



Figure 1. View to North Head. Source: sydneyimages.com.au

North Head Sanctuary Draft Master Plan

September 2023

Acknowledgement of Country

The Harbour Trust acknowledges the Traditional Custodians and Owners of the lands, waters, and sky of Sydney Harbour, including the places under our stewardship. We respectfully acknowledge the Traditional Owners of Sydney Harbour, including those belonging to the Borogegal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal clans.

We acknowledge this Country, the custodianship of its people, and the ongoing connection to culture, lands and waters. We pay our respects to all surrounding clans of the region and honour their Elders past, present and emerging.

The Project Team recognises we are working within a cultural landscape and understand designing with Country is a privilege that comes with responsibility. We are guided by the inspiration of Country and the knowledge it contains.

The Project team acknowledges the Traditional Owners and knowledge holders to this place. We understand that the relationship between the Harbour Trust and Traditional owners is a shared journey at its beginning. A journey requiring the long term development of an enduring understanding based on deeply held knowledge of place.

Terminology and Dual naming. The term Car-rang gel is used as the dual First Nations name for North Head. However the term is not registered with the Geographic Naming Board of NSW. The Harbour Trust has opted to not use the term within this Draft Master Plan as naming is regarded as requiring further research and consultation with First Nations community.



Cox Architecture

70 George Street
The Rocks (Tallawoladah) NSW 2000
Australia
T +61 2 9267 9599
F +61 2 9264 5844
sydney@cox.com.au
coxarchitecture.com.au

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This report was prepared by Cox Architecture, Hector Abrahams Architects, Yerrabingin, Turf Design, JMT Consulting, Blackash Bushfire Consulting, Arcadis and Brickfields on behalf of Sydney Harbour Federation Trust.

First Nations cultural guidance in development of the Draft Master Plan has been provided by the Gujaga Foundation representing Traditional Owners.

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For more information about this the Draft Master Plan, contact:

Harbour Trust

PO Box 607

Mosman NSW 2088

Telephone: 02 8969 2100

Email: info@harbourtrust.gov.au

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1. Introduction

The Sydney Harbour Federation Trust (the Harbour Trust) was established in 2001. The sites managed by the Harbour Trust are Cockatoo Island / Wareamah, North Head Sanctuary in Manly, Headland Park in Mosman, Sub Base Platypus in North Sydney, Woolwich Dock, the former Marine Biological Station at Watsons Bay, and Macquarie Lightstation in Vaucluse.

These sites are unique places, each possessing extraordinary natural beauty, and rich heritage values. Layers of First Nations, convict, colonial and military heritage, together with diverse and endangered ecological habitats, characterise the sites.

While originally intended to be a transitional body, the Harbour Trust has evolved into a permanent agency, responsible for supporting a range of activities. This includes management of sites, adaptive reuse of the assets and initiatives to activate public domain. Conservation, protection, and interpretation of these nationally-significant places are our primary objectives.

The Harbour Trust annually welcomes around 2 million visitors to our sites with a mix of recreational activities, events, cultural partnerships, and commercial enterprise. We provide public access to 145 hectares of land on or near Sydney Harbour.

This document, the North Head Sanctuary Draft Master Plan, is the second of three master plans the Harbour Trust is producing in 2023. The first Draft Master Plan to be published was Middle Head / Gubbuh Gubbuh earlier this year and the Draft Master Plan for Cockatoo Island / Wareamah will be published for review and further public consultation later this year.

This document focuses on a key part of the headland in Manly, that we share with NSW National Parks and Wildlife Service (NPWS). It is a detailed examination of the site's cultural and natural heritage values, its constraints and opportunities, and presents our long term vision of place.

Master planning for this significant site marks considerable change for the Harbour Trust. It sees enhanced engagement with community, state and local government and NPWS. Engagement with First Nations Traditional Owners, Elders and knowledge holders forms a key part of master planning. This engagement with the First Nations community strengthens what we aim to build into a deep and enduring relationship with stakeholders that enriches our stewardship of the lands.

**Janet Carding, Executive Director,
Sydney Harbour Federation Trust**

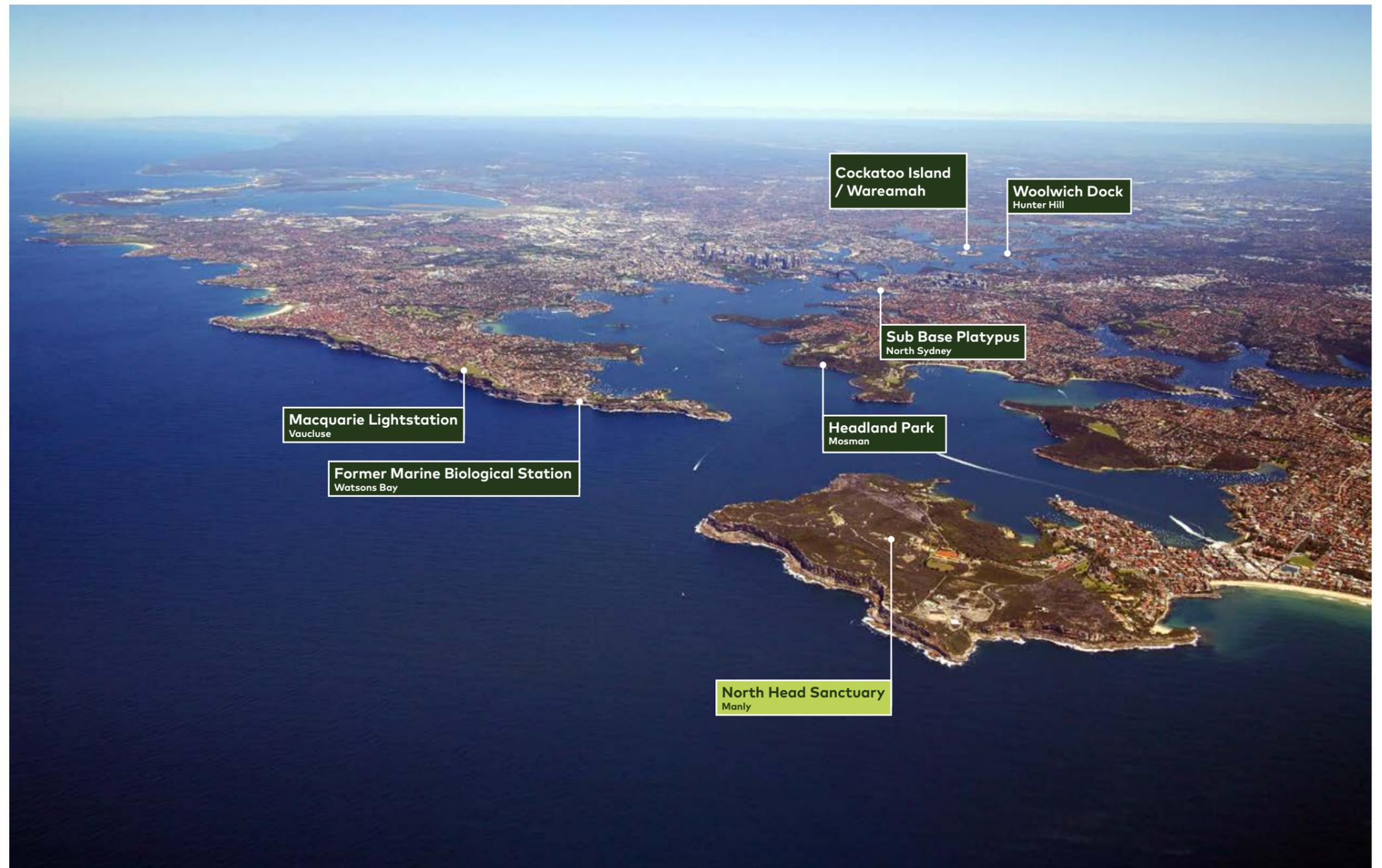


Figure 3. Aerial showing Harbour Trust lands

1.1 Executive summary

North Head

North Head is one of Sydney's great landmarks with a relatively intact and delicate ecosystem. Formed during the last Ice Age when erosional forces separated the headland from the Hornsby Plateau, North Head is a 'tied island', linked to the mainland by Manly's sandspit.

Its remoteness has contributed to the survival of its natural form. Over fifty nationally or locally significant flora, with ten rare plant species, are recorded on site. These include one of Sydney's few remaining patches of Eastern Suburbs Banksia Scrub. North Head is a refuge for echidnas, reptiles, frogs and more than one hundred species of birds, including the Rainbow Lorikeet, the Little Wattlebird, the New Holland Honeyeater and the White-browed Scrubwren. It is also home to an endangered population of Long-nosed Bandicoots, once common throughout Sydney. Several species, including the Eastern Pygmy Possum, Brown Antechinus, and Bush Rat, were locally extinct but have been recently reintroduced and are thriving.

North Head is thought to be a place of great significance to First Nations people. Initial investigation appears to suggest the area as a place of gathering and ritual. Land management of the ecosystem was practiced for thousands of years.



Figure 4. Third Quarantine Cemetery. Source: Harbour Trust

Values of Place

The long term vision of place is defined by core values, key elements, and key objectives. Actions or proposals are developed in response.

Core values of place are evident and are considered of national significance:

- **Natural Values - Ecology and Environmental**
- **First Nations values of place**
- **Military Heritage values of place.**

Community values:

- **An iconic place of solace, memory and sanctuary.**

Key factors

Key factors that have guided thinking of the Draft Master Plan are:

- 2021 Concept plan and Community feedback
- A whole of headland approach
- Limit actions presenting ecological or heritage threat
- Engagement with key stakeholders and community
- Research and detailed investigation
 - First Nations Traditional ownership, knowledge holding and cultural practice
 - Heritage
 - Infrastructure and Utilities
 - Ecology and Environment
 - Traffic and Access
 - Tourism and Activation.

Biodiversity opportunities

Whilst there are several ecological constraints at North Head Sanctuary, there are areas that have the potential to be suitable for future proposed biodiversity enhancement including:

- Areas identified as being of low ecological value such as urban native/exotic garden beds and urban lawn areas
- Areas serving low ecological function such as native or exotic street tree plantings with no shrub or groundlayer present, which are not associated with any locally occurring vegetation community
- Areas that have been previously modified such as existing buildings, hardstand areas, or roads.

What is a master plan?

Generally, a master plan is two things. It is a process whereby (i) analysis is undertaken to establish the key renewal constraints and opportunities and (ii) design response strategies are prepared with careful reference and in response to that analysis.

The design response outcomes seek a coordinated and integrated approach to future renewal based on a set of key proposals and guiding principles in implementation of those actions. These proposals are conceived in three dimensions and are supported by delivery strategies. In short, the Draft Master Plan envisions a future place.

Purpose of the Draft Master Plan

This Draft Master Plan has been prepared to provide the guiding principles for future renewal of both the lands and the built assets within the context of the Harbour Trust's North Head Management Plan and the considerable cultural, natural and First Nations significance. It outlines the full potential, rather than what current funding permits, so future decisions on projects and staging can be made strategically.



Figure 5. North Head Sanctuary - Bella Vista Cafe. Source: Harbour Trust

Outcomes from the 2021 Draft Concept Plan

Key outcomes/themes from the draft concept plan engagement have been outlined below:

- Collaborating and consulting with First Nations
- Embedding First Nations culture and knowledges in all areas
- Environmental sustainability and First Nations land management practices
- Functional concerns
- Protecting the natural environment and limit over-development that would impact on feelings of refuge and sanctuary
- Achieving the right balance and respectful integration of the environment, First Nations' heritage and military past
- Creating a seamless and integrated destination for North Head, achieved by collaborating with local council, government agencies, including NSW National Parks & Wildlife Services and Transport for NSW, volunteers and tenants.

North Head Sanctuary Draft Master Plan aims to maintain local audiences whilst providing an opportunity to increase tourism visitation. Given the significance of the site, increasing visitation and engagement with the site from First Nations people represents a measure of success for the sanctuary in the future. Stakeholder aspirations also include attracting more families and children to the site, which could be achieved through education or activations. Finally, with more people in Manly working from home post COVID, there could be a role for North Head Sanctuary to play in supporting local workers as well as residents.



Figure 6. Main Barracks Building. Source: Harbour Trust

1.1 Executive summary

Responding to Community Feedback

In conjunction with technical and feasibility studies the development of the Draft Master Plan considered a range of community feedback. The outcomes are summarised below:

- Reduce capacity and access of car movement within the site.
- Create a walking place linking to North Fort Precinct and to Burragula Lookout and Yiningma Lookout
- Strengthen Ecological protection zones
- Strengthen capacity for environmental education programs.
- Examine First Nations cultural and educational landmark
- Examine adaptive reuse of existing heritage buildings
- Use formal gatehouse as an additional "entry" threshold
- Look to activate North Fort Rd with appropriate functional uses.
- Examine enhanced access and interpretation to tunnels, military remnants, and cemetery
- Examine enhanced food and beverage.

Engagement

Engagement included workshop and individual meetings with community stakeholders, advisory groups, experts in ecology, environmental science, and military heritage.

North Head Sanctuary 2023 Draft Master Plan



Figure 7. Master plan overview of connected Precincts

Barracks Precinct

While the majority of the buildings are already reactivated and in use, the changes to the Barracks Precinct focus on providing greater amenities, adaptive reuse of Building 1 and a defined access point and arrival experience to North Head as a whole.

Central Precinct

The Central Precinct will be revitalised to create an engaging and activated sanctuary heart that centres itself in Country. The precinct will celebrate the First Nations cultural significance and ecological value, while incorporating a variety of community places where vibrant cultural activities can be ongoing.

North Fort Precinct

North Fort Precinct contains the most intact of the 9.2 inch coastal batteries in NSW. It retains the perimeter walling, gun battery, most of the functional support buildings and remnants of the communications network and drainage system directly associated with the Second World War era North Head Fort.

The proposal for the precinct outlined in the Draft master plan is to enhance public domain, to rehabilitate the land and in collaboration with the Australian War Memorial, enhance interpretation.

1.2 Key Objectives

This section describes the key objectives proposed within the general planning context that guide design intent and response. The objectives are illustrated in terms of a broad plan of the headland. Within this overall context, the Draft Master Plan seeks to 'blur' the boundary of land management, seeing the headland as a singular entity and visitor experience.

The visitor experience will be reinforced by the pedestrian access from Manly to Burrigula Lookout and Yiningma Lookout through North Head Sanctuary and activities concentrated along the shared walkway. There are opportunities to encourage east west connection across the natural work of North Head Sanctuary through existing walking trails.

There is no precedence or order to the actions listed below. They are in many respects conceived as a family of objectives that work together. These distinct, yet interrelated objectives were formulated to ensure that short and long term planning is aligned with the overall vision of the site.

The Draft Masterplan has proposed to create a plan so that all can:

- Experience a unique and beautiful natural environment, on the edge of the city
- Celebrate First Nations culture on Country – supporting continuing cultural connections and practices
- Discover the twentieth century military heritage, and the defence of Australia in WWII and its aftermath
- Create an accessible and warm welcome for all, and a destination for activities and special events.

- The Shared walkway for pedestrians and bicycles - Key visitor axis to enhance the access and journey from and to the Burrigula Lookout and Yiningma Lookout 
- East-West connection 
- Activated spaces along the shared walkway for pedestrians and bicycles 
- Welcome entry point and sense of arrival at Barracks Precinct Gate House and North Fort Precinct 
- Entry Gate to North Head Sanctuary and Burrigula Lookout and Yiningma Lookout 
- Wallum Sand Heaths (PCT 664) 
- Sydney Coastal Heaths (PCT 1822, 1823) 



Figure 8. Overview of the key objectives within this Draft Master Plan

1.2 Key Objectives

A unique and beautiful natural environment

Protection and enhanced care of fragile ecological zones and Environment within and around the site

The objective of ecological protection is paramount. The long term vision sees ongoing protection and enhancement of the nationally significant ecological values. Supporting this objective are the proposals to establish a permanent place of environmental education within the central precinct and further enhanced land rehabilitation across the sanctuary.

The significant vegetation on the site and its proximity to the National Park gives it a remarkable character and unique identity. The site encompasses a number of ecological elements of varying degrees of significance.

These range from connecting green infrastructure such as wildlife corridors to stands of native, urban native, forest, heath and sedgeland vegetation. The Draft Master Plan has outlined an opportunity to carefully increase biodiversity on approximately 4,000m² of degraded land around the site.

Areas of the site are deemed to be threatened and of high conservation value. They are designed for protection in the Draft Master Plan to be rehabilitated, reinforced and protected through future masterplanning.

Landscape enhancement in and adjacent to the site can be phased to benefit existing users and to integrate the site into the adjacent headland for broader use by the community. The design should:

- Protect and enhance existing ecology communities and opportunities to increase vegetation cover and biodiversity with the use of native/endemic species
- Plan for the long-term opportunity to protect the land around the headland
- Support the North Head Sanctuary unique natural environment to deliver greater ways for people to interact with the environment
- Provide appropriate open space and community infrastructure for the Precinct with consideration to heritage and Connecting with Country.

First Nations culture on Country

A nationally significant First Nations place

This objective is to establish an ongoing First Nations Traditional owner presence at the heart of the sanctuary and highest points of the headland. Supporting this objective is the proposal to establish a new facility within the central precinct to accommodate cultural practice and long term First Nations education programs.

- Immersive storytelling: Through carefully curated signage, interpretive displays, and interactive elements
- The entry caters to varied experiences, sharing the rich cultural and natural heritage of North Head
- Celebrate the culture of Traditional Owners and knowledge holders to place
- Apply traditionally held knowledge and Caring for Country principles in the regeneration of the natural environment.

Twentieth century military heritage, and the defence of Australia in WWII

Restore and activate heritage assets, and support and enhance Military Heritage values of place.

The focus of this objective is the restoration, adaptive reuse and activation of key heritage assets within the Barracks and North Fort Precinct. The tunnels, fortifications and gun emplacements are significant remnant evidence of defence of the nation and the objectives to enhance the above ground and underground visitor experience with enhanced access and interpretation including:

- The use of the parade ground for community events
- Military loop at North Fort Precinct, including memorial walk, connection to gun emplacements and tunnel
- Interpret military heritage, defending Australia and RAA.

A consolidated and connected walking place

A key objective of the Draft Master Plan is to consolidate vehicle movement to create a walking and cycling place. Supporting this objective is proposed reconfiguration of the site entries to the Barracks and North Fort Precinct and limitation on vehicle movement within the site. Detailed proposals within the Draft Master Plan establish an activated shared walkway for pedestrians and bicycles from the Barracks Precinct to North Fort Precinct and Burragula Lookout and Yiningma Lookout. Supporting this objective is the consolidation of day to day operational functions within the Central Precinct.

- Reinforce key pedestrian axis from Gate House to North Fort Precinct by enhancing the access and journey to the Burragula Lookout and Yiningma Lookout
- Consider the creation and designation of loop walk experiences along the shared walkway to strengthen access to other areas such as Hanging swamp, cemetery and Burragula Lookout and Yiningma Lookout
- Consider a string of complementary destinations, connected to the existing walking tracks
- Activate along the shared walkway for pedestrians and bicycles with appropriate functional uses that celebrate the values of the site and utilise the existing assets. This includes the Q Station, Restoration workshop and Makers place, First Nations Cultural Space, Ecology and Environmental Centre, Defence of Nation Interpretation Space, plotting room, observation posts and gun emplacements
- Pedestrianise and embellish the shared walkway with rest stops along the way
- Remove the boundaries between the Harbour Trust and NPWS to create strong, direct and clear connections across North Head Sanctuary
- Implement best practice social and environmental sustainability and deliver a comfortable, pedestrian-friendly, public domain and street network
- Improve the signage and wayfinding at the entry point to North Head Sanctuary.

Provide a safe and legible entry experience into the Barracks Precinct and North Fort Precinct by separating the pedestrian pathways from vehicular access and implementing a pedestrian only access:

- Increased permeability, legibility and walkability will create a connected and accessible precincts, with a focus on shared spaces for movement that prioritise pedestrians
- Encourage and plan for future sustainable and accessible transport modes, such as a shuttle system through the main shared walkway for pedestrians and bicycles
- Enhance the entry thresholds of the Barracks Precinct Gate House and North Fort Precinct by creating a sense of place, welcome and orientation
- Consolidate parking and access to the perimeter of the site
- Reduce car access and improve pedestrian movement within site through reconfiguration of the existing road network which contains a two-way road on Scenic Drive west of the site and a second access from Bluefish Road to the existing car park.

1.3 Understanding and connecting with Country

North Head – The spirit of Country

A community heritage recording project by Darwala-Lia Archaeological Services and NPWS in 2001 found North Head to be an important place for Aboriginal people because:

'historically Aboriginal people and Europeans have taken a similar approach to its use (as a place of isolation and healing) the use of North Head as a place of isolation or special purpose away from public access is directly connected to the island and landmark values inherent in the landscape. The reports suggest the headland is used as a place of burial, healing and medicine'

The Darwala-Lia study identified sites and artefacts at North Head. The majority are on the resource rich western side, interpreted by Darwala-Lia to be 'evidence of the labours of support crews [wives, children trainees] to the koradgee'; North Head was the domain of the clever people.

Today we can experience this unique 'cultural island' as a tangible landscape full of intangible wisdom; as a healing place bestowing physical and mental well-being.

North Head can be a place where we celebrate both ancient and contemporary story of place. As custodians, First Nations Traditional owners may share and celebrate their culture.

North Head is a significant place for both its natural and cultural heritage. It is important to ensure that the site is managed in a way that respects both of these values. This means embedding Connecting with Country frameworks and narratives throughout the site. It also means working with the knowledge holders to ensure that their cultural heritage is protected and respected and that oral histories have the ongoing opportunity to be incorporated into this Draft Master Plan.

"Like the vast majority of my community, I have an ancient and unbroken connection to Sydney Harbour, which is located in the northern part of my traditional country. Our old people fished, hunted and camped throughout this area until government intervention forced them to live at the La Perouse Aboriginal Mission in 1883. Despite North Head and the surrounding areas changing significantly in the last 200 years, our responsibility as Traditional Owners to care for this part of our Country remains. We will pass this cultural responsibility on to our children and grandchildren, as we have since time began"

Michael Ingrey, Dharawal man belonging to the La Perouse Aboriginal community.

"Country is both a lived experience and a heritage. It soars high into the atmosphere, deep into the planet crust and, far into the oceans. Country is experienced through the senses and seared into memory. It keeps everything in balance and connected as kin. Country holds everything including human and non-human, land and products of land, knowledge, stories, dance, and song.

As such First Nations space is never empty or lost, it is full of Country."

Christian Hampson, Co Founder of Yerrabingin, First Nations design consultant to the Masterplanning team

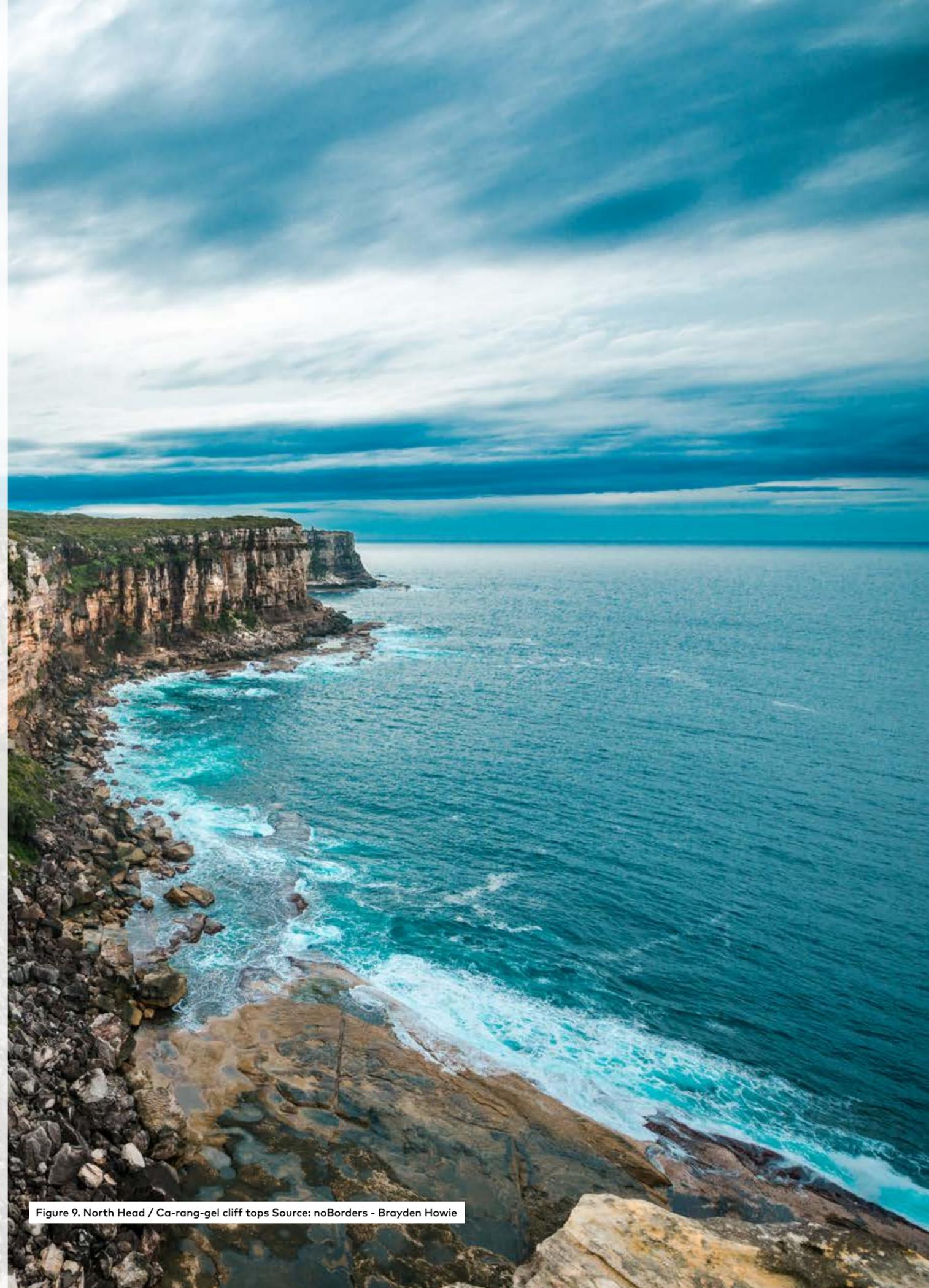


Figure 9. North Head / Ca-rang-gel cliff tops Source: noBorders - Brayden Howie

1.4 First Nations master plan principles and future design actions

Master planning, Vision of Place and future design actions

A tangible landscape full of intangible wisdom.

North Head is a healing landscape

Key initiatives for acknowledging the Culture, Environment, History and Renewal of North Head include:

- The telling of truth through detailed investigation and gathering of knowledge from First Nations Traditional owners and knowledge holders. This initiative demands time and space
- Develop environmental and cultural education, focussed on First Nations land management and lessons from thousands of years of custodianship
- Protect and enhance the native landscape.

The three design narratives below focus on these aspects utilising the unique attributes to the precincts. It can provide visitors with moments of contemplation, fosters a connection with nature and promotes the regeneration of both individuals and the natural environment. This parkland in turn becomes a catalyst for personal growth, ecological awareness and a deep appreciation for the interconnectedness of all living beings.

Reclamation

The Reclamation design narrative focuses on reclaiming and restoring the natural environment of North Head. It acknowledges the military history of the site and aims to heal and regenerate the land by reintroducing native vegetation and ecological systems.

- Ecological Restoration: Embrace the opportunity to restore and reclaim the natural environment by reintroducing native vegetation
- Cultural Interpretation: Provide interpretive elements and signage that educate visitors about the historical significance of the land and its Indigenous heritage
- Community Engagement: Involve the local community and stakeholders in the reclamation process. Provide opportunities for community participation in planting days, workshops, and educational programs focused on ecological restoration and cultural revitalization

- Adaptive Reuse: Explore opportunities for adaptive reuse of existing structures or remnants of the military history of North Head. This can involve re-purposing old buildings or structures as community spaces, cultural centres, or interpretive facilities.

Recognition and redistribution

This narrative aims to recognise and acknowledge the contributions and experiences of all individuals and communities who have shaped the site's history. It promotes the equitable redistribution of resources, opportunities, and narratives to create a more inclusive and representative parkland that reflects the diversity of the local community.

- Inclusive Storytelling: Incorporate diverse narratives and perspectives into the North Head's design and interpretation. Ensure that the historical significance of different communities, including Indigenous peoples and various cultural groups
- Shared Reflection: Create spaces that encourage reflection and dialogue, where individuals can engage with the layers of history and shared experiences
- Healing Spaces: Design elements that promote healing and well-being, drawing inspiration from the nature the land, and each other.

Reflection and regeneration

The Reflection and Regeneration design narrative focuses on creating spaces for reflection, contemplation, and healing. It acknowledges the complex history of North Head, including its military past, and provides opportunities for visitors to engage with and learn from this history. It aims to foster a sense of connection with Country and promote healing and regeneration through the integration of Indigenous perspectives, storytelling, and cultural practices.

- Contemplative Retreats: Design secluded areas within the parkland that provide tranquil retreats for visitors to pause, reflect, and reconnect with themselves and the surrounding natural environment
- Ecological Regeneration: Integrate sustainable and regenerative design practices that restore and enhance the ecological integrity of North Head
- Regenerative Infrastructure: Implement sustainable infrastructure solutions that minimize North Head's ecological footprint. Demonstrate innovative approaches that contribute to North Head's long-term ecological cultural health.



