



21 February 2024

**Meeting Notes  
Harbour Trust  
Community Advisory Committee**

**Time:** 5.00 pm – 7.30 pm

**Venue:** Harbour Trust Head Office (29 Best Avenue, Mosman/ Microsoft Teams)

**Present**

Lori Callahan - *Representing Zali Steggall MP*  
Lisa Trueman (online)  
Carolyn Corrigan - *Mayor of Mosman Council*  
Sheila Foliaki (online)  
Chido Mauwa (online)  
Glyn Evans  
Cathy Griffin  
Trudy Phelps  
Linda O'Malley  
Anne Clarke  
Jeremy Kenna (online)  
Peter Doukas  
CMDR Kent Browning – *HMAS Penguin*  
WO Paul Chircop – *HMAS Penguin*

**Apologies**

Yolande Stone  
Rebecca Cardy  
Sue Heins – *Mayor of Northern Beaches*  
Kylea Tink MP

**In Attendance - Harbour Trust**

Janet Carding, *Executive Director*  
Tim Entwisle, *Chair of the Trust* (online)  
Alex O'Mara, *Member of the Trust*  
Terry Bailey, *Member of the Trust*  
Kathryn Roberts, *Director, Marketing & Visitor Experience*  
Graham Izod, *Director, Assets and Parklands*  
Alastair Fisher, *Community Engagement Officer*

**Acknowledgement of Country**

Janet Carding (JC) formally opened the meeting with an Acknowledgement Country.

**1. Welcome and Apologies**

JC welcomed the attendees to the meeting and noted the apologies.



JC welcomed the new Chair of the Harbour Trust, Tim Entwisle (TE) and new members, Terry Bailey (TB) and Alex O’Mara (AO), and invited them to introduce themselves. TE noted that Ann Sherry is also a new member but was not able to attend this meeting. Members of the Trust introduced themselves and outlined their background and experience to the Committee; TE read out a short bio for Ann Sherry. Members of the Committee introduced themselves and outlined their backgrounds and experience to the Members of the Trust.

JC added that both TB and AO are nominees of the NSW Government. JC also noted that the advertisement for the appointment of new Board members was now live on the departmental website and agreed to share this with the group.

As an action arising, Lori Callahan (LC) asked if the standing agenda items noted in the Meeting Notes of the 21 November 2023 be specific agenda at future meetings. These items included the Middle Head /Gubbeh Gubbeh masterplan implementation based on funds that have been allocated; the repairs and maintenance programme for the various precincts and how funds are being expended and communicated to the broader public; the recent funding of the \$45M and how this money will be expended, understanding that the ambition is for the money to be spent by 30 June 2025; and how the Harbour Trust is engaging with stakeholders. JC agreed.

**a) Executor Director’s Update**

JC provided the group with an update on the visitor numbers across the Harbour Trust sites, including the Sunset Sessions on Cockatoo Island that have been fully booked.

JC informed the group that the Harbour Trust has encountered an issue with tree vandalism at Woolwich Dock on Harbour Trust land, and within the Hunters Hill Council area. The police were notified, and the Harbour Trust is currently working with Hunters Hill Council, which is also concerned about the damage caused. A joint leaflet will be prepared for circulation to all residents of Hunters Hill alerting residents to this illegal activity. Confirmed that large signage, detailing the vandalism will be erected, and CCTV installed on the site. The Harbour Trust will post details of the vandalism on social media to alert the community to the tree vandals and to note that the police are involved.

Cathy Griffin (CG) suggested that land managers should keep trees at a height whereby residents’ views were not obscured and therefore perhaps less likely to be damaged. CG acknowledged this was a controversial view and that she wasn’t suggesting it was a contributor to this incident. Sheila Foliaki (SF) noted that there is no right to a view and this act should not go unpunished as it is a growing problem around Sydney Harbour. The group requested further information on the replanted trees.

JC confirmed that the Harbour Trust is on schedule to complete the Wirra Birra foreshore park at Sub Base Platypus at Easter 2024.

