

SYDNEY HARBOUR FEDERATION TRUST

169th MEETING OF THE TRUST

Meeting in Public

held via in person and via webinar

Thursday 14 December 2023, 3.30pm – 4.30pm

MINUTES

True & Correct Record of the 169th Meeting of the Trust

Prof. Tim Entwisle, Chair

Minutes of the 169th meeting of the Sydney Harbour Federation Trust held in public (in person and via webinar) on Thursday 14 December 2023.

Present

Prof Tim Entwisle	Chair
Ms Chantelle Fornari	Member
Mr Terry Bailey	Member
Ms Alison Page	Member

Apologies

Prof the Hon Pru Goward	Member
Ms Ann Sherry AO	Member
Ms Alexandra O'Mara	Member

In attendance

Members of the public and Harbour Trust staff members were in attendance (in person and via webinar) to observe the meeting.

The meeting commenced at 3.30pm.

1. Welcome

- a) The Chair opened the meeting and welcomed attendees, and Ms Page delivered the Acknowledgement of Country.
- b) Due to their very recent appointments (on 28 November 2023), Ms Alex O'Mara and Ms Ann Sherry AO sent their apologies for being unable to attend today's Meetings of the Trust as they both had prior engagements.
- c) As there are now four new Members of the Trust (including the Chair), Members in attendance at the meeting introduced themselves and provided a verbal summary of their professional backgrounds. In their absence, the Chair read out the biographies provided by Ms O'Mara and Ms Sherry.

2. Executive Director update

The Chair introduced Ms Janet Carding, Executive Director, who spoke to the presentation prepared for the meeting.

The presentation included:

- A high-level overview of all Harbour Trust sites, including their size, visitor numbers, tenancies, revenue earned and volunteer hours with information from the recently published Annual Report for 2022-23.
- Results of the recent tenant survey where it was pleasing to see that 90% of commercial and residential tenants would recommend Harbour Trust sites as places to visit.
- The official opening of the renewed Torpedo Factory at Sub Base Platypus took place on 15 September 2024, and was hosted by the Acting Chair, Ms Alison Page. The Hon Tanya Plibersek MP, Minister for the Environment and Water performed the ceremonial ribbon cutting. The official opening was well-attended by other elected officials – Ms Zali Steggall OAM MP, Ms Kylea Tink MP and Ms Felicity Wilson MP. Also in attendance was the former Executive Officer of HMAS Platypus, Commander Sandy Coulson, CSM RAN Rtd.

A community event was held the following day, and last weekend an outdoor cinema experience was held at the site.

The Harbour Trust is hopeful that the Foreshore Parklands at Sub Base Platypus will be completed in March 2024 and opened for Easter, subject to no further latent conditions being found.

- Following the public consultation for the Middle Head / Gubbuh Gubbuh draft master plan, the architects and projects team have updated the plan with minor post-exhibition changes. The master plan was adopted by the Members of the Trust at their meeting earlier today.

The next steps are for the Harbour Trust to determine the staging for the project. There will be further public consultation where required.

- Public consultation on the North Head Sanctuary Draft Master Plan took place from 19 September 2023 to 31 October 2023. 71% of responses were supportive or very supportive of the draft master plan. The consultation outcomes report and responses will be published shortly and a final draft version of the master plan will be provided for Trust Members' approval in early 2024.
- Public consultation on the Cockatoo Island / Wareamah draft master plan closed yesterday. The consultation outcomes report will be finalised early in the new year.
- An update on the progress with capital programs, including works completed in 2023 and works to be completed in 2024. The Assets and Parklands team has approximately 96 projects underway. Photographs were shown of some of these works at North Head Sanctuary and Cockatoo Island / Wareamah; and the collapsed Greenway Wall at the Macquarie Lightstation for which restoration/conservation work is now on hold, pending the results of a referral under the *Environment Protection and Biodiversity Conservation Act 1999*.

3. Meeting Closure

The Chair thanked Ms Carding for the presentation.

The meeting closed at 4.30pm and was followed by a question and answer session led by the Trust Chair.

