



North Head Sanctuary Draft Master Plan – Consultation Outcomes Report December 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.

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1. Background

The Sydney Harbour Federation Trust (Harbour Trust) publicly exhibited the North Head Sanctuary Draft Master Plan from Tuesday 19 September 2023 to Tuesday 31 October 2023.

It was released for public exhibition on the Department of Climate Change, Energy, the Environment and Water's (DCCEEW) 'Have Your Say' consultation hub (at <https://consult.dcceew.gov.au/north-head-sanctuary-draft-master-plan>).

First Nations cultural guidance in development of the Master Plan is being provided by the Gujaga Foundation representing Traditional Owners.

The exhibition material comprised:

- The full North Head Sanctuary Draft Master Plan document (67-page PDF)
- A Summary Document of the North Head Sanctuary Draft Plan (17-page PDF)
- An accessible Summary Document of the North Head Sanctuary Draft Master Plan. Accessible documents are created to be easily readable by a sighted reader, or a low vision or non-sighted reader. This accessible version ensured information was provided in an inclusive manner (29-page Word Document)
- Ecological Constraints Assessment, Narla Environmental (PDF)
- North Head Sanctuary, Manly: Ecological Management Review & Recommendations, Eco Logical Australia (PDF)
- North Head Sanctuary Master Plan: Transport Strategy, JMT Consulting (PDF)
- North Head Sanctuary Utilities Advice Report, Arcadis (PDF)
- North Head Sanctuary – Planning for Bushfire Protection, Blackash Bushfire Consulting (PDF)
- North Head Sanctuary Webinar, 21 September 2023 (MP4)
- North Head Sanctuary Webinar Transcript, 21 September 2023 (Word and PDF)

The intention of this public exhibition was to receive feedback and comments that would inform revisions to the master plan.

Public feedback about the draft master plan was invited via the DCCEEW's 'Have Your Say' portal.

This outcomes report provides an outline of issues raised in submissions received through the feedback channels. Consultation outcomes will inform changes to the draft master plan, which will then be presented to the Harbour Trust Board for their approval.



North Head Sanctuary Draft Master Plan
September 2023

Harbour Trust

COX



SUMMARY DOCUMENT
NORTH HEAD SANCTUARY DRAFT MASTER PLAN
SEPTEMBER 2023

Harbour Trust

SUMMARY DOCUMENT
NORTH HEAD SANCTUARY
DRAFT MASTER PLAN SEPTEMBER 2023

Photo caption: Looking across Sydney Harbour from North Head Sanctuary (Source: Harbour Trust)



Harbour Trust

ARCADIS

NORTH HEAD SANCTUARY
Utilities Advice Report

02 JUNE 2023

JMT CONSULTING



North Head Sanctuary Master Plan
Transport Strategy

Prepared for: Sydney Harbour Federation Trust
5 September 2023

North Head Sanctuary, Manly
Ecological Management Review & Recommendations



eco logical

FORBES ILLI



Ecological Constraints Assessment

North Head Sanctuary Master Plan
Report prepared by NARLA Environmental
for Harbour Trust (Cox) Architecture
May 2023

BLACKASH
BLACKASH CONSULTING

North Head Sanctuary - Planning for Bushfire Protection Master Planning

For Sydney Harbour Trust

10 September 2023

BPAD

Figure 1 Exhibition Materials

2. Public exhibition

2.1. Notification

The North Head Sanctuary Draft Master Plan was placed on public exhibition for a period of six weeks – between Tuesday 19 September and Tuesday 31 October 2023. Draft master plan documents were also made available in hardcopy at the Harbour Trust Head Office, North Head Sanctuary Visitor Centre and Manly Library.