JC informed the group that the Harbour Trust is currently finalising Memorandum of Understanding (MoU) with North Head Sanctuary Foundation and working on a renewal for five years of the MoU with the RAAHC. The group requested the length of time of the NHSF MoU be shared with them (Note added post-meeting, the NHSF MoU will be for three years.)

**b) Members of the Trust Update**

TE and AO provided the group with an update on the Board meeting held on 14 February 2024. Including that a paper was discussed on the potential transfer of Snapper Island to the Harbour Trust from the Department of Finance. It was noted that this issue had been raised on and off for over twenty years, and the Harbour Trust would need to agree the terms of any transfer.



The master plan for North Head Sanctuary was adopted on 14 February 2024, and will be published in the coming weeks. It was confirmed that where appropriate feedback from the public consultation was incorporated to the master plan with the consultation outcomes already published online.

Additionally, there was a discussion on the staging of the Middle Head / Gubbeh Gubbeh Master Plan, a discussion on the development a philanthropy strategy and agreement on a new set of delegations and procurement policy. TE confirmed that the philanthropic Foundation already exists, but there is need to reactive it, and create a strategy for increased individual and corporate support.

AO informed the group that there were also discussions held on the board representation at the Harbour Trust's committees.

LC noted that the minutes from the previous Board meeting was not published yet and requested that the Board work to approve and publish the minutes in a timely way as they are helpful for the community to review. TE and JC noted that this does take time and they will work to improve on the current process.

**c) Update from Member, First Nations Advisory Group**

TE and JC informed the group that they attended the meeting of the First Nations Advisory Group on February 14, 2024. They noted that the group is chaired by Alison Page and is attended by representatives from the two Aboriginal Land Councils on which the Harbour Trusts sites sit, Traditional Owners, and a specialist in the arts and cultural sector.

JC confirmed that members of the Group will shortly be listed on the website, and minutes of the initial meeting posted shortly. She added that following a discussion with the group a workshop is proposed to consider the development of a First Nations Strategy for the Harbour Trust instead of a further Reconciliation Action Plan. JC added that the First Nations Advisory Group is supporting the Harbour Trust to develop a policy on partnerships with First Nations businesses and organisations who work on the Harbour Trust sites, and further research on dual naming and cultural heritage.

JC confirmed that the Group gave the approval for work to restart on the research and understanding of the First Nations history of Middle Head. She noted that the work had been paused by the previous Aboriginal and Torres Strait Islander Advisory Group, and historian Paul Irish is now continuing his work. He plans to speak with members of the group.

CG asked about the change of contract at North Head Sanctuary from Australian Wildlife Conservancy (AWC) to Anderson Environment & Planning (AEP) (the trading name of Rhipidura Pty Ltd) and what impact this has had on the research AWC was undertaking. JC confirmed there was a competitive tender to provide conservation management at North Head Sanctuary, AWC was invited to tender as part of the open process, and AEP was the successful tenderer. JC noted that the research AWC was undertaking was for the Harbour Trust and that AEP would continue this work where relevant. JC agreed that further discussion on the environmental management and research will be an item in the next meeting.

JC noted that the Harbour Trust had not previously been monitoring invertebrates at North Head and this was part of the new contract to ensure this part of the ecosystem is better understood and monitored.

**MATTERS FOR INFORMATION**

**1) Debrief on Cockatoo Island Draft Master Plan Consultation Outcomes**



Kathryn Roberts (KR) provided the group with an overview of the feedback received from the Cockatoo Island / Wareamah Draft Master Plan consultation. She noted that the Harbour Trust received 200 unique submissions which included 27 written submission attachments. This was compared to the 530 submissions and 63 written submission attachments received for the 2021 consultation on the concept. KR discussed the targeted engagement the Harbour Trust did with diverse youth from Western and Southwestern Sydney through Story Factory to ensure a wide group of voices were heard through the consultation.

Overall, the draft master plan was widely supported with almost 60% of respondents supportive or very supportive of the plan.

KR confirmed that the Harbour Trust has been undertaking a review of the feedback received and is preparing to publish the consultation outcomes report and the feedback surveys online. The report will include the Harbour Trust's response to the feedback. Additionally, the Harbour Trust is undertaking meetings with some stakeholders and submitters to better understand their feedback. The Harbour Trust will then update the master plan before presenting it to the Board for approval and adoption.

