



HARBOUR TRUST COMMUNITY ADVISORY COMMITTEE 1 SEPTEMBER 2021

Time: 5:30pm - 7:30pm

Venue: Zoom Video Conference

Present

Cr Carolyn Corrigan - *Mayor of Mosman Council*
Cr Michael Regan - *Mayor of Northern Beaches Council*
Cr Ross Williams - *Mayor of Hunters Hill Council*
Harrison Martin - *Representing Member for Warringah*
Peta Garrett - *Representing Member for Warringah*

Colleen Godsell
Geoff Lambert
Jill L'Estrange
John Tropman
Julie Goodsir
Kate Eccles
Kate Evers
Malcolm Moir
Matthew Rafferty
Paul Forward
Peter Lawrence
Robyn Lewis
Sarah Dinning

In Attendance

Harbour Trust

Joseph Carrozzi, *Chair*
Michael Rose, *Member of the Trust*
Janet Carding, *Executive Director*
Kathryn Roberts, *Director - Marketing & Visitor Experience*
Justin Bock, *Director - Strategic Reform*
Daniel Sealey, *Director - Planning*
Libby Bennett, *Director - Projects*
Graham Izod, *Director - Assets and Parklands*
Claudia Rosario, *Communications and Engagement Manager*

Apologies

Cdr Bernadette Alexander - *HMAS Penguin*
Dave Sharma MP - *Member for Wentworth*
Cr Jilly Gibson - *Mayor of North Sydney Council*
Cr Susan Wynne - *Mayor of Woollahra Council*
Sue Heath - *Representing The Hon. Anthony Albanese MP, Member for Grayndler*
Trent Zimmerman MP - *Member for North Sydney*
Zali Steggall MP - *Member for Warringah*
Mary-Lou Jervis - *Representing Susan Wynne, Mayor for Woollahra*

Beth Lawsen
Stuart Sprott



1. Welcome and Acknowledgement of Country

Joseph Carrozzi (JC) opened the meeting by acknowledging the Traditional Owners. JC introduced Member of the Trust, Michael Rose (MR), and the Harbour Trust's incoming Executive Director, Janet Carding (JCa). JC provided an overview of the agenda.

Following an Acknowledgement of Country, JCa introduced herself to the CAC members and provided a brief overview of her professional background and experience. JCa acknowledged the enormous amount of work that has been and is being delivered by the Harbour Trust. JCa noted that she would like to get to know the members of the CAC, highlighting her intention to set up virtual conversations over the coming months.

JC noted that the Harbour Trust's 20th Anniversary will be celebrated later this month. JC acknowledged that the Harbour Trust would not be what it is today without the CAC members, and is keen to ensure that the Harbour Trust continues to represent the connection to the community that made its formation so special.

2. General CAC Members

The General CAC Members introduced themselves and shared an overview of their expertise and areas of interest.

3. Harbour Trust Corporate Plan 2021-2022

Justin Bock (JB) shared a short overview of the key takeaways from this year's Corporate Plan, noting that the plan is now available to view on the Harbour Trust website. JB explained that the plan builds on the themes present in the plans of previous years as well as new themes that have emerged in relation to the independent review, the reform agenda and the impacts of COVID-19.

JB highlighted the three major areas of focus for this financial year, namely Delivering the recommendations of the Independent Review; Delivering the significant program of capital and maintenance works; and COVID-19 recovery and new ways of working.

JB provided an overview of the key actions in the Corporate Plan which have been categorised into several themes namely, Steward Our Parklands; Welcome Everyone; Build Partnerships; A Robust Business; Strengthen Our Capabilities; and Risk Oversight and Management.

JB noted that while the key actions reference a 12 month view, they feed into a broader strategic long-term view for the Harbour Trust.

Committee feedback:

- Kate Evers (KE): In relation to the action around growing the Harbour Trust profile through an increase in marketing and communications activities, what is the branding strategy of the organisation? Why are we trying to increase the profile? Who are we targeting and what is the purpose? For example, is it more appropriate to look at raising the profile of specific sites given the tightly constrained marketing resources.
 - o Kathryn Roberts (KR): Noting that Harbour Trust profile is important in relation to investment from government and creation of partnerships. The Harbour Trust does have limited funding and resources for



site promotion and for this reason we have relied on earned versus paid media. There is opportunity to refresh branding for specific sites through the masterplanning process for Cockatoo Island and North Head Sanctuary.

