



SYDNEY HARBOUR FEDERATION TRUST

147th MEETING OF THE TRUST

Held via webinar

Meeting in Public

23 June 2021

MINUTES

True & Correct Record of the 147<sup>th</sup> Meeting of the Trust  
Sydney Harbour Federation Trust

Chair

Minutes of the 147<sup>th</sup> meeting of the Sydney Harbour Federation Trust held in public via webinar on Wednesday 23 June 2021.

### Present

Mr Joseph Carrozzi AM	Chair
Mr Garth Callender*	Member
Ms Sandra Hook*	Member
Mr Tim James*	Member
Ms Jessica Keen*	Member
Mr Michael Rose AM*	Member

### In attendance

Ms Linda Ward*	Interim Executive Director
Ms Kathryn Roberts	Director Marketing & Visitor Experience
<i>Ms Rosemary Southcombe</i>	<i>Secretariat</i>

\* attended via webinar

### Apologies

Ms Jean Hay AM <sup>^</sup>	Deputy Chair
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<sup>^</sup> Ms Hay was an apology due to technical issues preventing remote participation in the meeting.

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 decision to hold the Meeting in Public via webinar was made due to the evolving COVID-19 situation and the announcement of NSW Government restrictions for Sydney.

## 1. Acknowledgement of Country

It was intended that Uncle Allen Madden from the Metropolitan Local Aboriginal Land Council would join the webinar and open the meeting with a Welcome to Country. Due to a technical issue, Uncle Allen was unable to join the webinar.

The Chair, Mr Joseph Carrozzi AM, 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.

## 2. Introduction from the Chair

The Chair welcomed all attendees and thanked the members of the public for their interest in the Harbour Trust. The Chair added that it was unfortunate to, again, have to hold a Meeting in Public via webinar due to a COVID-19 outbreak.

The Chair reported that key legislation for the Harbour Trust – the *Sydney Harbour Federation Trust Amendment Bill 2021* - passed the Senate last week. The Chair expressed his appreciation for the broad support for the Bill from members of both Houses as their endorsement has ensured the Harbour Trust will be an ongoing entity. The final steps are for the Bill to receive Royal Assent, followed by confirming the date of commencement of the new Act.

The Chair spoke about upcoming changes to the membership of the Trust (board). Ms Jean Hay AM (Deputy Chair), Mr Garth Callender, Ms Josephine Cashman and Ms Jessica Keen will step down as Trust Members on 30 June 2021 when their terms expire. The Chair acknowledged Ms Hay's steadfast guidance

and wisdom over the past 8 years as a Trust Member, and also acknowledged Ms Hay's significant contribution to the Tenant Selection Committee and the Tenant Assistance Sub-Committee (particularly during the height of the COVID-19 crisis last year).

The Chair also expressed his appreciation for the valuable contributions made by Ms Jessica Keen, Mr Garth Callender and Ms Josephine Cashman.

There will be formal recognition of the departing Trust Members' contribution to the Harbour Trust when the current COVID-19 restrictions are lifted.

### **3. Reform Program Overview**

The Chair spoke to the presentation prepared for this meeting (see Attachment A), beginning with a Reform Program Overview. The Chair summarised the sequence of significant events for the Harbour Trust since October 2019 when the Independent Review of the Sydney Harbour Federation Trust was announced. The workstreams update outlined the significant amount of work the Harbour Trust has undertaken since the final report of the Review was released; and the substantial amount of work that is ahead.

The Chair also spoke to the Cockatoo Island and North Head Sanctuary Draft Concept Consultation slides included in the presentation. Comprehensive statistics in relation to the interactions and engagement that had taken place for both sites during the recent consultation period were presented.

The Chair emphasised that the Draft Concept Vision for Cockatoo Island and the Draft Concept for North Head Sanctuary are concepts at this stage. This is the beginning of a long process which will require several consultation points with the community before the Harbour Trust is in a position to determine further direction for these sites.

The consultation outcomes will be presented to the community advisory groups in the coming months. This will be followed by the publishing of the consultation outcomes reports; and the development of final concept plans.