Figure 10. Engaged Communities. Source: Yerrabingin



Figure 11. Adaptive Reuse of Built Spaces. Source: Yerrabingin



Figure 12. Seating & Healing Spaces. Source: Yerrabingin



Figure 13. Recognition Through Art. Source: Yerrabingin



Figure 14. For our Country Memorial. Source: For Our Country, Edition Office and Daniel Boyd, Photographer: Ben Hosking

1.5 Harbour Trust strategic direction and purpose of Draft Master Plan

Harbour Trust objectives and outcomes

The Harbour Trust is responsible for the management of sites of nationally and internationally significant cultural, natural, industrial and heritage value located around Sydney Harbour. These places reveal our nation's rich stories and their ongoing connection to First Nations history, provide examples of Australia's first defence gun emplacements, as well as the nation's colonial and industrial past. Many carry Commonwealth, National, and World Heritage listings.

They also provide critical links between the marine harbour habitat and the remnant bushland of Sydney. The Sydney Harbour Federation Trust Act 2001 specifies a series of objectives, and with the recent amendments, these objectives are no longer time-limited but ongoing in perpetuity.

The Harbour Trust's target outcome is enhanced appreciation and understanding of the natural and cultural values of Sydney and the nation for all visitors, through the remediation, conservation and adaptive reuse of, access to, and sharing stories of Harbour Trust sites.

To achieve this outcome the Harbour Trust actively researches and makes accessible knowledge of our multilayered history and stories, including their importance to First Nations people. Through remediation and use, both the sites and their buildings are enlivened through the creation of communities which encourage a sense of place and belonging.

The Harbour Trust also develops relationships and collaborations with community organisations, partners, funders, and supporters. Fostering such long-term relationships requires the Harbour Trust to be responsive, transparent and consistent in its discussions with stakeholders. These relationships and collaborations are important, as the Harbour Trust must currently raise all the revenue required to sustain its activities in operating its network of sites.

Master planning for the Harbour Trust's North Head Sanctuary seeks a narrative to long-term development that:

- Establishes and enshrines the values of place
- Plans for long-term ecological protection and environmental education programming
- Provides a framework for sustainable adaptive reuse of buildings and site activation
- Outlines a long-term vision that conceptualises and illustrates the 'whole of precinct' design principles
- Provides a high-level analysis of key proposed actions
- Informs the Harbour Trust as to capital cost with a detailed order of costing forecast which will include infrastructure needs and upgrades as outlined in *North Head Sanctuary Utilities Advice Report (2023)* by Arcadis.
- Examines enhanced pedestrian access - creates a connected walking place. Consolidates car access, movement, and capacity
- Creates a long-term plan for site regeneration and activation with broad stakeholder and community support
- Educates about the natural environment, and First Nations and military history

Harbour Trust operational mission

To better link its high-level objectives and outcomes to tangible every day work, the Harbour Trust developed an operational mission in 2021-22, with significant input from staff. Its eight key tenets are:

1. Be trusted to manage these iconic sites, and to be relied upon and do what we say
2. Be authentic and knowledgeable about our sites' cultural, natural and heritage values
3. Enliven our sites by their remediation, use of the buildings, and by building a community around them
4. Share stories to enhance, amplify and make accessible the values of our sites and encourage a sense of place and belonging
5. Partner and collaborate to deliver mutually beneficial outcomes with community, that foster long-term relationships
6. Raise revenue through our sites, and with our partners, funders, and supporters to sustain our activities
7. Strive to be an employer of choice, with enabling systems and processes
8. For First Nations people, develop and create a universal place of welcome, supported by deep, long term trusting relationships and exchange of knowledge

The North Head Sanctuary Draft Master Plan aligns with this mission and will support its delivery.

Purpose of the Draft Master Plan

The NSW Government Architect (GANSW) provides general guidance as to the purpose of master planning:

Master planning is a method for defining clear strategies for the physical, economic, and social transformation of places. Planning for change in the physical, social, and economic fabric of places requires an integrated process achieved through the efforts of many – clients, professionals and local communities. Master planning is a fluid and iterative process, with many people contributing to the initial investigations, the proposals as they develop and to their delivery. People – residents, visitors and ultimate users of the spaces and buildings – are at the heart of any master plan.

A successful master plan must:

- *Raise aspirations and provide a vehicle for consensus amongst stakeholders*
- *Take into account likely implementation staging*
- *Fully integrate with the land-use planning system*
- *Enable new uses and opportunities that fulfil the potential of a site without diminishing core site attributes or values*
- *Result from a participatory process, providing stakeholders with the means of expressing their priorities for regeneration*
- *Guide and determine all key future regeneration decisions including stage investment*

A successful master plan will embody a community's collective vision and values to create sustainable places for living, working, and recreation.

Source: GANSW Advisory note V2. 2018

1.6 Statutory framework

The following section outlines the planning framework that will guide the future use of North Head Sanctuary.

Sydney Harbour Federation Trust Act 2001

The objects of the Harbour Trust are set by the Sydney Harbour Federation Trust Act 2001 (Harbour Trust Act), which are to:

- Ensure that management of Trust land contributes to enhancing the amenity of the Sydney Harbour region
- Protect, conserve and interpret the environmental and heritage values of Trust land
- Maximise public access to Trust land
- Establish and manage suitable Trust land as a park on behalf of the Commonwealth as the national government
- Co-operate with other Commonwealth bodies that have a connection with any harbour land in managing that land
- Co-operate with New South Wales, affected councils and the community in furthering the above objects

The Harbour Trust Act defines land that is vested in the Harbour Trust as 'Trust land' and surrounding land (such as the adjoining NPWS Sydney Harbour National Park) as 'Harbour land'. The Harbour Trust Act requires the Harbour Trust to prepare a Plan (the Comprehensive Plan) for Trust land which may also cover Harbour land. The Harbour Trust prepared such a plan in 2003. The Comprehensive Plan recognises the strategic value in including Harbour land as it allows the Harbour Trust to take a holistic approach to its planning.

Environment Protection and Biodiversity Conservation Act 1999

Harbour Trust land at North Head is listed under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) as a National Heritage place and a Commonwealth Heritage place (see Section 1.7 for further details).

At the strategic level, Part 15 of the EPBC Act requires Management Plans to be made for places on the National and Commonwealth Heritage lists (see discussion further in this section).

At the implementation level, all 'actions' on Harbour Trust land must be considered in accordance with the EPBC Act. For actions on Commonwealth land, or by a Commonwealth agency, Sections 26 and 28 of the EPBC Act respectively require approval for actions that have, or are likely to have, a significant impact on the environment or a place's heritage values.

Harbour Trust Comprehensive Plan

The Comprehensive Plan was made under the Harbour Trust Act and was approved by the Minister in 2003. The Comprehensive Plan is a broad strategic plan which sets out a vision for all Harbour Trust sites and includes a process for preparing more detailed Management Plans for specific places, such as North Head Sanctuary.

Section 8 of the Comprehensive Plan sets out the Harbour Trust's vision for North Head Sanctuary. It provides for the creation of a sanctuary at North Head in which the natural and physical resources as well as the cultural and social aspects are managed in a sustainable way by all landholders. The Plan proposes the adaptive reuse of buildings and facilities with new uses that complement the Sanctuary and respect its heritage, balanced with enabling public access to experience the headland's remarkable natural and cultural heritage.

Section 3 of the Comprehensive Plan sets out overarching objectives and policies for all of the Harbour Trust sites.

North Head Sanctuary Management Plan

Harbour Trust Management Plans are site specific plans that refine and detail the site objectives and outcomes established in the Comprehensive Plan. They identify desired outcomes, suitable land uses, and how a site's environmental and heritage values should be protected and interpreted.

The statutory Management Plan for North Head was adopted by the Harbour Trust on 3 September 2010. The Management Plan was also made to satisfy the requirements of the EPBC Act for the management of a National and Commonwealth Heritage place.

The Management Plan may need to be amended to address any substantial changes proposed by the finalised master plan. Any such amendment would be subject to community consultation.

Related Harbour Trust policies and guidelines

The Harbour Trust has a number of general policies and guidelines that guide works and activity at North Head. Relevant policies and guidelines include the Harbour Trust's Reconciliation Action Plan, Corporate Plan, Events and Activations Strategy, Stakeholder Engagement Strategy, Heritage Strategy, Recreation Strategy, and the draft Phytophthora Root-Rot Management Strategy and Best Practice Procedures for Bush Regeneration Activities; as well as the Threat Abatement Plan for disease in natural ecosystems caused by *Phytophthora cinnamomi* prepared by the Australian Department of Environment, 2014.

This Draft Master Plan has been prepared with regard for these policies.

2023 North Head Draft Master Plan

While not a statutory document, the finalised North Head Master Plan will inform the future direction of the place. The implementation of works and activities identified in the Draft Master Plan will be subject to the assessment process described below.

Assessment of actions

The Harbour Trust assesses and approves actions on its lands in accordance with the Harbour Trust Act and Regulations, the EPBC Act, Comprehensive Plan and North Head Sanctuary Management Plan.

The Harbour Trust will consult with the community about significant proposals. In the rare circumstance where a proposed action has the potential to pose a significant impact on the environment or heritage values, then it would also be referred to the Minister for the Environment for further assessment and approval under the EPBC Act.

Plans and policies made under State legislation

The Harbour Trust Act specifically excludes any land owned by the Harbour Trust from the operations of state planning law. This includes State Policies (SEPPs) and Regional Environmental Plans (REPs) prepared by the State Government and Local Environmental Plans (LEPs) prepared by councils.

Notwithstanding this, the Harbour Trust has regard for plans and policies made in accordance with state legislation in order to ensure consistency and best practice. Plans considered by the Harbour Trust include District Plans prepared by the Greater Cities Commission; SEPPs related to Sydney Harbour and Coastal Management; the Manly LEP 2013; plans made under the Rural Fires Act 1997; and supporting policies and plans related to protection of the environment.

NPWS Sydney Harbour National Park Plan of Management 2012

North Head adjoins Sydney Harbour National Park (SHNP). NPWS has prepared a Plan of Management for all of SHNP, including its land at North Head. The Plan of Management outlines the overall strategy for the park, which is the protection and where necessary restoration of the park's natural vegetation, and the maintenance, interpretation and adaptive reuse of important historic places.

Recovery Plans

Recovery Plans made under the Threatened Species Act 1995 that cover species and communities found at North Head include those for the Eastern Suburbs Banksia Scrub Endangered Ecological Community; and for the North Head Long-nosed Bandicoot population. The Harbour Trust will continue to cooperate with surrounding land managers in the implementation of these recovery plans.

1.7 Statutory heritage significance

National and Commonwealth Heritage Lists

The National and Commonwealth Heritage Lists were established under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). The National Heritage list protects places of exceptional natural and cultural significance to Australia regardless of ownership or control by the Australian government. The Australian Government Heritage List protects significant Indigenous, historic or natural heritage owned by the Commonwealth or land leased by the Commonwealth.

- The whole of North Head is inscribed on the National heritage list excluding the North Head Wastewater Treatment Plant.
- 'North Head Artillery Barracks' is inscribed on the Commonwealth heritage list.

Details for both listings can be found on the Australian and Commonwealth heritage databases.

Local Heritage Significance

Places of local significance are listed in Schedule 5 of the Local Environmental Plan. There are a number of places within North Head Sanctuary that are listed on the Manly LEP 2013 (now Northern Beaches Council). These items include:

- North Head Gun emplacements (item no. I181)
- School of Artillery, group of institutional buildings (item no. I184)
- Third Quarantine Cemetery (item no. I186)
- Stone Walls (item no. I182)

Details for each listing can be found on the Heritage Management System's State Heritage Inventory.

NSW State Heritage Register

There are no state listings for or within North Head Sanctuary. The former Q Station to the west of the Sanctuary is a State Heritage item, as is St Patricks Estate to the north. Details for these listings can be found on the Heritage Management System's State Heritage Inventory.

Aboriginal Heritage Information Management System (AHIMS)

Listed under the National Parks and Wildlife Act (1974), there are a number of identified Aboriginal objects and places across North Head.

Conservation Management Plan

Harbour Trust have commissioned several Conservation Management Plans (CMPs) to guide the preservation and management of the North Head Sanctuary site, particularly focusing on specific areas like the former School of Artillery and North Fort Precinct. These CMPs offer detailed insights into the historical and cultural significance of the site's buildings, landscapes, and other features. The CMPs prepared include:

- Dawbin Architects, November (2008), North Head Former School of Artillery, Volumes 1&2. The document has a focus on inventories, precinct division, conservation policies, and adaptive reuse recommendations to maintaining the site's heritage while allowing for its continued use and appreciation.
- Robertson & Hindmarsh Pty Ltd January 2010, North Fort Precinct, North Head. The document was commissioned for North Fort Precinct, specifically focusing on the area east of the stone walls. The CMP included detailed conservation polices and covered the stone walls and the Avenue of Honour.

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NORTH HEAD FORMER SCHOOL OF ARTILLERY Conservation Management Plan VOLUME 1 : THE CORE BUILDINGS



Prepared by
Dawbin Architects Pty Ltd
Architects and Heritage Consultants
Peter Freeman Pty Ltd
Conservation Architects and Planners
Geoffrey Britton
Heritage Landscape Consultant
Noni Boyd
Historical Comparative Analysis
Final Draft 6 June 2008

D A W B I N ARCHITECTS PO Box 5101 Turramurra NSW 2074 HERITAGE CONSULTANTS Tel: (02) 940 5287 Fax: 9440 2430

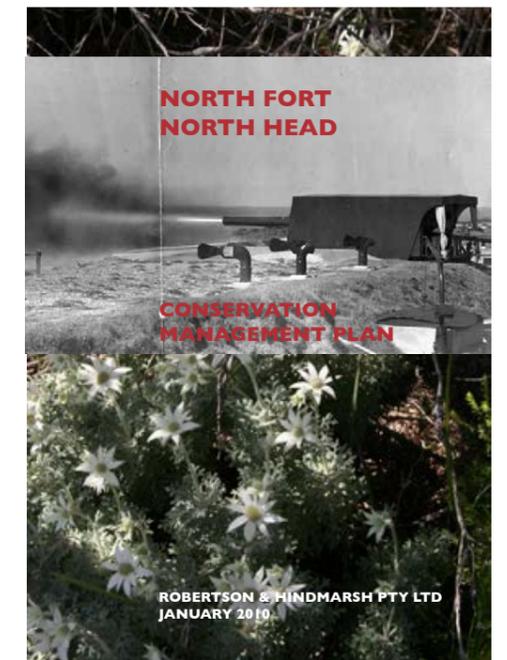
D A W B I N ARCHITECTS PTY LTD

NORTH HEAD FORMER SCHOOL OF ARTILLERY Conservation Management Plan VOLUME 2 : THE OUTER AREAS



Prepared by
Dawbin Architects Pty Ltd
Architects and Heritage Consultants
Geoffrey Britton
Cultural Landscape Consultant
November 2009

ARCHITECTS PO Box 5101 Turramurra NSW 2074 HERITAGE CONSULTANTS Tel: (02) 940 5287 Fax: 9440 2430



2. Overview

Part two is an overview of the Draft Master Plan. It provides the cultural heritage value of the place and the visitor experience that informs the Draft Master Plan and articulates the overall vision of place for North Head.



Figure 15. North Head in the context of other headlands

2.1 Cultural heritage values of place

This section articulates the site's inherent cultural heritage values of place and development of the overall vision of place. These two aspects of master planning are key to the overall long-term future place, how it is managed over time and how most decisions are considered when actions are proposed on the lands. The Draft Master Plan considers that understanding of the site's cultural heritage values (both tangible and intangible) and the natural heritage values of place as critical to decisions in regards to all actions on the headland. Further, master planning considers that the long-term vision of place must support, protect, and act to conserve the cultural and natural heritage values of place.

First Nations Values

The First Nations significance of the place applies to the whole of North Head. It does not end where the cliffs are encompassed by the ocean, nor does it cease at the urban edge continuing across Manly and beyond. The presence of military structures, Q Station, hospital and Wastewater Treatment Plant may change and interrupt the landscape but they cannot diminish the enduring importance of North Head to First Nations people.

Ecological Values

North Head is an ecological island connected to the mainland by a narrow spit of sand. Today it is a window into a greater landscape that once typified Sydney's foreshores and is home to endangered flora and fauna species such as the Eastern Suburbs Banksia Scrub, little penguin and the Long-nosed Bandicoot. This fragile ecological sanctuary is also home to the precious Hanging swamp found along its eastern cliffs. The ecological values of the place are disrupted by the built environment including the Barracks and North Fort Precinct, Q Station, hospital, Wastewater Treatment Plant and various infrastructure.

Military Values

The military places of North Head relate to preparedness for active defence and training for defence when it was used as a Barracks and Fort during WWII, School of Artillery and by the Royal Australian Artillery respectively. The military values are enforced along the eastern side of North Head. To some extent the values also stretch to the cliff edge and the ocean where those stationed here during WWII were keeping watch. The strongest presence of military values at North Head have specific locations and these locations, the Barrack's and North Fort Precinct, are connected by roads elongating the military value along the ridgeline. The military themes can be broken down into four further themes: Defence of Australia, School of Artillery, Social Significance and Commemoration. Like those applied to North Head these values are layered and interwoven.

All Values

The values of North Head Sanctuary are best understood in the context of North Head rather than considered in isolation. The values, First Nations, Ecological and Military, pervade all areas of the headland. The location relevant to the values often overlap or bleed into one another. There are particular areas in North Head where there is a concentration of a value, such as the Hospital, the Q Station, and the Barracks and North Fort Precinct. The First Nations and ecological values pertain to the whole of North Head, including the waters and sky, but there are holes in the ecological sanctuary of the place where there is a concentration of built environment.

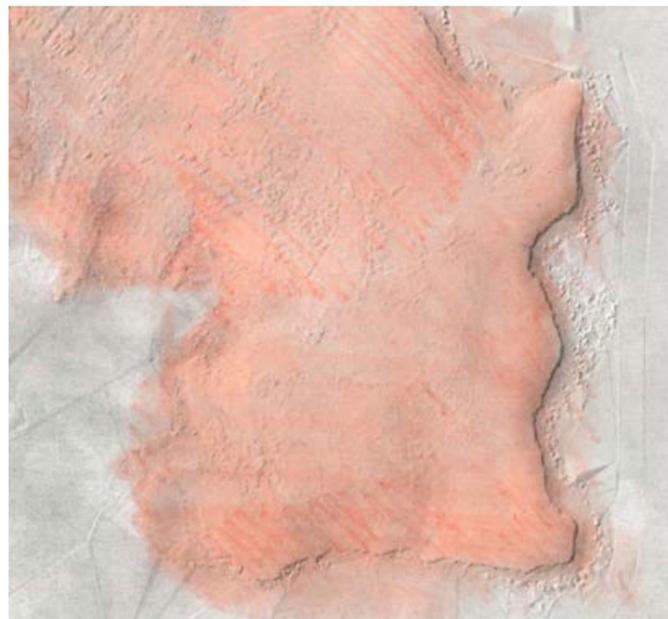


Figure 16. First Nations Values of North Head Sanctuary

First Nations



Figure 17. Ecological Values of North Head Sanctuary

Ecological



Figure 18. Military Values of North Head Sanctuary

Military



Figure 19. Combined Values of North Head Sanctuary

Military Q Station Ecological
Hospital First Nations Ecological (Ocean)

2.2 Visitor experience

The Draft Master Plan aims to create a welcoming and accessible route through the heart of the headland to its tip, that encourages exploration of the cultural landscape and wildlife sanctuary. Through exploration, visitors will have more opportunities to enrich and deepen their understanding of the values of North Head.

These experiences are grounded in a strong sense of the unique attributes of the headland from a cultural, historical and environmental perspective and enhance them and create new opportunities for the activities already underway across the site. They aim to have a light touch overall, adapt and reuse current spaces and infrastructure, are envisaged as collaborations and partnerships, and will be developed with partners and stakeholders.

The locations will vary from the geometric formality of the parade ground through the bushland and the headland's high points, to the stellar lookouts of the southern end of North Head, to the meandering and less definition of North Fort.

1. Welcome, arrival and orientation
2. Parade Ground, Main Barracks building and Sergeants Mess activation
3. Makers and Restoration Precinct
4. First Nations cultural practice and connecting with Country
5. Environmental education, interpretation and research
6. Exploration of Defence of the Nation in WWII
7. Enhanced food and beverage
8. Looped walks that explore values and enrich understanding

These key spaces have been envisaged as stops on the journey through the headland and open up the opportunity for loop walks and detours so that visitors can deepen their understanding, following their interests. Indicative experiences are captured on the following pages.

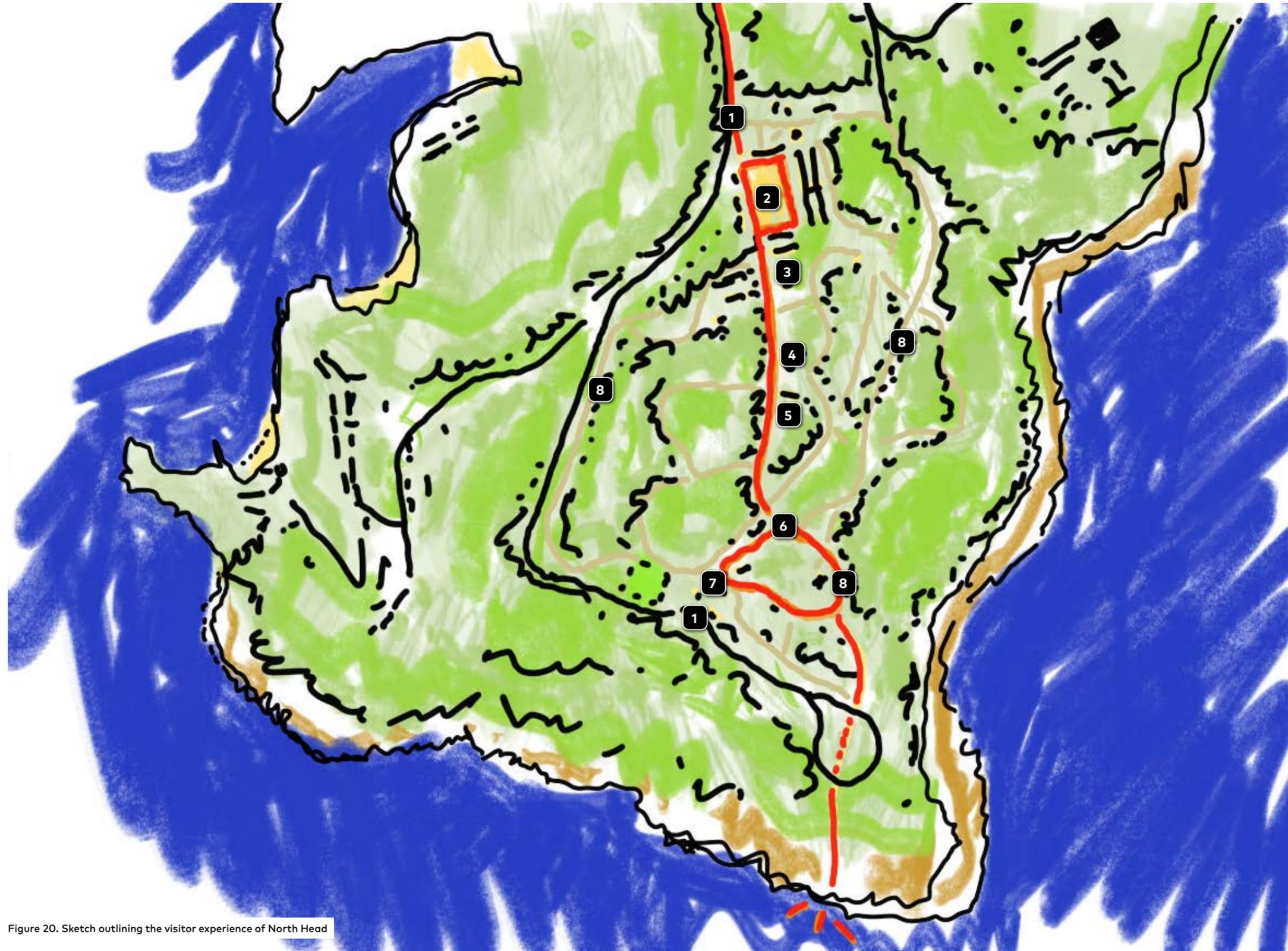


Figure 20. Sketch outlining the visitor experience of North Head

2.2 Visitor experience



Welcome, arrival and orientation

Signalled on approach with new signage and wayfinding that takes a whole of headland approach, the Barracks Precinct's will become the "Front Door" to the experience of the headland through transformation of the vehicle and pedestrian access

The proposed separation encourages visitors to walk through the Gate House via a pedestrianised shared walkway through the site. A vehicle drop-off and shuttle bus system will enable all to move through the site.

A secondary arrival point from the south is located at North Fort Precinct where vehicle movement has been slowed down with a shared zone allowing pedestrian priority to enhance the safety.



Revitalised parade ground

The Parade Ground and Main Barracks building will provide activation to the precinct with a small number of large and medium events that are sensitive to the values of the headland, predominantly during the day with an evening curfew. It is proposed that the parade ground will be softened at its edges to promote its use as public domain and to allow for passive and regular recreation and activation.

In recognition of the fragile environmental values of North Head the 2023-2028 Events and Activations Strategy limits events to the Barracks Precinct only, for specific periods of the year and with operational hours finishing at 9pm to reduce noise and light disturbance to the nocturnal animals. The number of events would be capped at two large events per year capped at up to 3,000 people per event day and two medium events per year capped at up to 2,000 people per event day. Additionally, no more than two large/medium events running for more than three days (such as a regular market or concert series) are proposed.

Smaller activations such as guided tours and educational programs will run across the entire year across the site in daylight hours. Our priorities for activations and events are to secure partnerships and acquire events with a focus on First Nations, Cultural, Heritage and Environmental experiences.



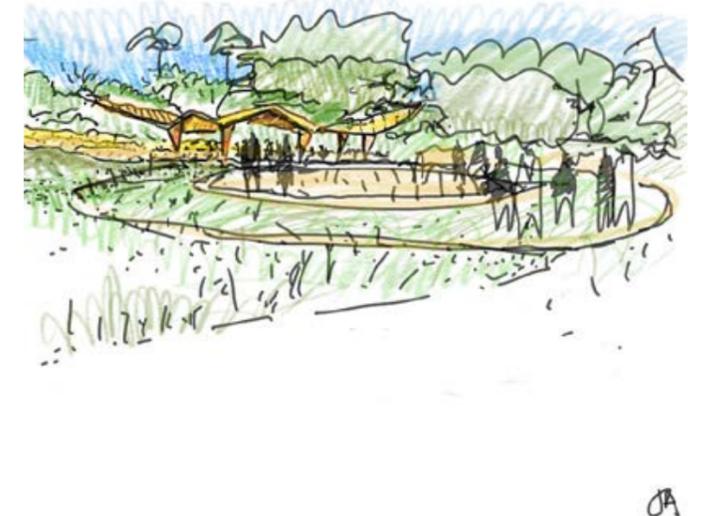
Restoration workshop and Makers place

A series of connected courtyard spaces, shelters, sheds and public spaces for a mix of creative, volunteer and veteran uses.

The Restoration workshop and Makers place is proposed as a mixture of hard landscaped space for passive recreation that can also be used for small events in relationship to the workshop spaces, while also providing for non-public space for safe working. The relocation of sheds from other parts of the headland to this area will be explored for adaptive reuse.

The existing vegetation and buildings will be retained and protected with new footpaths constructed to provide improved pedestrian connections to the precinct.

It is noted that the Sergeants Mess Building does not form part of this proposed activation strategy.



First Nations cultural practice and Connecting with Country

The space at the heart of the headland which is at the highest point of the site has been set aside for a future space to be developed in collaboration with traditional owners.

Potentially including an elevated viewing structure for Country emerging from the bush to see sky, land and water - a space for the First Nations interpretation of values of story, language and place. Imagined for predominantly day time use on Country with potential sheltered space and amenities at the centre of the site.

This area could include public facing elements and be a place for gathering, learning and cultural practice on Country.

2.2 Visitor experience



Environmental education, interpretation and research

Adjacent to the First Nations cultural practice space it is envisioned that the existing buildings/sheds will be adaptively reused for an enhanced nursery supporting the sanctuary, research, and ecological work on site. This suite of buildings also includes public facing spaces for education purposes and to tell the story of North Head's important geology and ecology, including the Eastern Suburbs Banksia Scrub community, threatened animal species and successful reintroduction, together with the water courses and Hanging Swamp.

The Centre will include safe and well maintained outdoor spaces that bring the outside in providing amenities, a hub for volunteering, and a starting point for exploration of the boardwalks to different habitats.



Exploration of Defence of the Nation in World War WWII

In the 1930s a system of defences was introduced along the East coast to protect Australia's largest city and base for the Military from attack, with North Fort at its centre.

In 1942 the nation was attacked by Japanese submarines which bombed the Eastern Suburbs and entered the Harbour. North Fort is home to the memorial to that attack and retains the most complete set of tunnels and gun emplacements.

The memorial walk will be enhanced and linked to the fort as a loop walk, and immersive tours of the tunnels, plotting room, observation posts and guns with soundscapes and activations will become a must-see destination. For those who prefer to remain on the surface or have mobility issues, a new structure set in the landscape, like the dug in emplacements, will tell the story of the attack, and its impact, including why the defensive guns were never fired. This new space will also provide enclosure for wet weather for the associated events and ceremonial use.



