Marketing & Visitor Experience
Ms Rosemary Southcombe	Secretariat

### Apologies

Ms Sandra Hook	Member
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### 1. In Camera (inc. Chair's verbal report to Trust Members) (Agenda Item 1)

The Members of the Trust held an in camera session prior to the commencement of the meeting.

### 2. Meeting Opening (Agenda Item 2)

Ms Darwell, Mr Bock, Mr Izod, Mr Pender, Mr Lawry, Ms Roberts and Ms Southcombe joined the meeting.

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.

As this was Ms Darwell's final attendance at a Trust Meeting, the Chair thanked Ms Darwell for her significant contribution to the Harbour Trust during her four year tenure as Executive Director. Ms Darwell thanked the Chair and spoke of how it had been a great privilege to lead the Harbour Trust and to work with and alongside the staff and Trust Members. Ms Darwell's last day at the Harbour Trust will be 26 February 2021.

The Members of the Trust:-

- RESOLVED to meet in private because of confidential budget matters on the Agenda.

Moved: Mr Joseph Carrozzi      Seconded: Ms Jean Hay AM

The Chair:-

- NOTED there was a quorum of Members of the Trust in attendance.

a) Apologies: Ms Sandra Hook

b) Declarations of Interest

The list of Declarations of Interest circulated with the papers for this meeting was:

- NOTED, with the following amendments –

Ms Sandra Hook: Remove - Non-Executive Director, RXP Services  
Add - Non-Executive Director, Redhill Education

Members of the Trust were requested to advise if other declarations of interest are required during the meeting.

c) The following Circular Resolution was passed since the previous meeting:

Resolution without meeting to approve and sign off a revised Procurement Policy, which seeks to better align the policy to the Commonwealth Procurement Rules and to make the delivery of work less bureaucratic and more efficient (see Attachment A).

The Members of the Trust:-

- NOTED the approval of the Circular Resolutions

**3. Actions Items from Previous Meetings (Agenda Item 2)**

The draft minutes from the Trust Meeting held on 4 December 2020 were circulated with the papers for this meeting. Any action items from the finalised minutes will be presented at the next Trust Meeting (scheduled for 31 March 2021). There were no outstanding actions from previous meetings.

The Members of the Trust:-

- APPROVED the draft minutes of the Trust Meeting held on 4 December 2020.

**4. 10 Terminal and Parklands Renewal Project – Update and Next Steps (Agenda Item 3)**

The report prepared for this meeting was discussed in detail. The report included the Vision & Project Direction document; the Project Directions Consultation summary; a preliminary analysis of potential future building uses, including the proposed Interpretation use for Buildings 6 & 7; the detailed submission from Headland Preservation Group regarding the Project Direction; and the initial DRAFT EOI document prepared for the project.

As a result of the consultation feedback, Management reviewed the Project Direction, potential uses and outcomes for the site. The exhibited Project Direction document has been revised to address community feedback and the revised document includes greater clarity of project vision for 10 Terminal Precinct and the broader Harbour Trust lands on Middle Head; an updated timeframe for the project's EOI, planning and consultation processes; and further examination of potential building uses.

Following discussion, it was agreed to move forward with the 10 Terminal Project Direction and to publish the 10 Terminal and Parklands Vision & Project Direction document (including the timeline) and the Project Direction exhibition consultation summary on Friday 26 February 2021\* (after it has been shared with the 10 Terminal Stakeholder Group Meeting on Wednesday 24 February 2021).