### **4. Interim Executive Director's update**

Ms Ward spoke to the presentation prepared for this meeting (included in Attachment A) and provided an overview of –

- 10 Terminal & Parklands Project;
- Torpedo Factory project at Sub Base Platypus; and
- Minor capital works undertaken at Middle Head, Cockatoo Island, Woolwich Dock and North Head Sanctuary.

### **5. Meeting Closure**

There being no further business, the Chair closed the meeting at 4.00pm.

## **Attachment A: Trust Meeting in Public - 23 June 2021 - presentation**

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**The Meeting in Public was followed by a Question & Answer Session**



Meeting will commence at 3.30pm

# *Trust Meeting in Public*

## *23 June 2021*



# Welcome

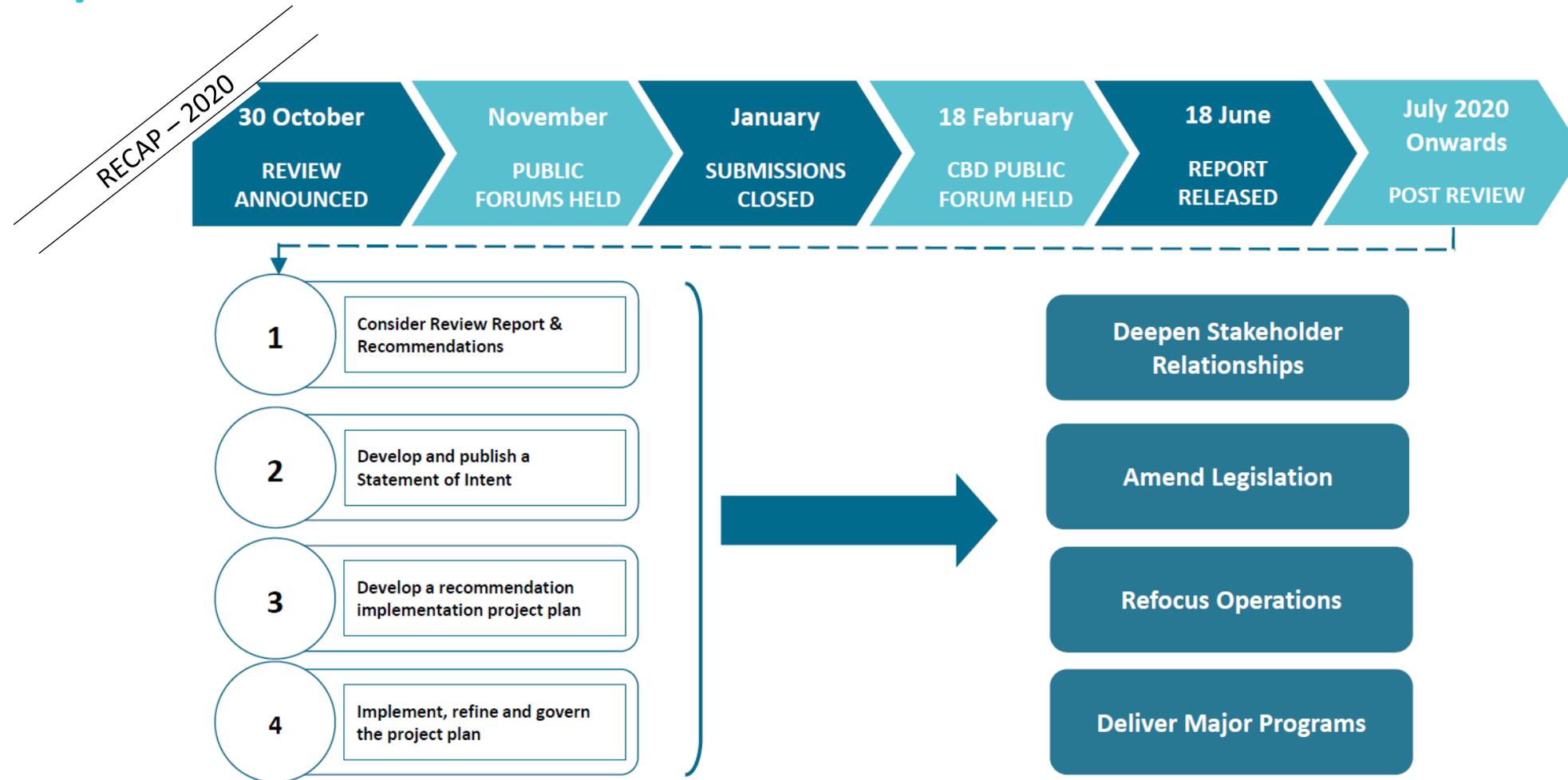
## Joseph Carrozzi, Harbour Trust Chair



# Reform Program Overview



# Recap



# Reform Program – Workstreams Update (1 of 2)

## Complete

### Governance

- ✓ Board steering committee meeting monthly, with Members update every Board meeting.
- ✓ Dedicated resources focused on delivery for >6 months.
- ✓ Regular updates provided to Minister and Department.
- ✓ Department published public progress report in September 2020.

### Amend Legislation

- ✓ The *Sydney Harbour Federation Trust Amendment Bill 2021* has passed both Houses of Parliament on 17 June 2021.
- ✓ The re-made Draft Regulations have been completed by the Office of Parliamentary Counsel (OPC).

### Refocus Operations

- ✓ Development and presentation of a range of Operating Model designs to the Trust Members for consideration.
- ✓ Progress on “no regrets” changes within the organisation. Recruitment underway for several positions.

## Upcoming

- ❑ Quarterly review recommendation implementation progress report for June-end to be prepared and provided to the Department.
- ❑ Department to publish next progress report.

- ❑ Royal Assent by the Governor-General of the *Sydney Harbour Federation Trust Amendment Act 2021*.
- ❑ Launch of public consultation on the re-made Draft Regulations.
- ❑ Finalisation and approval of 2021 Regulations, post public consultation.

- ❑ Staff workshop on future organisational design.