Enhanced food and beverage

The existing grassed area in the southern portion of the site is proposed to be upgraded to become a secondary point of entry, with pedestrian priority and additional areas for food and beverage, visitor services, sale of souvenirs and informal recreation and social events.



Looped walks that explore values and enrich understanding

The existing roadway will be reworked to become a north-south shared walking track for pedestrian and cycling route to connect and access the variety of experiences that North Head offers from the archway to the lookouts at the southern tip. There will be a shuttle bus for users, particularly those with mobility needs, potentially developed in partnership with the managers of the headlands sites. The route will contain generous footpaths with planting and seating and small gathering spaces.

To support the primary spaces and major pedestrian connections, a series of existing walking tracks will be reconfigured as looped trails with new wayfinding signage to link the experiences, encourage exploration to increase permeability and connectivity.

3. Draft Master Plan

Part three illustrates and describes the Draft Master Plan. It sets out the key actions proposed and the design response to the component parts of the Draft Master Plan.

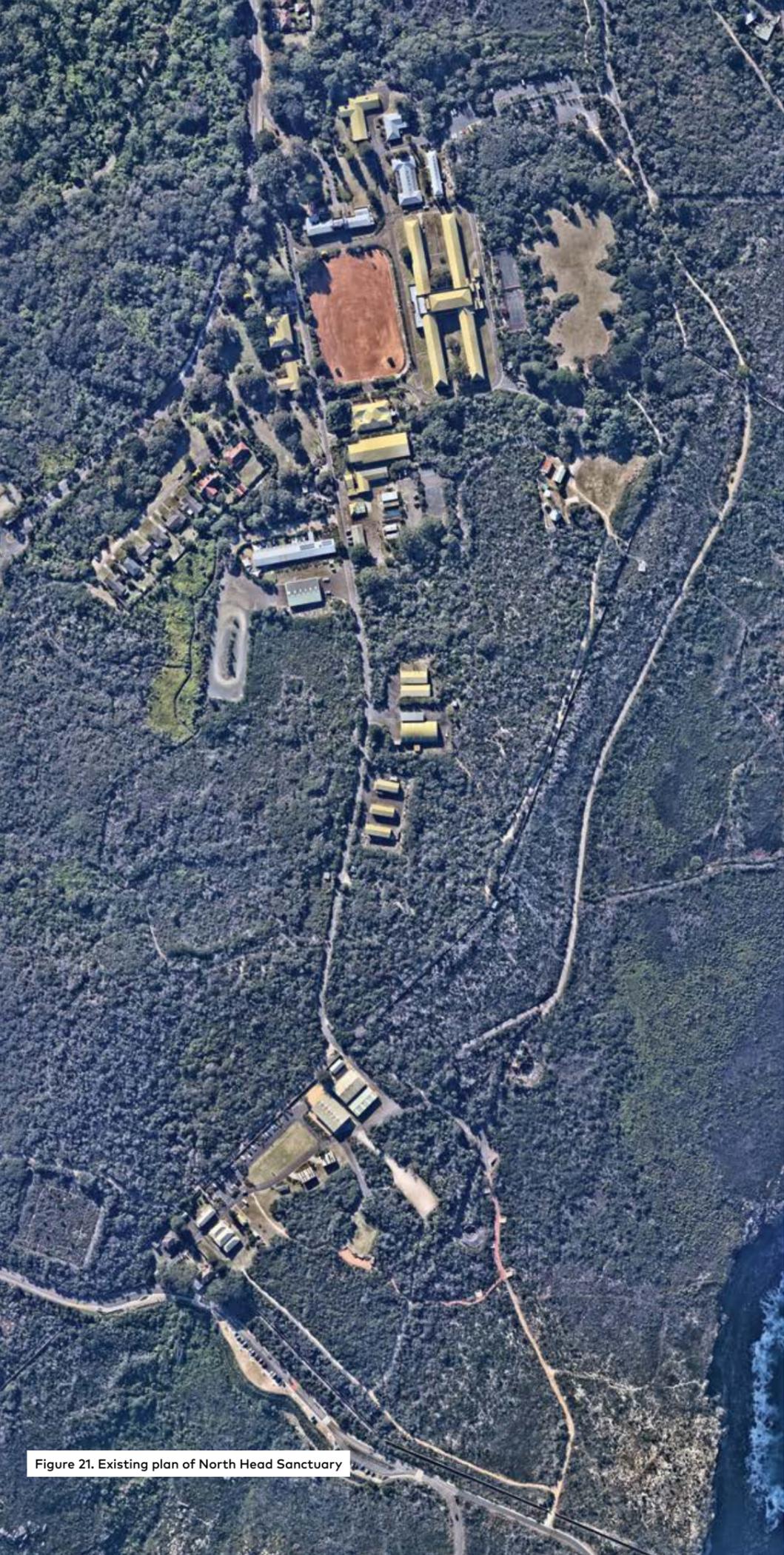


Figure 21. Existing plan of North Head Sanctuary



Figure 22. Proposed plan of North Head Sanctuary

3.1 Barracks Precinct

The Draft Master Plan recognises the tenants already working at, living in and activating the Barracks Precinct. Changes to the Precinct will focus on providing greater amenity, opportunities for activation through adaptive reuse and a defined access point and arrival experience to North Head as a whole.

The Draft Master Plan will achieve a balance between the cultural landscape of grassed areas and formal plantings with the sites' endemic ecological values by supporting volunteers' work in revegetation and preservation works while also acknowledging the military history of the site.

Additionally, through considering the principles of water sensitive urban design in the Barracks Precinct, the Draft Master Plan proposes revitalising the sedgeland, a historical native feature of the site, to enrich the ecological services of the precinct.

Through the reinvigoration and remediation of the Barracks Precinct landscape, foot tracks and built forms, the Precinct can simultaneously be activated while retaining its character and allowing visitors to experience the former School of Artillery as the soldiers experienced and used it.

Proposals within the Draft Master Plan at Barracks Precinct are outlined below.

1. **Reconfigure Main Site Entry.** Establish a clear welcome and sense of arrival. Design to separate vehicles and pedestrians
 - In design phase examine and test the reconfigured main site entry to Barracks Precinct car park. The existing entrance into the Barracks Precinct has been reconfigured to separate the access of pedestrians and vehicles into the site. Removing public vehicle access to the Barracks Precinct will limit vehicle movements around the Precinct and along the shared walkway for pedestrians and bicycles, with the exception of tenants and specific service vehicles. The one-way loop will exit vehicles onto Bluefish Road. The proposed vehicle entry will consider coach loop route and drop off zone
 - Strengthen the Gate House as the main pedestrian entry threshold to the Precinct. Adaptive reuse of the building to house public facing functions of site management, visitor orientation and services, interpretation and food and beverage
 - Pathway from Shelly Beach to link up with the main entry to the Gatehouse. The landscaping around the entry threshold will be welcoming and sympathetic to the heritage values of the Barracks precinct through formal planting design

2. **Parade Ground and restoration of Main Barracks building.** Limited change is proposed.
 - In design phase examine providing movable planters and street furniture to improve amenity as a place for day-to-day use for the Parade Ground
 - Parade Ground utilisation for public events and can be a venue for ceremonial occasions including commemoration of military values
 - In design phase examine adaptive reuse and restoration of Main Barracks building
 - New car parking at rear (east) of Main Barracks building. In design phase examine new road connection from existing main car park to the proposed additional angled parking along the back of Building
3. **Restoration workshop and Makers place.**
 - Consolidate on site production, workshops and restoration functions building on existing volunteers and tenancies
 - In design phase examine relocation of the ARMCO restoration workshop and one existing shed building from North Fort Precinct to this zone
4. **Establish access around the Barracks Precinct as a shared zone.** This will allow a pedestrian priority environment
 - The proposed shared zone around the Parade Ground allows a loop that has interface with the four buildings arranged on the two axis of the Parade Ground that is a venue for ceremonial occasions and activities in the middle
 - Shared walkway for pedestrians, cyclists, service vehicles and circuit shuttle which will move visitors through the site. There will be a change of material and paving to indicate the shared zone
 - The Barracks Precinct car park will serve as an appropriate pick up/drop off location.
 - Seating and amenities will be provided for visitors along the shared walkway for pedestrians and bicycles
5. **Habitat and ecological rehabilitation**
 - Maintain and protect sensitive areas of high ecological value



Figure 23. An overview of the key proposed actions within this Draft Master Plan - Barracks Precinct

3.1 Barracks Precinct

Traditionally, parade grounds are places that embody and symbolise "holding ground", places where troops would gather formally for ceremony or use for various informal or functional purpose. As a significant place in its own right the North Head Artillery Barracks Parade Ground demands sensitivity and carries limited tolerance for permanent change. The Parade Ground plays a pivotal role in precinct planning, a formal space serving as open public domain, the first space in the proposed shared walkway and a space to be used for events and public enjoyment.

Masterplanning considers the Parade Ground as an important space designed to seamlessly transition between event mode and day-to-day mode. Events on the Parade Ground will continue, enabling a diverse range of programming and ceremony to take place. In its day to day condition the Parade Ground presents a somewhat barren place with limited shelter or amenity. Masterplanning considers that in design, examination of the green perimeter curtilage is examined and may be enhanced so that the space continues to evoke its military formality and symbolism whilst providing greater public domain amenity in day to day use. To adapt to various occasions, movable planting could be considered, allowing for a flexible

landscape. The creation of gardens of remembrance in each corner could also be examined providing enhanced green edges. Further, temporary shade structures could be considered, ensuring the space remains flexible whilst improving shelter and amenity.

Pedestrian access through the site will be prioritised through shared pedestrian paths. These walking track facilitate the primary strategic and thematic movement pattern through the site with the Parade Ground and Gatehouse forming one end of the main movement shared walkway for pedestrians and bicycles that connects the Barracks Precinct and North Fort Precinct.



Figure 24. Indicative illustration of the Artillery Barracks events



Figure 25. Indicative illustration of the Gatehouse

3.2 Central Precinct

The Central Precinct will be revitalised to create an engaging and activated sanctuary **heart** that centres itself in Country. The precinct will celebrate the First Nations cultural significance and ecological value of North Head, while incorporating a variety of community places where vibrant cultural activities can be ongoing.

This precinct is central to the site, being located on the main access shared walkway for pedestrians and bicycles that connects the Barracks Precinct and North Fort Precinct. It is hence perfectly located to form a bridge between these distinct characters to create a cohesive sense of place.

Proposals within the Draft Master Plan at Central Precinct are outlined below:

1. Activation and amenity along the shared walkway.

There will be public facing activated spaces along the shared walkway with appropriate functional uses that celebrate the values of the site and utilise the existing assets.

- Central bush walk circuit has a focus on providing an educational and learning experience, telling the stories and values of the site. The circuit will take the visitor along the shared walkway to the proposed First Nations Cultural Space and Ecology and Environmental Centre, while experiencing several important military heritage remnants
- Shared walkway for pedestrians and cyclists
The shared walkway will provide a pedestrian priority activated walking place that will link Barracks Precinct to North Fort Precinct
- The shuttle bus will move visitors through the site with drop-off zones along the shared walkway. Service vehicles allowed
- Seating, gathering spaces and amenities will be provided for visitors along the shared walkway.

2. First Nations Cultural Space.

A focus on First Nations Cultural Space at the heart of the site

- At the highest points of the site, proposal considers a new, purpose built building to house First Nations cultural practice, multi purpose community facilities and dedicated education programs
- In design phase the intent is to develop this program of functions in collaboration with Traditional Owners. Additionally, design may examine an elevated platform lookout that enables views of North Head and detailed First Nations interpretation 'story of place' program. This proposal includes the relocation of the ARMCO shed.

3. Ecology and Environmental Centre.

Adaptive reuse of existing buildings to accommodate the co-location of education, North Head Sanctuary Foundation, management of biodiversity, research programs and enhancing the current nursery

- In design phase examine removal of cladding and conversion of existing structural frames to glasshouses for nursery greenhouse functions

4. Operational space and site storage facility.

Consolidate operational and back of house functions to this zone

- In design phase examine relocation of existing shed buildings around the site to service operational functions. This area is to consider solar PV array generation and battery storage facilities
- The design response will consider the interface with the adjacent wetlands.

5. Protect and enhance existing walking tracks and important lookouts

through signage and wayfinding and creating a journey of experiences

- In design phase examine this area for potential to set aside for education programs
- Opportunity to enhance interpretation of the Battery Observation Post, Counter Bombardment Observation Post and Plotting Room. The remains of structures associated with the Observation Posts and Plotting room are located along the proposed central bush walk circuit, for visitors to experience how the observation and communication infrastructure is crucially linked in the Defence of Sydney
- Examine trail access from the Restoration workshop and Maker's place to the East of the site. This would be beneficial for uses such as the potential for camping. The remains of structures associated with the Counter Bombardment Observation Post are located along the proposed trail, as a place for visitors to experience
- Preserve and protect Hanging swamp through controlled access and conservation of ecology
- Conserve and protect remnant and endangered Sedgelands vegetation community which are a vital part of the North Head ecology.

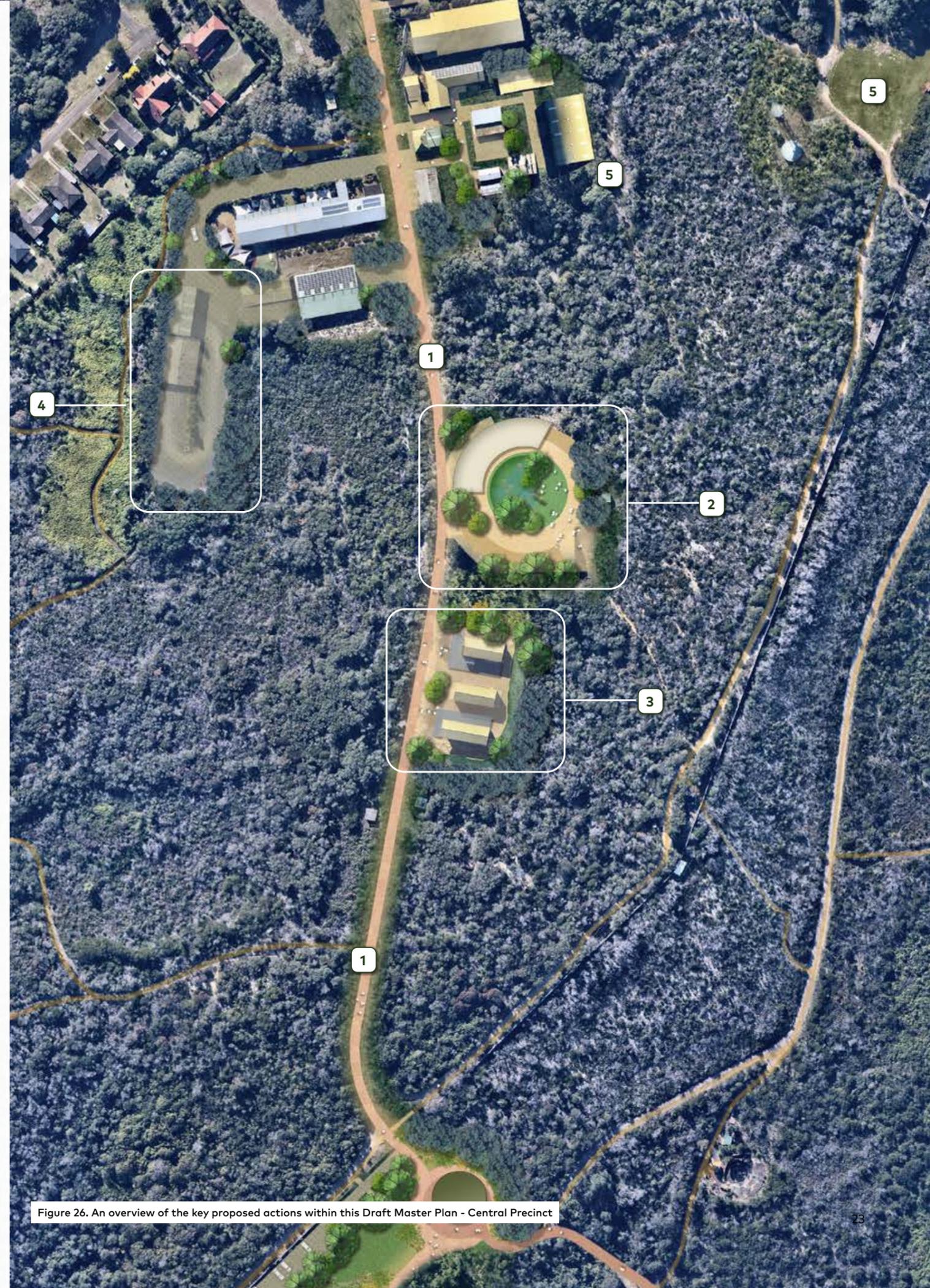


Figure 26. An overview of the key proposed actions within this Draft Master Plan - Central Precinct

3.3 North Fort Precinct

North Fort Precinct contains the most intact of the 9.2 inch coastal batteries in NSW. It retains the perimeter walling, gun battery, most of the functional support buildings and remnants of the communications network and drainage system directly associated with the pre-World War II North Head Fort which was the last stage of the artillery-based coastal defence of Sydney Harbour.

The vantage point from this position will look towards the harbour, allowing visitors to appreciate the surrounding landscape while reflecting on the defence of Sydney stories.

Proposals within the Draft Master Plan at North Fort Precinct are outlined below:

1. **'Defence of Nation' Interpretation Space.** Positioned on the crest of the hill, this space will be sensitive to the nature of its surroundings and sense of place
 - In collaboration with the Australian War Memorial, a new partly subterranean structure emulating camouflaged gun emplacements and slotting into landscape will develop the interpretation program for the North Fort Precinct. The position will replace the relocated industrial sheds for a space that is dedicated to sharing the stories of the nation's defence, promoting the ongoing ecological restoration of the surrounding environment.
2. **Gun emplacements and Memorial Walkway Loop pathway.** The loop circuit is a heritage walk that incorporates and enhances the Australia's Memorial Walk, and World War WWII gun emplacements
 - Gun Emplacements and Tunnels. Enhance public access, safety and interpretation of this significant military heritage
 - North Head Sanctuary lawn will be encouraged for passive recreation use, visitor lookout point and Defence of Nation commemoration events.
3. **Enhance Interpretation of Third Quarantine Cemetery**
 - A controlled walking route to, and interpretation of, the Cemetery will be enhanced to maximise secure and safe public access and link more clearly to the Q Station on the west of the headland.
4. **Enhance Pedestrian safety and the sense of place.** Two key objectives clash at the southern Scenic Drive entry to the North Fort Precinct: (i) separating vehicles and pedestrians to enhance safety (ii) retention and adaptive reuse of heritage assets. The entry condition for vehicles is narrow off Scenic Drive whilst there appears limited scope to alter or remove heritage fabric that would enable change to the road entry condition. Masterplanning has not resolved this condition as it requires detailed design

options that must include civil and road design and review of heritage fabric tolerance for change. Within this context, masterplanning proposes that in design phase detailed examination of significant public domain improvement to the zone between the existing buildings is undertaken with a view to separation of vehicles enabling improvement to pedestrian safety as follows:

- Examine vehicle entry from Scenic drive to the existing stone wall gate within context of pedestrian safety
 - Consider and conceal back of house functions to food and beverage. Consider enhanced food and beverage capacity of offer within design
 - Examine tolerance for change of heritage buildings. In design phase examine removal or adaptive reuse of the western domestic building to house public facing functions of site management, visitor orientation and services, interpretation and food and beverage
 - Beyond the formal gate entry, examine alteration of the road to separate cars and pedestrian movement
 - There is limited change proposed for the North Fort Precinct car park. Establish landscape buffer to east of car park to visually obscure parking area. Introducing native trees and vegetation on the edge of the car park will screen any views of the car park from the central garden space of North Fort Precinct
 - The potential shuttle bus will service the shared walkway enabling visitors to journey from Barracks Precinct to North Fort Precinct. The North Fort Precinct car park will serve as an appropriate pick up/drop off location.
5. **Enhancement of North Fort Precinct through native endemic planting and landscaping**
 - Landscaping of North Fort Precinct to highlight the natural beauty of the surrounding vegetation and area through the use of endemic plant species and circulation paths. An open lawn will also be provided to add valuable amenity to North Fort Precinct and can be programmed to serve various public functions
 - Due to the pedestrianisation of North Fort Precinct central space, there is no longer vehicle access to this cleared area. This provides an opportunity to increase biodiversity, enhancing and conserving the ecological values of the site.



Figure 27. An overview of the key proposed actions within this Draft Master Plan - North Fort Precinct

3.4 A Walking Place

Thematic Exploration

North Head is a landscape that offers a diverse range of experiences and environments. Therefore, developing immersive thematic circulation networks throughout the landscape is a critical aspect of this Draft Master Plan. These networks are organised to take visitors through the highlights of North Head in the heart of the headland, and through linked routes, invite deeper exploration of the natural and heritage values of the site. Interpretation will be light touch to minimise visual clutter, with consideration of geolocated digital interpretation through visitors own devices.

These experiences will range from intimate interactions with nature to grand and open vistas, while other routes lead to historical installations or through places of cultural significance. Each of these routes will also feature unique and distinct landscape elements which will contribute to an intuitive sense of navigating through the site.

The existing shared cycle route will be retained, and enhanced with new wayfinding signage, and links to access points at Barracks Precinct and North Fort.

Bondi to Manly Walk – North Head provides some of the most dramatic vistas of the 80km long-distance walk from Bondi to Manly. The walking route will be retained and integrated into the new wayfinding and signage, giving the long-distance walkers the opportunity to dive deeper into areas of interest through sidewalks along their journey.

Shared walkway and options for return – through improved arrival, pavements and pedestrian-friendly management the North Fort service road will be transformed into the main route for visitors to explore North Head, running from the Gatehouse south to the Burragula lookout and passing through the Barracks, Central and North Fort precincts. The route will also be shared with cyclists, and options for bike hire will be explored. A shuttle bus would support those with mobility issues, or who wish to get a ride back after walking across the headland, and for those who wish to return by a different route, the Avenue of Honour, or western walk to the Third Quarantine Cemetery and back through the bush boardwalk will be encouraged as options.

Experiences along the shared walkway consist of entry to North Head, Gatehouse, Parade Ground, Restoration workshop and Makers place, First Nations Cultural Space, Ecology and Environmental Centre, NICOH Range observation post, underground plotting room, Defence of Nation Interpretation Space, North Fort Precinct, Third quarantine cemetery, and Burragula Lookout and Yiningma Lookout.

Bush walk – starting and finishing at the new environment centre once completed, the bush walk winds west through the biodiversity of the Eastern Suburbs Banksia Scrub and then east through the magnificent Hanging Swamp, giving visitors a sense of the different habitats, and providing opportunities to see different flowering seasons, and bird and insect life of the headland.

Some experiences along the walk consist of Restoration workshop and Makers place, remnant Sedgeland vegetation, Eastern Suburbs Banksia Scrub, Defence of Nation Interpretation Space, Ecology and Environmental Centre, First Nations Cultural Space, hanging swamp, Counter Bombardment Observation Post, Former Hockey field, and Former Oval.

North Fort heritage walks – starting from North Fort, two linked walks can be explored. The first, the Memorial circuit, is to remain as before. The second, the Defence of the Nation walk, takes visitors through the sequence of gun emplacements built for the 2nd World War and gives insight into how they were used. From the Close Observation Post, to the Plotting Room and the Guns emplacements, this walk is best experienced as a guided tour for those without mobility issues when the tunnels can be accessed, but at all times the surface route will be marked for all to explore.

Some experiences along the walks include the NICOH Range observation posts, underground plotting room, Defence of Nation Interpretation Space, Flag Post and Lawn, tunnel network entrance, start of Memorial Walk, Sanctuary Lawn and lookout, No.1 and No.2 Gun Emplacements, Barrel Display and Avenue of Honour, and Close Defence Observation Post.

Quarantine walk – this walk provides visitors with the opportunity to visit the only one of the three quarantine cemeteries that is open to the public. Visitors can experience the dramatic lookout to the harbour, and then walk down to the Q Station itself and explore its rich history, and learn about its many occupants who had to stay there on arrival to Australia. We aim to build links with the operators of the Q Station, to encourage more use of our neighbouring sites by visitors.

Some experiences along the walks include the Third Quarantine Cemetery, Harbour lookout, northern lookout, entry to Q Station, and Q Station Wharf.

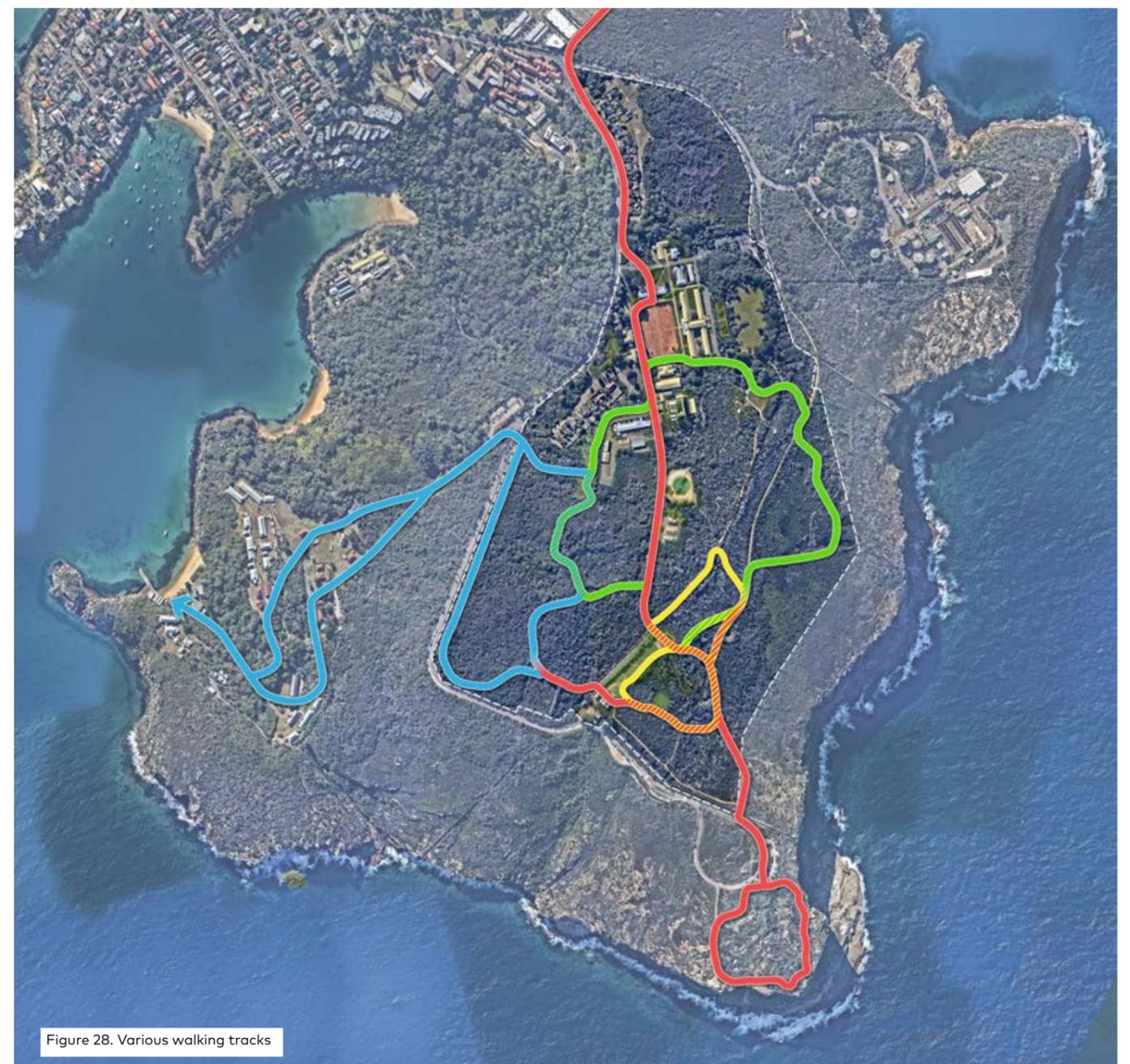


Figure 28. Various walking tracks

- Shared walkway and options for return
- Bush walk
- North Fort heritage walks
- Quarantine walk

3.4 A Walking Place



Figure 29. North Head Sanctuary hanging swamp. Source: Sarah Nyugen



Figure 32. Lone Pine, Australia's Memorial Walk, North Head Sanctuary. Source: Stephen Fabling



Figure 33. Entrance to Australia's Memorial Walk, North Head Sanctuary. Source: Dave Swift



Figure 34. North Head view to city. Source: Harbour Trust



Figure 30. Walking track at North Head Sanctuary. Source: Harbour Trust



Figure 31. Entrance to new Headland Park Walkway. Source: Stephen Fabling



Figure 35. Third Quarantine Cemetery, North Head Sanctuary, Manly. Source: Zakarij Kacmarek



Figure 36. Plotting Rooms at North Fort. Source: Harbour Trust

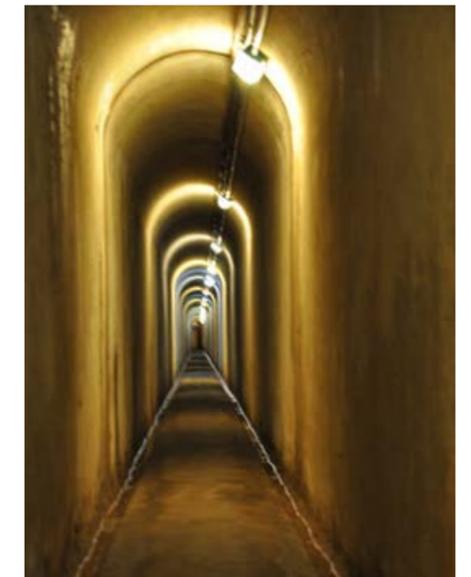


Figure 37. Tunnels at North Fort. Source: Harbour Trust

3.5 Vehicle access and movement

Due to the range of the current and expected users and activities within and surrounding the precinct, the transport and access demands vary in relation to:

- Seasonal dependent activities and use
- Time of day/night and days of week
- Operational hours spikes related to commuter arrival and departure times.