Attachment A: Trust Meeting in Public – 14 December 2023 – presentation



Meeting will commence at 3.30pm

Trust Meeting in Public 14 December 2023

3.30pm – 5.00pm



Welcome and opening of meeting

Prof Tim Entwisle, Harbour Trust Chair



Welcome & Acknowledgement of Country

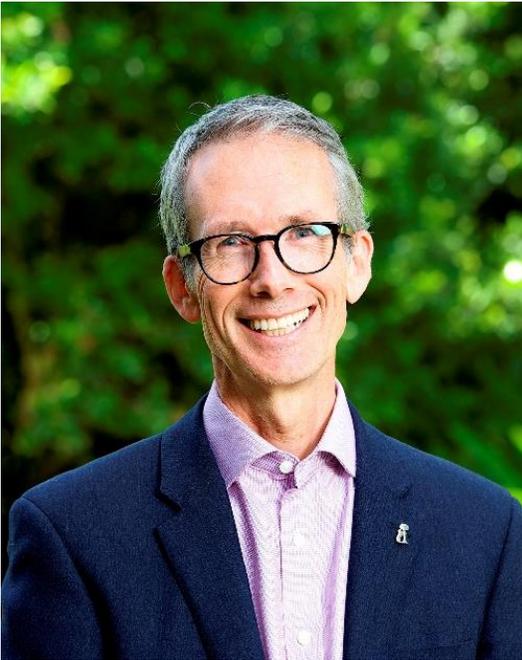
Alison Page



New Harbour Trust Board Members

Chair

Prof Tim Entwisle



Terry Bailey



Alexandra O'Mara



Ann Sherry AO



Current Harbour Trust Board

Chantelle Fornari



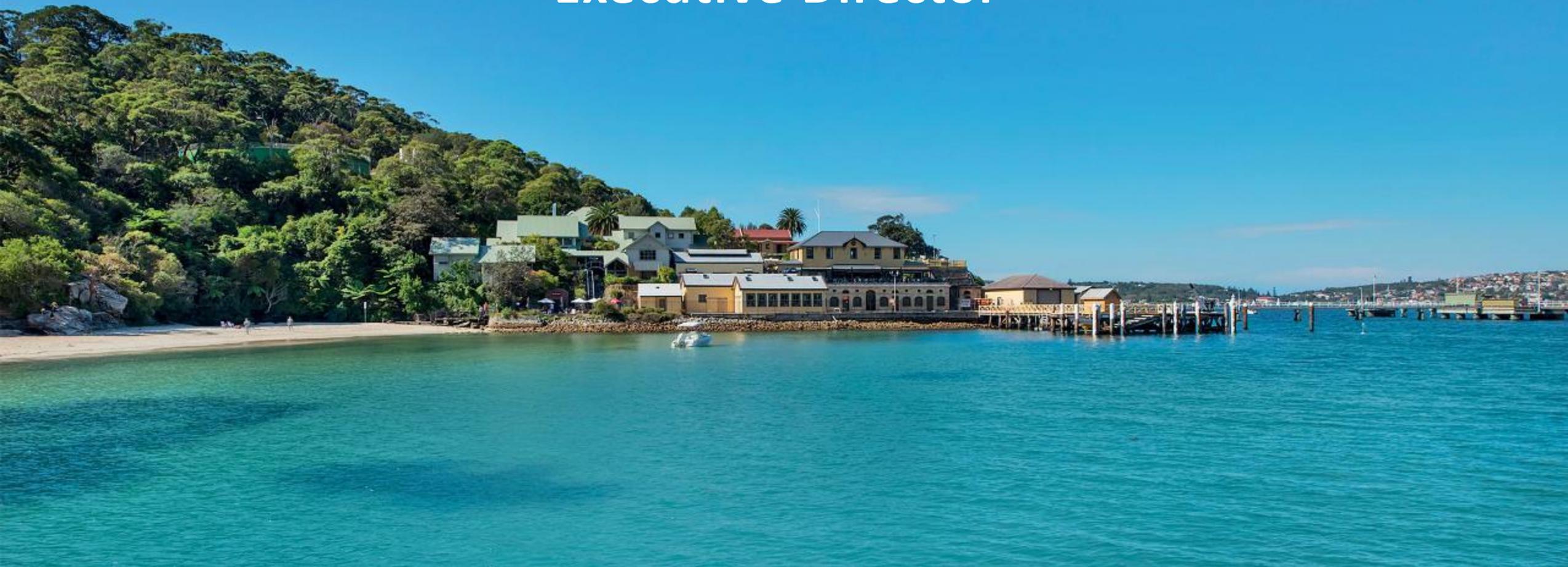
Pru Goward AO



Alison Page



Update from Ms Janet Carding, Executive Director



THE HARBOUR TRUST TODAY

Statistics taken from July 2022 – June 2023



NUMBER OF VISITS

2m^(a)

(a) m = million



10^(c) SITES IN TOTAL

(c) including Snapper Island.



20,284 VOLUNTEER HOURS



ICONIC LAND ON SYDNEY HARBOUR

145ha



446,033 TOTAL VISITORS TO OUR WEBSITES



ADAPTIVE RE-USE OF BUILT ASSETS

77%^(d)

(d) of built assets with potential for adaptive re-use.

NUMBER OF TENANCIES

196

\$21.7m^(b) ANNUAL REVENUE

(b) own source revenue.



Aim:

To assess and gauge tenant satisfaction, identify areas for improvement and enhance the overall landlord performance in managing our site.

Notable Outcomes:

1. 90% of Commercial and Residential tenants are “extremely likely” to recommend the Harbour Trust as a visitor destination
2. There is an overall satisfaction rating of around 80% across both portfolios when dealing with the Property and Leasing Team
3. It is essential for the Harbour Trust to maintain our premises to a level that confirms our position as a competitor in the Commercial and Residential property market. We must ensure our service levels and offering answers the market needs.

Survey Numbers:

128 commercial surveys sent by email November 2023		56 responses		44% response rate
41 residential surveys sent by email November 2023		20 responses		49% response rate



SUB BASE
PLATYPUS

Australian Government
Industry Harbour Federation Trust

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Where we are and next steps

- Consultation Outcomes Report and Responses published October 31 2023
- 55% of respondents were supportive or very of the revised draft master plan
- The architects and project team have updated the master plan to incorporate the feedback received from the public consultation
- Harbour Trust Board reviewed at 14 Dec meeting
- The project team will look at the staging and budget for the funded works of \$9.3m.
- Detailed design for Phase 1 of works will begin early 2024 with further public consultation where required.