Community and stakeholders were invited to comment on the North Head Sanctuary Draft Master Plan through a range of channels, including:

- Information about the draft master plan, including details of drop-in sessions and supporting factsheet, was available on the Harbour Trust website which attracted 1,575 sessions from 1,300 users with an average engagement time of 41 seconds
- In-person information sessions
- Printed signage and brochures at Harbour Trust sites, including at North Head Sanctuary with 133 QR code scans
- Print and digital advertisements in local and major metro media such as The Sydney Morning Herald, The Australian, Koori Mail, Mosman Daily and Manly Observer, with a reach to 1,504,000 people
- 876,307 impressions of digital display advertisements were achieved
- A letterbox flyer to over 17,500 residents and businesses
- Targeted emails to key stakeholders, including neighbouring land managers, project working group, elected officials and other members of the community
- Around 23,561 people reached via 3 Harbour Trust email newsletters
- Communications shared through Northern Beaches Council

2.2. Drop-in Information Sessions

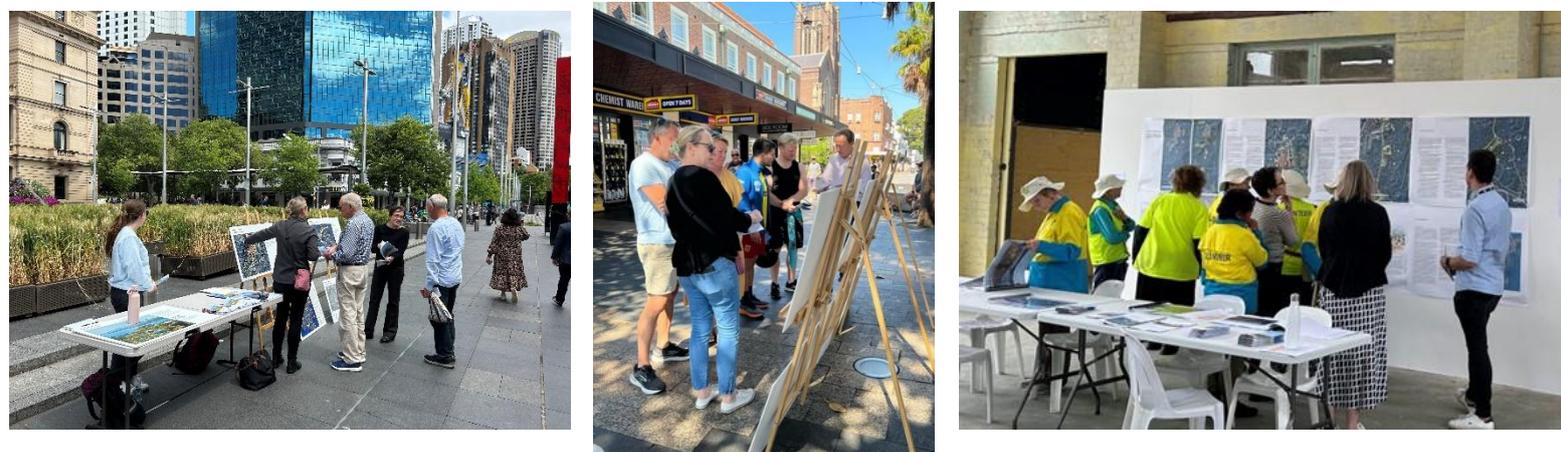
Four drop-in sessions were held throughout the consultation period. Table 1 below outlines when and where each session was held, and the approximate number of people who attended. The Drop-in information sessions were informed and designed for the Harbour Trust to listen to attendees.

Table 1 Drop-in information sessions

Date	Location	Number of people reached
Tuesday 26 September 2023	North Head Sanctuary	38 visitors, including: <ul style="list-style-type: none"> ○ approximately 10 North Head Sanctuary Foundation volunteers ○ 5 restoration volunteer volunteers ○ 2 representatives from Wildlife Services.
Sunday 8 October 2023	Manly Corso	56 visitors, including: <ul style="list-style-type: none"> ○ Local Government representatives ○ An SES volunteer ○ locals and regular North Head Sanctuary visitors.
Wednesday 18 October 2023	Customs House, Circular Quay	71 visitors, comprising: <ul style="list-style-type: none"> ○ around 20 per cent who were domestic or international visitors to Sydney ○ approximately 40 per cent who have previously visited North Head Sanctuary.