Regarding improvements of the vehicle and pedestrian requirements for future use and activation, the following areas are considered:

- Constrained land area
- Multiple existing users / uses
- Future use and users
- Reconfigure the vehicle access - create a walking place

External movement

The existing external vehicle movement will remain as is with the opportunity of connecting the movement from the north and south bus stop. This allows drop-off for the public at the entrance of Barracks Precinct and North Fort Precinct. This opportunity will enhance the introduction of the Gate House as the address for the northern end of the site.

Internal movement

The proposal limits vehicle movement, private vehicles and service vehicles to the perimeter of the site, using existing walking track and introducing consolidated entries to separate pedestrians from vehicles.

Barracks Precinct

The proposed vehicle entry to the Barracks Precinct has been separated from pedestrians to allow a one way system from the Scenic Drive to the existing car park. This system also allows drop off zones for visitors to the Gate House. The car park can also be accessed by Bluefish Road. The Draft Master Plan has introduced a service lane on the eastern side of the built forms to allow vehicles to access the eastern edge of Main Barracks building for loading and car park.

North Fort Precinct

The existing North Fort Precinct vehicle entrance has been reconfigured to slow vehicle movement and allow pedestrian priority within a shared zone at the entrance of the site, taking the vehicles to the perimeter beyond the gate and keeping the central space of North Fort Precinct to pedestrian.

Shared zone

The proposal of the shared zone allows a pedestrian priority environment throughout the site. The shared zone will also cater to service vehicles and a shuttle bus which will move visitors through the site with drop-off zones along the shared walkway



Figure 38. Proposed vehicle access and movement within North Head Sanctuary

External street network 

Internal existing and proposed vehicle movement 

Internal proposed primary shared zone 

Internal proposed secondary shared zone 

Existing bus stop 

North Head Sanctuary Draft Master Plan

3.5 Vehicle access and movement

Car parking

Due to the highly variable activity and occupancy of the precinct and surrounds, improvements proposed within the Draft Master Plan should be considered in the context of minimising the impacts of private car parking and movements in-line with the higher-order objectives within the Statutory Framework.

The primary forms of access and movement associated with North Head Sanctuary is considered in the following key access modes of transport:

- Road network and access
- Car parking
- Walking
- Public transport
- Cycling

The Draft Master Plan has proposed a consolidation of the car parks where possible.

Existing main car park

The existing car park to remain as is, with the potential to increase spots where possible.

Proposed Main Barracks building car park

The potential to design additional car parks on the east of Building 1 for visitors and users of the site. This zone can be utilised for service vehicles and temporary parking.

Reconfigured overflow car park

The existing overflow car park will house the new operational space and site storage facility and services for the site.

Reconfigured North Fort Precinct car park

The Draft Master Plan has reconfigured the car park to minimise the visual effect on the visitor experience to the site. A row of car park on the western edge with landscaping and trees to buffer the view to the east.

Existing North Head Scenic Drive (NPWS) car park

Recently reconfigured car park on NPWS to remain as is.



Figure 39. Master Plan outlining the car parks within North Head Sanctuary

4. Guidelines

Part four provides guidelines, strategies and explanatory diagrams in relation to the Draft Master Plan for North Head.



Figure 40. View from North Head Hanging swamp. Source: Elena Mehrabani, TURF Design Studio

4.1 Proposed landscape and public domain strategy

A sanctuary at North Head, both for the flora and fauna as well as a retreat. This Draft Master Plan seeks to regenerate North Head by emphasising its unique natural landscape and different layers of history such as Aboriginal occupation and significance as well as the military occupation and built forms to interpret in an integrated manner expansion of the habitat and reinvigoration of bushland.

The sense of sanctuary will be enhanced by activity in core areas of the former School of Artillery and Central Precinct and carefully managing and minimising traffic and parking in a manner subservient to the viability of the natural landscape, and in particular, the endangered species.

- The North Head Draft Master Plan values both cultural/historic elements and natural features and celebrates numerous picturesque views which combine with sandstone walls and other structures to create sites of interest and focal points within the landscape
- The Draft Master Plan proposes to provide a coherent character and link and activate the three main precincts through a shared walkway for pedestrians and bicycles with a focus on the unique and fragile nature of North Head.

The hanging swamp is a remnant of the ecological character through nature's restorative work and the ecological system provides valuable habitat for the endemic flora and fauna of North Head.

- The Draft Master Plan will consider the story of water to weave through the site and connect areas of historical and present hydrological significance
- Principles of water sensitive urban design will be integrated into the landscape and allow for the capture of run off water and its reintegration back into the site through native vegetation regeneration to increase water retention, groundwater filtration, and pollutant remediation.



Figure 41. Banksia Serrata at North Head

Ecological conservation and sustainability

Care for the unique environment of North Head and create a Sanctuary both for the flora and fauna where you feel connected and immersed in nature.

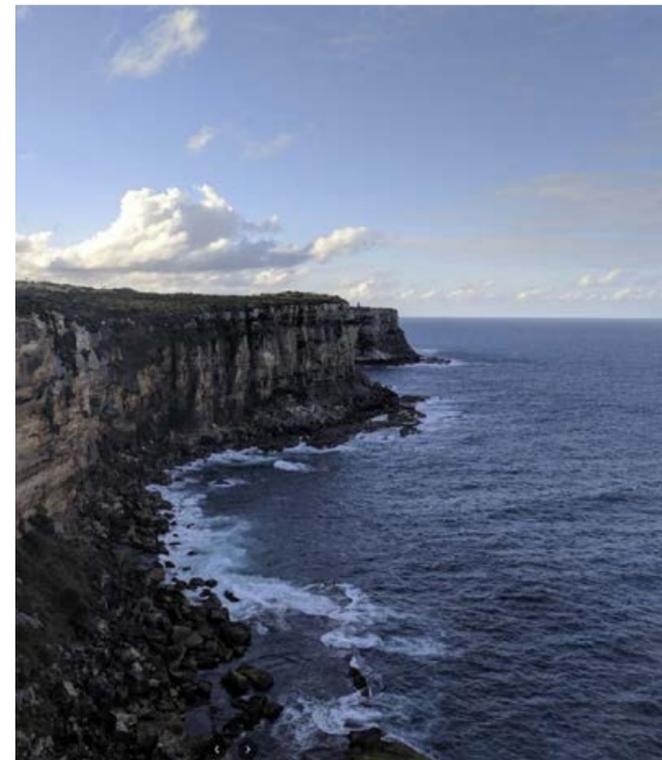


Figure 42. North Head Bunker Ledge

Unique sense of place

Interpretative and respectful interactions with nature and the heritage values of North Head will provide a memorable experience activating and creating a unique character for each precinct in a holistic approach with a focus on ecological values.

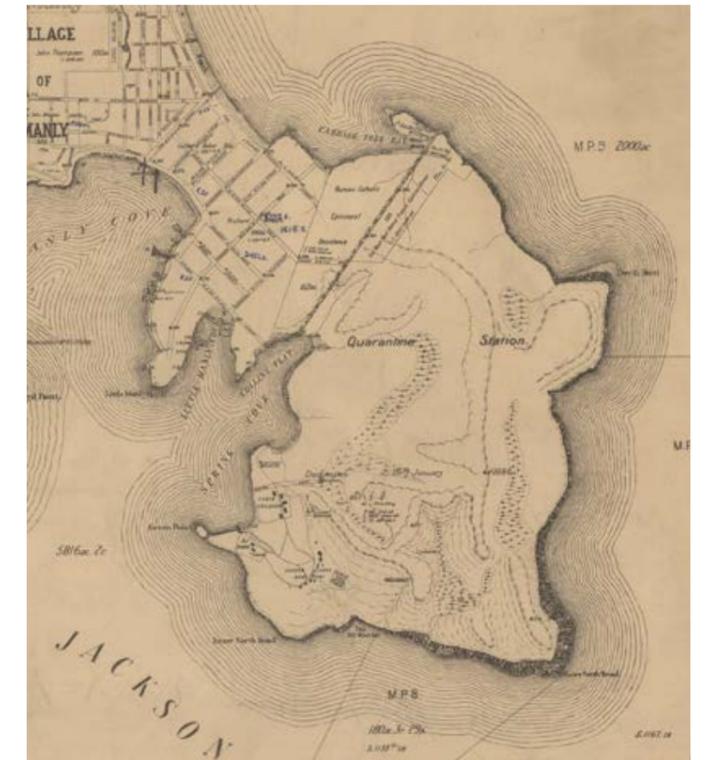


Figure 43. Parish of Manly Cove. Source: Department of Lands

A walking place

North Head is a unique Landscape that showcases both the intimate and grandeur of nature reflecting many layers of history from Aboriginal occupation through European settlement to the landscape of today.

Weave together the site's many narratives and ecological values by telling stories from Country to present day

4.1 Proposed landscape and public domain strategy

Ecological conservation and sustainability

The North Head landscape in Sydney is home to unique and endangered vegetation communities and animal populations. However, the introduction of invasive or exotic species, changes in the site's hydrology and lack of fire management, the bushland of North Head has become a fragile ecosystem that requires a careful management practices. Master planning considers the vulnerable natural heritage values as of critical importance in the conservation and protection of these fragile ecosystems and attributes comprising the following:

- Maintain and protect sensitive areas of high ecological value by strategically managing pedestrian and vehicular access to the bushland
- Prevent disturbance to regeneration areas
- Improve ecological connectivity (no further fragmentation and encroachment)
- Collaborate with land managers, community groups and volunteers to promote conservation, restoration and bush care programs
- Work with relevant authorities and indigenous groups to integrate cool burn management of the site to promote the natural cycle of fire and regeneration of the endemic ecology
- Locate and designate space for regeneration and ecological rehabilitation works within the site, especially in areas that have been subject to clearing due to historical occupation and uses of North Head
- Legislative requirements for threatened ecological communities and raise people's awareness about the presence of the endangered Eastern Suburbs Banksia Scrub and continue working with volunteers
- Investigate the possibility of controlled/cool burns to enable the completion of the investigation of the Aboriginal occupation of North Head which is currently made difficult by the thick regrowth scrub and the presence of the endangered ecological community of Eastern Suburbs Banksia Scrub
- Investigate the potential to harness the water from the natural springs and use of water sensitive design. Wartime plans show the spring water being reticulated from the gun emplacements back up the hill to the water reservoir on the western side of the stone wall separating the Fort from the Barracks area near the temporary World War II camp
- Remove vegetation from around the Battery, the Battery Observation Post and the Command Post/Close Defence Battery Observation Post to reinstate the World War II conditions of clear views up and down the coast

- Further investigation and consideration to the vegetation at a distance from the 1930s brick buildings. These cleared areas serve the dual purpose of reinstating the World War II cleared curtilage around the facilities as well as acting as fire breaks around the built assets.
- Maintaining and improving the ecological connectivity of the site by rehabilitating areas of previous vegetation clearance
- Consolidating areas of high usage and visitation to reduce traffic and disturbance to the wider site
- Integrating Water Sensitive Urban Design to rehabilitate the site's hydrology, manage soil nutrient status and mitigate erosion
- Incorporate appropriate ecological management regimes to mitigate damage from disease, pathogens, invasive species, and feral animals
- Support and grow community engagement that is focused on the ecological care of North Head.
- Reintroduce locally extinct species
- Support and grow community engagement consistent with the other ecological objectives (Community volunteers add value by operating a native plant nursery, educating the community, and participating in ecological monitoring (citizen science) and on-ground activities (e.g., weed removal).

Contamination

Parts of the site have been contaminated and the sources of contamination of the site came primarily from Defence installations and military activities or related uses. These include underground storage tanks, fuel and chemical storage areas and workshop areas. Additionally, hazardous building materials such as lead paint and asbestos also contribute to the contamination of the site.

The Department of Defence has carried out a significant remediative program where contamination was assessed, remediative actions was taken and results were validated. In relation to contamination from radioactive materials, underground storage tanks, and stormwater sediments, contamination reports have shown that these have been remediated. Identified dumped waste materials have been removed, however, more are being progressively remediated as they are found. Furthermore, reports have recommended that no further investigation or clearance was necessary in regards to military materials as they pose minimal risk to human health or the environment.

(Sydney Harbour Federation Trust. 2011. *Sydney Harbour Federation Trust Management Plan – North Head Sanctuary*)

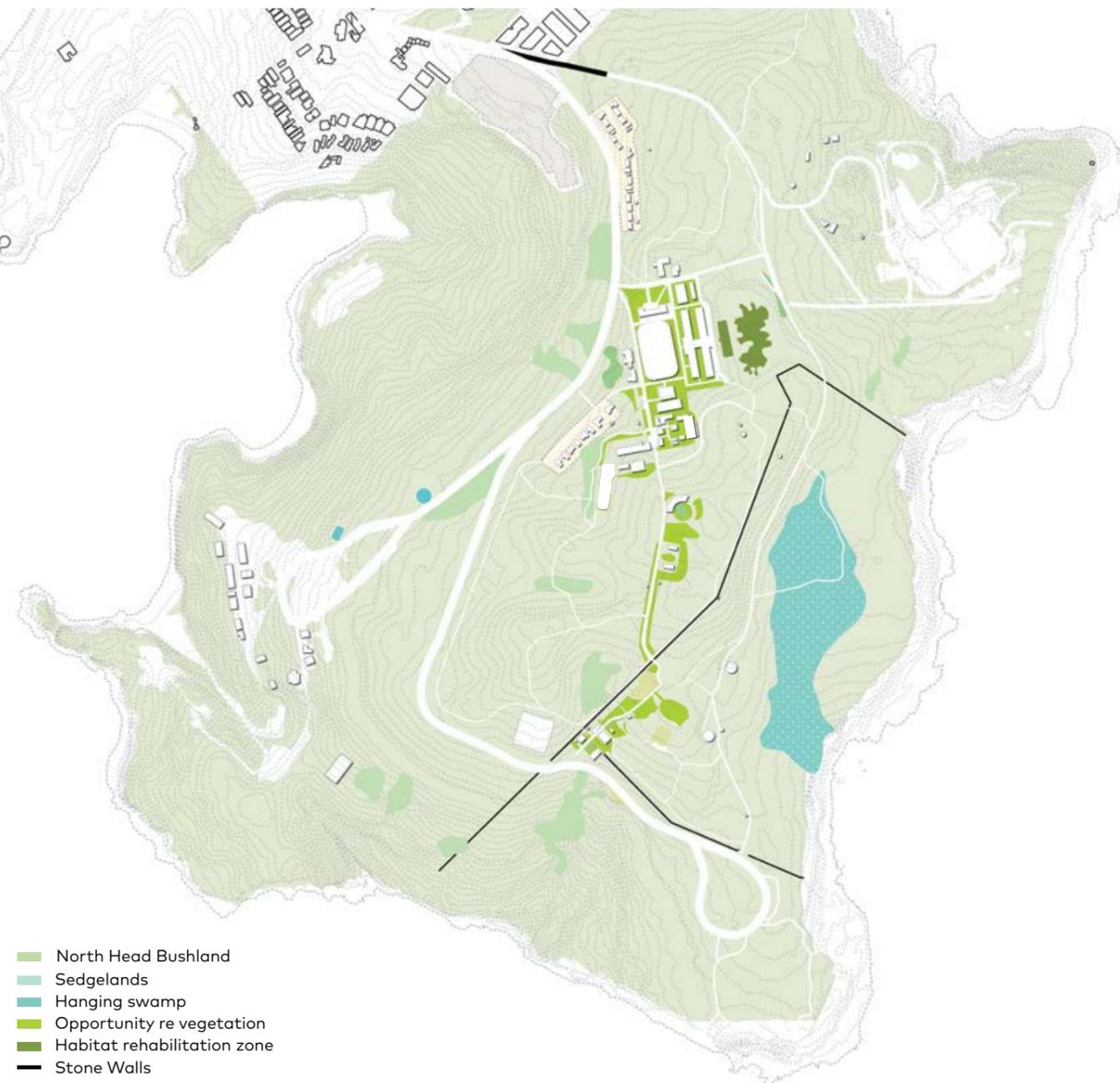


Figure 44. Landscaping Diagram Source: Turf design Studio

4.1 Proposed landscape and public domain strategy

Unique sense of place

Arrival and intuitive wayfinding

North Head is a unique and culturally significant landscape with layers of meaning and history embedded deeply throughout the site. The next steps of design build upon this remarkable landscape and create a unique sense of place.

This uniqueness will be created by ensuring that the Draft Master Plan prioritises ecological values not only to conserve the special ecosystem of North Head but to create immersive experiences with the North Head's endemic flora and fauna across whole site in partnership with NPWS. It will also ensure that the historical buildings, spaces and installations are preserved and restored and that greater access to these sites is provided. Additionally, views and vistas that are offered by the site's topography will be maintained and enhanced.

Developing a defined entry experience into North Head will also be a crucial factor in creating this unique sense of place. Two entry points have been proposed. One at the Barracks Precinct and one at North Fort Precinct. These entry points will create a welcoming and visually appealing environment where visitors to the site can orient themselves and begin their journey through North Head. The landscape character at these entry points will reflect their immediate context with the one at the Barracks precinct adopting a formal appearance and the one at North Fort Precinct reflecting its more natural surroundings.

Another important factor is the development of intuitive way-finding. Interpretive signage design that will both direct visitors and also provide educational opportunities will be a key aspect in the wayfinding strategy for North Head that will build an appreciation of the unique landscape of North Head. The interpretive signage will draw on local flora and fauna, first Nations stories, and the various heritage values of the site.

Additionally, the use of thematic and place specific materiality, landscaping, and furnishings will all contribute to producing an intuitive way of navigating through the site. This intuitive way finding strategy will also function along with the proposed thematic movement network to further uncover and tell the unique story of North Head.



Figure 45. Strategic utilisation of materiality to create intuitive wayfinding - Yarning circle at Carrum Station. Source: Turf design Studio



Figure 46. Lizard Log Park Nature Playground. Source: McGregor Coxall



Figure 47. Lizard Log Park Nature Playground. Source: Turf design Studio



Figure 48. Reeded Creekbed. Source: Turf design Studio



Figure 49. Stone Storytelling in Boardwalk. Source: Turf design Studio



Figure 50. Sandstone Seating. Source: Turf design Studio

4.2 Regeneration and adaptive reuse

The adaptive reuse of Main Barracks building and various smaller buildings will assist in the conservation and interpretation of their heritage values. The primary objective is to find uses that:

- Retain the scenic qualities of the place as part of a green headland
- Respect and retain the significant views and vistas within and from the place
- The sitting and design of the First Nations Cultural Space building should respect the cultural landscape values of the place, together with the significant views to, from and within the sanctuary
- Enhance our understanding and appreciation of the natural and cultural heritage of the area and each former base
- Provide exceptional venues for people to appreciate the park, the headland and the harbour
- Suit the basic and simple character of buildings, i.e. do not require extensive additional services or amenities that would inevitably alter and diminish the heritage value and character of the places
- Are compatible with public access through the areas around the buildings and will open significant heritage items to occasional public access
- Are able to operate within constraints of limited parking on existing disturbed areas that are not required for bush regeneration
- Retain the pedestrian friendly internal carriageway network of shared traffic zones
- Have minimum reliance on private vehicle use at times of peak traffic flow in the neighbouring areas and are compatible with development of public transport and shuttle services
- Fulfilling the above requirements may include a range of leisure, recreational, cultural, informal educational and community uses.

Principles for adaptive reuse

Historically, given the lack of public access, the majority of buildings at North Head Sanctuary should have a use that is compatible with public access. Buildings from the military time, though dominant in the North Head Sanctuary in scale, are plain and their relationship to the military is in plan form and location. They are a great adaptive reuse opportunity. Generally, the military planning of the site should be conserved, particularly the arrangement of the core buildings around the parade ground the connection to North Fort Precinct. The military presence, however, can be refined to specific highly significant areas that best relate to the military values:

- Defence of Australia - Tunnels and gun emplacements
- School of Artillery – Military planning of the site particularly the centrality of the parade ground and surrounding buildings
- Social – dance hall located in Main Barracks building.
- Commemorative – Memorial walk and Avenue of Honour remnants

In these locations changes and new uses should allow the associated value to be conserved or elevated. In other spaces the military values may share space or give way to other values. Adaptive reuse of the parade ground and surrounding buildings should not diminish their relationship to one another, nor the prominent presence of the vast parade ground. Significant rooms, such as the dance hall, may be best interpreted through a new use that relates or reimagined the original use. Where change of use is not proposed, such as continued tours of the tunnels, there may be opportunity to elevate or improve their use or significance.

Landscaping at North Head Sanctuary has evolved over the years from no or limited planting during the war, to restrained plantings during the School of Artillery. It was during the latter period that trees and shrubs were strategically planted framing architectural elements of the buildings. This could be re-implemented. Plantings would not need to be identical to historical plantings but a similar planting strategy to elevate architecture is recommended.

Public domain/landscape

This Master plan seeks to regenerate North Head by emphasising its unique natural landscape and different layers of history such as Aboriginal occupation and significance as well as the military occupation and built forms to interpret in an integrated manner expansion of the habitat and reinvigoration of bushland.

The sense of sanctuary will be enhanced by concentrating human activity in core areas of the former School of Artillery and central precinct, and carefully managing and minimizing traffic and parking in a manner subservient to the viability of the natural landscape, and in particular, the endangered species.

The proposed North Head landscape values both cultural/historic elements and natural features and celebrates numerous picturesque views which combine with sandstone walls and other structures to create sites of interest and focal points within the landscape. This master plan proposes to provide a coherent character and link and activate the three main precincts through a shared walkway for pedestrians and bicycles with a focus on the unique and fragile nature of North Head.

Interpretation

Interpretation of the history of the site would contribute to the reading and understanding of the place. Interpretive elements should be clear and unobtrusive, and explain the former functions of North Head Fort and its support buildings on the adjoining Former School of Artillery site in the context of the development of the site and its role in military training and the coastal defence of the port of Sydney.

Promotion and Public Awareness

The site and facilities available should be actively promoted within the community, as compatible and appropriate usage will increase the level of public awareness of the values of the site. Collaboration with Northern Beaches Council should be encouraged in order to explore cultural and tourism opportunities at the School of Artillery enhancing the existing attractions of North Head and the Manly area.

There are extensive opportunities for educational and recreational enjoyment by the community, not just for appreciation of the natural setting and views but also the potential for cultural experiences through appropriate interpretation and guided use of former defence buildings and understanding of the history of the place.

Building retention, removal and re-location

Retention and removal of buildings in North Head must be strictly controlled in accordance with the policies of *North Head Sanctuary Management Plan, 2011* to minimise potential for impact on elements of significance and important views to and from the site.

In general, new buildings and renewal of existing elements will be restricted to work of the following nature, essential for enhancing significant elements and in the provision of facilities for low impact and appropriate usage of the site:

- Recreational and amenities facilities for staff and visitors
- Removal of non-significant elements and replacement with new elements that will contribute more positively to the site
- The heritage values of the area to be considered when deciding which buildings are to be retained or removed
- The relationship of the buildings to each other and to the site, are important considerations
- Protection of the headland's landform and natural vegetation is a major consideration
- To remove and relocate highly intrusive buildings and pavements where this is required for the rehabilitation of bushland and drainage
- Change could be implemented sympathetically and with limited material affection
- The advice of the Australian Heritage Council and the NSW Heritage Office should be sought prior to proceeding with proposals for new buildings at the site
 - Policy 5.1: Essential external works shall be strictly controlled to ensure compatible and appropriate design to minimise impacts on the fabric of the façades, and integrity of the structures
 - Policy 5.2: Interior fitout and alteration shall be allowed to the extent necessary to improve visitor access, staff management and interpretation. Internal fitout should be sympathetically conceived and reversible, to minimise impact on significant fabric
- Further building regeneration to reduce bushfire risk and exposure
- North Head Former Oval, Parade Ground and North Fort Precinct open lawn area provides a refuge area that could be utilised by a large number of people as a worst-case scenario, acting under instruction from emergency services

4.2 Regeneration and adaptive reuse

- The proposed adaptive reuse of buildings within North Head Sanctuary should consider the capacity of North Head Scenic Drive and Bluefish Road, the two main access roads into and out of the site, as part of Evacuation plan
- Ensure all new building work and / or proposed changes in use are assessed in accordance with Planning for Bush Fire Protection 2019 to ensure appropriate bushfire protection measures are incorporated into the development
- Identify opportunities to implement Indigenous Fire Management Techniques
- Maintain fire regime specific to Eastern Sydney Banksia Scrub CEEC, where applicable, and implement threatened species management strategies (Refer to North Head Bushfire Management Plan (2022) for detail)
- Provide a defensible space between bushland and the wall to allow fire fighters access to undertake hazard reduction burning and to provide an area where fire fighters can back burn during wildfire operations
- A mosaic fire regime appropriate to vegetation type
- Avoid any fire occurrence within fresh water wetlands
- Tag the Threatened species prior to burns and monitored afterwards to assess any impacts
- A weeding program should be considered to any prescribed burn activity or wildfire event
- Monitoring of the Long-nosed Bandicoot population is recommended following fire events
- Any new proposed static water supply (water tanks) should allow access for fire-fighting services in accordance with PBP 2006

Proposed building removal and re-location

The below outlines the built form being proposed for removal or re-location. Further investigation will be required in the next stage of development.

North Fort Precinct

- **The Museum Display Sheds at the top of North Fort Precinct** to be relocated to the new co-located new operational space and site storage facility, in place of the Defence of Nation Interpretation Space
- The Museum Workshop Sheds are to be relocated to provide a native garden with an accessible pathway leading from the entry to the top of the hill at North Fort Precinct
- Relocate Sir Roden Cutler VC Australian Artillery Research Centre to appropriate facility and location.

Barracks Precinct and Central Precinct

- The new operational space and site storage facility location will accommodate the relocation facilities that are currently located along the shared walkway for pedestrians and bicycles and at North Fort Precinct
- The First Nations Cultural Space at the heart of the site has the potential for the following existing built form changes:
 - **Re-locate the existing ARMCO Building (B34) to the Restoration workshop and Makers place.** Built in 1956 for optical and radar equipment and later a RADAR store. Relocating the ARMCO Building will not be a heritage issue particularly as it is proposed for new operational space and site storage facility use which is appropriate considering its historical use. The Robertson and Hindmarsh, North Fort Precinct, North Head: Conservation Management Plan (2010) states that "Any adaptation should be carried out in such a way that the scale, form and industrial qualities are maintained, and the construction system is expressed. Expansion is possible to the northern side, providing the design is complementary with the original structure" (p.94). The specific location is not critical to its significance. The proposed location will not remove it from its setting between the School and North Fort Precinct
 - **Removal or re-location of the Air Defence Lecture Room (B34A) and RAEME Repair Parts / Metal Store (B34B).** Constructed early 1980s as standard Army demountable initially as additional accommodation and stores and later training rooms. The CMP states that these buildings are in poor condition and can be demolished if suitable uses cannot be found
 - **The Ecology and Environmental Centre has two options proposed for the space.** This includes: Reuse of the existing three Radar Sheds (B64, B65, B67). Constructed in 1989 for use as storage, radar training facilities. Full conservation is not required by the CMP but it does recommend adaptive reuse where possible. Either relocation of the middle Radar Shed (B65) to the Restoration workshop and Makers place or removal, to provide for an outdoor education and research nursery. Reuse of the remaining two Radar Sheds. There are no heritage concerns regarding the removal or adaptation of the shed B65.

