



22 FEBRUARY 2023
MEETING NOTES
HARBOUR TRUST
COMMUNITY ADVISORY COMMITTEE

Time: 5:00pm - 7:00pm

Venue: Harbour Trust head office (29 Best Avenue, Mosman)/ Zoom Video Conference

Present

Cr Carolyn Corrigan - *Mayor of Mosman Council*
Lori Callahan - *Representing Zali Steggall MP*
Rebecca Cardy
Jeremy Kenna (*online*)
Chido Mauwa
Glyn Evans
Peter Doukas OAM
Anne Clarke
Cathy Griffin
Yolande Stone
Lisa Trueman
Sheila Foliaki-Singh
Linda O'Malley

Apologies

Cdr Michael Nipperess - *HMAS Penguin*
Cr Michael Regan - *Mayor of Northern Beaches Council*
Zali Steggall MP - *Member for Warringah*
Cr Zac Miles - *Mayor of Hunters Hill Council*
Tim Murray - *Representing the Hon. Prime Minister Anthony Albanese*
Geraldine Paton

In Attendance

Harbour Trust

Michael Rose, *Member of the Trust*
Janet Carding, *Executive Director*
Kathryn Roberts, *Director, Marketing & Visitor Experience*
Daniel Sealey, *Director, Planning*
Libby Bennett, *Director, Projects*
Susan Thompson, *Head of Engagement & Experience*
Catherine Macarthur, *Heritage Architect*
Madeleine Treacy-Maclean, *Officer Stakeholder Engagement*



1. Welcome and Acknowledgement of Country

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

JC asked the newly appointed Community Advisory Committee (CAC) members and the Harbour Trust (HT) staff members to introduce themselves.

JC provided an executive update and noted the apologies for the meeting. JC spoke to the role of CAC members and spoke through a preliminary workplan. JC noted that the HT is working closely with HT Board member Alison Page (AP) and the Gujaga Foundation to finalise members of the First Nations Advisory Committee.

JC noted the role of the CAC in relation to the HT Stakeholder Engagement Strategy. JC noted that the Harbour Trust consults with the CAC, which was established in accordance with Part 8 (Section 57) of the *Sydney Harbour Federation Trust Act 2001* (Cth). Engaging with the CAC is one of the many regular engagement initiatives as set out in the Stakeholder Engagement Strategy.

Committee feedback

- Cathy Griffin (CG) asked when the date for the March/April North Head workshop.

JC answered that the HT would release the date shortly.

- Rebecca Cardy (RC) asked whether the HT uses consultants frequently.

JC answered that the HT uses consultants when appropriate for the organisation.

- Peter Doukas OAM (PD) asked how a HT workshop works.

Kathryn Roberts (KR) responded that each workshop's outcomes, objectives and format vary.

- Sheila Foliaki-Singh (SF-S) noted that state election is on 25 March 2023 and that Easter is in April.

The HT acknowledged the dates of the state election and Easter.

Action: HT to provide dates for the upcoming North Head workshop. Actioned 3/3/23. The North Head CAC workshop will be held 30/03/23 from 3pm-5pm.

2. Report from Member of the Harbour Trust following the board meeting held 9 February 2023

Michael Rose (MR) introduced himself and updated the committee about the board meeting held on 9 February 2023. MR noted the importance of the CAC members and their work plan. MR noted the significance of the relationship between the CAC and the HT Board. MR spoke about the complexity of the various HT sites and the tensions that sometimes come with that responsibility. MR noted that the HT Boards ambition is to diversify who uses the HT sites and how to make these places more inviting, MR noted that the HT is a self-funding organisation.



MR noted the following points from the 9 February Board Meeting. The Board:

- had a Work Health and Safety briefing.
- had a strategic discussion about 'Welcoming Everyone'.
- received an update about the partnership mapping project. The HT is building up a model of partnerships.
- was close to approving the new HT leasing policy.
- received an update about the capital works projects, including Sub Base Platypus (SBP).

Committee feedback

- CG asked whether the HT is insured.

MR confirmed that the Federal Government Comcover indemnifies the HT.

- PD asked whether any other organisations are similar to the HT.

JC noted that the HT is the only self-funded Federal Government agency.