- KR: In relation to the 20th Anniversary, given the current COVID-19 restrictions, the Harbour Trust will be unable to deliver a community event in September as planned but is hopeful that a November event will be possible. We are in the process of speaking to a number of people that helped to shape the Harbour Trust. These interviews will be compiled into a video that will be launched as part of the 20th Anniversary celebrations.
- Paul Forward (PF): The 'Build Partnerships' theme requires some further focus and it would be good to see a stakeholder matrix that clearly defines the Harbour Trust relationship manager for each stakeholder. It is important to have clear accountabilities and be economical in terms of resourcing, particularly given that the Harbour Trust is a small organisation. If the accountabilities are unclear, there may be overlaps and gaps in terms of relationship management responsibilities.
- KE: When thinking about the gap analysis for capabilities, it is important to remember that there are many different ways to build capabilities – this may include buying resource, outsourcing and partnering. The Harbour Trust does not have to do everything on their own as this may be a slow process. It would be good to be in a position to move forward more quickly now.
- Geoff Lambert (GL): The Harbour Trust is very risk adverse, but how does this apply to visitors on the site? How is this going to be built into the risk management approach of the Trust?
 - o MR: In relation to whether the balance has been considered in terms of risk, one of the roles of the Members of the Trust is to strike the right balance in terms of the different risks at different times, in different places and for different users. What is appropriate in terms of risk profile varies and sits on a continuum. The role of the CAC includes identifying when they feel the Members of the Trust have not struck the right balance in terms of risk.
- Sarah Dinning (SD): It is important to make sure that there is a connection back to status of the draft Concept Plans.
 - o JC: The Members of the Trust are considering this at a strategic risk level.
- Robyn Lewis (RL): There is a danger that we lose sight of the stories of the sites and their beauty – this needs to be at the forefront of what the Harbour Trust does and its priorities.
 - o JC: The Harbour Trust remains focused on telling stories and increasing public access to its sites.
- Julie Goodsir (JG): Education should be right up at the top of the list of priorities. It is important that the Harbour Trust shares the history of these lands with all Australians.
 - o JC: The Members of the Trust have discussed this and acknowledge the need to share and record the stories of the people who lived or worked on its lands now. This curation task is part of our obligation to tell the stories of our sites.
- Jill L'Estrange (JL): The Harbour Trust have a very talented CAC who feel that they are being underutilised. The members are active in the local community, have access to the stories of the headlands and have talents and expertise they could offer. There is an opportunity to leverage their connections.
 - o JC: The introductory conversations with Janet and a separate workshop on the Stakeholder Engagement Strategy and Governance Framework could help to identify opportunities for the CAC to contribute further.



4. Harbour Trust Reform Program

JB provided an overview of the implementation of Independent Review recommendations, referencing the key workstreams namely, Governance; Amend Legislation; Refocus operations; Deepen Stakeholder Relationships; and Deliver Major Programs (including Cockatoo Island and North Head Sanctuary, and Backlog and Repairs and Maintenance Works).

JC discussed the progress on the implementation of the Review recommendations including in relation to board appointments and major projects (Cockatoo Island and North Head Sanctuary).

JB noted that the amended legislation has come into effect and that the updated regulations will also come into effect in the coming days. The Harbour Trust is working on the implementation of the new regulations which have implications for various parts of the Harbour Trust.

Graham Izod (GI) shared an overview of the backlog program which includes 27 projects across the project lifecycle, noting that the program is progressing well. GI acknowledged that COVID-19 has presented challenges regarding the delivery of construction and onsite works, emphasising that while we are trying to retain program timeframes where possible, it is a balancing act. GI noted that one of the deliverables over the next 12 months is the development of a detailed 10 year asset maintenance plan which sits beneath the existing Strategic Asset Management Plan.

Committee feedback:

- KE: Is the Harbour Trust ensuring that we are bipartisan/multi-partisan in the way we are communicating with stakeholders including local members.
 - o JC: The Harbour Trust engages with all local members of parliament. The formation of the Harbour Trust creation was supported by all parties, not just the government of the day, so we want to make sure this support remains.
- JL: Has there been any progress with the NSW Government on the Dead of Agreement for North Head Sanctuary?
 - o JC: Correspondence between the Federal and State Ministers suggests there is alignment and progress towards a positive outcome.
- GL: As the Harbour Trust is now a permanent and ongoing entity, the remit of North Head Sanctuary should also be permanent.
 - o JC: The Harbour Trust does not have ownership of North Head Sanctuary - it has always been subject to a deed. Federal legislation cannot override State laws in relation to land. The intention is to extend the deed to ensure we have continued custodianship so North Head Sanctuary stays as it has been for the last 20 years.
- JG: What works are happening at 10 Terminal? It does not look like anything is happening onsite now.
 - o MR: The Members of the Trust have been and continue to engage with members of the First Nations Advisory Group to ensure that we understand their thinking around the future of this place. Now that JCa has joined the Trust, she will be part of the conversations with the First Nations Advisory Group. Once this is on track we will engage again with the 10 Terminal Stakeholder Group.