- ❑ Finalisation and implementation of the preferred Operating Model, post the appointment of permanent Executive Director.
- ❑ Leasing Policy re-visited, amended, and re-exhibited to incorporate legislative changes and community feedback (post legislation assent).

# Reform Program – Workstream Update (2 of 2)

## Complete

### Deepen Stakeholder Relationships

- ✓ Development and consultation of the Stakeholder Engagement Strategy and Governance Framework, outcomes presented to the Trust Members.
- ✓ Aboriginal and Torres Strait Islander Advisory Group review and implementation moving ahead.

### Deliver Major Programs (Cockatoo Island and North Head Sanctuary)

- ✓ North Head Sanctuary Consultation (October-November 2020) Outcomes Report published on website.
- ✓ Development and public consultation complete for North Head Sanctuary and Cockatoo Island Draft Concept Plans.

### Deliver Major Programs (R&M + Backlog Works)

- ✓ Funding covers a four year works profile.
- ✓ Work commenced on the program of 27 “Backlog” projects; repairs to Gun Emplacement at North Head Sanctuary imminent.
- ✓ “Quick win” Repairs & Maintenance Program initiatives are underway, with approximately 90% of physical works now complete.

## Upcoming

- ❑ Finalisation and implementation of the Stakeholder Engagement Strategy and Governance Framework on hold until permanent Executive Director position filled.
- ❑ Continued engagement with NSW Government regarding Compact, North Head Sanctuary Deed of Agreement and the role of Cockatoo Island as part of a wider Sydney Harbour tourism experience (Review Recommendations 19 and 20)

- ❑ Development of Draft Concept Plans Consultation Outcomes Report for North Head Sanctuary and Cockatoo Island.
- ❑ Finalisation of site Concept Plans, responding to the feedback received through the public consultation process.

- ❑ Development of long-term asset plan for future maintenance requirements across Harbour Trust sites.
- ❑ Continuation of the Backlog and the Repairs & Maintenance Programs.
- ❑ Planned upgrade to asset database software and investigation of other integration opportunities with related systems.