Saturday 21 October 2023	Manly Corso	91 visitors, including: <ul style="list-style-type: none"> ○ Manly locals (majority), tourists and former Manly residents ○ regular North Head Sanctuary visitors.
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2.3. Engagement with Advisory Group and Key Stakeholder Meetings



Picture 1 Community Drop-in session: Customs House, Manly Corso & North Head Sanctuary

Prior to the launch of the public exhibition on the North Head Sanctuary Draft Master Plan, the Harbour Trust held several pre-briefing meetings, workshops and one-on-one meetings with the Harbour Trust's General Community Advisory Committee (CAC), volunteers, staff, tenants, partner organisations and other key stakeholder groups during 2023. These sessions helped inform the development of the draft master plan, and the consultation process. These meetings included:

- NSW National Parks and Wildlife Services – February 16th and May 19th 2023
- Australian War Memorial – July 13th, September 7th, October 5th and November 29th 2023
- North Head Sanctuary Foundation – August 15th 2023
- Community Advisory Committee Meeting – August 30th 2023
- Harbour Trust North Head Volunteers Meeting – September 12th 2023
- Aboriginal Heritage Office – September 12th 2023
- Harbour Trust North Head Commercial Tenants Briefing – September 18th 2023
- Harbour Trust North Head Residential Tenants Briefing – September 18th 2023
- Zali Steggall, MP – September 18th 2023
- North Head Stakeholder Group – September 20th 2023

Other key stakeholders and organisations, including NSW and Commonwealth Government departments, were informed of the launch of the public exhibition and encouraged to provide feedback or ask any questions via an email that was sent out on September 20th, 2023, following the launch of the public exhibition.

2.4. Webinar

The Harbour Trust hosted a webinar on Thursday 21 September. This provided a short overview of the draft master plan and was presented by Executive Director of the Harbour Trust, Janet Carding and Design Director at Cox Architecture, Joe Agius. The webinar was made available for members of the community to rewatch in their own time on the Harbour Trust's website. The webinar received 37 unique live viewers and 166 views on YouTube throughout the consultation period.

2.5. Feedback received

In total, the Harbour Trust received feedback from 84 unique submitters. 86% of submissions were received from individuals and 14% were received from representatives of interested organisations.

Submitters provided feedback in a variety of ways, as detailed below:

- **Survey (84 individual submitters)** – provided contact details, answered demographic questions and rated aspects of the draft master plan from very supportive, supportive, neutral, unsupportive and very unsupportive
- **Written Submissions (17 individual submitters)** – filled in the survey and uploaded a document or submission in the 'Have your Say' portal
- **Informal feedback** – Informal feedback includes verbal feedback provided during the Drop-in information sessions, feedback emailed into the Harbour Trust and feedback received following the close of the consultation period.

Submitters were asked to provide key demographic details when providing their submission. Key demographic information is provided in Figure 2 and Chart 1.

Submissions noted as public, or public and anonymous, are available to view online on the Department of Climate Change, Energy, the Environment and Water's (DCCEEW) 'Have Your Say' consultation hub (at <https://consult.dcceew.gov.au/north-head-sanctuary-draft-master-plan>).

Survey respondent demographics

What age were the survey respondents?