- SF-S asked whether the HT has any private funding.

JC answered that philanthropy is on the HT's agenda and that work is progressing to secure DGR (Deductible Gift Recipient) status for the organisation.

- **Action:** The HT is to send the slides from the presentation to the CAC members. Actioned 21/03/2023

Matters for information

Update about finalising the Leasing Policy

JC updated the committee about the progress of the Draft Harbour Trust Leasing Policy as outlined in the briefing paper (Draft Leasing Policy 2022 Update) and provided to the CAC on 16 February 2023. JC noted that the Harbour Trust Leasing Policy includes principles and processes for leasing buildings, facilities and land on HT sites.

Committee feedback

- Lori Callahan (LC) noted the communities concern about the tenants' long-term leases on the HT sites.

The HT has checked the wording of the long-term leasing part of the policy with the government's legal team and confirmed that current tenants can apply for a subsequent lease after 25 years of leasing a HT site, at the Board's discretion.

- CG noted that the previous leasing policy was inhibiting for tenants.



JC answered that the HT property team is always available to review new potential leases and go through the policy with community members.

- PD asked how many properties are leased.

The HT occupancy percentage is approximately 90 per cent. (Confirmed on 2 March 2023)

Conservation works: The Greenway Wall at Macquarie Lightstation

Catherine Macarthur (CM) updated the committee about the Greenway Wall and noted the restoration works for the retaining wall at Macquarie Lightstation which are guided by a conservation management plan for the Lightstation site. The consultants the HT is working with are JILA (Landscape), Public Works Advisory, LSJ (Heritage) and Casey and Lowe (Archaeology). CM noted the specialist stone conservation works, interpretative (partial) reconstruction of the missing wall ends and corner lodges (modern materials), interpretation of the first lighthouse and the former quarry. CM noted the project will manage the pedestrian flow and site drainage by improving the current condition of the eastern part of the site. CM noted the potential for exposure of natural rock to interpret the natural landscape. The project will be referred under the EPBC Act for external heritage review, which involves public consultation.

Committee feedback

- Lisa asked whether the HT would interpret the wall.

CM responded that the new construction would be utilised to interpret the wall and missing corner lodges.

- CC asked about the residents in the townhouses next to Macquarie Lighthouse.

CM responded that Harbour Trust tenants live in these houses.

Conservation works: The cranes on Cockatoo Island

CM updated the committee about the project to restore the surviving seven large electric cranes on Cockatoo Island, also retaining the 'cranescape', or views to the island. The overall conservation approach for the 2022 Cranes Restoration Project is to preserve the cranes as 'static' industrial relics from the Dockyard era ending in 1992 when the island was decommissioned. CM noted that the consultants commissioned for the project include Tony Brassil (industrial heritage specialist) from Mott Macdonald and O'Hearn Consulting (crane engineer). The conservation management plan prepared specifically for the cranes contains a statement of significance and conservation policies which will guide the repair and conservation works, as is best practice in the heritage industry. The project will be referred under the EPBC Act for external heritage review which involves public consultation.

Committee Feedback

- Rebecca Cardy (RC) asked whether the cranes are still working.

CM noted that the cranes in this restoration project have not been operational since 1992, but that others on the island have been restored.

- CG asked whether a group of crane enthusiasts support the HT.



Libby Bennett (CB) responded that the restoration volunteers are significant contributors to HT projects. In addition, the project team members regularly work with key stakeholders.

- RC asked whether the conservation management plans are available to the public.

LB answered yes, and that all HT conservation management plans can be found on the HT website. However, the cranes specific conservation management plan is still in draft form. It will be available when finalised.

Middle Head/Gubbu Gubbu draft master plan: Update about the engagement process

Susan Thompson (ST) updated the committee about the engagement process the HT will undertake to support the Middle Head / Gubbu Gubbu Draft Master Plan. The HT anticipates that the draft master plan will be open for approximately a five-week public exhibition period. An engagement plan, that is aligned with the Harbour Trust’s Stakeholder Engagement Strategy has been created to support the process for public exhibition of the draft master plan. The Harbour Trust will undertake targeted communications, conduct drop-in sessions and arrange media activity to promote submissions and ensure that the stakeholders provide feedback for consideration as to how the draft master plan is finalised. This process will include working with Mosman Council to increase the reach of communications and develop supporting materials such as factsheets, surveys, printed collateral and digital content. ST noted that HT understands that a community petition is being circulated. The community can provide feedback during the community consultation period as outlined in this section.