Revised Middle Head / Gubbuh Gubbuh
Draft Master Plan
August 2023



Harbour
Trust

COX

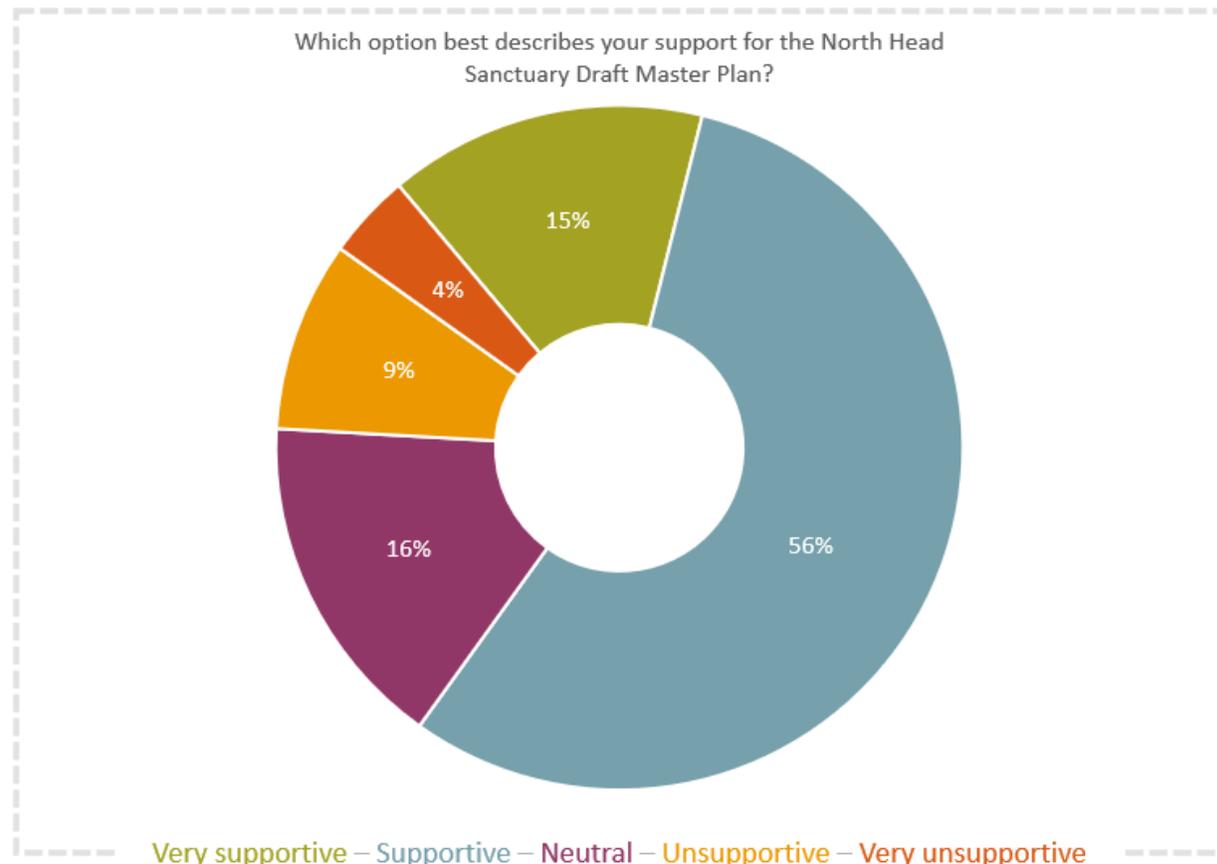
North Head Sanctuary Draft Master Plan Update

Consultation ran between 19 September and 31 October 2023

- 84 unique responses received
- 17 unique written submissions received
- 11 organisations responded to the public consultation
- 71% of responses were supportive or very supportive of draft master plan
- Consultation outcomes Report and responses to be published in the coming week [subject to board approval]



North Head Sanctuary Draft Master Plan
September 2023



Cockatoo Island Draft Master Plan Public consultation overview

30,000

Local residents
and businesses
reached through
letterbox
newsletter

5.6 million

people reached
through media
advertising
as of 17 November

45,800

impressions through
social media
coverage
as of 5 December

31,489

deliveries to
Harbour Trust
mailing list
as of 5 December

Cockatoo Island Draft Master Plan Public consultation overview Attachment A

60%
of survey
respondents are
either **supportive**
or **very**
supportive of the
draft master plan
(as of 12 December)

183 surveys and
submissions
received
(as of 12 December)