Figure 2 Age of survey respondents

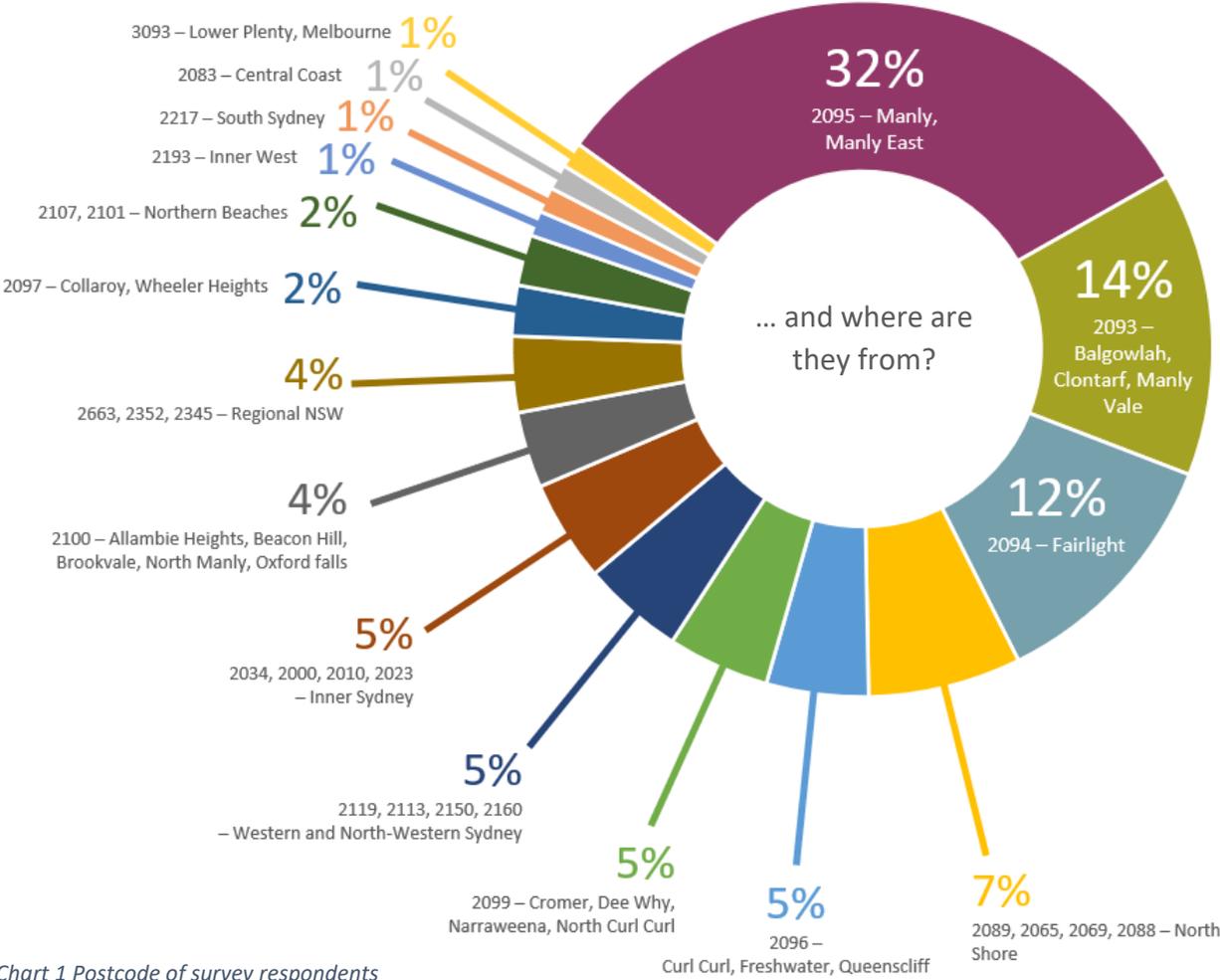


Chart 1 Postcode of survey respondents

3. Consultation summary

3.1. Informal feedback received during drop-in information sessions

The Harbour Trust spoke with more than 250 stakeholders during the four drop-in information sessions held between Tuesday 26 September and Saturday 21 October 2023. At the sessions, attendees were encouraged to make a formal submission, and were provided with information about how to find out more about the draft master plan. The key themes explored during conversations at these sessions is shown in Figure 3.



Figure 3 Key themes of feedback received during drop-in information sessions

3.2. Survey responses: Overall Support for Draft Master Plan and Core Values

Level of support for the North Head Sanctuary Draft Master Plan

When asked about their support for the North Head Sanctuary Draft Master Plan, 71% of people were either supportive or very supportive, 16% of people were neutral, and 13% of people were unsupportive or very unsupportive.