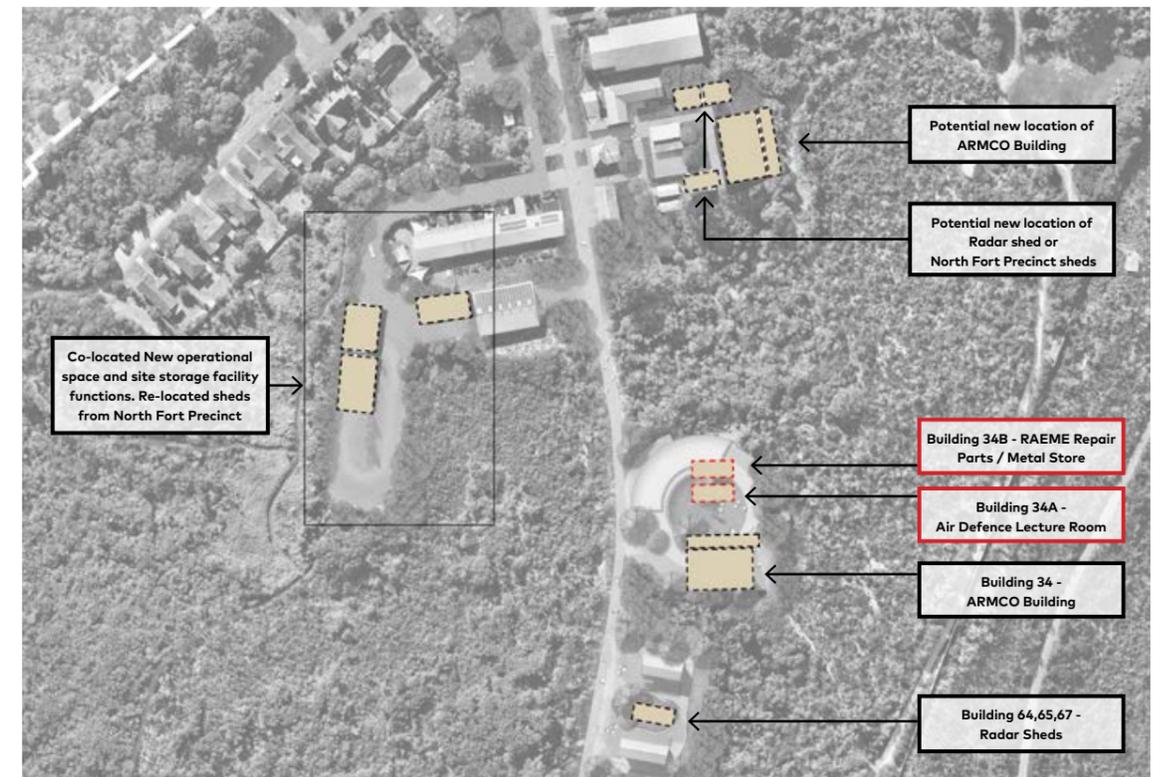


Figure 51. Proposed Built Form removal and relocation within Barracks Precinct and Central Precinct



Figure 52. Proposed Built Form relocation within North Fort Precinct

4.3 The architectural design language

First Nations Cultural Space

The envisioned First Nations Cultural Space at North Head Sanctuary transcends the conventional notions of buildings and place, evolving into a transformative space, a cultural landmark, and a vibrant heart for making and creativity. Rooted in the concept of confluence, this high point at the heart of the site represents a meeting place where Country, people, and ideas merge harmoniously. It offers a unique opportunity to reclaim, acknowledge, and redistribute space for First Nations use and community engagement, while serving as a place for reflection on history and regeneration of the land. Guided by First Nations management, this space should be designated for cultural and community purposes.

The space unlocks a multitude of opportunities for Country and contemporary First Nations communities. It embraces design and materiality that pays homage to the land, acknowledging its significance and deep connection to cultural practices as a cultural cornerstone within Sydney Harbour. It also fosters a warm and welcoming environment for First Nations People, recognising their needs and aspirations as fundamental to its purpose.

Beyond being a gathering place, the envisioned space becomes a vibrant place for cultural expression and exchange. It invites visitors to learn directly from First Nations People about their rich traditions and cultures, cultivating a deep understanding and appreciation. The centre should showcase authentic and regionally specific products, supporting local artists and ensuring that economic benefits flow directly back to their communities.

Embracing an eco-centric approach, the place is rooted in the well-being of the land. There is a potential option to relocate the ARMCO Building to the Restoration workshop and Makers place, such that this community space is located alongside the proposed Ecology and Environmental Centre, where it can nurture ongoing cultural practices to protect and promote Country. This holistic vision ensures that the space becomes a powerful conduit for ecological revitalisation and cross-cultural engagement, fostering unity, understanding, and respect for Country and each other.

The envisioned First Nations place can be a profound and dynamic space that celebrates the living culture of First Nations people. It stands as a testament to the enduring significance of Indigenous voices and aspirations, creating a transformative area where traditions are honoured, creativity thrives, and diverse communities come together in harmony with North Head.

Ecology and Environmental Centre

The new Ecology and Environmental Centre is envisioned to form a harmonious partnership that intertwines cultural preservation with ecological restoration. The addition of an Ecology and Environmental Centre involves repurposing existing sheds in the Central Precinct to form a nursery facility, dedicated to supporting sanctuary initiatives, ecological research, and on-site conservation efforts. This nursery will not only serve practical purposes but will also serve as a public-facing space, providing educational opportunities and conveying the captivating story of the site's ecology.

With regards to potential additions, a key consideration is the seamless integration of safe, secure, and well-maintained outdoor spaces that blur the boundaries between the interior and the exterior. By allowing the outside in and the inside out, the architecture fosters a deep connection with the natural surroundings. It is crucial that any new or repurposed buildings respond to the unique climate of North Head, incorporating weather protection elements to ensure year-round comfort for visitors and the preservation of sensitive ecological environments.

As the Ecology and Environmental Centre emerges from the bush, it embodies the essence of the site's natural beauty and offers a transformative experience for all who venture within.

Through the integration of the Ecology and Environmental Centre alongside the First Nations cultural centre, visitors will be offered a holistic and profound experience. The relationship between cultural awareness and ecological restoration highlights the interconnectedness of humans and the natural world, promoting a sense of responsibility and stewardship towards the environment. As a result the Ecology and Environmental Centre will form a key part of the Central Precinct that becomes a beacon of education, engagement, and inspiration, empowering individuals to embrace sustainable practices and work towards a harmonious coexistence with Country.

The Defence of Nation Interpretation Space

The proposed Defence of Nation Interpretation Space is envisioned as a seamless integration within the landscape, humble semi-submerged lookout serving as a key architectural element of the North Fort Precinct. Emulating the tunnels, plotting room, and gun emplacements of the site, the indicative design incorporates subterranean elements, including an immersive theatre, to bring visitors into the historical experience.

The architectural language of the centre takes inspiration from the circular form, reminiscent of the 9.2-inch coastal batteries that are collocated in the precinct. These batteries were shaped to not only sit within the landscape, but to lookout across the ocean, creating a distinct and recognisable visual identity.

Around the centre, a circular ringed lookout offers panoramic views of the city, the harbour, and the ocean, providing visitors with a breath-taking vantage point. This lookout serves as a connection between the past and the present, allowing visitors to appreciate the surrounding landscape while reflecting on the defence of Sydney.

The design of the space will incorporate strategic use of voids and a double-height space to elevate the visitor experience. Voids within the architecture are strategically placed to create a sense of openness, allowing glimpses into different areas of the centre to foster a sense of curiosity and anticipation, enticing visitors to explore further.

The double-height space within its centre adds an additional sense of awe and reverence, creating a memorable and immersive experience for visitors. This soaring vertical space not only creates a visual focal point but also allows for the display of large-scale objects or installations that evoke a strong emotional response, serving as a powerful storytelling element, capturing visitors' attention and immersing them in the historical narrative.

Functionally, the place serves as an enclosed space dedicated to sharing the stories of the nation's defence and allows the experience to be shared with DDA compliance. Seamlessly linked to the rest of the memorial walk, tunnel tours, and event/ceremony spaces, it becomes an integral part of the overall experience. The exhibit display area showcases historical artefacts and interactive exhibits, while a central space highlights significant interpretive objects, creating a focal point for visitors.

Tunnels

To enhance visitor experience and navigation (while not DDA possible), the entrance to the North Head tunnel fortifications will feature improved information and wayfinding. Informative displays will provide details about the tunnels, including visuals and graphics illustrating their layout, destinations, and purpose.

This will enable visitors to grasp a comprehensive understanding of these historical structures. Additionally, the entrance will facilitate tour access, allowing guided exploration of the tunnels.

Recognising their significance within the broader context of the North Fort Precinct and the extensive 300km coastal defence system during World War II, the displays will establish a connection between the tunnels and the heritage gun emplacements.

By linking these elements, visitors can appreciate the interconnectedness and historical importance of this remarkable site.

5. Place Analysis

This part provides analysis of the place.



Figure 53. Existing site with identification of project boundary and initial sketch of North Head for the concept plan phase

5.1 Context

North Head is a coastal landmark that is steeped in a rich history, cultural value, and ecological importance. Located to the south east of Manly on the peninsula at the northern entrance to Sydney Harbour, North Head Sanctuary is an area of approximately seventy-four hectares resting on the natural ridge of North Head with almost 80 percent being bushland with around 80 built features. The Sanctuary is surrounded on three sides by Sydney Harbour National Park, including the nationally significant former North Head Q Station, North Head Sewage Treatment Plant and Australian Institute of Police Management.

First Nations people lived in and around the Sydney Harbour area for thousands of years before Europeans arrived in 1788. North Head continues to be a place of cultural significance for First Nations Peoples, who have cared for this Country since time immemorial. Over thousands of generations, they have shaped the landscape and formed part of its identity. Traditional Owners of Coastal Sydney still live around the harbour with unbroken links.

Perched at the entrance of Sydney Harbour, this headland is defined by its rugged cliffs, lush vegetation, and historical installation and buildings, making it a popular destination. The vantage point from North Head provides an unparalleled panorama of the Sydney skyline and the vast Pacific Ocean.

Today North Head is largely open to the public and much of its landscape is comprised of the endangered Eastern Suburbs Banksia Scrub that was once common across Sydney. This important ecological environment provides a window into the past and supports a number of endangered flora and fauna.

A strategy of the site is to provide greater access from within the site, out towards lookouts in the national park.



Figure 54. Aerial of the site's context in relationship to surrounding areas

5.2 Timeline of Post Contact Uses and development at North Head

Located at the entrance to Port Jackson, North Head was the site where Arthur Phillip first landed in his reconnaissance from Botany Bay. Phillip camped at what he named Spring Cove, originally called Gayumay, and sent out parties to explore the area for a suitable settlement site. North Head is the site of some of the earliest encounters between the British invaders and First Nations. Such contact included the kidnappings in 1788 and 1789 of Aranbanoo, Colbee (Cadigal) and Benelong (Wangal), and the spearing of Phillip in 1790.

In 1833 North Head was proclaimed a Quarantine station and in 1859 land was granted to the Catholic Church for the construction of its' episcopal residence. The next major addition to North Head was the construction of Shared walkway for pedestrians and bicycles in 1928.

From 1932 to 1933 a wall was built to allow large parts of the quarantine station land to be opened to the public, but within a year the access was revoked and land handed over for defence purposes leading to the construction of North Fort Precinct and major barracks. During the Second World War, public access was denied to the whole of North Head. Following the war, the Barracks and Fort became the School of Artillery until the 1990s.

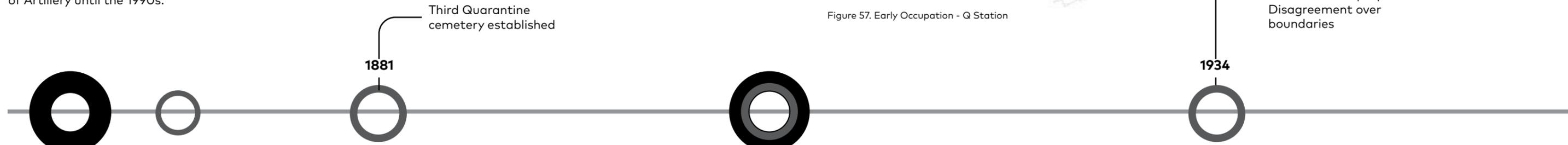


Figure 56. Port Jackson from the South Head, Supply sailing in. William Bradley, First Fleet Journal entitled 'A Voyage to New South Wales' December 1786 - May 1792. Although labelled South Head, the view would appear to be from North Head



Figure 57. Early Occupation - Q Station

Permissive Occupancy revoked. Most of 279 acre [113 hectares] reserve to be for defence purposes. Disagreement over boundaries



1800s

EARLY COLONIAL OCCUPATION - QUARANTINE STATION

1788 - landing and camping of the First Fleet at Spring Cove

1790 - Spearing of Arthur Philip at North Head

1833 - All land within a quarter of a mile of the high water mark of Spring Cove at North Head designated as quarantine station

1837 - Virtually the whole of North Head declared as quarantine area

1879 - Catholic seminary established at North Head and stone walls constructed to separate it from the Quarantine Station



Figure 55. Parish of Manly Cove, County of Cumberland(1900). Source: <https://collection.slnsw.gov.au/record/74Vv5gPElp3>

EARLY 1900s

REMEMBRANCE & RECREATION

1909 - Petition signed by 5,000 people to allow public access to North Head

1927 - Public access to North Head for the first time when the quarantine lands were partially opened for the arrival of the Prince of Wales in Sydney

1928 - Construction of Manly War Memorial Hospital commences

1932 -1933 Construction of dividing wall commenced as an Unemployment Relief project

1933 - Road through the Parkhill reserve completed (Avenue of Honour) and Parkhill Reserve opened



Figure 58. Avenue of honour. Source: Turf Design Studio

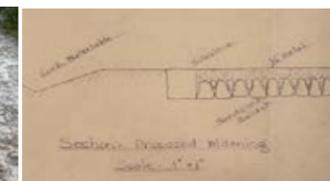


Figure 59. Avenue of honour. Source: Conservation management plan 2010

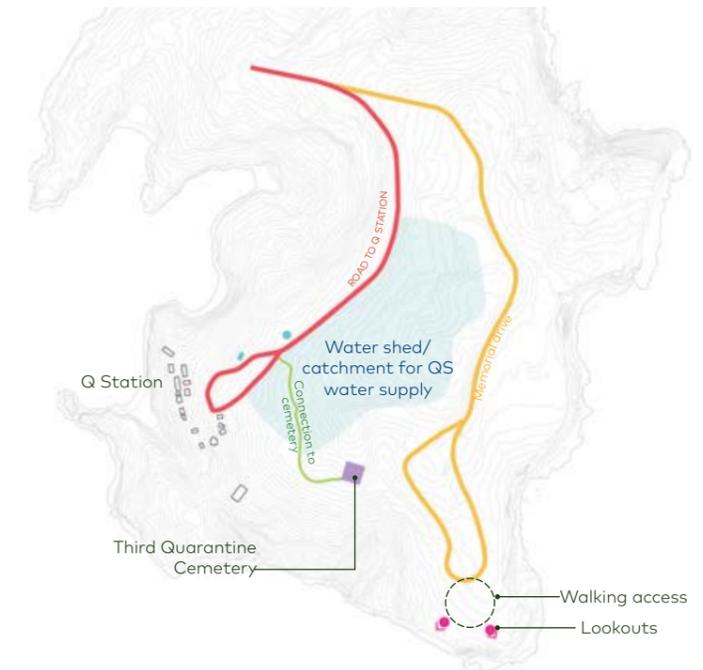


Figure 60. Remembrance and Recreation

MILITARY OCCUPATION

1934 - North Head to be the first Headquarters of the Australian Coast Artillery Brigade

1935 - Wall separating section of reserve at North Head from Fort constructed

1935 - Road through the Quarantine Station constructed to link the two remaining portions of Parkhill Reserve; originally known as Anstey Drive (Now known as North Head Scenic Drive)



Figure 61. Aerial during military occupation. Source : <https://portal.spatial.nsw.gov.au/>



Figure 62. North Head during military occupation. Source: <https://portal.spatial.nsw.gov.au/>

1984 - NSW National Parks and Wildlife Service acquired the Quarantine Station (National Heritage Listing, North Head)

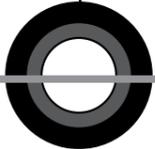
1990 - The Royal Australian Artillery (RAA) Museum was established at North Head within the North Fort Precinct area. The North Fort Precinct Museum is one of a series of artillery museums which, collectively, comprise the RAA National Museum

1997 - School of Artillery moved from North Head to Puckapunyal in Victoria

Sydney Harbour Federation Trust (SHFT) set up under the Sydney Harbour Federation Trust Act, 2001 to administer, conserve and adaptively reuse surplus Commonwealth (primarily Defence) lands around Sydney Harbour

North Head included in the National Heritage List (DEWHA website)

1934-1935



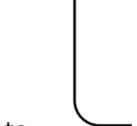
1936



1939



1947-1972



POST WAR

North Head closed to the public following incidents of people trespassing on the Military reserve. Guards were posted on the Parkhill gate to prevent unauthorised entry

1946 - Separate wings of the School of Artillery moved from Holsworthy and Randwick to North Head Barracks

1947 - Reopening to the public of the scenic road named Anstey Drive on Park Hill at North Head sought

1957 - Quarantine Station linked up to mains water supply (superseding the reservoir supplies) and a new power transformer was installed

1960 - Guns and associated control equipment and engines dismantled. Coast artillery batteries dismantled, North Head battery scrapped

1970 -1976 Original Parkhill Gates on Bluefish Drive widened and amenities building demolished, probably to allow for the construction of the Water Control Plant

1972 - Water Pollution Control Plant constructed behind Bluefish Point

- Installation of gun in No.2 (north) emplacement, control and engine room equipment commenced

- Installation of gun in No. 1 (south) commenced

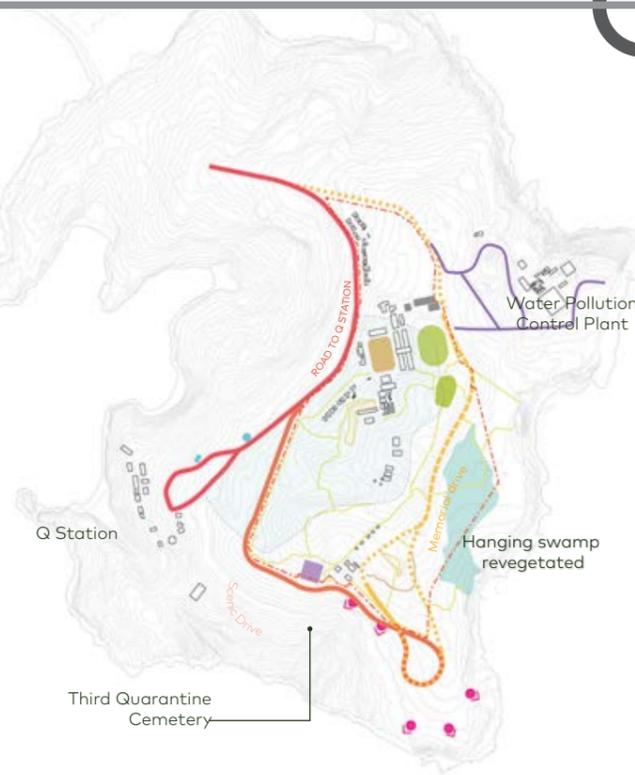
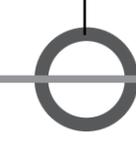


Figure 63. North head post war diagram.

1984-1997



2001



2003

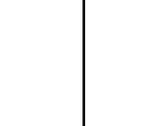


Minister for the Environment and Heritage approved the SHFT Plan for the seven SHFT sites around the harbour. The North Fort Precinct Complex was included in the comprehensive Plan under the former School of Artillery. The Plan proposed that North Head become a sanctuary

2006



2023



NORTH HEAD
MASTER PLAN



Figure 64. North Head Aerial Map. Source: <https://www.nearmap.com/>

Source : Robertson and Hindmarsh, North Fort Precinct, North Head: Conservation Management Plan (2010), 26-40.

5.3 Management of a fragile ecology

Flora and fauna

The North Head landscape is a unique ecological site that showcases the stunning biodiversity and natural beauty of the Sydney Harbour region. North Head is located at the northern entrance of Sydney Harbour and is a prominent headland that boasts a diverse range of ecosystems, including coastal heathlands, sandstone cliffs, and diverse marine habitats. North Head is home to a recorded 64 native flora species and 205 native fauna species. It also features a variety of habitats and vegetation communities such as:

- The endangered Eastern Suburbs Banksia Scrub (ESBS)
- Shrubland, Woodland/forest
- Fern heath
- Rocky heath
- Exotic grassland
- Hind dune, beach and rocky foreshore
- Sedgeland
- Wetland
- Creek lines and artificial water bodies
- Cliff face, boulder slope
- Sandstone caves, sandstone outcrops
- Stone walls
- Built structures, and tunnels and gun emplacements.

Coastal heathlands are one of the defining features of the North Head ecological landscape. These heathlands are characterised by a wide variety of plant species that have adapted to the harsh coastal environment. Vegetation communities such as the Banksia heath, dominate a majority of the landscape. On the more sheltered western side, Smooth barked apple trees, Coast Banksia, and Cheese tree open forests are present. The sandstone cliffs that border the North Head landscape on the east also harbour unique ecological communities such as Bracelet Honey Myrtle & Heath Leaved Banksia scrub. Towards the western edge of the site is a hanging swamp with its unique ecology of Banksia, Melaleuca, and Baumea sedgeland. Over time Exotic species have also been introduced onto the site through European occupation. These have generally been located around facilities or installations such as the Barracks precinct, North Fort Precinct, Q Station, and water treatment plant.

These vegetation communities provide vital habitat for a rich diversity of reptiles, insects, birds, and small mammals, which rely on the vegetation for shelter and food. One of those animal species is the endangered North Head Long-nosed Bandicoot which is endemic to the area. The rugged cliffs also provide nesting sites for several seabird species, including the endangered Little Penguin. These unique birds find shelter in the nooks and crevices of the cliffs, forming large colonies during the breeding season. North Head also forms part of the migratory route for endangered bird species such as the Pied Oystercatcher, Southern Giant Petrel, and Wandering Albatross.



Figure 65. *Acacia terminalis* subsp. Eastern Sydney (Sunshine Wattle) Source: Mike Young. 2009



Figure 66. *Eucalyptus camfieldii* (Camfield's Stringybark) Source: Bryan Myers. 2011. www.flickr.com



Figure 67. *Banksia ericifolia* (Heath Banksia) - Eastern Suburbs Banksia Scrub Source: "Photo of Banksia ericifolia" 2006. Wikimedia.org



Figure 68. *Phylidonyris novaehollandiae* (New Holland Honeyeater). Source: Fauna of North Head. GIS environmental consultants. 2003



Figure 69. *Underwoodisaurus milii* (Thick-tailed Gecko). Source: Fauna of North Head. GIS environmental consultants. 2003



Figure 70. *Perameles nasuta* (Long-nosed Bandicoot). Source: Fauna of North Head. GIS environmental consultants. 2003

5.3 Management of a fragile ecology

The historic events and uses of North Head are connected by the landscape. An isolated peninsula at the entrance to Port Jackson providing sheltered waters, to its western side, it was an ideal landing place for Phillip to assess the land, to quarantine diseases, to watch for enemy attack and for public enjoyment of this unique location. For some stories there are no physical marks on the land but for others: the pre-invasion burials, middens and rock engravings and art, Q Station, archbishops' residence, hospital, fort and barracks are reminders of these histories and the importance of North Head. The stone walls that spread across North Head separated new uses, such as the archbishop's residence from the quarantine station. Historically, public access to North Head was highly restricted but the opening of the vast majority of the peninsula has readily changed this relationship.

It is clear that North Head is a place of pre-eminent ecological value that has been encroached upon since the 19th century. Environmental regeneration is vital including restriction of further encroachment on ecology by the built environment.

Dispossession and the imposing nature of built elements has disguised Aboriginal cultural values connected to North Head. A reconciling of conflicting values will need to occur to reveal the prominence of previously under-represented significance. All values will need to be recognised fairly and equal to their significance.

Natural heritage values

North Head retains significant natural values with bushland containing a rich diversity of flora and fauna surrounding clusters of buildings. Although relatively intact, the bushland has significantly changed from pre-European times due to impacts of altered fire regimes, sporadic clearing of vegetation, creation of boardwalks, infection of native plants by phytophthora cinnamomi, weed and feral animal incursion, and altered drainage patterns.

North Head supports a number of vegetation communities and populations that are vulnerable to further changes and disturbance. Furthermore, the exclusion of fire for the past thirty years has resulted in changes to North Head's ecology, with scrub communities being outgrown by species that benefit from the absence of natural bush fires.

Ecological analysis

The North Head landscape in Sydney showcases a remarkable array of ecosystems, from coastal heathlands to sandstone cliffs and vibrant marine habitats. As such the ecological significance of North Head extends beyond its terrestrial and marine habitats. Much has been done to conserve the natural and cultural heritage of the area. Management strategies for the ecology of North Head have focused on the preservation of diverse ecosystems and the protection of threatened species. Furthermore, the local community has also been intimately involved with many individuals volunteering to assist with its protection and enhancement.

However, the North Head landscape also faces numerous potential risk if appropriate measures are not put in place. These potential risks include:

- Loss of habitat through clearing, development and maintenance activities
- Altered soil nutrient status and hydrology
- Infection and dieback of native plants caused by Phytophthora cinnamomi (and other pathogens)
- Inappropriate fire regimes and arson
- Mowing/slashing and inappropriate use of herbicides
- Invasion of weed species
- Inappropriate plantings in and around remnants
- Seed and wildflower collection
- Erosion and/or physical damage from surface water run-off, wind, vehicles, rabbits, and pedestrian use
- Predation of native flora and fauna by domestic and feral animals including rabbits, foxes, dogs, cats and rats
- Dumping of rubbish, garden refuse and soil
- Wildlife fatalities due to road traffic.

This remarkable landscape attracts thousands of visitors each year, and while this is a testament to the ecological and cultural character of the site, unmanaged visitation to the site would have detrimental effects on North Head's fragile ecosystems. Additionally, climate change also poses an acute challenge to the preservation of vulnerable vegetation communities and endangered animal species.

Invasive plant species

North Head holds considerable ecological value with endangered flora and fauna found on site. With historical occupation of the site, exotic invasive plant species, weeds and pests have been introduced into North Head. Some of these species and animals can pose a threat to the endemic ecology include Coastal tea trees, foxes and rabbits and the fragile native ecology of North Head.

Management practices such as the removal of dominant invasive species, prevention of soil erosion, run-off pollution mitigation, weed management and pest number monitoring and suppression should be implemented. This should be done in cooperation with NPWS, residents and community groups to ensure that all stakeholders are informed and engaged.

Principles of the North Head Management Plan

The Harbour Trust and NPNWS will continue to work together to protect the natural heritage values and reduce the threats to biodiversity at North Head by:

- Conserving the natural ecosystems
- Protecting and enhancing the remnant plants, animals and vegetation by ameliorating environmental impacts associated with pest species, inappropriate use and past land use practice
- Identifying and conserving habitat corridors in partnership with the relevant stakeholders
- Managing Fire as a key element in the care of the bush's ecology
- Interpretation of the North Head natural values to engage and inspire the community and to assist with management of inappropriate visitor use
- Improving Energy efficiency of visitor and operational facilities
- Sustainably managing water and waste, including the use of recycled water and water sensitive design in facilities
- Partnerships for environmental sustainability innovation, aiming for carbon-neutral operations
- Partnerships with universities for research and monitoring of natural values
- Controlling the spread of P. cinnamomi where possible

to reduce the impact on native vegetation. Improving knowledge of P. cinnamomi and the threats it places on the long-term survival of plant and animal species in the area

- Managing water quality and flows moving onto and off the North Head to mimic natural conditions

Source : Ecological Management Review & Recommendations (2022).Eco Logical Australia

5.4 Military Themes

The military history has been broken down into four themes: Defence of Australia, School of Artillery, Social Significance and Commemoration.

Defence of Australia

A pre-eminent example of defence of a port, North Head was part of a network of gun emplacements constructed before and coordinated during WWII for the defence of the Australian east coast. Though some gun emplacements were constructed much earlier, others such as North Head were constructed on the eve of the WWII in response to concerns over an international threat. The place can be considered a fortress landscape where the terrain and coastline have been adapted for defence purposes.

North Head had both macro and micro defence considerations. In the event of an attack, North Head had fire command out to sea and inland as far north as Broken Bay, south to Kurnell and west to Parramatta. A close defence scheme, prepared in 1942, considered the defence of North Head as an isolated location in the event of a ground attack. These defences were never engaged and North Head became a passive albeit highly valuable cog in the Australia's defence. In May and June 1942, three Japanese submarines entered Sydney Harbour but the role of North Fort Precinct was minimal.

Following the war, the place became the School of Artillery. While the barracks and Fort were constructed under the British Empire, the syllabus, theories and work of the School of Artillery related to a period when Australia was making its own decision about defence and were applied in wars such as Vietnam.

School of Artillery

The earliest buildings were constructed for North Head Barracks in 1936 and 1937. They exemplify a British design used since the 19th century and were the largest barracks to be erected in Australia before the war. The buildings were first occupied by those stationed at North Head for the nation's defence during WWII. After the war, in 1946, the School of Artillery was relocated from Holsworthy, taking over use of the former barracks buildings.

Many buildings important to the places defence capacity, such as the women's barracks and observation and command posts, have been demolished, and over its years the School of Artillery adapted the use of the various buildings. The general layout, centring of the core buildings around the parade ground and the style of the buildings is largely unchanged.