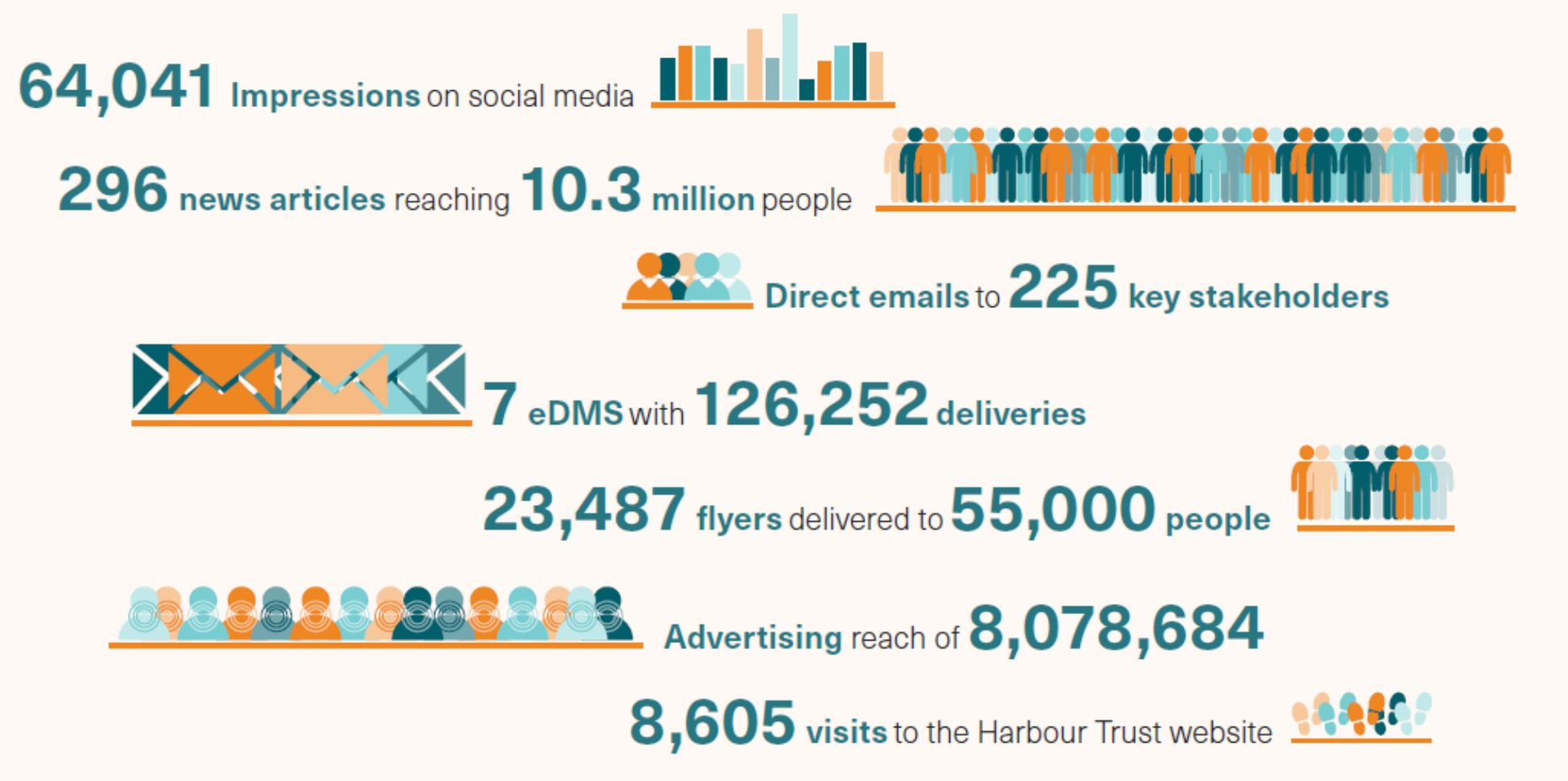
# Cockatoo Island and North Head Draft Concept Consultation