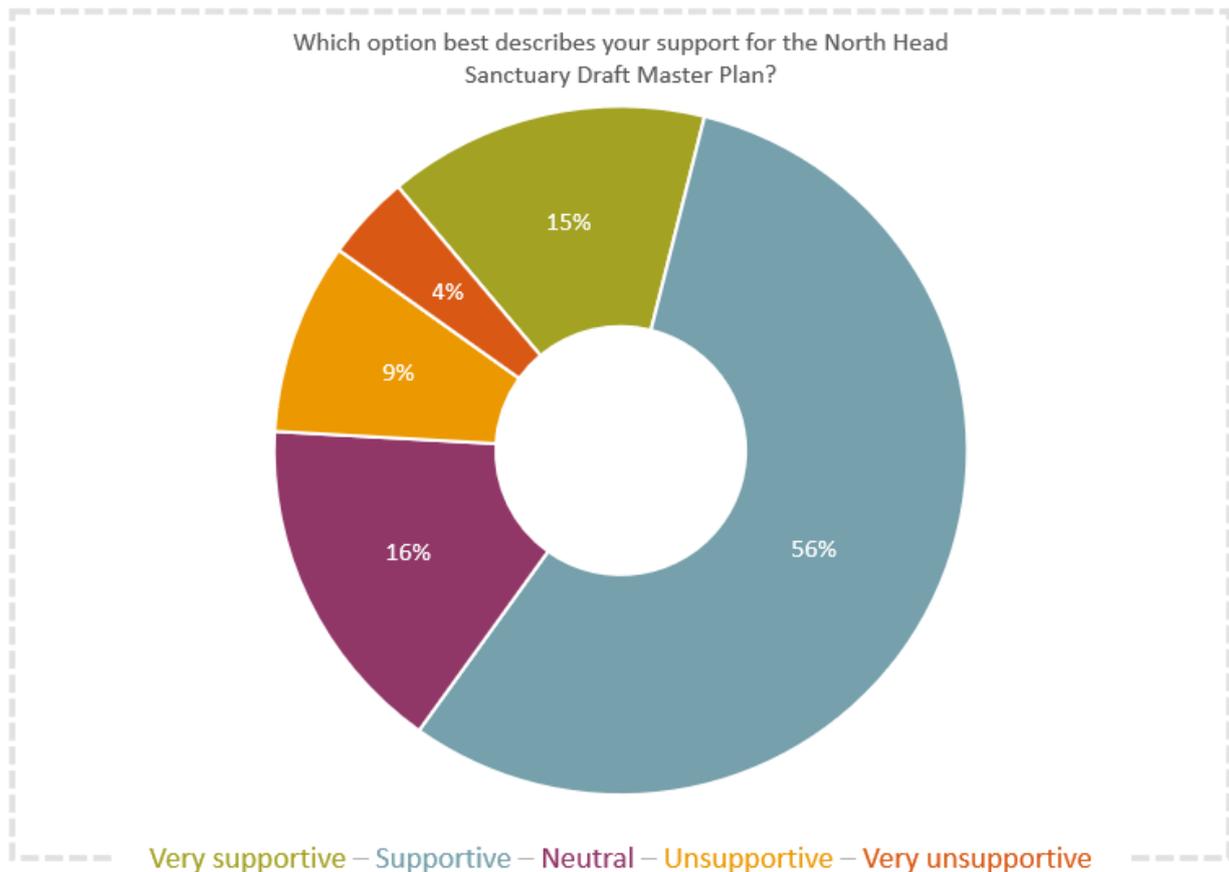


Chart 2 Level of support for the Draft Master Plan

Importance of the North Head Sanctuary core values of place

Respondents were asked how they felt about the following core values of place for North Head Sanctuary:

- Natural values
- First nations values of place
- Military Heritage values
- Community values and use.

All core values of place were noted to be of significant importance to respondents. ‘Natural values’ were the most important, with 96% of people rating them as important or very important. While the majority were supportive, ‘Military Heritage values’ were ranked in feedback as the least important, with 10% of people rating these values as being unimportant or very unimportant, and 21% of people selecting neutral.

