



**Meeting Notes
Harbour Trust
Community Advisory Committee**

4 December 2024

Time: 5.00 pm – 7.00 pm

Venue: Harbour Trust Head Office (28 Best Avenue, Mosman/ Zoom Video Conference)

Present

Erica Griffiths - *Representing Zali Steggall MP*
Lisa Trueman
Anne Maree Kimber - *Mayor for Mosman Council*
Sheila Foliaki
Rebecca Cardy
Chido Mauwa
Glyn Evans
Cathy Griffin
Yolande Stone
Trudy Phelps
CMDR Kent Browning
Mary Ann Beregi – *Representing Zoë Baker Mayor for North Sydney*
Michael Buttleworth – *Representing Jerome Laxale MP*

Apologies

Jeremy Kenna
Linda O’Malley
Peter Doukas
Sarah Swan – *Mayor for Woollahra*
Zac Miles – *Mayor for Hunters Hill*
Allegra Spender – *Wentworth MP*

In Attendance

Harbour Trust

Tim Entwisle, *Chair*
Terry Bailey, *Board Member*
Helen Lochhead, *Board Member*
Brad Manera, *Board Member*
Janet Carding, *Executive Director*
Kathryn Roberts, *Director, Marketing & Visitor Experience*
Daniel Sealey, *Director, Planning*
Graham Izod, *Director Assets and Parklands*
Susan Thompson, *Head of Engagement & Experience*
Eloise Dalmas, *Community Engagement Officer*

1) Welcome and Apologies

Janet Carding, Executive Director (“ED”) opened the meeting and welcomed attendees.

Acknowledgement of Country



ED gave an Acknowledgement of Country

2) Members of the Trust update

Tim Entwistle, Chair of the Trust Board, introduced two new Trust members who were in attendance, Helen Lochhead and Brad Manera, also advising of the appointment of Danny Gilbert, Chair of Gilbert and Tobin Lawyers who was not able to be present.

The next Meeting of the Trust will be held on Monday 9 December 2024, followed by the Trust Meeting in Public and the Chair's Christmas Celebration at Sub Base Platypus.

The 17 cranes on Cockatoo Island are a continuing priority, all being of high heritage value, however 7 require more maintenance, as identified in the Master Plan. This maintenance work may require a shift in funding priorities, and require Ministerial approval, however long-term conservation of the cranes is supported.

3) Executor Director's Update

The Annual Report has been completed, signed off and is available online. The Harbour Trust welcomed over two million visits in 2023-24.

The volunteer strategy is moving forward, and initiatives are underway, overseen by the Volunteer Involvement Working Group (VIWG) which had its first meeting on the November 13, consisting of 7 volunteers and 5 staff. Glyn Evans, a member of the CAC and the VIWG, provided the committee with a brief overview of the Volunteer Working Group's first meeting.

The ED met with Northern Beaches Council regarding the EOI for the gymnasium at North Head. Council advised they would be supportive of community use but would not make an application themselves and put forward a number of organisations who may be interested. The EOI is now closed.

4) First Nations Advisory Group

The lack of crossover in discussions between the CAC and FNAG was mentioned, this gap is something that will hopefully be bridged in the near future.

During the last FNAG meeting (16 October 2024) an update was provided to the group regarding the change to the NSW curriculum, discussions around this topic will continue in early 2025.

5) Update – Middle Head Master Plan Implementation

The Middle Head Master Plan, Stage 1 project has appointed a First Nations designer, working with the FNAG. An accessibility report has been carried out and in due course will be forwarded to the design consultants once appointed. The planned design workshops are now postponed until 2025 pending the appointment of the lead design consultant.

The priority for the first stage of works will be the accessible loop footpath, landscaping to create public parkland and support for visiting groups through a coach drop-off/pick-up bay. The Committee will be provided updates for this project in early 2025.



An assistant curator has been recruited and will shortly commence research for the interpretation component project. While constructive discussions continue there is no news yet on the location of the proposed Environmental Education Centre.