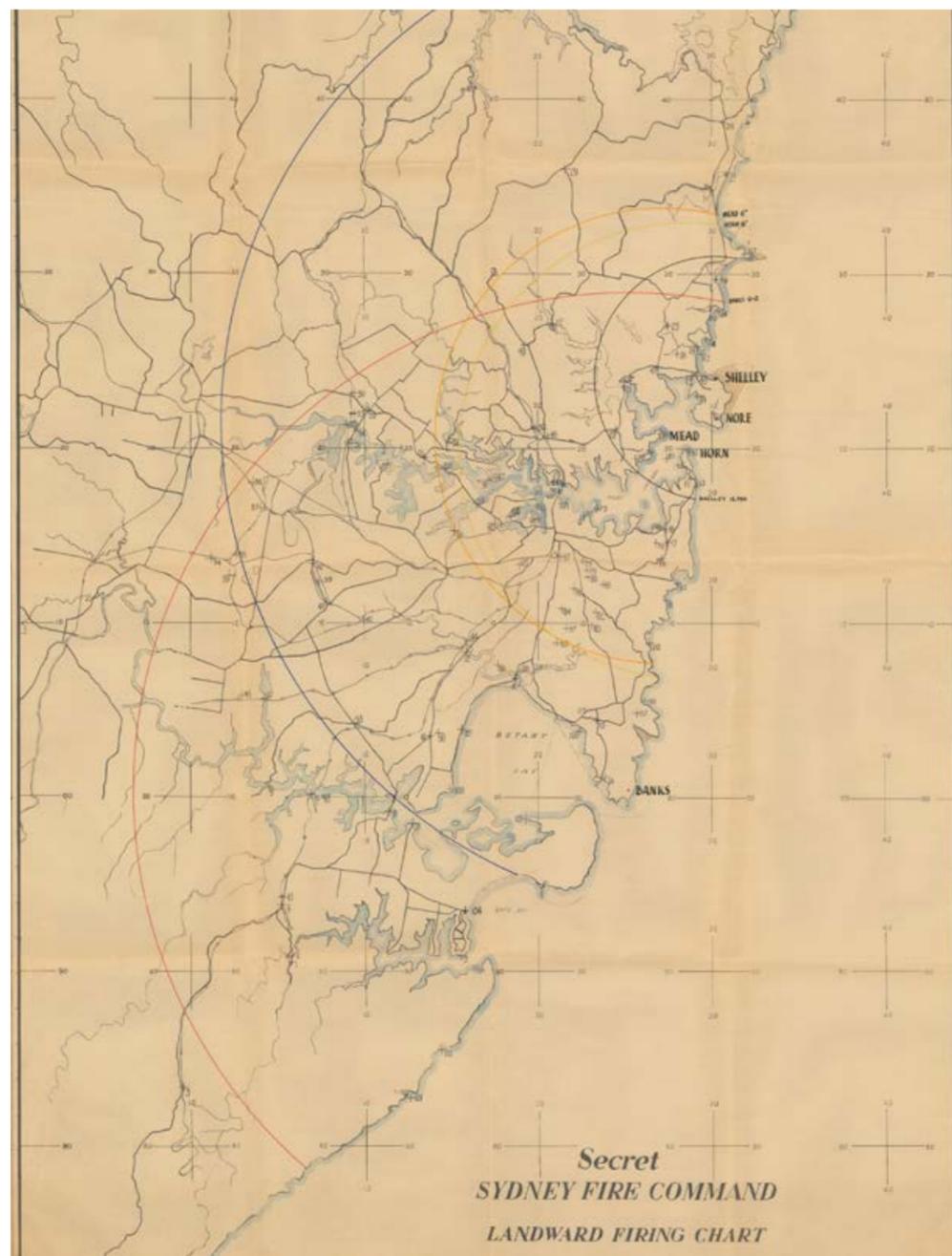


Figure 71. Map of greater Sydney with lines showing the inland firing range Source: NAA 33163537

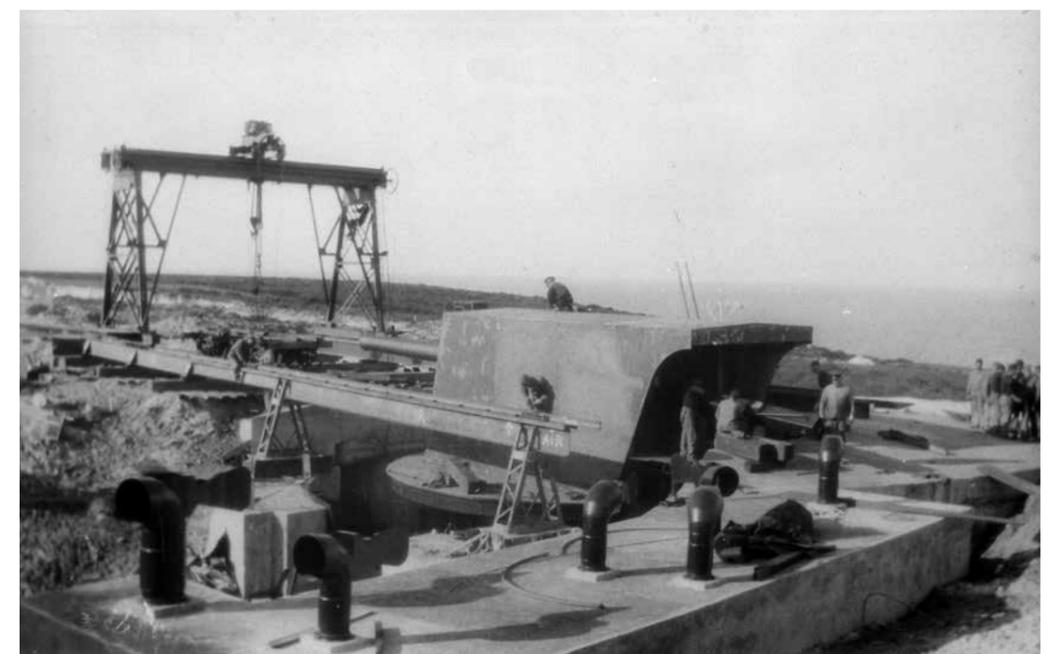


Figure 72. Gun and Mount Construction of North Fort Source HT. Source: Harbour Trust



Figure 73. Barrel gun being moved. 1935. Source: Harbour Trust

5.4 Military Themes

Social Significance

Given its location in Manly the School of Artillery was a sought after place to study. Over 42,000 Australian men and women undertook courses at the school which typically ran for 12 weeks with up to 500 people attending at any one time. Life at the school was both regimented and social. The parade ground held hallowed status being allowed on it only at specific times. There were strong social and leisure connections to Manly and the debutant ball was an important annual event.

Commemoration

Early commemoration at North Head occurred before the war, in 1933, with the construction of the Avenue of Honour. Lined with over 200 trees, the avenue was dedicated to local servicemen who had lost their lives in WWI. Demolished in 1935 to make way for the Barracks and Fort, the Avenue today survives as a relic with no commemorative purpose. Volunteer efforts after the closure of the School of Artillery established the Memorial Walk. The Memorial Walk is dedicated to the conflicts which Australia has been involved and its location relates to the gun emplacement and the views out to sea.

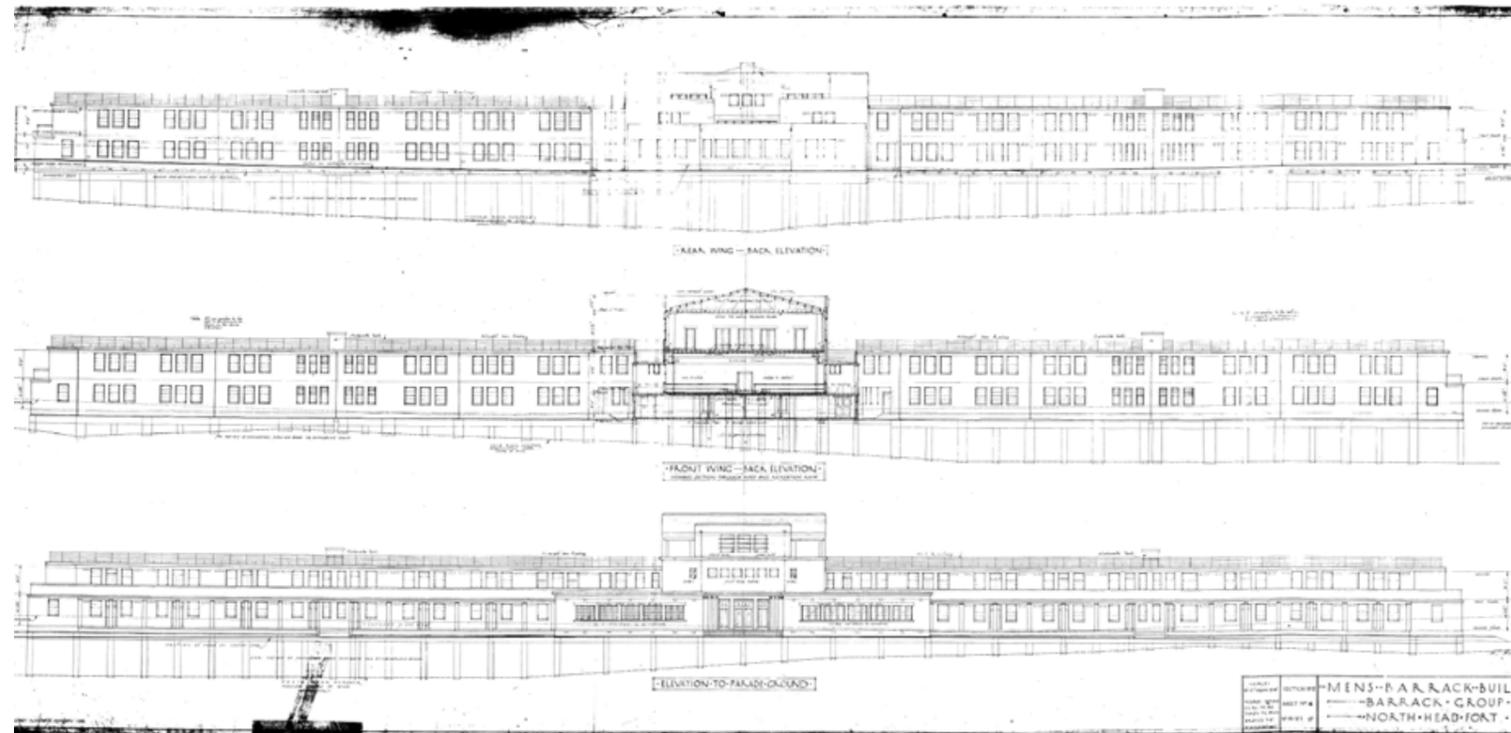


Figure 74. Front and back elevation drawings of Main Barracks building formerly the Men's Barrack Building. Source: Harbour Trust



Figure 75. North Head - Gathering at Artillery School. Source: Harbour Trust

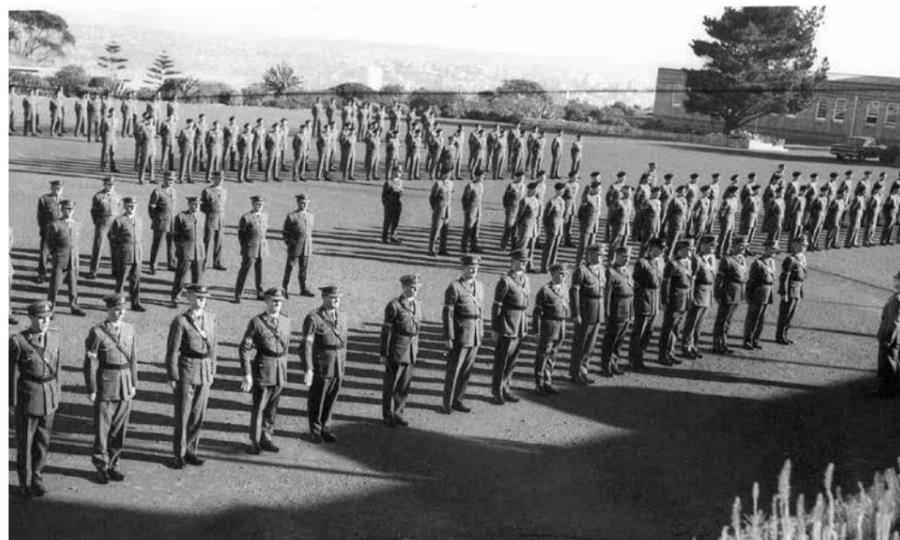


Figure 76. On Parade c.1940's. Source: Harbour Trust



Figure 77. Group photo of Service Men and Woman at North Head. Source: Harbour Trust



Figure 78. Australian Womens Army Service working in the plotting room. 1940. Source: Harbour Trust

5.5 Story of water

Prior to the colonial occupation of North Head was a place where water was present and embedded within its landscape. A large water catchment covers a significant portion in the centre of the site and depressions in the sites topography combined with the landscape's hydrological systems created swamp areas which are known as hanging swamps. These ecological features were essential parts of North Head and were epicentres of ecological interaction that provided habitat and sustenance for the local flora and fauna.

After European settlers arrived in Sydney harbour, North Head became the site of a Q Station and the landscape's hydrology was altered for water that fell within the catchment were redirected to two reservoirs that were constructed to collect water to service the needs of the Q Station. Then beginning in the 1930's, much of the military buildings and installations were located within the catchment and the earthworks that were required to develop adversely affected the hydrological systems of the landscape.

Over time as military use of the site lessened and slowly nature once again regrew. The new hydrological and topographical character of the site led to the development of a new hanging swamp along the eastern edge of North Head.

This hanging swamp is a remnant of the ecological character from before European occupation of the site. Through nature's restorative work, this unique ecological system was rebuilt and provides valuable habitat for the endemic flora and fauna of North Head.



Figure 79. Hanging swamps throughout the North Head



Figure 80. Q Station water catchment

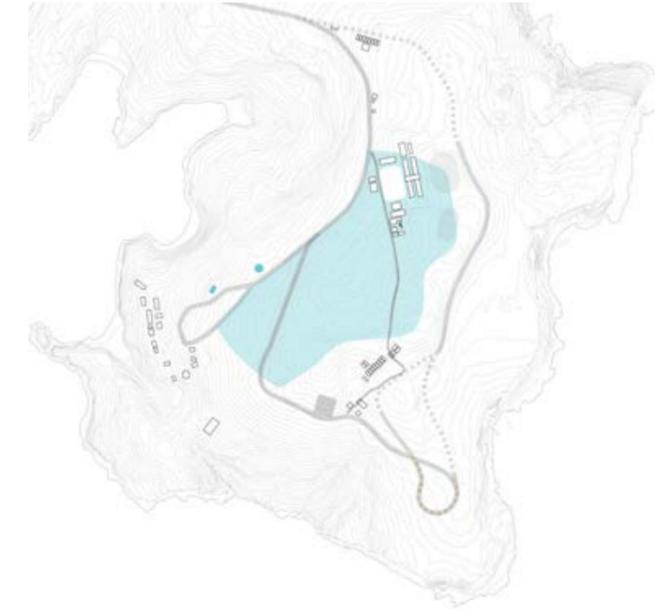


Figure 81. Barracks built inside the water catchment



Figure 82. Hanging swamps were destroyed during WW II

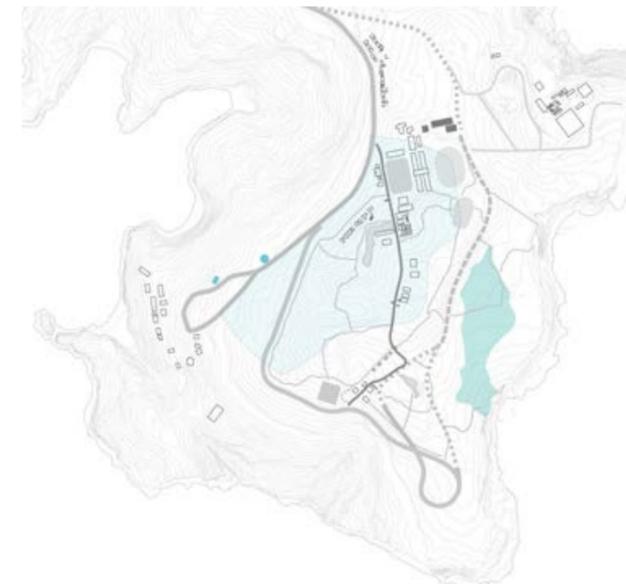


Figure 83. Hanging swamp was rehabilitated and come to life

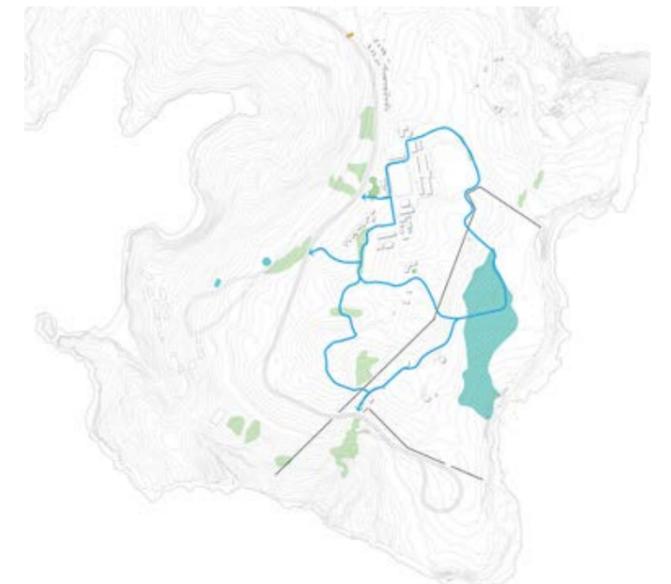


Figure 84. Hanging swamp was rehabilitated and come to life

6. The site

This part looks at the urban and technical analysis of North Head Sanctuary site. It examines the existing conditions of place with a focus on transport and current conditions of the site.



Figure 85. Photograph of the Memorial Walk at North Head Sanctuary. Source: Harbour Trust

6.1 Ecological analysis

The significant vegetation on the site and proximity to the site gives it a remarkable character and unique identity within Sydney and NSW.

The subject site boundary covers an approximate area of 21.1ha and examines the area within North Head Sanctuary identified as having the most potential for future planned activities. The site assessment, in conjunction with historical vegetation, soil mapping and historical threatened species records, was able to deduce a series of ecological constraints including:

- Confirmation of historically recorded Threatened Ecological Communities (TECs)
- Potential Impacts to threatened flora and fauna species present and previously recorded
- Biodiversity Values Mapping.

Revegetation and Weed Management

- The Site currently contains areas along some of the roads and in garden beds, where native re-vegetation has commenced. Any proposed activity should aim to continue current works and contribute towards the improvement of habitat connectivity within the Draft Master Plan.
- Additional street landscaping and re-vegetation of garden beds allow for large scale canopy connectivity, providing habitat and safe havens for numerous bird and mammal species, whilst also improving the aesthetic of the area.
- Local indigenous trees should be utilised as they provide the greatest habitat resources for native species, and are better suited to the conditions so require less maintenance and upkeep.
- Efforts should be made to remove target weed species during these revegetation works. Priority weeds such as *Olea europaea* subsp. (African) and *Asparagus aethiopicus* (Ground Asparagus), though identified in only in a small number of areas, should be removed whilst they are easily managed.
- An environmental weed, *Nerium Oleander* (Oleander), was also identified and has been historically planted in some of the open exotic lawn areas. This species should be removed as it is known to be highly toxic to both humans and animals.



Figure 86. Existing flora at North Head Sanctuary. Source: Harbour Trust



Figure 87. Existing flora at Third Quarantine Cemetery. Source: Harbour Trust

- **Smooth-barked Apple** - Coast Banksia Cheese Tree open forest on sandstone slopes on the foreshores of the drowned river valleys of Sydney
- **Crimson Bottlebrush- Banksia - Melaleuca Baumea** woody sedgeland in dune swales of the Sydney basin
- **Heath-leaved Banksia Scrub** She-oak heath on sandstone headlands in the Sydney basin
- **Bracelet Honey-myrtle - Heath-leaved Banksia Scrub** She-oak coastal cliffline scrub in the Sydney basin
- **Lilly Pilly - Cabbage Tree Palm** Littoral rainforest on escarpment slopes and gullies of the Sydney basin
- **Seagrass meadows** of the estuaries and lagoons of the New South Wales coast
- **Banksia heath** on aeolian sands of eastern Sydney suburbs, Sydney Basin Bioregion
- **Urban Exotic/Native**

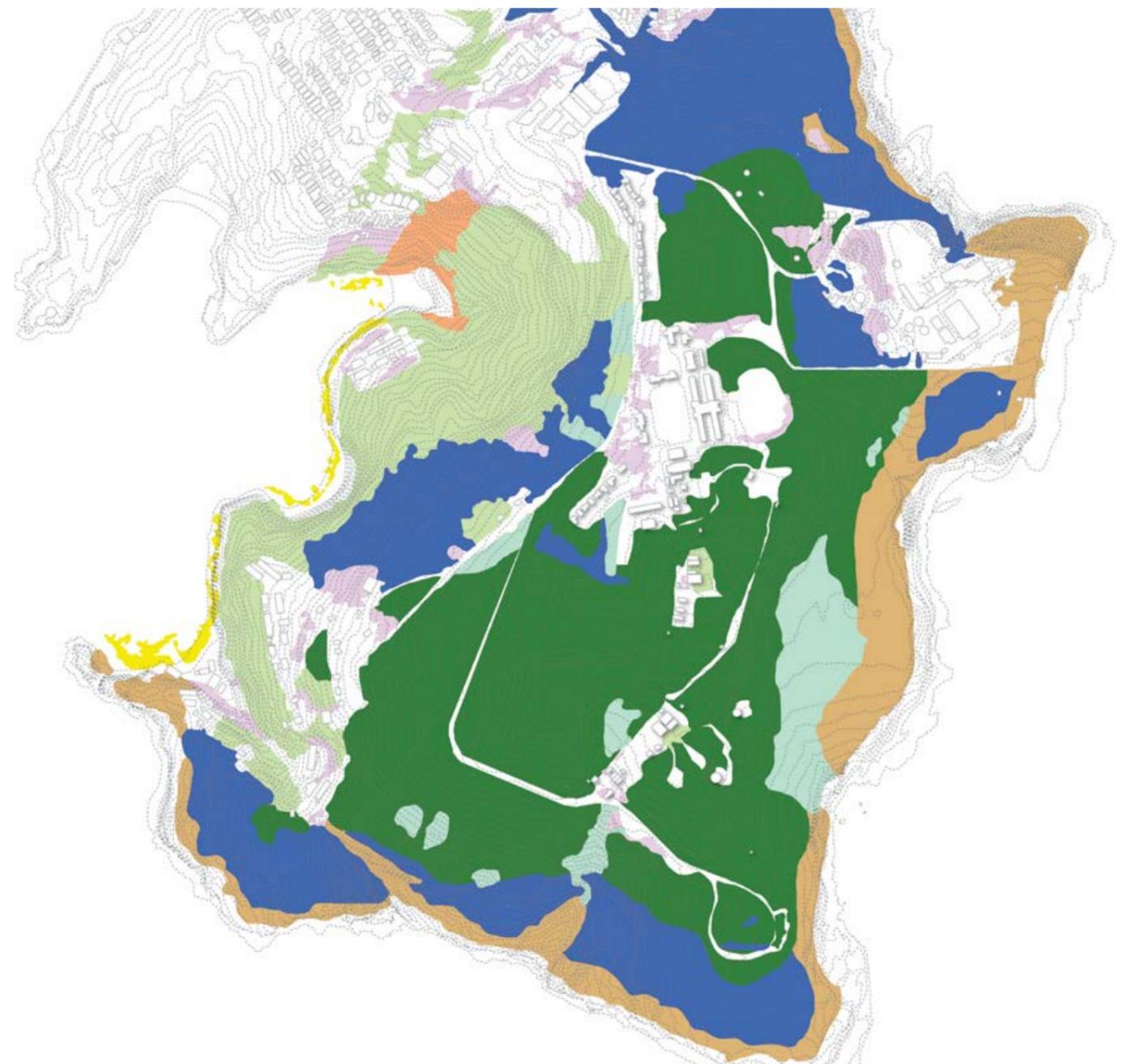


Figure 88. North Head Vegetation. Source: Ecological Management Review & Recommendations (2022), eco Logical Australia

6.1 Ecological analysis

Biodiversity constraints

The biodiversity constraints mapping outlines the areas of the site that are deemed threatened and in need of high conservation. These areas are designed to be rehabilitated, reinforced and protected through future master planning phases.

These areas have been identified below as:

- Low Constraint Area: Potential for future development with accompaniment of the appropriate environmental assessments.
 - Hardstand, tracks and buildings (all new/occupied structures) without Biodiversity Values mapping;
 - Urban exotic lawn; and
 - Planted Native/Exotic Vegetation deemed to have low habitat potential for endangered Long-nosed Bandicoots.
- Moderate Constraints Area: Potential for future development however development considerations may be required in regards to the following:
- Habitat features of moderate value:
 - Soaks, drainage lines
 - Buildings (all old/unoccupied structures) that may provide roosting habitat for threatened microbat or small mammal species
 - Nest-bearing trees
 - Planted native/exotic vegetation areas identified as containing moderate potential habitat (dense planted exotic vegetation) for endangered Long-nosed Bandicoot.
- High Constraints Area: Low potential for future development without the implementation of appropriate environmental assessment, impact mitigation strategies, assessments of significance or Biodiversity Offsets. This zone encompasses:
 - Areas mapped as Sydney Coastal Sand Mantle Heath (Eastern Suburbs Banksia Scrub TEC)
 - Areas with historically recorded threatened flora species
 - Planted native/exotic vegetation areas identified as containing high potential habitat (dense native planted vegetation) for endangered Long-nosed Bandicoot
 - Areas containing habitat features of high value such as hollows or small mammal burrows associated with threatened species previously recorded within proximity to the site
 - Areas of Biodiversity Values mapping.

The areas outside of the subject site will need further investigation to determine any constraints if development is proposed in the future.

- Subject Property ▭
- Subject Site ▭
- Low Constraints Area ▭
- Moderate Constraints Area ▭
- High Constraints Area ▭



Figure 89. Biodiversity Constraints Mapping within the Subject Site. Source: Narla Environment, Ecological Constraints Assessment, January 2023

6.2 Bushfire

The heath and scrub vegetation has evolved with fire over many thousands of years to the extent that they require fire to trigger reproduction. For many of the native plants, fire stimulates flowering and seed dispersal, germination of the soil stored seed bank, or regrowth from epicormic buds and lignotubers (depending on the species and its tolerance to fire).

The absence of fire for the last 40 years due to its former use by defence has favoured dominance of senescent *Leptospermum laevigatum* (Tea Tree Scrub) whose tall thick canopy suppresses regeneration of the diverse range of groundcover and shrub species.

The following recommendations have been made in the Bushfire management plan (2022):

- Protection of life and property within NHS and adjoining lands
- Protection of items and areas of natural, scenic and cultural values
- Minimisation of the risk of unplanned bush fires at NHS
- Minimisation of the potential for bush fires to spread onto and from NHS
- Maintenance of natural environments where fire regimes are an integral part of the ecological processes
- Work cooperatively with neighbours (NPWS, Fire and Rescue NSW) and lessees managing bushfire
- Facilitate the adaptive reuse for appropriate land uses taking into consideration the potential bushfire threat and evacuation issues.

Further investigation and bushfire assessment will be required in the next stage of development when considering the following:

- Proposed revegetation within the site
- Proposed building removal or re-location
- Tolerance and management options for each of the building users and activities within the site
- Adaptive reuse of existing buildings will need to be considered on a risk and merit-based case by case review, balancing the bushfire risk, vulnerability of occupants, lease and licence controls and the emergency management arrangements that can be utilised within the site and for the intended purpose.

Subject Property 
BAL FZ 
BAL 40 
BAL 29 
BAL 19 
BAL 12.5 

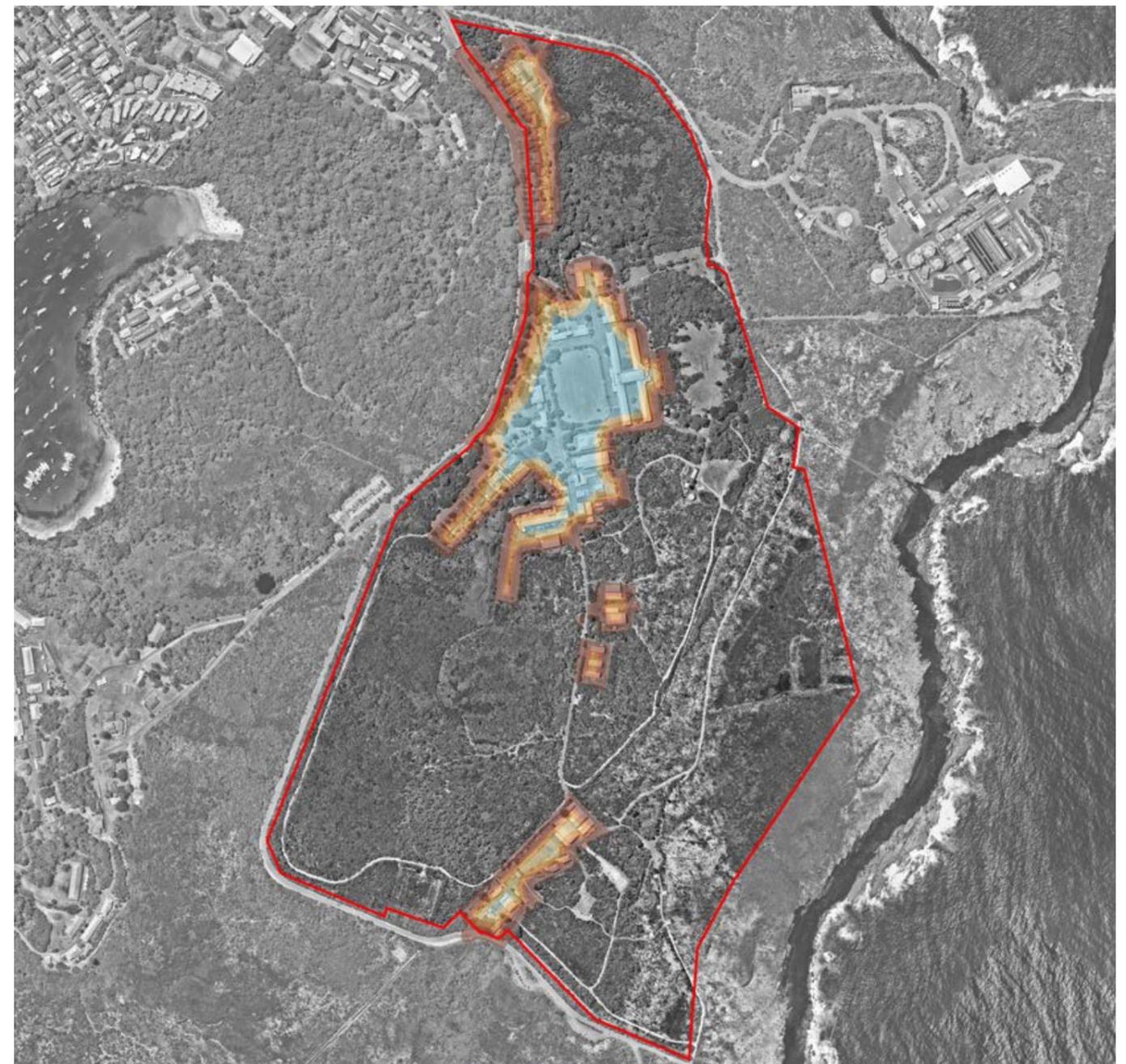


Figure 90. Bushfire Attack Levels. Source: North Head Bushfire Management Plan

6.3 Topography, character and views

North Head features high cliffs that tower over the water on its eastern and southern edges and then slope down to the west. Most of the site sits at 80 metres above sea level with its highest point sitting at around 115 metres above sea level.