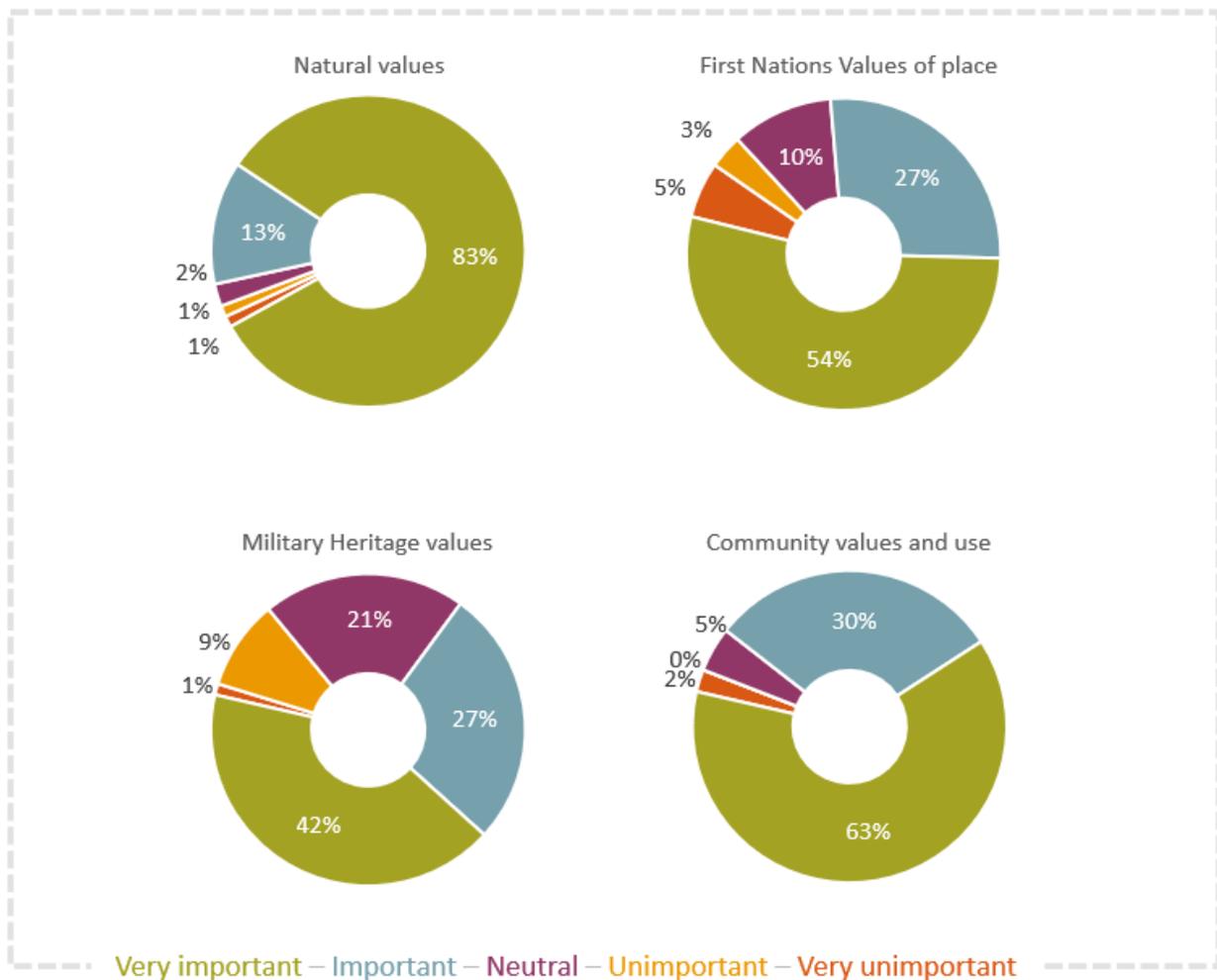


Chart 3 Level of importance for North Head Sanctuary core values of place

3.3. Survey responses: The Barracks Precinct

What was proposed at The Barracks Precinct?

While most buildings in The Barracks Precinct are already reactivated and in use, proposed changes to the Barracks Precinct focused on providing greater amenities, adaptive reuse of the main barracks building and creating a defined access point and arrival experience to North Head as a whole. The proposals outlined in the draft master plan are:

1. **Reconfiguring the main site entry** to establish a clear welcome and sense of arrival to the site.
2. **Limited changes to the Parade Ground and restoration of the main barracks building.**
3. **Consolidation of the Restoration Workshop and Makers Place**, enhancing the current precinct including on site production, workshops and restoration functions.
4. **Establishing access around the Barracks Precinct as a shared zone.** Pedestrian access through the site will also be prioritised through a series of shared lanes, pedestrian paths and bush trails.
5. **Habitat and ecological rehabilitation.**

What are the community’s views on the proposals for the Barracks Precinct?

Survey respondents were asked to indicate their support for the five key proposals in the Barracks Precinct. The results are detailed below in Chart 4.

Generally, there were high levels of support for all proposals, with almost three quarters of people supportive or strongly supportive of all proposals. The most supported proposal was for habitat and ecological rehabilitation (with 97% of respondents supportive or strongly supportive).

