



Creating extraordinary places on the world's best harbour.

**HARBOUR TRUST  
SUB BASE PLATYPUS COMMUNITY ADVISORY COMMITTEE  
26 FEBRUARY 2020**

**Time:** 6:00pm – 7:42pm  
**Venue:** Room 1005, Sub Base Platypus, North Sydney

**Present**

Peter Hatten (IORA representative)  
Phil Burfurd  
Victoria Black  
Matthew Lorrimer  
Melina Rohan (Representative of Trent Zimmerman)

**Apologies**

Cr Jilly Gibson (Mayor North Sydney Council)  
Ken Williams  
Tammy Dodd  
Christopher Stapleton

**In Attendance**

Mary Darwell, *Executive Director*  
Libby Bennett, *Director of Projects*  
Kathryn Roberts, *Director, Marketing & Visitor Experience*  
Rebecca Hage, *Media & Stakeholder Engagement Officer*  
Daniel Sealey, *Director of Planning*  
Simon Konency, *Australian Government Solicitors (AGS)*

**MEETING OPENING**

**1. Executive Director Update**

Mary Darwell (MD) acknowledged the Traditional Owners of the land. MD provided the committee an overview of the Harbour Trust, Members of the Trust, governing legislation and roles and responsibilities of the Sub Base Platypus CAC (SBP CAC).

The Committee members were provided with an induction pack which included the Harbour Trust suite of marketing brochures for Cockatoo Island, North Head Sanctuary and Headland Park, Corporate Plan 2019-2023 and Annual Report 2018-2019.

**MATTERS FOR DISCUSSION**

**2. Draft Harbour Trust Leasing Policy 2020**

Simon Konency (SK) from AGS provided background to the legal context of the Harbour Trust's leasing policy; in particular, the policy's significance under the Harbour Trust's Comprehensive Plan. The *Draft Harbour Trust Leasing Policy 2020* was presented to the Members of the Trust at the December Board

meeting. Following this meeting, the Harbour Trust placed the *Draft Harbour Trust Leasing Policy 2020* on public exhibition in February 2020.

**Key changes to the leasing policy include:**

- Clarifying the process for the consideration of unsolicited proposals by the Harbour Trust. In particular, the Draft Harbour Trust Leasing Policy 2020 provides for unsolicited proposals to be considered in relation to “first time leasing opportunities” as well as “subsequent leasing opportunities”.
- Clarifying the role of the Harbour Trust’s Tenant Selection Committee and the responsibilities of the Tenant Selection Committee, Executive Director and Trust Members in approving lease proposals and lease renewals.

**Committee feedback –**

- Harbour Trust should ensure guidelines provide clarity on role of Tenant Selection Committee (TSC)
- SBP CAC queried the amount of unsolicited proposals submitted to the Harbour Trust
- SBP CAC queried the maximum lease period and its place in the Leasing Policy or Management plan
- SBP CAC queried a minimum lease period included in the leasing policy
- SBP CAC queried the leasing process and steps to approval of lease

**AGENDA ITEMS**

**3. Harbour Trust Review**

MD provided an overview of the Harbour Trust Review and provided the SBP CAC with an in depth overview of the Harbour Trust Submission into the Harbour Trust Review.

MD highlighted the main themes within the submission include; financial headwinds facing the organisation, incomplete sites requiring further remediation work beyond the capacity of the Harbour Trust and maintenance obligations requiring financial investment.

MD summarised the Harbour Trust recommendations included in the submission. These are:

- **Recommendation 1:**  
Ongoing operational financial support and expanded resourcing capabilities (increase to Average Staffing Levels) to deal with the shortfall between Harbour Trust revenue and efficient operating costs.
- **Recommendation 2:**  
One-off funding to address the most pressing backlog maintenance obligations. The funds will be used to deliver necessary overdue asset renewal works, major works to reduce health and safety risks to visitors, volunteers, tenants, and staff across our sites, as well as essential major stabilisation work to address deteriorated heritage assets.
- **Recommendation 3:**  
Funding to enable the Harbour Trust to develop business cases for Cockatoo Island (Wareamah) and North Head Sanctuary, in cooperation with the NSW Government. These business cases will articulate the benefits of different levels of intervention, assess opportunities for private funding, outline a staged delivery strategy, and — subject to the outcomes of each business case — investment and agree in principle a pathway for new capital investment.

**Committee feedback –**

- SBP CAC queried projected cost of maintenance in order to remediate all building across all sites
- SBP CAC queried the availability of long leases at Sub Base Platypus.

- SBP CAC queried who would manage sites if it wasn't the Harbour Trust
- SBP CAC highlighted there is a perception that longer leases, equate to increased commercial use across Harbour Trust sites.
- SBP CAC commented the Harbour Trust should work closer with NSW Government.
- SBP CAC commented the submission does not talk to the need for ongoing capital.
- SBP CAC commented the Harbour Trust should investigate value uplift.

#### 4. Harbour Trust Planning Cycle 2020-21

MD provided an overview of the Harbour Trust planning cycle 2020-21 for the current calendar year.

**ACTION:** HT to circulate Harbour Trust Planning Cycle document

#### 5. Sub Base Platypus Stage 1B Update

The Harbour Trust provided an update on Stage 1B of Sub Base Platypus. The committee were provided before and after pictures of the site.

The Committee queried the shared traffic zone of the Kiara Close Car Park; identifying the need for a clear pedestrian walkway between the two sections of car park. The Harbour Trust provided background on the shared traffic zone within the Iora building complex, highlighting discussions between North Sydney Council and the Harbour Trust are still underway to resolve issues.

The Committee queried night time activation at Sub Base Platypus. The Harbour Trust highlighted the site is still working through operational modifications and will consider future use when the site is completed.

#### 6. Sub Base Platypus Stage 2

The Harbour Trust provided an overview of Stage 2 works at Sub Base Platypus. In 2019, the Federal Government announced \$11.4m would be provided to the Harbour Trust to complete works at Sub Base Platypus. Funding will go towards the remediation of the Torpedo Factory.

In the first half of 2019 the Harbour Trust publicly exhibited a draft design concept for the Torpedo Factory. The Board considered community feedback and agreed it was important to retain the built form, given both the site's heritage and the opportunity to create amenity. The Harbour Trust is now refining the design, and will consult further with the community once an updated scheme has been prepared. The new design concept will focus on public benefit, with low intensity uses on lower levels of the Torpedo Factory.

The Committee queried low intensity uses of the lower levels. The Harbour highlighted that these uses must be low impact and not require further funding from the Harbour Trust to remediate.

**ACTION:** Harbour Trust to circulate staff and SBP CAC lists

**ACTION:** Harbour Trust to facilitate tour of Sub Base Platypus

**Meeting closed at 7:42pm.**

#### SUMMARY OF OPEN ACTIONS

	<b>ACTION ITEMS</b>	<b>STATUS</b>	<b>DUE DATE</b>
<b>1</b>	HT to circulate Harbour Trust Planning Cycle document	In review due to COVID-19 situation	-
<b>2</b>	Harbour Trust to circulate staff and SBP CAC lists	Enclosed	6 April
<b>3</b>	Harbour Trust to facilitate tour of Sub Base Platypus	Resume planning late 2020	-