- GI: There are planned Preservation Works to the brick buildings. COVID-19 has caused disruption to the construction industry, so we have decided to extend the tender period to give industry sufficient time to price for these works.
- KE: It is important to acknowledge that it is not always the big capital works projects that make a difference to the community. The recent café pop-up at Sub Base Platypus and the exhibition boards with information on the history of the site (currently displayed in the Retort House) have attracted many locals during lockdown. The community is thankful for these inexpensive yet effective initiatives.
 - JC: The start of construction works for the Torpedo Factory Renewal Project may be pushed back a few months due to impacts on COVID-19 restrictions.
- JC: The Harbour Trust will inform the CAC when we have a response from government in regard to the North Head Sanctuary and Cockatoo Island submissions.

5. North Head Sanctuary/ Car-rang-gel and Cockatoo Island/ Wareamah

KR noted that we have had several meetings over the past month regarding the consultation outcomes from the North Head Sanctuary and Cockatoo Island Concept Plan engagement. The Harbour Trust is interested to understand how the CAC would like to provide input into masterplans for each site. KR encouraged the CAC to consider best practice examples, timing and frequency of engagement, and any particular areas of interest that they would like to be involved in.

Committee feedback:

- GL: Suggest splitting Cockatoo Island and North Head Sanctuary and deal with particular aspects or topics. A hierarchy of meetings could be set up, with topics drawn from the recent workshops. It is important that these conversations look at specifics rather than generalities.
- KE: The CAC is interested in dealing with the details of the sub-precincts of each site. Working groups that focus on a sub-precinct or key issues (i.e., accommodation) may be appropriate. It does not feel right that meetings address both Cockatoo Island and North Head Sanctuary at the same time.
 - JC: The timing for the renewal of the sites differs, so it makes sense to have separate discussions.
- JL: Suggest breaking down discussions by precinct along with general overview meetings that bring together the overall view for each site.
- JL: Will the revised Concept Vision/Concept Plan be shared with the General CAC prior to publication?
 - JC: This will be dictated by parliamentary timeframes. If we can circulate to the CAC prior to Government processes and announcements we will, however this may not be able to occur.
- SD: It is important to acknowledge what the team has delivered and the input from the CAC throughout the Concept Plan process. A forward timetable and longer term planning would be appreciated, but the momentum is great.
- JG: There has been a noticeable improvement in terms of how the CAC work together and with Harbour Trust staff. We see it and appreciate it. We are working as a team now.
- Colleen Godsell (CG): It would be helpful at the workshops for each project to have some data around items like maximum load of visitors to each site such as traffic reports etc.
- CG: Will the original design teams be engaged to develop the masterplans?



- JB: The consortiums engaged to deliver the Concept Plans have been terrific but under procurement rules we would need to go out to market. Testing the market is also preferable as there are many talented Australian firms who may be better suited for different aspects of the next stage of work. There may be an opportunity to carve out aspects of the design and award to different teams/specialists.
- CG: It is an opportunity to bring fresh eyes and different areas of expertise including First Nations and heritage consultants into the process. The design team for North Head Sanctuary did not identify the bora sites and two of the signature pieces put forward for Cockatoo Island are not being progressed. This may have been avoided if the teams had consulted more extensively prior to the development of the Concept Plan.
- JL: It was understood that the CAC would be involved in the early stages of the concept planning. Perhaps this was the mistake as there was no early input into the direction.
 - JC: The CAC will be more involved during the master planning process as there will be a capital commitment to deliver on elements of the concept plans. The Concept Plan process was designed to seek community input on ideas and illicit discussion.
- JL: There is an increased energy in the CAC's working relationship with the Harbour Trust moving forward.
- CG: It is heartening that Joseph, the Members of the Trust and the executive staff have worked hard to strengthen the relationship with the CAC members.
- KR noted that the next statutory meeting will be held in November. An additional meeting may be held to update the CAC on the Cockatoo Island and North Head Sanctuary submissions when a response is received.

JC closed the meeting at 7:25pm.