The vistas offered by North Head include the numerous gun emplacements, the lookouts along Scenic Drive and Burragula Lookout, the lookouts along Scenic Drive and Burragula Lookout and Yiningma Lookout, Memorial Walk and North Head Sanctuary lawn. However, over time the

dense vegetation growth has developed over the previously used sites and therefore presents a challenge when attempting to interpret the site and the broader cultural landscape of stone walls, pathways, recreational amenities, and defence structures.

Three of the high points within the site are H1 and H2 - Central Precinct and H3 - Third Quarantine Cemetery.



Figure 91. Significant view towards South Head. Source: Elena Mehrabani, TURF Design Studio



Figure 92. Significant view from carpark lookout towards the CBD Syline. Source: Elena Mehrabani, TURF Design Studio

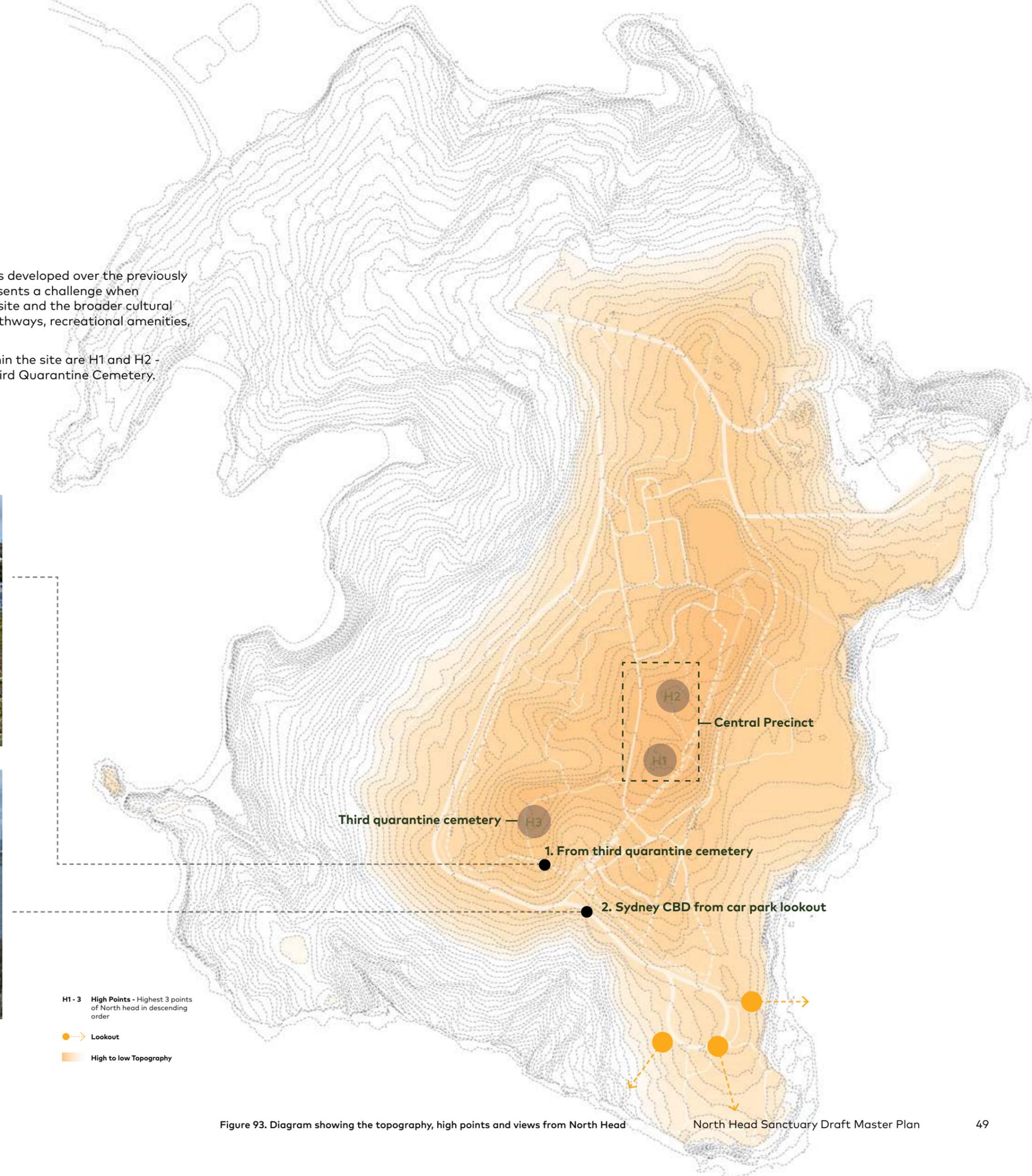


Figure 93. Diagram showing the topography, high points and views from North Head

6.4 Site visitation and uses

This section analyses the existing conditions of use and visitation of the site within the context of future site planning. Users are identified and approximate population numbers are outlined.

General use and users of North Head Sanctuary

Broadly, the existing recreational use of North Head Sanctuary is considerable. The lands are currently used as a recreational destination, for work or in support of existing associated functional use.

Harbour Trust collects visitation data via (heat sensitive) pedestrian counters and (hydraulic) vehicle counters at entry points to North Head Sanctuary. In overall terms this visitation data indicates the number of visits to North Head Sanctuary throughout financial year 2019-20 at approximately 396,315 visitors. The total number of visitation for 2022-23 was 426,277 visitors.

There is a high level of return visitation, with most visitors to North Head Sanctuary visiting more than once before (64% in 2019/20). Anecdotally, visitation was suggested to be influenced by seasonal variations. However, the visitation data suggests that seasonal variations are limited with visitation sitting at around 25-30% each quarter.

Visitors of North Head Sanctuary

North Head Sanctuary attracts:

Active explorers aged between 34 and 74 years that visit North Head Sanctuary with their partner or family. They are passionate and knowledgeable about North Head Sanctuary, with some having a military background connecting them to the site.

Aspirations of active explorers for the site include:

- Retain the site as a 'sanctuary' or 'refuge'
- Personal face to face interactions
- Cultural tourism, cultural festivals, music recitals
- Protect and enhance the natural environment
- Adaptive reuse for community benefit

Implications for experiencing the site include:

- Easy to get to - accessible via public transport, walking and car
- Safe and accessible pathways and cycleways
- Accessible information sharing
- Immersive and/or educational experiences - First Nations/ Country, native plants and animals
- Comfortable, weather protected seating and tables

Local Families and couples that visit North Head Sanctuary every once in a while for a walk, to meet with friends, or even a specific function or event. These visitors need to be familiarised with the site and be able to access unique, local experiences that give them a reason to keep coming back.

Aspirations of families and couples for the site include:

- Unique one of a kind experiences/retreats
- Cultural festivals, food and arts markets, evening outdoor cinemas
- Protect and enhance the natural environment
- Improved entry with First Nations 'Welcome Place'

Implications for experiencing the site include:

- Weekend activation and programming which may be paid or free
- A good quality cafe for sit down coffee, breakfasts and lunches
- Quality restaurant
- Bookable event/function space

Considerations

Below is a summary of the key considerations regarding visitation by key audiences to North Head Sanctuary

- Improved accessibility and wayfinding - Clear and legible wayfinding and pathways throughout North Head Sanctuary could support easier exploration of what the site has to offer for both locals and visitors
- Create a predominantly pedestrian, welcoming, legible, and connected environment within Harbour Trust land, including North Fort Precinct Road
- Leverage partnerships to support activation and attract visitors - Recent events at the Parade Ground demonstrate opportunities to work with other partners to deliver activations that offer artistic and cultural experiences to attract new audiences
- Introduce the Sanctuary to the next generation - The Sanctuary offers opportunity for young children to learn about First Nations, military histories and native wildlife. This could be an opportunity to increase awareness of the site and attract future visitation
- Adaptive reuse of existing buildings to offer new attractions - Finding new uses for the existing built form infrastructure which have unique characteristics could be an opportunity to bring a new dimension to the experience to attract new audiences
- Upgrade amenities to extend current visitation - New bathrooms and parents facilities, comfortable seating, shaded areas and picnic facilities were seen as an opportunity to extend or grow current visitation, particularly for families.
- Create an experience that is a 'must do' whilst visiting Sydney - Given the significance of the site and the compelling views, there is an opportunity to put North Head Sanctuary on the map as a must visit destination for domestic and international tourists.
- Showcase the work being done by the volunteer team - The volunteer team at North Head Sanctuary are a valuable resource, providing knowledge and information to visitors via the visitor centre and tours. This provides an opportunity for an increased level of engagement in military history, quarantine and environmental education of the public and to attract more volunteers
- Celebrate the environmental significance of the native flora and fauna. A diversity of important native species and habitats are present in North Head, including the Eastern Suburbs Banksia, wild flowers, various species of bird, and the endangered Long-nosed Bandicoot

- North Head Sanctuary is considered a unique experience. A bushland escape surrounded by water. With spectacular views, with First Nations and military significance in close proximity to its urban surrounds provides a one-of-a-kind experience
- Acknowledge the deep history and significance that First Nations Peoples have for the site.
- Military history and significance associated with the defence of Sydney. The site is significant for its military history and offers stories and interpretation relating to the defence of Sydney that could be better showcased.
- Protecting flora and fauna from the impact of increased visitation - Increasing visitation, vehicular and foot traffic brings with it increased risk of damage to native flora and fauna the Sanctuary aims to protect.
- Bushfire risks constrain the uses and activities onsite - During dry hot summers, fire danger days will limit permissible activities within the Sanctuary and these are likely to become more frequent.
- Site capacity constraints for large scale events - Large scale events that would attract Sydney-wide audiences would likely need to be spread over several days to manage visitation numbers given site accessibility and parking capacity.
- Evening access is restricted - NSW National Parks shuts down access to the site at sundown to protect bandicoots. This limits the potential of the site for evening uses and activations.

6.4 Site visitation and uses

Visitors of North Head Sanctuary to grow

Domestic tourists visiting North Head Sanctuary for the first time are often interstate visitors holidaying or visiting family and friends. While they do not spend as much as a typical interstate visitors, they do enjoy eating out at cafés and restaurants, going to the beach, going sightseeing and spending time with family and friends.

Aspirations of domestic tourists for the site include:

- Opportunities for exercise, relaxation and wellness
- Events and spaces that enhance the place, surrounds and history

Implications for experiencing the site include:

- Easy to get to - accessible via public transport and walking
- Clear entry points and wayfinding throughout site
- Good quality cafe and/or restaurant
- Somewhere to purchase affordable food and drinks to cater to day-trippers

International first timers are usually tourists visiting Manly from the UK, USA and New Zealand. They are often second time visitors to Australia, perhaps seeking a new experience different from their last visit. Many may be travelling along and/or be backpacking. While visiting, they eat out, and visit beaches and national parks.

Aspirations of international visitors for the site include:

- Something unique and different from typical tourist destinations they may have already seen
- An experience that represents 'Australia' or 'Manly' - something to write home about.

Implications for experiencing the site include:

- Easy to get to - accessible via public transport and walking
- Clear entry points and wayfinding throughout site
- Bush tracks and walkways
- Audio/self guided tours and signage available in a range of languages and use of highly recognised visual vernacular
- Somewhere to purchase affordable food and drinks to cater to day-trippers
- Parking for tour coach buses.

Visitors of North Head Sanctuary to attract

Local knowledge holders and other First Nations stakeholders have a long cultural and spiritual connection to the site. There is a strong desire for the site to become a place they can welcome others to engage with culture and learn about Country.

Aspirations of **First Nations visitors** for the site include:

- Collaborate on the future
- Have the site healed and past trauma acknowledged
- Restoration to a place for cultural activities and business
- Invite others onto the site to experience Country – a place for mob to share their story

• Accessibility for all.

Implications for experiencing the site include:

- Embedded culture through the site, guided by local Knowledge Holders and First Nations consultants
- Educational and cultural experiences for non- Indigenous visitors
- Presence of First Nations owned businesses
- Uses that maintain the space as a sanctuary for healing
- Safe access to the site at different times of day and night.

Early learning and primary school aged children (under 12 years) have a lot to learn and enjoy in North Head Sanctuary. They may be visiting school children or local families with young kids; some may even have children attending the Montessori school in North Head.

Aspirations of **families with young children** for the site include:

- Opportunities to engage First Nations culture, Australian military history and native wildlife and environment
- Fun, unique and age appropriate activities
- Family friendly performances/ entertainment

Implications for experiencing the site include:

- Parking for school coach buses
- Safe roads with low speeds and safe spaces
- Clean and accessible parents facilities
- Educational and engaging learning experiences
- Weekday and weekend activities
- Opportunities to engage with the site for little or no cost.

These are **people working locally** around North Head, many of whom are still regularly working from home. As predominately educated professionals, they are more likely to have high incomes and may be seeking places away from work to detach and reset. They may be familiar with the existing wellness uses on site, such as the gymnasium. Health, wellbeing, arts and culture are important influences.

Aspirations of **local workers** for the site include:

- Opportunities for exercise, relaxation and wellness to disconnect from work
- Potentially a outdoor, natural space to work remotely

Implications for experiencing the site include:

- Lighting and safety measures for people walking before and after working hours (which may be in the dark in winter)
- Weekday activation and programming
- A good quality cafe for quick, affordable takeaway coffee, breakfasts and lunches
- Comfortable seating and tables that are protected from the sun
- Free wifi.

6.5 Existing conditions and current use

This section analyses the existing conditions. There is no precedence or order to each of the items listed below.

List of current uses and building conditions within North Head Sanctuary:

- A. The Guard House/Gatehouse (B6)
- B. Main Barracks Building (B1)
- C. Parade Ground Precinct
- D. The Officers Mess (B44)
- E. The Sergeants' Mess (B16)
- F. North Head Fort Workshop Group (NF05-08)
- G. NF09 - District Gunner's Cottage No. 1
- H. NF10 North Fort Precinct Café (District Gunners Cottage No. 2)

The key objectives and actions are in part a response to the current conditions identified and are further illustrated within the Draft Master Plan design response.

- 1. Lack of defined arrival experience
- 2. Building 1 - the main barracks remains empty and provides significant opportunity for precinct activation with appropriate use.
- 3. Degraded pathways, walking tracks and Avenue of Honour
- 4. Fragile hanging swamp ecosystem
- 5. Closed off spaces/buildings within the Central Precinct
- 6. Dense vegetation obscuring views
- 7. Interface with gun and observation emplacements
- 8. Underutilised spaces and buildings within North Fort Precinct
- 9. Disturbed endemic ecology
- 10. Access to and within the Third Quarantine Cemetery
- 11. Lack of connectivity to the national park



Figure 94. Aerial showing the site's existing conditions and current uses

6.5 Existing conditions and current use

A. The Guard House/Gatehouse (B6)

The Guard House (also formerly known as Headquarters Building) forms the entry and security facility for the entire School of Artillery site and the parade group of buildings. The building was the administrative headquarters for the School and security control point for all military personnel and visitors upon entry to the complex. It was the headquarters and management centre for the School of Artillery.

It is one of the four buildings arranged on the two axis of the Parade Ground, located on the north - south axis, forming a counterfoil to the Sergeants Mess. The axuality of this relationship was reinforced by complementary form and design, with parapet walls, symmetrical façades and centrally composed archway and two storey 'tower' section.

B. Building 1 (B1)

One of the original buildings constructed on the site, Building 1 is the largest building in the School of Artillery complex. It is located on the east - west axis of the parade ground, on high ground opposite the Officers Mess. The building provided an imposing backdrop to ceremonial occasions and parades on the parade ground, and the balconies and flag stations on the building were important for the review of major ceremonies.

The building was used for multiple functions including accommodation for recruits, dining facilities, ballroom for ceremonial and social functions and lecture rooms.

Building 1 embodies the relative ranking of military personnel, and the standard of the facilities is a direct consequence of this relationship.

- The main entry lobby, the split staircase, the soldier's dining room and the ballroom comprise interiors of high significance with elements of art deco style
- The building was important to the social life and interaction of a large group of base ranking soldiers and recruits, stationed at or undergoing courses at the Artillery School.

C. Parade Ground

The Parade Ground has historical significance as the venue for ceremonial occasions at the School of Artillery, inspections and military drill activities. The Parade Ground, the associated buildings and bordering landscape are the central aesthetic element of the Artillery School and are important for their creative and design achievement. The entire formal planning and layout of the building complex is based on the axis of the Parade Ground. The Parade Ground has social significance through the important role it has played in the life and military protocols of both the North Fort Precinct Barracks and the School of Artillery.

D. The Officers Mess (B44)

The Officers Mess is one of the four core buildings arranged on the two axis of the Parade Ground, located on the east - west axis, on lower ground opposite Building 1.

The Officers Mess is a highly significant building in the former School precinct. It provided facilities for dining, entertainment and formal celebrations for the senior ranks of staff at the School or attending courses. Accordingly, the building is the most sophisticated and well appointed of the three mess buildings. The major function rooms comprise interior spaces of high significance, featuring a variety of quality art deco finishes, joinery, plasterwork, and fittings.

E. The Sergeants' Mess (B16)

This Art Deco building is strategically located within the planning of the parade ground, forming a counterfoil to the gatehouse at the opposite end of the north- south axis. This axuality has now been largely lost since the building was replanned in the 1950's resulting in changes to the formerly symmetrical plan featuring the projecting dining room and parapetted elevations. The sergeants mess is nevertheless a major component of the composition of the core buildings and the parade ground.

The formal interiors of the sergeants mess, the dining room and the ante room are significant both for the quality and restrained ambience of the spaces and the accomplished design in the finishes and fittings.

F. North Head Fort Workshop Group

The Workshop Group consisted of four buildings. They provided the service and repair back-up infrastructure for the gun battery.

- NF05 Workshop Building - The Fort Workshop Building is single storey and consists of three parallel sections. The building's historical significance is in its role in supporting the operations of the gun battery. The workshop building would have provided maintenance and repair services for the equipment used in the battery
- NF06 Skidding and Cordage Store Building - The current Visitors Centre is divided into two rooms which reflects the organisation of the stored items into skidding and cordage that were used to support the maintenance and operation the gun barrels and other gun parts
- NF07 Paint and Oil Store Building - The flammable liquids store is a single storey building divided into two rooms
- NF08 - Latrine building - The building's division into three rooms is meant to align with the three classes of male servicemen for which the building was designed: officers, non-commissioned officers, and other ranks.

G. NF09 - District Gunner's Cottage No. 1

The District Gunners Quarters No. 1, is a single storey building comprising an Entry Hall, two offices (former Bedrooms 1 & 2), Main Office (former Sitting Room), a general meeting room (former Dining Room), a kitchen, enclosed verandah, bathroom and laundry.

H. NF10 North Fort Precinct Café (District Gunners Cottage No. 2)

The North Fort Precinct Cafe (original District Gunners Quarters No. 2) is a single storey building comprising an Office (former Bedroom 1), a toilet (former bathroom) and

a dining area (the former Hall, former original Dining Room and former enclosed Verandah combined by the removal of the dividing brick walls). The former Sitting Room and Bedroom 2 have been combined to create a large serving area and the Kitchen has been opened into this serving area. The laundry remains as a separate room accessible from the outside.

Refer to *Robertson and Hindmarsh, North Fort Precinct, North Head: Conservation Management Plan (2010)* on all existing structures and built form within North Fort Precinct such as, observation posts, gun emplacements and Third Quarantine Cemetery.



Figure 95. The Guard House/Gatehouse



Figure 98. North Head Fort Workshop Group (NF05 Workshop)



Figure 96. Building 1 (B1)



Figure 99. NF09 - District Gunner's Cottage No. 1



Figure 97. Parade Ground Precinct and The Officers Mess (B44)



Figure 100. NF10 North Fort Precinct Café (District Gunners Cottage No. 2)

6.5 Existing conditions and current use



Figure 101. Entry gate



Figure 102. Barracks Precinct



Figure 103. Avenue of Honour

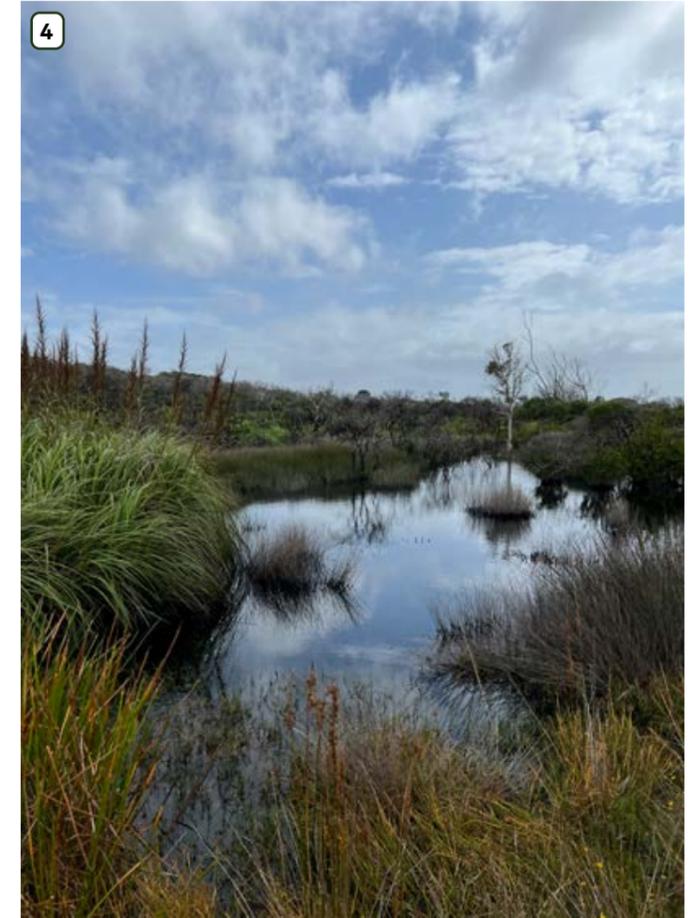


Figure 107. Hanging swamp



Figure 104. North Fort Precinct entry



Figure 105. Ball room



Figure 106. Current cobblestone construction

1. Lack of defined arrival experience

The arrival to North Head is defined by two gates, one on Scenic Drive and the other is the entrance to the North Fort Precinct. These entry points do not currently provide a defined arrival experience and can result in a sense of disorientation when navigating through the site.

2. Building 1

Building 1 - the main barracks provides significant opportunity for precinct activation with appropriate use.

3. Degraded pathways, walking tracks and Avenue of Honour

The Avenue of Honour is a physical remnant of a unique historical moment in the history of North Head and have the opportunity to be enhanced through signage and wayfinding.

Assembled by volunteers with a unique cobblestone construction, it was built in remembrance of fallen soldiers who were locals of the area. This walking track also provided access to the previously inaccessible site.

4. Fragile hanging swamp ecosystem

Through the history of the site, much of the natural hydrology has been altered. This has resulted in the development of the current hanging swamp. Due to its ecological significance, it must be maintained and protected.

6.5 Existing conditions and current use



Figure 108. Restrictive signage and fencing



Figure 109. Restrictive signage and fencing

5. Closed off spaces/buildings within the Central Precinct

The Central Precinct presents an opportunity to provide valuable space for the revitalisation efforts in North Head. The current conditions of fencing and prohibitive signage does not engage the public which gives the perception it is restrictive access.



Figure 110. Dense vegetation obscuring view from sheds

6. Dense vegetation obscuring views

The Central Precinct is well positioned to be a lookout point that provides views out to the ocean. However, dense vegetation currently obscures this view.



Figure 111. Gun observation post



Figure 112. Gun Emplacement

7. Interface with gun and observation emplacements

Throughout North Head Sanctuary there are numerous military installations. Most notable are the gun emplacements that are oriented eastward towards the ocean. The gun emplacements provide potential lookout points and are focal points within the landscape. These sites do not currently provide good lookout points as the views out from these gun emplacements are obstructed.



Figure 113. North Fort Precinct gate



Figure 114. North Fort Precinct sandstone perimeter wall

8. Underutilised spaces and buildings within North Fort Precinct

North Fort Precinct is a popular point for visitors to take in the expansive views of the Sydney CBD skyline and the harbour. This area also provides the most direct access to other popular spots in North Head Sanctuary, such as the numerous gun emplacements, tunnels, and walking tracks. The current condition of the spaces and buildings are underutilised.

6.5 Existing conditions and current use



Figure 115. Open space from historical clearing

9. Disturbed endemic ecology

North Head Sanctuary is the site of a unique and fragile ecology that provides a habitat for a diverse range of flora and fauna. It is also a vital landscape for endangered flora and fauna. Over the history of the site, it has led to the introduction of invasive species, vegetation fragmentation caused by clearing for development and the construction of numerous walking track networks and public access into sensitive ecological areas.



Figure 116. View from Cemetery



Figure 117. Overgrown vegetation within cemetery

10. Access to and within the Third Quarantine Cemetery

North Head features several cemeteries of historical significance. Of these, the Third Quarantine Cemetery sits within the site and is positioned on one of the highest points within North Head. Currently, access through this site is not easily facilitated due to a lack of defined circulation paths.

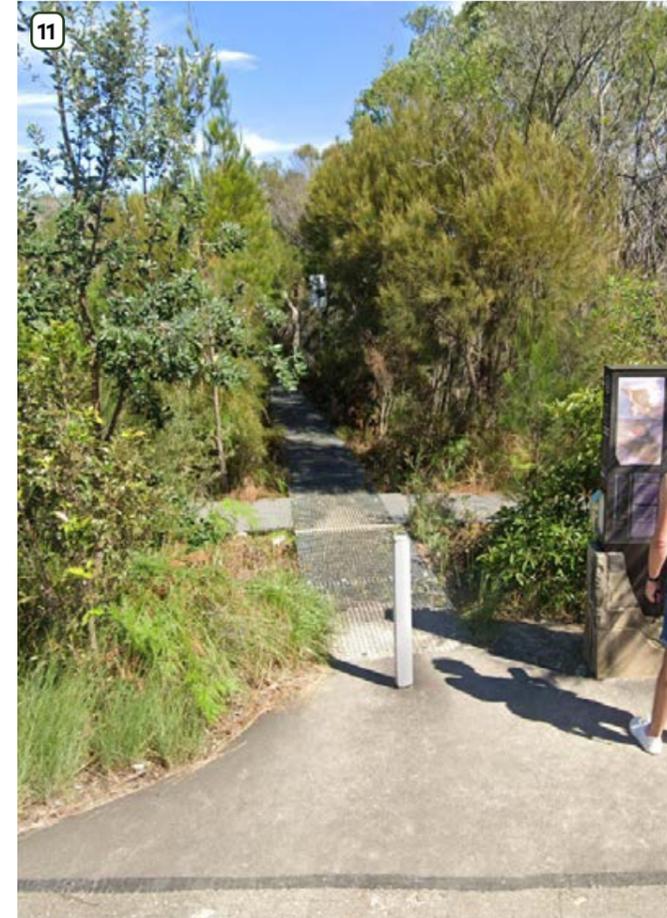


Figure 118. Entry to North head walking track from National Harbour Park

11. Lack of connectivity to National Park

Much of the area of the North Head landscape is part of the Sydney Harbour National Park. There is opportunity for the Harbour Trust area of North Head to connect seamlessly to the National Park land and vice versa.

6.6 Existing transport network considerations

To identify the existing transport network constraints within North Head Sanctuary and surrounding areas, the design team has undertaken a robust analysis of current conditions involving:

- Review of available transport and access reports
- Analysis of precinct car parking data

The following commentary describes the review of current conditions and constraints of the precinct and identifies fundamental challenges to be considered in identifying the key actions proposed within the Draft Master Plan, to develop forward thinking principles and guidelines to implement sustainable improvements for accessibility (i.e., movement to, from and within the Sanctuary).