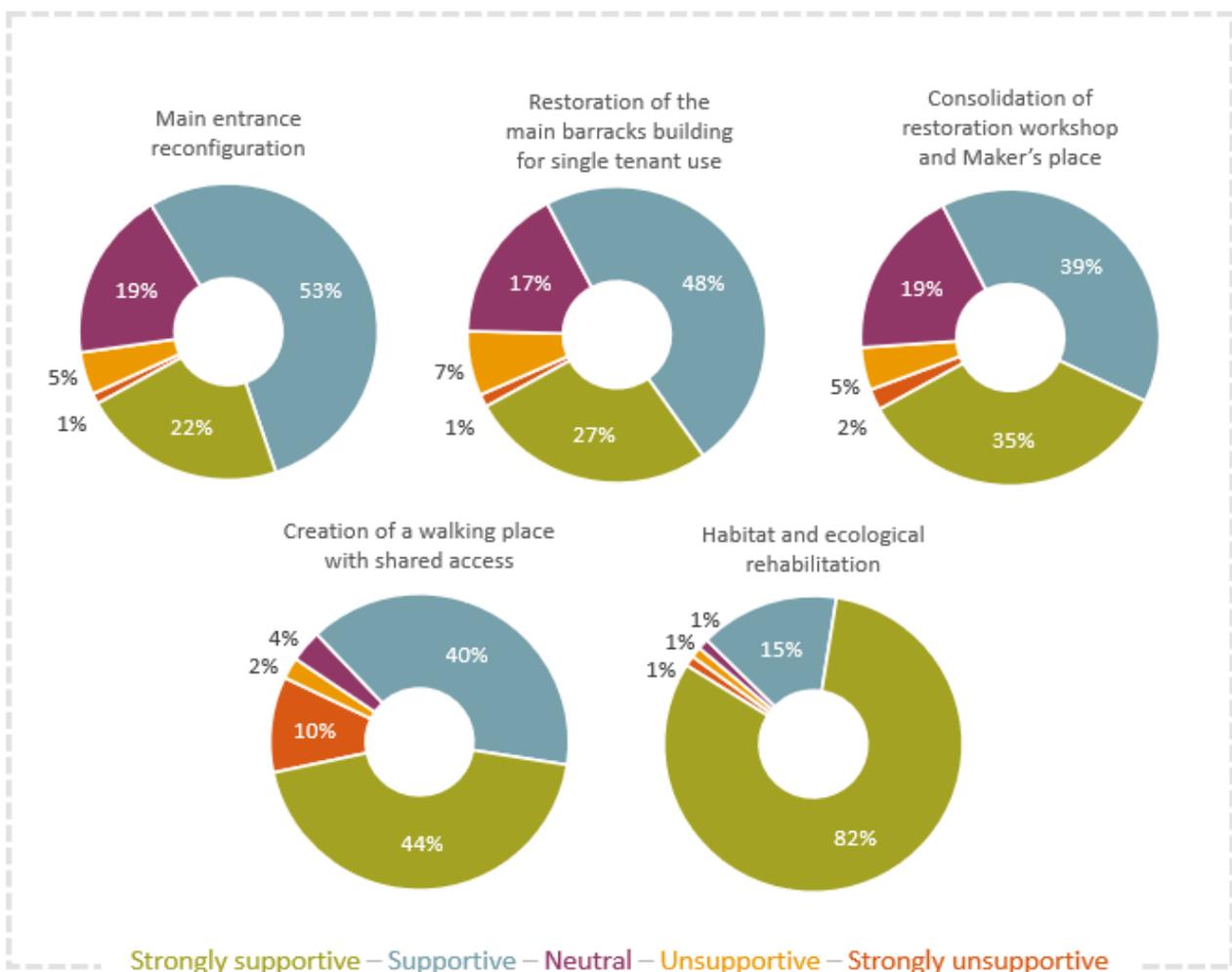


Chart 4 "What are your views on the following proposals for the Barracks Precinct?"

3.4. Survey responses: The Central Precinct

What was proposed at The 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. This precinct is central to the site, being located on the main access shared walkway that connects the Barracks and North Fort precincts. Hence, perfectly located to form a bridge between these distinct characters to create a cohesive sense of place. The proposals outlined in the draft master plan are:

1. **Activation and amenities along the shared walkway.**
2. Creating a **First Nations Cultural Space** at the heart of the site.
3. Developing an **Ecology and Environmental Centre**.
4. **Consolidating operational space and site storage facilities** to one space within the site.
5. **Protecting and enhancing existing walking paths and important lookouts.**

What are the community’s views on the proposals for the Central Precinct?

