



**HARBOUR TRUST
COMMUNITY ADVISORY COMMITTEE
9 FEBRUARY 2022
MEETING NOTES**

Time: 5:30pm - 7:30pm

Venue: Zoom Video Conference

Present

Cdr Michael Nipperess - *HMAS Penguin*
Cr Carolyn Corrigan - *Mayor of Mosman Council*
Cr Ross Williams - *Mayor of Hunters Hill Council*
Cr Zoe Baker - *Mayor of North Sydney Council*
Ben Ingram - *Representing Trent Zimmerman MP*
Bronwen Regan - *Representing Zali Steggall MP*
Sue Heath - *Representing Anthony Albanese MP*
Sarah Dinning
Colleen Godsell
Geoff Lambert
Jill L'Estrange
Julie Goodsir
Kate Eccles
Kate Evers
Malcolm Moir
Matthew Rafferty
Paul Forward
Peter Lawrence
Beth Lawsen
Robyn Lewis
John Tropman

Apologies

Joseph Carrozzi AM- *Member of the Trust*
Dave Sharma MP - *Member for Wentworth*
Cr Michael Regan - *Mayor of Northern Beaches Council*
Cr Susan Wynne - *Mayor of Woollahra Council*
Trent Zimmerman MP - *Member for North Sydney*
Mary-Lou Jervis - *Representing Susan Wynne, Mayor for Woollahra*
Zali Steggall MP - *Member for Warringah*

In Attendance

Harbour 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*
Ruth Kotevich, *Manager, Communications and Engagement*
Madeleine Treacy-Maclean, *Officer Stakeholder Engagement*
Andrew Maiden, *Maiden Advisory*



1. Welcome and Acknowledgement of Country

Janet Carding (JC) opened the meeting by making an Acknowledgement of Country.

JC provided the executive update and asked if new members of the Community Advisory Committee (CAC) could introduce themselves. Clr Zac Miles (ZM), Clr Zoë Baker (ZB) and Cdr Michael Nipperess (MN) responded.

JC asked the new Harbour Trust (HT) Communications and Engagement Manager Ruth Kotevich (RK) to introduce herself. RK responded and noted upcoming projects at Sub Base Platypus (SBP) and 10 Terminal.

JC updated the committee on the HT's continuous response to the COVID-19 pandemic and noted that the HT staff are currently working from home. The HT will attempt to transfer the CAC meetings to 'in person' later in the year. The resignation of Tim James (TJ) and Tanya Denning Orman (TDO) from the HT Board was noted and JC thanked both Members of the Trust for their contributions and hoped there would be an opportunity to work with both TJ and TDO in the future.

2. Status and Update on Draft Stakeholder Engagement Strategy and Governance Framework

JC spoke to the agenda item 'Stakeholder Engagement Strategy and Governance Framework' (SESGF) and the importance of this meeting to engage with the CAC on the next steps and options. JC advised that there have been several factors that have changed since the original draft document was compiled and outlined the HT aims for the SESGF as listed in the below dot points:

- To establish that as an outward-focused organisation the HT seeks to provide services to the community and must be responsive to their needs. So, engagement is a significant element of how the HT delivers, improves, and measures the outcomes it aims to achieve
- To set out a broader spectrum of engagement from information delivery, through survey, consultation, and participation, to collaboration and co-creation; and the circumstances when each might be appropriate
- To modify the map of stakeholders to distinguish groups depending on whether they are users or clients, funders and supporters, or partners
- To take on board the outputs from the recent First Nations Cultural Framework workshops and the Cox Inall Ridgeway review that provides direction on building stronger, mutually beneficial relationships with First Nations people

The First Nations Guiding Principles document has been created in partnership with First Nations community and stakeholders and has been endorsed by the Aboriginal and Torres Strait Islander Committee on the 13th of January 2022.

JC Introduced Andrew Maiden (AM).

AM sought feedback from the committee on how best the HT should conduct stakeholder engagement focusing on principles. AM noted that there have been several changes including the legislative change, additional funding from the government specifically for North Head and Cockatoo Island, a new Executive Director Janet



Carding and Trust Members. AM asked the committee to reflect on whether these changes to the HT altered the committee's views on the expectations of the CAC when engaging with the HT. What degree of engagement the CAC expected from the HT, and more broadly, which stakeholders the HT should engage particularly communities and constituencies?

Discussion

- Kate Evers (KE) noted the time constraints for discussing the SESGF and endorsed the First Nations Guiding Principles
- Jill L'Estrange (JLE) spoke to the importance of the HT, queried the status of earlier feedback and submissions on the first draft and requested further time to discuss the SESGF
- The committee members proposed a workshop to advise on the SESGF and to provide more time for consideration
- The committee members noted that the HT needs to prioritise volunteers and the community in the process of redrafting the SESGF.

HT clarified the position of the SESGF and the purpose of the review to the committee. JC reassured the committee that this is the beginning of the conversation and sought initial feedback on the SESGF and how the CAC could work as a committee going forward.

AM sought feedback from the committee on which stakeholders the HT should engage with to remain balanced.

- JLE noted the importance of the Federal Government, the community, the State Government, and all Australians as key stakeholders in the SESGF.

AM thanked the CAC for their feedback and reiterated that the community is a key stakeholder. Sought clarification on how best the Board should engage with the CAC. JC noted the importance of the CAC to help the HT understand the sentiment in the community.