North Head Scenic Drive provides the main roadway into and out of the site, providing a connection through to Darley Road. The road provides for traffic flow in both directions with a centre-line to delineate traffic movements.

North Head Scenic Drive provides access to both North Fort Precinct and the Artillery Barracks Precinct via Darley Road. The North Head Scenic Drive gate is open from dusk to dawn. Blue Fish Drive provides an alternate access point to the Barracks Precinct via Darley Road into the Gunner Road car parking area.

Vehicle access and Entry Conditions to Barrack Precinct

Pedestrian access to the Barracks Precinct via North Head Scenic Drive is a vehicle-dominated environment lacking in connectivity.

The southernmost access point is a paved roadway without any formal pedestrian facility, with the existing footpath terminating at the vehicle driveway with no supporting pram or kerb ramp. To the north of this access point, pedestrians are forced to walk along a narrow strip of landscape towards the second entry point to the precinct.

Vehicle access and Entry Conditions to North Fort Precinct

The existing access point to North Fort Precinct is approximately 4 metres in width which does not provide the ability for two cars to pass one another at the same time. While this has the benefit of reducing vehicle speeds it can also create points of conflict when vehicles are attempting to enter and exit at the same time. In addition to this challenge, this is the access point to the Precinct for pedestrians.

There is currently no visual indicator at the North Fort Precinct access point that informs drivers they are entering a different road and speed environment from the external road network. The entry road has the aesthetic of a car dominated environment with asphalt paving and no change in pavement material and colour. The style of pavement provided and road surface is consistent with the external roadways, giving no indication to drivers that they are entering an environment with high levels of pedestrian activity.

This compares to other parkland environments (e.g. Centennial Parklands) where 'gateway' treatments are provided at the key entry points to provide visual cues to drivers to slow down and look out for other road users.

Internal road network

North Head and the broader Sydney Harbour National Park is serviced by an existing road network which includes both sealed and unsealed roads – although unsealed roads are only open to the general public for walking and cycling. The roads are relatively narrow, with some sections only providing one-way traffic flow.

North Fort Precinct Road is an internal roadway through the site, connecting the Barracks Precinct and North Fort Precinct, however it is not publicly accessible south of the Barracks Precinct, with only authorised vehicles permitted to use this internal roadway. While North Fort Precinct Road is not publicly accessible for motor vehicles, it remains available for use by people walking and cycling.

Pedestrian movement

Currently the majority of pedestrians walking up from Manly and travelling to North Fort Precinct / Burrigula Lookout and Yiningma Lookout make the conscious decision to continue along North Head Scenic Drive, rather than travel through the North Head Sanctuary. The key decision point is at the entry to the Barracks Precinct which is not currently inviting for pedestrians.

Internal pedestrian circulation

North Fort Precinct Road offers an important connection between the Barracks Precinct and North Fort Precinct to the south. North Fort Precinct Road is vehicle dominated, with car parking scattered around the area with no pedestrian facilities. Similarly, the roadway serving the Gatehouse and parade ground provides no sense of pedestrian priority.

Visitor travel behaviours

Surveys undertaken by the Harbour Trust in 2019 provide insights into how visitors travel to the North Head Sanctuary. Nearly half of visitors arrive by walking from the surrounding area, taking into consideration those who arrive from the ferry as well as walking from the surrounding area. Car travel accounts for approximately 40% of visitor travel to the area, while a small proportion of visitors arrive by bus or bicycle.



Figure 119. Existing vehicle and pedestrian access to Barracks Precinct



Figure 120. Existing vehicle access into North Fort Precinct

Staff and tenant travel behaviours

A review of recent Journey to Work Census data was undertaken to understand how people travel to the area surrounding the site. The area considered as part of the analysis takes in the former Shared walkway for pedestrians and bicycles site as well as surrounding areas up to North Head. The results of the analysis indicates the majority of staff currently drive to the site due to the availability of on-site parking and the limited nature of public transport services.



Figure 121. North Fort Precinct Road in the Barracks Precinct



Figure 122. Pedestrians walking on North Head Scenic Drive

6.6 Existing transport network considerations

Public Transport

North Head is serviced by a single bus route, route 161, which operates as a loop between Manly Wharf and North Fort Precinct. Operating hours during weekdays are every 20 minutes at peak and every hour at off-peak. On weekends the service frequency is every hour. The low service frequencies of up to one hour, particularly on weekends where visitation to North Head is generally highest, limits the ability for users to utilise public transport services and increases reliance on private vehicles to access the precinct.

Walking and Cycling Infrastructure

Pedestrians generally share the internal road network with vehicles, with limited formal pedestrian pathways. Some infrastructure is available around North Fort Precinct and the Barracks precinct but this is generally limited to one side of the roadway only. For much of North Head Scenic Drive (which is managed by National Parks and Wildlife Services) no footpaths are available which results in pedestrians walking along the roadway.

Cycling is a popular mode of travel to North Head Sanctuary however limited infrastructure is provided. No bike lanes exist on North Head Scenic Drive, with infrastructure limited to a less than five bicycle parking rails near the entry to North Fort Precinct on land owned by NPWS. No bicycle parking facilities are currently available in the vicinity of the Barracks Precinct.

North Head Scenic Drive is a popular recreational cycle route and is identified as a 'Tier 2 – District Route' in the Northern Beaches Council bicycle map. This route provides connectivity to Darley Road, the Manly town centre as well as East Esplanade.

Traffic Volumes

Traffic counts were undertaken in early December 2022 to understand the existing level of traffic movements in different areas within North Head. These traffic volumes are summarised in Figure 11, with detailed hour by hour analysis.

A review of previous traffic count data collected in 2013 indicates that traffic flows on North Head Scenic Drive have not changed significantly over the past decade. This previous traffic data indicated North Head Scenic Drive (south of the turnoff to Q-Station) carried 1,100 vehicles per weekday and 1,880 per weekend day in 2013, with this figure now sitting at 1,170 and 1,810 vehicles per day respectively.

While roads within the Sydney Harbour National Park have no formal classification in respect to a state or local government road hierarchy plan, an assessment has been undertaken based on Transport for NSW established guidelines for the functional classification of roadways. This functional classification is based on the role roads perform and the volume of traffic they should carry, with guidelines based on the following criteria:

Arterial Road typically a State Road which carry more than 15,000 vehicles per day (over 1,500 veh/h) and perform the role of major inter-regional links

Sub-Arterial Road typically Regional Road defined as secondary inter-regional links which carry volumes between 5,000 and 20,000 vehicles per day (500 veh/h to 2,000 veh/h)

Collector Road provides links between local areas and regional roads and typically carries between 2,000 and 10,000 vehicles per day (200 - 1,000 veh/h)

Local Road provide access to individual allotments and carry low volumes, desirably less than 2,000 vehicles per day (200 veh/h) with a recommended maximum of 300 veh/h proceeding at a speed of about 40 km/h.

On this basis it is concluded that North Head Scenic Drive and North Fort Precinct Road are consistent with a road under a 'local' classification with traffic volumes well below the desirable 2,000 vehicles per day. Observed traffic flows on Bluefish Drive are lower than those on North Head Scenic Drive and this would also fall well within the bounds of a 'local' road function.

Car parking

In conjunction with the traffic counts undertaken in December 2022, parking occupancy surveys were undertaken on a Sunday between 7am and 7pm. Weather conditions were fine and sunny at the time of the survey, with no special events occurring.

The findings show all car parking areas had spare capacity throughout the day – particularly those serving the Barracks Precinct. The car parks close to North Fort Precinct were observed to be busier however were still recorded to contain approximately 40% spare capacity at the busiest time of the day.

These survey results indicate that existing parking facilities may be utilised to accommodate potential growth in visitation to North Head and/or occupation of existing building by tenants rather than relying upon the need for new or upgraded parking facilities.

Car parking within the Barracks Precinct and North Fort Precinct is currently free for use by the general public while parking on Scenic Drive (controlled by National Park and Wildlife Services) is subject to parking fees of \$5 per day. This inconsistency results in many visitors parking within North Fort Precinct and using other parts of North Head – occupying parking spaces for visitors wanting to experience North Fort Precinct itself.

Key challenges that are being considered

- Pedestrian access to both North Fort Precinct and Barracks Precinct to be significantly improved. Threshold / gateway treatment to be introduced to slow vehicle speeds and provide for pedestrian priority at the primary access point
- Providing clear direction that the primary pedestrian route through to North Fort Precinct / Burragula Lookout and Yiningma Lookout is not along North Head Scenic Drive but via The Barracks Precinct. Encourage pedestrians to North Fort Precinct and Burragula Lookout and Yiningma Lookout through the Barracks Precinct along North Fort Precinct Road as the primary route

- The main shared walkway for pedestrians and bicycles linking the two precincts is North Fort Precinct Road which is currently vehicle dominated, with car parking scattered around the area with no pedestrian facilities. The Draft Master Plan needs to respond to the objective of creating a 'Sanctuary' along this connection
- Consider implementing a 20kph speed limit within Harbour Trust land
- Pedestrian and cycling linkages between surrounding areas, access points, car parks, and key buildings
- North Head Sanctuary to be used a north-south connection to allow safety pedestrian movement rather than North Head Scenic Drive due to limited footpaths
- Limited infrastructure for cycling to North Head Sanctuary. No bike lanes along North Head Scenic Drive. No bike parking at Barracks Precinct and limited parking rails at North Fort Precinct
- Provide designated shared walkway for cyclists to reduce impact on the surrounding ecology
- North Fort and Barracks Precinct – requiring pedestrians to travel well past their intended destination and cross North Head Scenic Drive to access the bus stop



Figure 123. Existing 161 bus service route

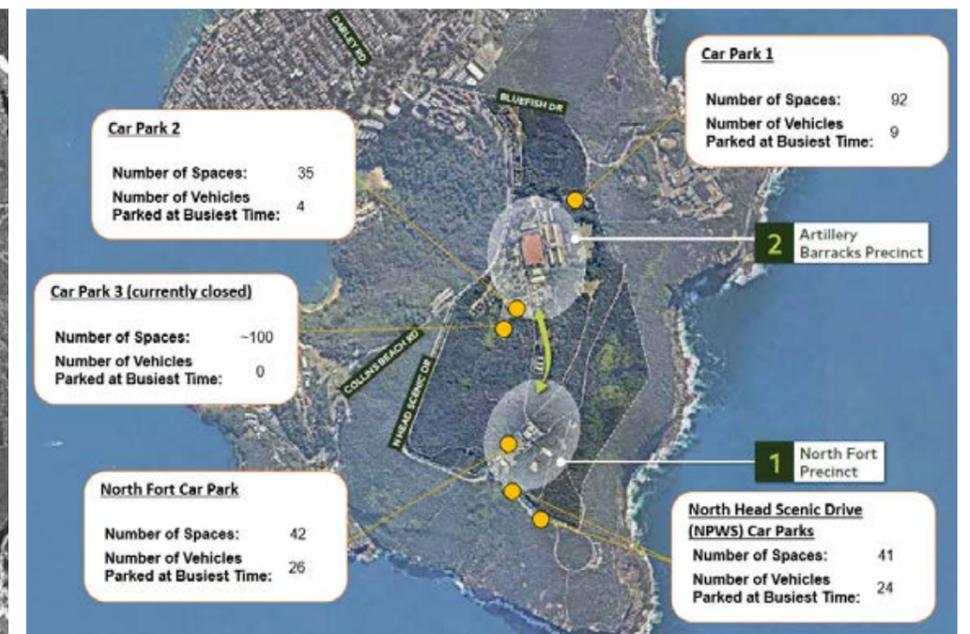


Figure 124. Results of car parking surveys

6.7 Key master plan considerations

The analysis outlines a series of opportunities and constraints that have been used to identify and establish a set of key considerations for the Draft Master Plan. These items have been categorised by arrival and movement, environment and uses, and users.

Arrival and movement

- Opportunity to improve signage and wayfinding at the northern point of the site, throughout the site, and pedestrian loop path to allow movement around and through the site
- Consolidate the vehicle and pedestrian entry to the site allowing a separation for different users
- Create an address to the north and south of the site to welcome and orient visitors
- Create a pedestrian focused shared walkway for pedestrians and bicycles to give pedestrians a safe and legible space to move north-south and throughout the site
- Reconfiguration and material change of the vehicle road and car park hardscape
- Use permeable paving and landscaping so these areas can be multifunctional

Environment

- Scenic Drive is the single access road into and out of the site and the uses and occupants need to be considered in regard to bushfire safety
- Consideration of optimal views throughout the site
- Protection of ecology in and around the site by limiting additional movement throughout the sanctuary
- Identify areas for environmental regeneration

Users and uses

- Celebrate the existing heritage assets on the site by adaptively reusing existing structures and stories
- Heritage constraints on the existing buildings may inhibit further building upgrades to reduce bushfire risk and exposure.
- Selective removal and re-location of built form has been considered to enhance the use of the site.

Oval Reconfiguration	Green oval	Gateway	Green circle
Adaptive Reuse - Artillery Barracks Precinct	Orange rectangle	Views	Orange triangle
Central Precinct	Light orange rectangle	Manly	Blue rectangle
North Fort Precinct	Light blue rectangle	Existing Parking	Light blue rectangle
Residential Area	Yellow rectangle	Main Shared walkway for pedestrians and bicycles	Green double-headed arrow
Removed Building	Red dashed rectangle	Site Boundary	Red line



Figure 125. Key Considerations for the Draft Master Plan of North Head

7. References



Figure 126. Walking track at North Head Sanctuary. Source: Harbour Trust

7.1 A message of thanks

Many individuals, community groups and organisations have contributed to the conversation about North Head. The Harbour Trust gives thanks to those that provided their generous time and valuable input to achieve this important milestone – the publication of a North Head Sanctuary Draft Master Plan.

It is the Harbour Trust's intention to give further acknowledgement to individuals and organisations as part of the finalisation of the Draft Master Plan.

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7.4 Terminology and abbreviations

Term	Abbreviation	Definition / outline of term with respect to this project
Term	Term is abbreviated or not to be abbreviated	Generally, throughout this document there is firstly a generic definition of the term followed by a project specific statement. The project specific statement typically starts with In this case referring to this Harbour Trust project at North Head.
Acknowledgement of Country		An 'Acknowledgement of Country' is a way where any person can show awareness and respect for First Nations culture and heritage and the ongoing relationship the traditional custodians have with their land. Both First Nations and non-First Nations people can perform 'Acknowledgement of Country'. It is a demonstration of respect dedicated to the traditional custodians of the land (or sea) where the event, meeting, or activity takes place. It can be formal or informal.
Action		An action is defined broadly in the EPBC Act and includes: a project, a development, an undertaking, an activity or a series of activities, or an alteration of any of these things. A lawful continuation of an existing use is not an action. In this case any proposal for development on North Head is termed under EPBC as an action.
Asset activation		An active asset is an asset that is used by a business in its daily or routine business operations to generate benefit either financial or social. Active assets can be tangible—such as buildings or equipment—or intangible—such as cultural heritage values. In this case the asset is the lands, the buildings and the inherent cultural heritage values of place. Additionally, the term activation refers to use and function of the asset including 'what the buildings and land are used for,' how the use generates benefit (either financial or social) how the uses are sustainable and critically how the values are protected, conserved and interpreted.
Budget		The PCG approved total funded sum that is to be applied to the project. Revision of this sum is a formal action by PCG under governance
Budget breakdown		The approved breakdown of total funded sum applied to the project that is revised and approved by PCG at gates under governance. This is not to be confused with the cost plans. The budget breakdown is an internal Harbour Trust generated document.
Main Barracks building	B1	One of the original buildings constructed on the site, the OR's Mess is the largest building in the School of Artillery complex. It is located on the east - west axis of the parade ground, on high ground opposite the Officers Mess.
Concept plan	CP	An approved document that once complete provides, describes, illustrates the long-term view of an overall development scope. In this case the concept plan will develop a framework for future development that examines and describes key elements of planning, land use, asset use and activation, heritage conservation of both landform and built asset feature
Concept plan consultant	CPC	The engaged concept planning consultant for this project is COX Architecture
Concept Plan Brief of services		The brief of services issued by the Harbour Trust to the consultant for development of the concept plan deliverables
Conservation Management Plan	CMP	Conservation Management Plan – North Head – A detailed analysis of the place's heritage values that guides the preservation and management of North Head Sanctuary; Dawbin Architects, November (2008) and Robertson & Hindmarsh Pty Ltd, January 2010
Connecting with Country Draft Framework		Developed by the NSW Government Architect - Connecting with Country Draft Framework is a framework for developing connections with Country that can inform the planning, design, and delivery of built environment projects in NSW.

Term	Abbreviation	Definition / outline of term with respect to this project
Cost plan		A report document that is developed by the Harbour Trust and /or a cost planning consultant to analyse and describe cost elements of a capital works project. A cost plan is typically structured around total development cost that breaks down all costs inclusive of internal resource cost, consulting costs, forecast capital works costs and contingent allocations
Cost planner		A consultant quantity survey or that assesses proposed development in capital terms based on referenced rates and cost for similar projects
Colonial heritage values		The term 'heritage values' refers to the meanings and values that individuals or groups of people bestow on heritage (including collections, buildings, archaeological sites, landscapes and intangible expressions of culture, such as traditions). In this case the colonial heritage values are derived from the actions, events and material remnant of the colonial era specific to North Head
Community working group		The group set up by the Harbour Trust to attend workshops and provide input to project development prior to broader formal public consultation.
Country		NSW Government Architect provides this definition: 'Country' (capital C) has a different meaning to the western understanding of the word 'country' (small c). <i>In the Aboriginal sense of the word, Country relates to the nation or cultural group and land that they/we belong to, yearn for, find healing from and will return to. However, Country means much more than land, it is their/ our place of origin in cultural, spiritual and literal terms. It includes not only land but also skies and waters.</i> (NSWGA)
Cultural heritage values		UNESCO provides this simple definition: The values embodied in cultural heritage that are identified in order to assess significance, prioritize resources, and inform conservation decision-making.
Designing with Country principles		From NSW Government Architect <i>Research to date suggests three essential elements of designing with Country: nature, people and design.</i> <i>The binary relationships across these three elements offer distinctive design approaches:</i> <i>1— Architecture considers design and people (informed by nature). Architecture without people is just a sculptural object.</i> <i>2 — Passive design considers design and nature, and when used by people becomes environmental design.</i> <i>3 —Biophilic design considers the innate relationship between people and nature. Informed by design, this relationship could be understood as a genesis for Indigenous architecture.</i>
Development application	DA	The Harbour Trust is its own consent authority and requires that development proposals follow a development application process not unlike a local authority or council. In this case a DA will likely be developed and submitted following approval of the concept plan and identification of priorities for capital works that align with available funds and generally meet with community agreement. The DA process involves formal public consultation.
Environment Protection and Biodiversity Conservation Act	EPBC	The <i>Environment Protection and Biodiversity Conservation Act 1999</i> (the EPBC Act) is the Australian Government's central piece of environmental legislation. It provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places — defined in the EPBC Act as matters of national environmental significance All 'actions' on Harbour Trust land, undertaken by either the Harbour Trust or on behalf of the Harbour Trust, are controlled by the <i>Environment Protection and Biodiversity Conservation (EPBC) Act 1999</i> as amended.

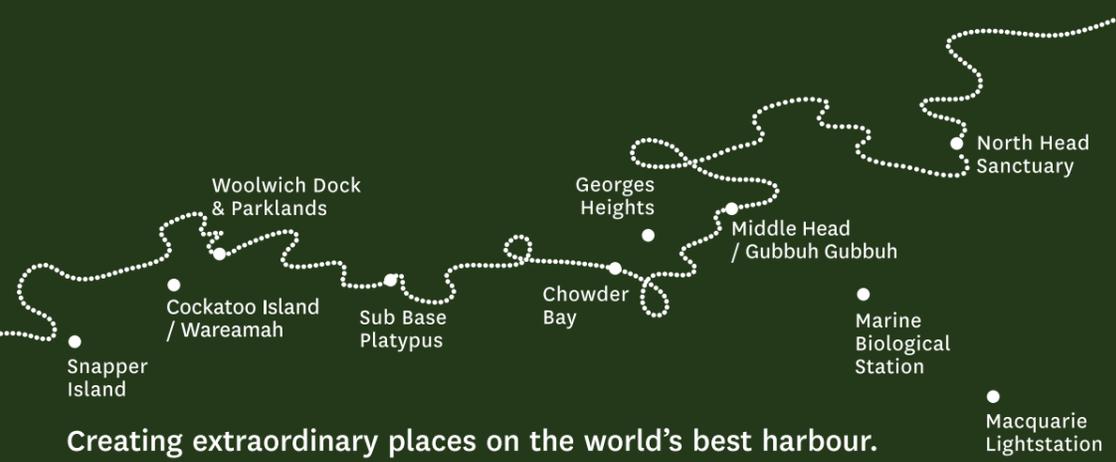
Term	Abbreviation	Definition / outline of term with respect to this project
EPBC referral		Whilst the Harbour Trust is its own consent authority it often chooses to refer a development application to the department/ minister under EPBC referral provisions. The referral is a process of seeking delegated approval of the proposal (ministerial delegate) and provides the Harbour Trust with an additional (and in cases somewhat critical) layer of authority as to approval of a proposal.
Expression of interest	EOI	The Harbour Trust uses this term to describe an approach to market where proponents submit 'expressions of interest' for commercial or non-commercial activity within the asset.
First Nations heritage values		The term 'heritage values' refers to the meanings and values that individuals or groups of people bestow on heritage (including collections, buildings, archaeological sites, landscapes and intangible expressions of culture, such as traditions).
First Nations consultation		The project specific process that brings First Nations input to the design and development of place.
First Nations guiding principles		A single page document summarising the commitment from the Harbour Trust in recognising the importance of First Nations people, places and culture and a renewed focus on building deep long-term relationships, exchange of knowledge and providing greater opportunity to be on Country
Formal public consultation		Refers to public consultation undertaken by the Harbour Trust via exhibition relating to a Development Application
Freedom of information	FOI	The right to Freedom of Information is set out in the Freedom of Information Act (FOIA). The act gives everyone a legal right to see information held by public bodies, Under the Freedom of Information Act all citizens have a right to request any recorded information held by a public authority , such as a government department or in this case the Harbour Trust.
Governance		Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance. In this case the term governance refers to the approved Harbour Trust governance document designed for use in major capital works projects that describes the process and control mechanisms for projects from inception, through design to construction and completion. Harbour Trust capital works projects are structured in process around gates.
Governance gates		A stage gate (sometimes called a phase gate) is a project management technique , used by/for organisations with projects that involve large teams, multiple departments and numerous stakeholders. At each of these points, work is reviewed to decide whether the project is able to move to the next stage or gate. In this case all gates are defined within Governance
Gun emplacements		The term applies to the remnant structures
Interpretation		A means of communicating which helps people enrich their understanding and appreciation of the world, and their role within it (Interpretation Australia). In this context the term refers to visitor or public interpretation . Visitor interpretation is used by sites of cultural heritage significance, visitor attractions, destinations, museums etc to tell the stories of a site's significance and its cultural context (physical, natural, social, aesthetic or spiritual). The purpose of visitor interpretation is informal education and first-hand participatory learning, often about heritage (Moscardo, 1996)
Lead Design Services Consultant	LDSC	Term LDSC describes a multi-disciplinary group of consultants that are tasked with design under terms of contract. Typically, the LDSC is an architect (but not always). Disciplines are project specific and generally comprise engineering and landscape architecture.

7.4 Terminology and abbreviations

Term	Abbreviation	Definition / outline of term with respect to this project
Master plan		A master plan is an approved long-term planning document that provides and guides future growth and development. A master plan includes analysis, recommendations, and proposals for a site's population, economy, housing, transportation, community facilities, and land use. The difference between a master plan and a concept plan is (i) the extent and depth of study and (ii) a master plan is generally considered an approved document that 'sets the rules' of future development. A concept plan focuses more on vision and values of place and is less technical in its scope. This link is a good description www.governmentarchitect.nsw.gov.au/resources/ga/media/files/ga/other/advisory-notes/advisory-note-master-plans-2018-09-12.pdf
Military heritage values		The term 'heritage values' refers to the meanings and values that individuals or groups of people bestow on heritage (including collections, buildings, archaeological sites, landscapes and intangible expressions of culture, such as traditions). In this case the military heritage values are derived from the actions, events and material remnant of the military occupation and development era specific to North Head.
National Parks & Wildlife Service	NPWS	NPWS is the adjacent land manager and a statutory stakeholder. The ongoing relationship with NPWS is critical to Harbour Trust capital works projects and the digital pilot
Natural heritage values		Refers to inherent values of place that are part of the natural environment i.e. landform, flora and fauna
Precinct plan		The term precinct plan is a relatively new (or reused) term perhaps borrowed from recent English or European town planning context. The NSW Government recently (2020) outlined A new approach to Precinct planning has been developed to provide certainty and a way forward for precincts. This is part of our work to centre the planning system around people, places, public spaces and the environment, putting greater responsibility for planning in the hands of councils and local communities.
Pre-tender estimate	PTE	This is a document created by a cost planning consultant/quantity surveyor that takes the tender documentation and prices it in terms of benchmark market rates. The PTE will inform the cost position in terms of budget and therefore whether a tender occurs, or further work is required to reduce cost.
Project plan		A project plan is a series of formal documents that define the execution and control stages of a project. The plan includes considerations for risk management, resource management and communications, while also addressing scope, cost and schedule baselines. A project plan document is typically divided in sections to cover the following: scope management, quality management, risk assessment, resource management, stakeholder management, program management and change management plan.
Probity advisor		A probity advisor is typically an independent consultant that provides guidance and advice on how probity issues should be addressed and may also assist in anticipating problems and advising on courses of action to be taken to achieve a required level of compliance to probity requirements. In this case the Harbour Trust uses probity advisors to assist in management of post tender evaluation process.
Probity plan		A probity plan is where a procurement is sensitive or of high value, high risk or subject to a high degree of public scrutiny to ensure that all probity issues are considered and addressed prior to the start of a procurement project. In this case probity plans set the rules for conduct and process in review of tenders
Probity report		Probity advisors provide reports to the project control group (or similar decision-making body), expressing their expert opinion regarding probity requirements describing how probity issues were managed.

Term	Abbreviation	Definition / outline of term with respect to this project
Procurement or tender evaluation plan		A procurement or tender evaluation plan documents the processes, methods and people tasked with assessing tenders once received and in this case is required to be aligned with Commonwealth protocols. The plan will set out the assessment criteria across price and non-price and provide a framework for how the procurement is evaluated /reported.
Procurement or tender evaluation report	PER	The purpose of an evaluation report is to: <ul style="list-style-type: none"> Document the results of the evaluation of tenders received by the Harbour Trust in response to a contractor request for tender Provide documented reasoning as to the recommendation for preferred tenderer Make recommendations for the next steps in process that if successful will lead to the award of contract Record agreement of the evaluation panel to the recommended position Seek and record sponsor and delegate endorsement of the recommendations
Program of works or program		A program is a collection of projects that are managed as a group to achieve efficiencies of scale. Just as project management involves the coordination of individual tasks, program management is the coordination of related projects that are grouped together.
Project program		A project program is a Gantt chart typically developed in MS Project or other software that sets out tasks, task durations and interlinking or related tasks. The Harbour Trust develops its own programs for projects and these must not be confused with construction management programs developed by contractors to manage construction tasks and time. In this case the project program will plot task and time in terms of all work streams (i.e. consultation, concept planning, preservation works and digital pilot). The interface of task and time across the streams is a critical aspect to programming at this point as it relates closely to consultation inputs and concept planning outputs.
Project control group	PCG	Formed under governance and terms of reference the PCG is the Harbour Trusts authority under governance to direct. The key task under PCG is approving when/if a project transitions from gate to gate.
Request for tender	RFT	An RFT is an open or select competitive process in which a series of requested documents must be submitted which usually includes a proposed solution and detailed costing. The term RFT is typically used in construction tendering as opposed to an RFP (request for proposal) which is used in procurement of consultants. An RFT in this context will comprise a draft contract, a statement of requirement, returnable schedules, drawings and specifications
Statement of requirement	SOR	The statement of requirement forms part of request for tender documentation and sets out in detail what the respondent is required to do in accordance with the contract. An SOR is required in procurement of either consulting services or construction contractors
Services infrastructure		The term refers to infrastructure that provides permanent supply of services in accordance with codes and standards relating to use and function. The services are potable water, stormwater, hydraulics including sewerage, electrical services (including substations kiosks and supply lines), communications (including optic fibre), and fire services (including ring mains and hydrants). In this case the infrastructure services to the site are considered minimal, in disrepair, redundant or absent.
Statutory or key stakeholder		A statutory or key stakeholder is an organisation that has specific business or statutory interest

Term	Abbreviation	Definition / outline of term with respect to this project
Welcome to Country		Traditionally, a Welcome to Country was an invitation or permission for a person from a different area to pass through or enter. Doing so without it was unacceptable. A welcome to Country statement can only be spoken by a recognised custodian of the lands. Incorporating a Welcome (or Acknowledgement protocol) into official meetings and events shows that we recognise Aboriginal people as the First Australians and custodians of their land. It demonstrates that the organisation, are aware of the past and ongoing connection of Aboriginal people to place and land. Source: Welcome to Country & Acknowledgement of Country - Creative Spirits, retrieved from https://www.creativespirits.info/aboriginalculture/spirituality/welcome-to-country-acknowledgement-of-country



Creating extraordinary places on the world's best harbour.