Committee feedback

- CG asked whether the Middle Head Café will stay in the guard house.

JC responded that the master plan will be on display shortly that will be available to the community and will outline the location of the food and beverage.

JC asked the committee to comment on the Middle Head/Gubbu Gubbu engagement process.

Committee feedback

- CC suggested publishing ads in local newspapers such as the Mosman Daily as well as wider-reaching newspapers such as Sydney Morning Herald.
- CC noted Commander Michael Nipperess from HMAS Penguin could be contacted to possibly link the master plan to the navy newsletter.
- Lori Callahan (LC) noted that Zali’s Steggall OAM MP will share a link to the feedback option on her website and social media.
- CG suggested the HT should provide QR codes to local tenants such as Frenchy’s and Burnt Orange to give locals direct access.
- CG suggested that signage provided on the buildings at Middle Head/Gubbu Gubbu with a QR code (similar to what HT did with the conservation works).
- CC suggested the HT should send mailouts to the Mosman LGA about the draft masterplan.

Matters for discussion



North Head master plan: Update about the engagement process

JC gave an update about the North Head Sanctuary (NHS) master planning project and noted the work's purpose, timeline and milestones. Cox Architecture are the consultant for the NHS project and are the same consultants that did the North Head Concept Plan. JC referred to the briefing paper that the HT provided to the CAC by the HT on 16 February 2023. The HT is drafting feasibility reports for the project and researching into the themes and stories directly with stakeholders. This research includes First Nations, environmental and military heritage and the HT is considering input from the Gujaga Foundation about Cultural mapping. The HT has its stakeholder engagement workshops scheduled for the end of March 2023.

Committee feedback

- PD asked whether the Department of Education is involved in the project.

JC noted that the HT engages with a range of educational stakeholders for their projects, and the Education Department is one of them.

- Glyn Evans (GE) noted the importance of managing these workshops well.

The HT acknowledged this feedback and committed to continuing discussions with GE about the NH workshop.

- CC asked whether the HT would rename North Head Sanctuary, so it has its original First Nations name.

The HT responded no, not at this time, but it could be a consideration in the future.

Event and Activation Strategy 2023-2028 and engagement process

Kathryn Roberts (KR) updated the committee on the event and activation strategy. The process and critical considerations are investigations, engagement, benchmarking, creation and implementation. The strategy's three goals are:

- To increase opportunities for people to engage with our events and our work and join us in caring for our places and stories.
- To amplify our places in the vibrant cultural life of Greater Sydney to encourage diverse audiences to visit and revisit our sites as places of culture, creativity, and celebration.
- To grow our reputation, resilience, and resources, so our business is sustainable, we can increase investment for access and engagement with our places and stories.

Committee feedback

- CG asked whether the strategy will be helpful for events such as Night at the Barracks.

KR answered that the strategy will inform future activations at NHS.

- GE asked whether the HT would provide events for families on HT sites. GE noted a previous festival the HT held on CI, which was well attended.



KR noted that the HT see Cockatoo Island as a major opportunity for growing and piloting programming collaborations and partnerships in the future. KR noted that the HT will take a site-by site approach that considers each locations uniqueness and layered storytelling.

Feedback on induction process and future engagement with the Harbour Trust

Committee feedback

- Lisa Trueman (LT) noted the briefing papers provided by the HT before the CAC meeting were excellent.
- Anne Clark (AC) noted the HT provided a well-executed induction process with tours and appropriate reading materials.
- PD suggested that the briefing papers were difficult to view in the current format. HT to speak with PD to understand how best we can provide reading material.
- Chido Mawua (CMA) indicated that questions on notice system would be helpful for the next meeting to keep the agenda on track. HT agreed to include questions on notice within the meeting notes so that answers are captured.
- GE noted that the induction handbook and agenda were useful to the CAC members.

JC thanked everyone and closed the meeting at 7:20 PM