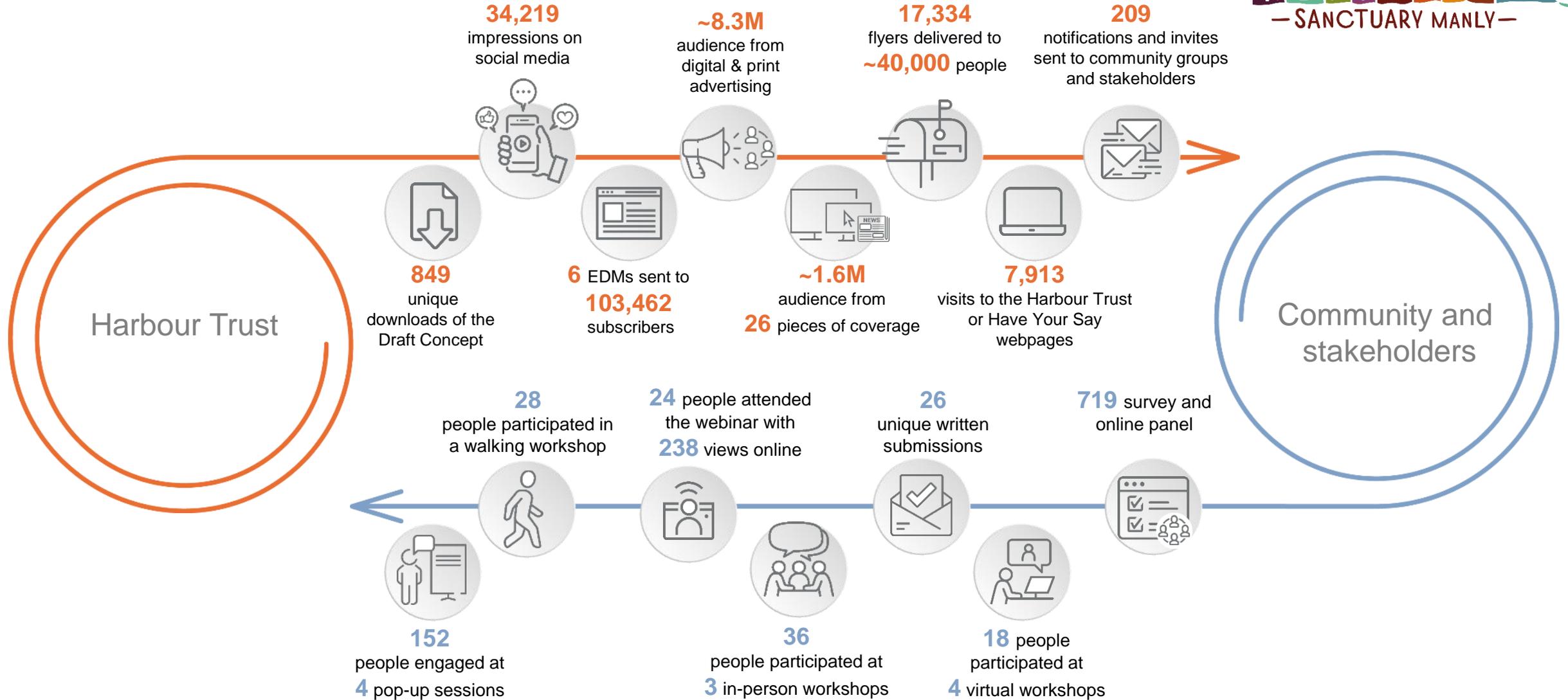
# Interactions and Engagement



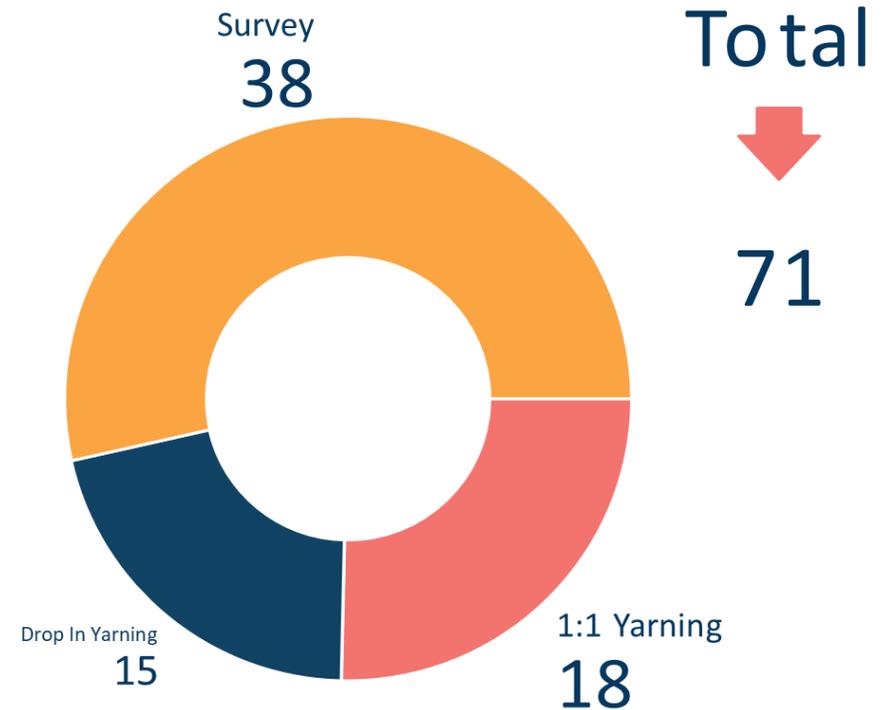
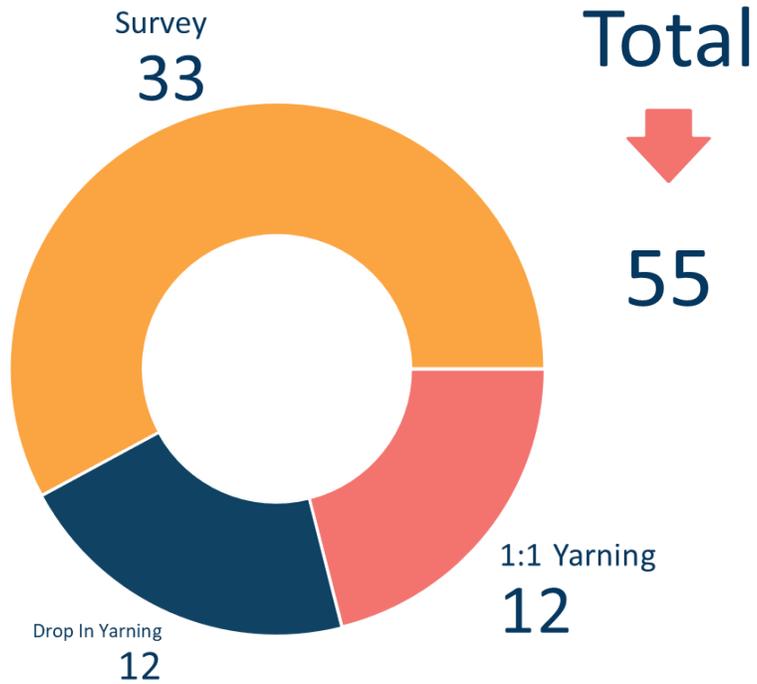
# Awareness & Reach



# Interactions and Engagement



# Focused First Nations Community Engagement



# Update from Linda Ward, Interim Executive Director



# *GUBBUH GUBBUH* Middle Head 10 Terminal & Parklands Project

# Summary of Project Position

## Concept Design / Development of Vision of Place

- Project Reset to develop Vision of Place & Concept design – March 2021
- Stakeholder Group meetings 22 April & 7 June
- First Nations Advisory Group concern – 7 June – HT Review of FN Engagement - now
- Concept Plan development with Stakeholder Group & First Nations Advisory – July to October
- Concept Plan Report to HT Board November 2021

## Enabling & Conservation Works to Primary Asset (Buildings 1, 3, 6, 7)

- HAZMAT & Contaminant Removal Works – completed May 2021
- Conservation Works to external envelope – currently in scope review – commencing Sep 2021
- Conservation works to Asset anticipated completing Feb / March 2022

# Sub Base Platypus Torpedo Factory



## Torpedo Factory Project - Overview

- Demolition / Reduction of Bulk & mass
- Creation of Harbour front park
- Car park, solar power generation, water harvesting
- Significant First Nations & Naval Interpretation