The Members of the Trust:-

- NOTED the community feedback on the 10 Terminal 'Project Direction' and continued focus on iterative community engagement
- APPROVED publication of the Project Direction exhibition consultation summary on the Harbour Trust website

- APPROVED the Project Direction Statement for publication on the Harbour Trust website - noting that it has been revised post-exhibition
- NOTED the DRAFT Expression of Interest document
- NOTED that the Harbour Trust is procuring architecture, landscaping and interpretation design services over the period March / April
- NOTED that hazardous material removal work will commence by March 2021

**\* POST-MEETING UPDATE:** *Following the Trust Meeting, and subsequent meeting with the 10 Terminal Stakeholder Group (24 February 2021), a proposal to procure a DRAFT Concept Plan was discussed with the Chair and subsequently with Management. This was largely in response to concerns raised at the Stakeholder Group Meeting. The proposal was approved by the Chair on 5 March 2021. Note this action is in advance of the design services being procured at dot point 5 above. The DRAFT Concept Plan will aim to illustrate the Project Direction and will be presented to the Trust Members at their meeting in May. The Concept Plan will subsequently be presented to the Stakeholder Group in late May for further feedback. The final DRAFT Concept Plan will be exhibited for further public consultation in June 2021. Additionally, the DRAFT Concept Plan will form part of the EOI document when released and this may impact the timing of the EOI. The Project Direction exhibition consultation summary will be published on the Harbour Trust website.*

## 5. Sub Base Platypus - Update (Agenda Item 4)

Mr Patrick Lee joined the meeting for this item.

The Draft Platypus Management Plan and the Planning Application for the Torpedo Factory Renewal Project were placed on public exhibition between 12 November 2020 and 11 December 2020. A preliminary consultation summary was included in the report for this item.

In summary, there has been broad support for the proposal including support for partial demolition of Torpedo Factory; foreshore park; larger forecourt at High Street; First Nations and Defence interpretation; renewable energy features; and visitor car parking. Concerns raised included loss of heritage fabric; proposed car parking and resulting traffic issues on High Street; retention of part of building instead of full demolition; contamination; potential commercial uses in the Torpedo Factory; and lack of funding for a pontoon to promote water-based access.

On 24 November 2020 the Harbour Trust referred the proposal for the Torpedo Factory Renewal Project to the Minister for Environment for consideration under the EPBC Act. On 4 January 2021 the EPBC referral was published by the Department of Agriculture, Water & the Environment and was available for public comment for a period of 10 business days during January 2021. Further information has been requested by the Department. If no further information is required, the Department will then complete their assessment and the referral decision will be made.

As the design for the site has progressed from the concept document, Mr Lee presented a 'fly through' of the current concept for the site.

It was noted that North Sydney Council should be made aware of the timeline for construction works.

The Members of the Trust:-

- NOTED the Sub Base Platypus Update Report

Mr Lee and Mr Pender left the meeting.

## **6. Draft Stakeholder Engagement Strategy and Governance Framework Consultation Summary (Agenda Item 6)**

The report was taken as read and Ms Roberts spoke to it.

The *Draft Stakeholder Engagement Strategy & Governance Framework* was on public exhibition for four weeks, from Thursday 5 November 2020 to Thursday 3 December 2020.

11 submissions were received, two of which did not support the *Draft Stakeholder Engagement Strategy & Governance Framework*, i.e. an anonymous submission and Headland Preservation Group.

Cox Inall & Ridgeway has been engaged to provide support and advice in relation to evaluating membership, recruitment, terms of reference and an implementation process for the Aboriginal & Torres Strait Island Advisory Group. It is proposed that their recommendations will be presented to a Trust Meeting in Qtr 2 2021.

The Members of the Trust:-

- AGREED to proceed with addressing the recommendations relating to the Aboriginal & Torres Strait Islander Advisory Group
- AGREED to put a hold on any further implementation of the *Draft Stakeholder Engagement Strategy & Governance Framework* until a new Executive Director is appointed

## **7. Reform Update (Agenda Item 5)**

The report was taken as read and Mr Bock spoke to it.

Mr Bock discussed the key elements of the report including program governance and budget; progress in relation to legislation and regulations; stakeholder engagement (as discussed at Agenda Item 6); and the major projects.

In relation to the major projects, \$1M has been allocated for the first stage of masterplanning works to enable the development of the masterplan for Cockatoo Island, an asset audit for Cockatoo Island and a rehabilitation plan for North Head Sanctuary, providing a basis for site-specific capital plans. Work is currently underway on procuring external expertise to assist in the development of Draft Concept Plans for Cockatoo Island and North Head Sanctuary.