~ 215 people
participated in
engagement
sessions

**Consultation
Outcomes Report
to be finalised in
early 2024**

Progress on Capital Programs

Completed Work in 2023

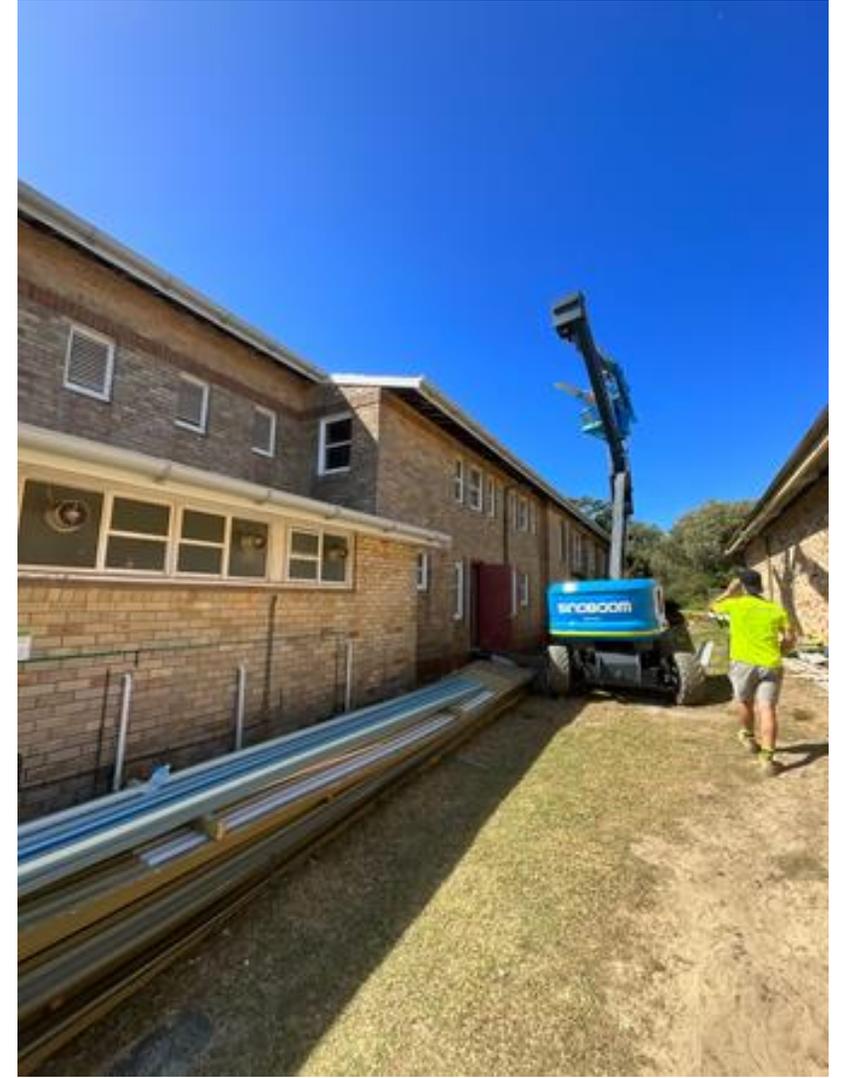
- Cockatoo Island Tunnel Lift repairs, Bolt Wharf repair Investigation report
- Chowder Bay Road Landslip repair
- Fire Strategy upgrade – Headland Park
- North Head and Headland Park Residential upgrades

Ongoing Work due to be completed by Early - Mid 2024

- North Head B17 Gym, Fire & Water upgrades, Gun Emplacements
- North Head Roof replacement on building 44 and 46
- Cockatoo Island Straight Tunnel , Building 9 & 20 for Short Term Accom
- Cockatoo Island Industrial Precinct Solar panel installation & Roof repairs
- Chowder Bay Wharf/Slipway & Chowder Bay Road footpath
- Sub Base Retort Base building repair works
- Macquarie Lightstation Greenway Wall Restoration & Interpretation
- All Sites Toilet Facilities & Unground Services

North Head B17 Gym

- All HAZMAT removal complete
- New roof installed. Solar installation remains an option



North Head Gun Emplacements 1 & 2

- Concrete repairs and internal painting complete
- Handrail and fencing to be upgraded and certified



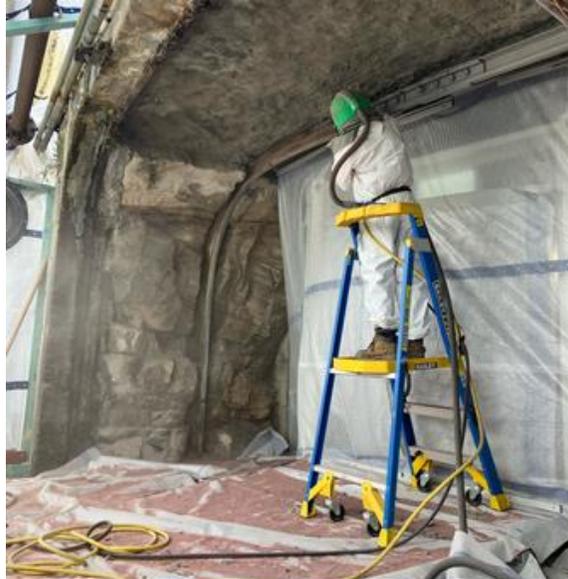
North Head collapsed stone wall

- Straight section complete.
- Awaiting planning consent from NSW Parks for boundary section