# Summary of Project Position

## Design, Statutory and Consultation

- *Design* - Base building Design Complete (Architectural, Engineering, Infrastructure & Services )
- *Design* - Landscape and Interpretation *Incomplete* pending final design & First Nations Advisory Group consultation
- Design exhibited & general community consultation - complete
- Statutory Approvals in place, (HT Planning, Referral under EPBC & PWC)
  
- Gate 3 (Validation Gate) complete
- Contract Documentation for tender - completing now
- Anticipated Final Design for Landscaping & Interpretation completing within 4 – 6 weeks
- Gate 4 (Approval to go to market) anticipated - 4 weeks

# Summary of Project Position & forward view to completion

## Cost Planning, Tenders, Contractor Engagement and Construction

- Cost - Cost Planning & scope of works to budget aligned - project 'on budget'
- Stage 1 REOI Open Approach to market for Contractors – Complete, shortlisting current
- Stage 2 – Tender Process - commencing mid July, completing mid August
- Enabling Works (HAZMAT removal) commencing July 2021
- Engagement of Head Works Contractor – August 2021

## *Anticipated Works on Site Program (subject to Stage 2 tender process)*

- Demolition Commence – mid to late September 2021
- Demolition Complete - Dec 2021
- Primary Works Complete – May 2022
- Landscape and Interpretation works complete - July 2022
- Project Completion July 2022

# Minor Capital Works Update



# Minor Capital Works – Highlights from 2021

## Middle Head – Landscaping uplift

- Walking track maintenance
- Garden bed rejuvenation including hedging, selective removal of crowded shrubs, granite surfaces at tenant areas
- Various roofing repairs inc Chowder Bay

## Cockatoo Island /Woolwich Dock

- Woolwich Dock building Super 6 sheet roof replacement
- Sutherland dock Power house pump room dewatering
- Island main water supply valve set EoL replacement
- Boardwalk timber decking EoL replacement

## North Head Sanctuary

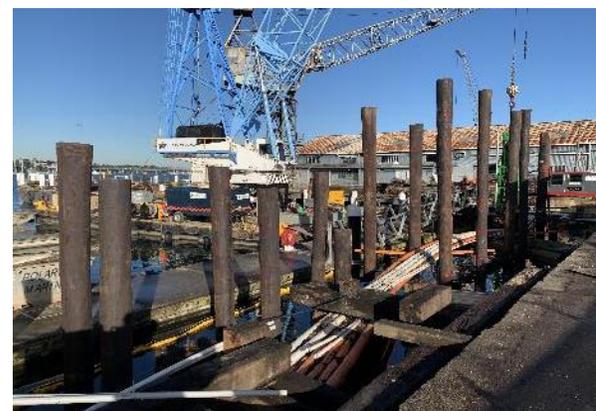
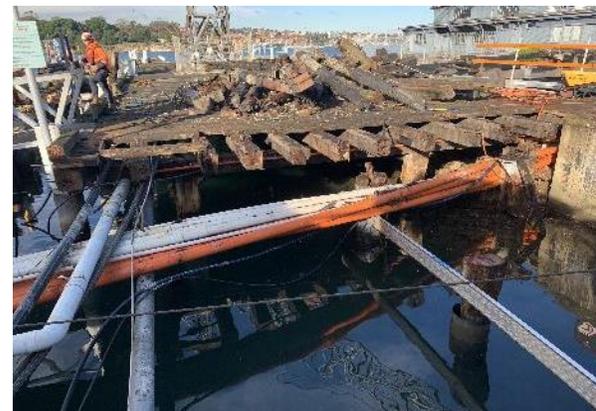
- Removal of redundant buildings at Artist precinct
- Tunnel lighting upgrade



# Minor Capital Works – Highlights from 2021

## Backlog Maintenance Program

- Marine projects – In Construction
- Headland Park residential upgrade – In Construction
- North Head gun emplacement and Observation platforms – In Construction
- Cockatoo Island heritage projects – high level planning inception stage



HP – Residential upgrade

CI – Marine project Camber Wharf

NH - Gun Emplacement / Observation post  
Concrete remediation

# Meeting Closure

to be followed by  
**Questions & Answers Session**  
4.00pm - 5.00pm