Trudy Phelps (TP) asked if the survey captured data on the local government areas respondents were from. Alastair Fisher (AF) confirmed that the survey captured post codes of respondents.

JC confirmed that the Harbour Trust needs to improve revenue raising while better protecting the islands heritage. Peter Doukas (PD) asked if Cockatoo Island / Wareamah would be seen as a profit generator for the Harbour Trust. JC confirmed that it is unlikely to ever make a significant profit, but the aim was to at least break even. Work is underway to complete the business case and achieve ongoing financial stability without the need for government support for operating costs.

JC offered the Group the opportunity to review the outcomes report by providing any additional feedback to the Harbour Trust by 28 February.

## 2) Discussion on implementation of Middle Head / Gubbeh Gubbeh Funded Works

JC noted that when the Board approved the Middle Head / Gubbeh Gubbeh Master Plan, there was no decision made on the staging and allocation of funding for the works. She added that currently \$14.4m funding previously provided by Government in 2019 is not sufficient to complete the entire master plan, so work is being undertaken on how to stage the works and what to prioritise.

JC informed the group that following the completion of works including, the removal of hazardous materials, remediation of the brick buildings, and site investigative works there is \$9.3m remaining in funding. The estimated total cost of implementing the master plan was approximately \$47m, this meant there was currently funding for 20-25% of the plan to be implemented. JC asked the group about possible approaches to discussing priority works with the community.

Several members of the CAC suggested the Harbour Trust not carry out further consultation as the community had already had their say and to just keep the community informed. Members of the CAC suggested the Harbour Trust should prioritise the removal of the timber buildings, and that work to establish the parklands, walking track and interpretation should be the priority for the Harbour Trust. It was suggested this would remove the controversy from the plan and allow the Harbour Trust to progress with other aspects of the master plan in due course. It was noted that



the opening up of new views and parkland would attract new people to the site which can improve funding and provide possible philanthropy for other aspects of the plan.

Chido Mauwa (CM) suggested the Harbour Trust look at forming work packages that are budgeted so it was clear what can be done now and what is for the future. JC confirmed that this work was being done and could be part of the communication.

### 3) Update on minor works, heritage works, maintenance and infrastructure works, including discussion on proposed stakeholder communication

Graham Izod (GI) provided the group an update on the minor works, heritage works, maintenance and infrastructure works that have been taking place at the Harbour Trust. GI confirmed that there are \$120m worth of projects that are completed or currently being delivered with specific Government allocations. GI shared an overview of the structures in place and the stages of projects to help highlight the background work that is undertaken before the community can see physical work taking place.

Jeremy Kenna (JK) questioned if a project is ever halted during the planning stages due to it being unviable. GI confirmed it has happened but is rare as the team would go back to the drawing board and amend the project to ensure it is viable.

GI provided the group with a list of recent and current projects that showed the current project stage. He confirmed that work is currently underway on projects that include the recent \$45m funding announcement. He noted that \$7m of the \$45m had currently been spent. LC asked if the Harbour Trust was on track to meet the timeline to spend the \$45m. GI confirmed that projects are on track to spend the money in the timeframe. JC noted that the team has learnt a lot from some of the projects that have taken longer than expected in the past and are able to plan accordingly.

AF provided an overview of the community engagement and communications options available to the Harbour Trust to deploy for projects that will have an impact on the community. He noted that the level of engagement is scalable depending on the size and impact of the project. This included the use of onsite signage, letterbox drops, social media, community newsletters, council communications, community group outreach, a dedicated engagement email contact and the development of a new webpage that will outline all current works and their impacts. AF provided examples of the signage to be installed for the upcoming Greenway Wall restoration project, and the letterbox drop that went out to residents around Chowder Bay Wharf.

GI provided the CAC with an update on some key projects underway, including the foreshore park at Sub Base Platypus, external works on Building 1 at North Head, the Greenway Wall Restoration project, Patrol Boat Wharf at Cockatoo Island, the Industrial Precinct at Cockatoo Island and the Cockatoo Island cranes remediation works.

**Meeting closed 7:30pm**