Cockatoo Island Straight Tunnel

- All containers & electrical services have been installed
- Blasting & painting underway at end portals
- Fig tree and roots removed from above north portal
- Addressing severe steel corrosion issues at entrance

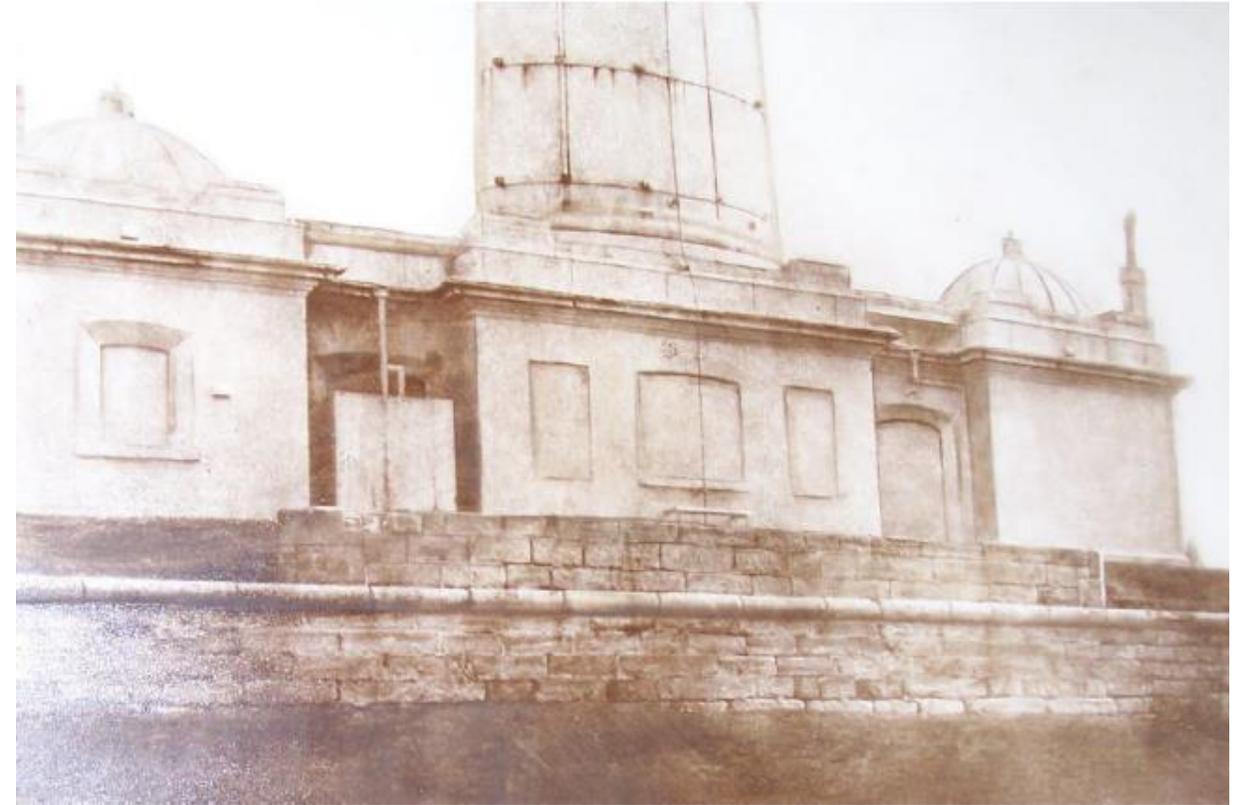


Cockatoo Island B09 & B20

- All HAZMAT removal and demolition work complete



Greenway Wall EPBC Referral



Meeting Closure

**To be followed by
Questions & Answers Session
4.30pm – 5.00pm**