As Ms Darwell will be leaving the Harbour Trust on 26 February 2021, it was recommended that the Members of the Trust transfer the authorisation to spend up to \$1M for this first stage of masterplanning to the Acting Executive Director.

The masterplanning will provide high level future visions for each site and will be placed on public consultation to seek feedback and support. Management is looking to appoint firms (a different firm for each site) this week.

The Members of the Trust:-

- NOTED the Reform Update report
- APPROVED the transfer of the Executive Director's authorisation to spend up to \$1M for masterplanning works for Cockatoo Island and North Head Sanctuary to the Acting Executive Director

## **8. Capital Works (Agenda Item 7)**

The report was taken as read and Mr Izod spoke to it.

Mr Izod discussed the Backlog Works Program update and the Repairs & Maintenance update, including the 'quick win's dashboard. Mr Izod confirmed the Capital Works Committee (CWC) ensures timely and

value decision making and delivery, with reporting occurring through the Harbour Trust Reform Steering Committee.

The Members of the Trust:-

- NOTED the Capital Works report

#### **9. Regulations 2021 (Agenda Item 8)**

The report was taken as read and Ms Darwell spoke to it.

As the Sydney Harbour Federation Trust Regulations 2001 were due to sunset on 1 October 2019, the Office of Parliamentary Counsel (OPC) was requested to prepare a new version of the Regulations in early 2019 (Draft Regulations). To enable any necessary changes to the Regulations to be considered in the context of the Independent Review of the Sydney Harbour Federation Trust, the sunset of the Regulations was deferred to 1 October 2021.

Subject to OPC's capacity to amend the Draft Regulations to reflect the further drafting instructions issued by the Harbour Trust and prepare a version of the Draft Regulations for consultation purposes, it is proposed to undertake public exhibition and consultation on the Draft Regulations in Q2 2021.

The Members of the Trust:-

- NOTED the update on the remaking of the Sydney Harbour Federation Trust Regulations 2001
- APPROVED the public exhibition and consultation of the draft Sydney Harbour Federation Trust Regulations 2021

#### **10. Update on Business Case (verbal) (Agenda Item 9)**

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#### **[CONFIDENTIAL DISCUSSION]**

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The Members of the Trust:-

- NOTED the verbal update on the Business Case

**Meeting closed at 12.10pm**



**Attachment A**

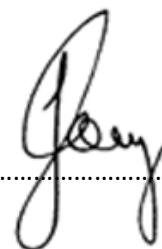
**SYDNEY HARBOUR FEDERATION TRUST**

**RECORD OF RESOLUTION WITHOUT MEETING**

**PURSUANT TO SECTION 56 of the SYDNEY HARBOUR FEDERATION TRUST ACT 2001**

**12 JANUARY 2021**

True & Correct Record of the Resolution without Meeting  
pursuant to section 56 of the Sydney Harbour Federation Trust Act 2001



Chair

## **Motion for Resolution Without Meeting**

After consideration of the 'Changes to Harbour Trust Procurement Policy' paper circulated to the Members of the Trust on 11 January 2021, the following resolution was confirmed as having been agreed to by a quorum of the Members of the Trust and was taken to have been passed on 12 January 2021, pursuant to section 56 of the Sydney Harbour Federation Trust Act 2001.

The Members of the Trust resolved to:-

- **APPROVE** the new Procurement Policy Resolution which seeks to better align the policy to the Commonwealth Procurement Rules and to make the delivery of work less bureaucratic and more efficient.

Moved by: Mr Garth Callender

Seconded by: Mr Tim James

## **Votes received in favour of the motion**

Mr Joseph Carrozzi (Chair)  
Ms Jean Hay AM (Deputy Chair)  
Mr Garth Callender  
Ms Sandra Hook  
Mr Tim James  
Ms Jessica Keen  
Mr Michael Rose AM

The motion is now passed and Members of the Trust have been advised of this outcome.