- The committee members noted that redrafting the SESGF is an important step, and that the HT should progress forward with this work
- JLE suggested the CAC should involve a member of the Aboriginal and Torres Strait Islander Committee
- PF noted the importance of providing background papers for agenda items and asked that the HT circulate them prior to meetings
- KE noted that CAC meetings could be more open to the community
- Committee members had different views on whether the Members of the Trust should attend CAC meetings
- The committee members agreed if a Member of the Trust did attend a CAC meeting than the CAC could receive feedback about the Board's view on consultation provided to them committee members requested further transparency from the HT
- Paul Forward (PF) noted a successful example of a CAC running effectively is the SBP CAC
- Sarah Dinning (SD) noted the importance of structure in meetings and offered to assist with this process going forward



- KE suggested that a workshop on the best way to engage CAC on projects would be important to the CAC going forward
- JLE suggested broadening consultation with different sectors such as business and experts and noted they should not however be elevated to the definition of primary stakeholders. The community along with the Commonwealth Government and New South Wales Government due to residuary ownership rights at North Head making them the only primary Stakeholders.

Action: JC confirmed HT will consider all feedback given by the committee and will advise next steps shortly.

Action: HT to provide clear definitions in the stakeholder strategy and to incorporate them in the redraft of the SESGF

Action: The HT will have further discussions on the best way forward with the CAC consultation with a workshop being an option.

- **Capital Works Projects Update**

Graham Izod (GI) updated the committee on the HT Capital Works Projects. The tender assessment for the Sub Base Platypus head works contractor (HWC) is in progress and construction is anticipated to start in early Q4 2022. Ten Terminal has engaged a contractor to complete conservation works which was set to begin in February 2022.

GI noted the backlog program has annual planning underway for the revised program in 2022. There are currently a small number of significant projects across Cockatoo Island and North Head in scoping phases.

Committee's questions

MN sought a meeting with Janet to discuss upcoming projects, and JC confirmed they had been seeking a meeting with him.

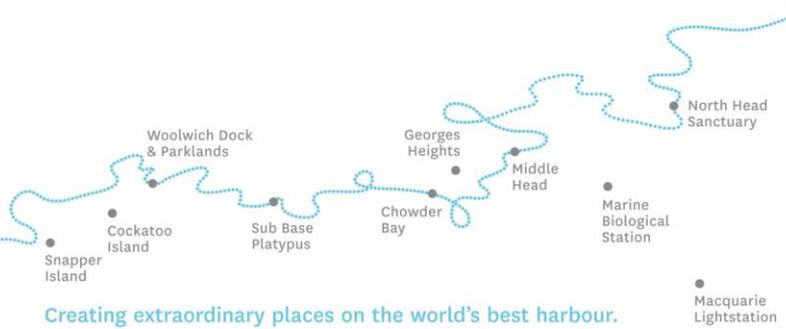
Action: JC and MN to have an introductory meeting and discuss upcoming projects.

- **Implementation of Independent Review Recommendations/Master Planning Update**

Justin Bock (JB) provided a progress update on the implementation of the Independent Review recommendations and the consultation on Cockatoo Island and North Head Sanctuary master plans. The HT is working on the revised draft leasing policy document. JB spoke to the action items that aim to be completed by the 30th of June 2022.

JB presented the Master Plans Milestone 2022 slide and thanked Colleen Goodsell AM (CG) for her guidance and input since the previous CAC.

Committee Feedback



- KE asked how the HT is going to undertake analysis on the customer segments of the future, and how the Harbour Trust’s sites will be popular against other Sydney destinations

The HT responded that the ‘Customer Analysis and Customer Journeys’ section of the master plan will consider these future segments and the competitive proposition. An emphasis will be building world-class sites.

The HT sought feedback on the methodology presented to the CAC in the current master plan slides. Specifically, being involved early in the process of master planning which will require input from the community.

- Members of the CAC endorsed this methodology presented by the HT
- PF suggested there are two master plans, and the Harbour Trust should consider setting up two site specific CACs to support the development of plans

The HT thanked PF for this suggestion and will be considering the engagement approach in conjunction with the lead consultants (currently out for tender).

Geoff Lambert (GL) asked if the master plan is different to the concept plans. JB responded that the master plans will build on the concept plans and the community feedback last year and will incorporate additional input from the feasibility studies and working groups in the first stage of this process.

- **Other Business**
- CG asked how the ongoing COVID-19 situation is affecting the HT tenants?

JC updated the committee on the latest round of rent relief that was provided by the HT, and that the HT is monitoring the Omicron situation.

- The committee thanked the HT for the work that was done to set up the COVID-19 testing clinic in January at Georges Heights in Mosman
- Beth Lawson (BL) thanked the HT for the rent relief package

Action The HT to meet with GL to discuss upcoming projects with the HT

JC thanked the committee for their commitment to the HT and closed the meeting at **7:30 PM**

Actions

Action: JC confirmed HT will consider all feedback given by the committee and will advise next steps shortly.
Action: HT to provide clear definitions in the stakeholder strategy and to incorporate them in the redraft of the SESGF
Action: The HT will have further discussions on the best way forward with the CAC consultation with a workshop being an option.
Action: JC and MN to have an introductory meeting and discuss upcoming projects.
Action The HT to meet with GL to discuss upcoming projects with the HT



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