6) Middle Head Oval - Amenity Building Update

On 28 November 2024, the Harbour Trust determined Mosman Council's application for a proposed replacement amenities building at Middle Head Oval. The assessment of the application included careful consideration of public submissions. The public exhibition of the application resulted in 233 unique submissions, with 75.5% of those supportive of the proposal. The Harbour Trust's determination of the application granted approval for the building, but no approval was granted for the open-sided shelter and vehicle layover bay. The Consultation Outcomes Report can be viewed [here](#), and the Planning Permit and Conditions can be viewed [here](#).

Clarity was provided to the committee regarding the Naval access to the oval that needs to remain uninterrupted at all times. Ms Kimber stated that Council is happy with the Harbour Trust's work and is supportive of new facilities with female change rooms but disappointed that there will be no shade structure. It was also queried when Council would receive a response from the First Nations Design Consultant regarding Council's revised landscape design, the HT advised this would hopefully be shared around February 2025.

The Trust and our First Nations consultant will work closely with Council towards a revised landscape design that minimises the amount of hard-surface area.

Mosman Council has received a \$2 million grant under the Australian Government's 'Thriving Suburbs Program' to assist with funding for this project.

7) Briefing Paper – Visitor/Audience Research Insights Outcomes

Ms Pai spoke to the above Briefing Paper, and the need to better understand visitors to Harbour Trust's places, what drives them, how to bring them back and how to fill gaps in the tourism market.

Quantitative research was conducted in three online surveys of Greater Sydney residents and domestic travellers. Qualitative research involved focus groups, both face to face and online, in-depth interviews and mystery shoppers. As a result of the research, new and growth audiences have been identified and broken down into short-term and long-term targets. A thorough analysis of the Harbour Trust destinations and offerings was completed and identified areas for improvement, opportunities and potential partnerships.

The research has been shared with staff through internal workshops and will continue to be used a resource to help inform the improvement of current operations and future planning and priorities.

Accessibility was noted as an issue for both domestic and international tourists. Mr Evans noted that in his experience, visitors are happy to return to sites they know. Ms. Truman asked for clarity on the composition and the organisation of the focus groups, it was confirmed that the focus groups were organised by research consultants to reflect key visitor groups but did not specifically recruit for First Nations community members.

Ms Griffith commented that North Head attracts many sports people and asked if this cohort was canvassed for their views, and she also noted that signage could be improved. It was confirmed the Harbour Trust plans to undertake an audit of all signage and check the condition of existing signs.



8) Briefing Paper – Cockatoo Island Interpretation Project Scope

Nerida Campbell (NC), presented the curatorial site-based projects that she is currently developing at Cockatoo Island (CI). The aims of these various projects are to further interpret the history of CI as outlined in the Master Plan, including truth telling. NC has been reviewing the Harbour Trust oral histories to develop engaging content for various project arms, which will help develop key First Nations and shipbuilding storytelling activations across the island. A project has already been completed in Tunnel 1 on the construction and launch of the HMAS Brisbane, with new audio tours under development and new films which will be piloted, with feedback collected from various visitor audiences. New Chinese language audio tours will also be trialled to target this key growing tourist demographic. The new Dog Leg Tunnel interpretation and Family Tour projects are set to be delivered in 2025.

9) Regular Capital Projects Update – minor works, heritage works, maintenance and infrastructure works

Graham Izod reported that the 9 St Barbaras Avenue renovation is now complete. A signage audit for all sites will be conducted as well as a property and asset management audit. Asset management plans for each site will be updated following the recent maintenance work.

The maintenance schedule for the steam cranes is currently taking place on the first Tuesday of each month. The Cockatoo Island industrial precinct will undergo roof maintenance, and the Patrol Boat Wharf work has been completed.

Construction work on CI in 2025 will involve 5 projects including a solar panel upgrade, a total of \$2.5 million in works in 2025. The Harbour Trust website will advise community stakeholders on current and future works and projects on CI.

The committee were also advised that the construction phase of the extensive Greenway Wall restoration project at Macquarie Lightstation is well underway and anticipated for completion and the reinstatement of an updated tour for the public in 2025.

10) Workplan 2025

The draft 2025 Workplan for the CAC was presented and discussed. An item of note was that the three-year term of many of the current CAC members will conclude at the end of 2025 and that the EOI process will be reviewed and discussed with the current CAC group in mid-2025.

Meeting Ends – 7pm