Survey respondents were asked to indicate their support for key proposals in the Central Precinct. The results are shown below in Chart 5.

There was an overall high level of support for each of the proposals, with 89% of respondents supportive of improvements to wayfinding and signage to create dedicated loop paths that interpret core values of place. Whilst the First Nations cultural space was the least supported, nearly three quarters of respondents indicated support or strong support for its establishment.

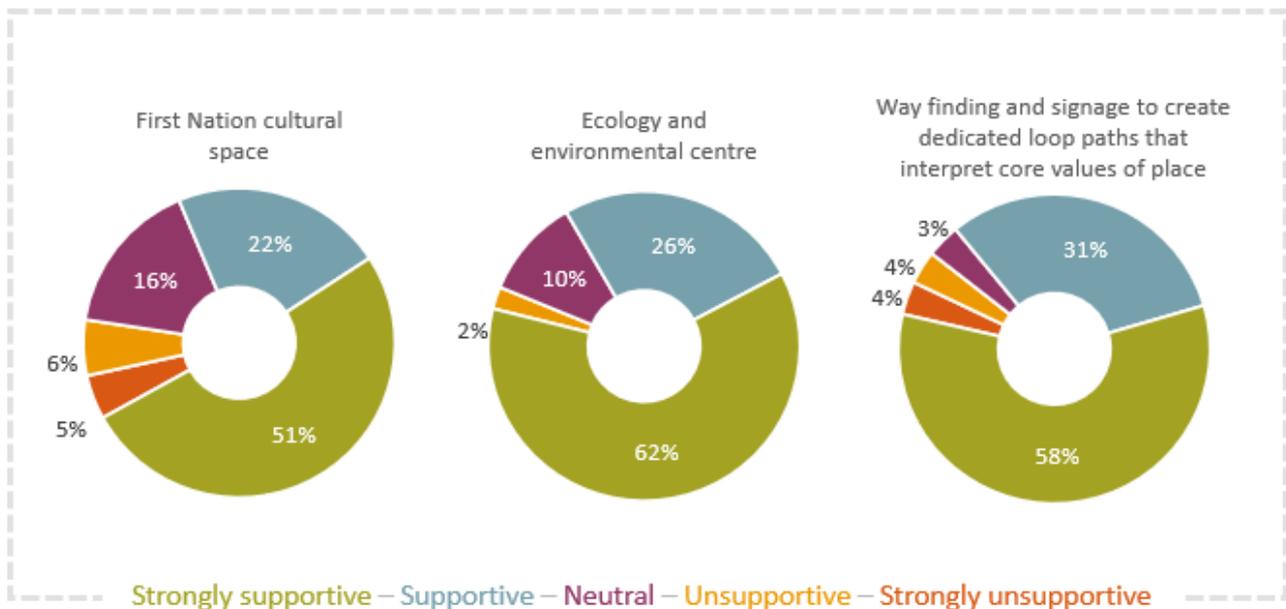


Chart 5 "What are your views on the following proposals for the Central Precinct?"

3.5. Survey responses: The Noth Fort Precinct

What was proposed at The North Fort Precinct?

The proposal for the North Fort Precinct is to enhance public domain, rehabilitate the land and in collaboration with the Australian War Memorial, enhance interpretation. 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. The proposals outlined in the draft master plan are:

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.
2. **Gun emplacements and memorial walk loop path.**
3. Enhance **interpretation of the Third Quarantine Cemetery.**
4. Enhance the sense of place and arrival by **clarifying the entry to the site.**
5. Enhance North Fort Precinct through **native endemic planting and landscaping** to highlight the natural beauty of the surrounding vegetation and area.

What are the community’s views on the proposals for the North Fort Precinct?

Survey respondents were asked to indicate their support for key proposals in the North Fort Precinct. The results are detailed below in Chart 6.

The most supported proposal was reconfiguring the public domain to enhance pedestrian safety at the North Fort entry, with 87% of people supportive or strongly supportive. The least supported of all proposals was the relocation of shed buildings to create a public domain and a defence of nation interpretation space, with just over half of the respondents noting their support and 30% of people neutral about the proposed change.

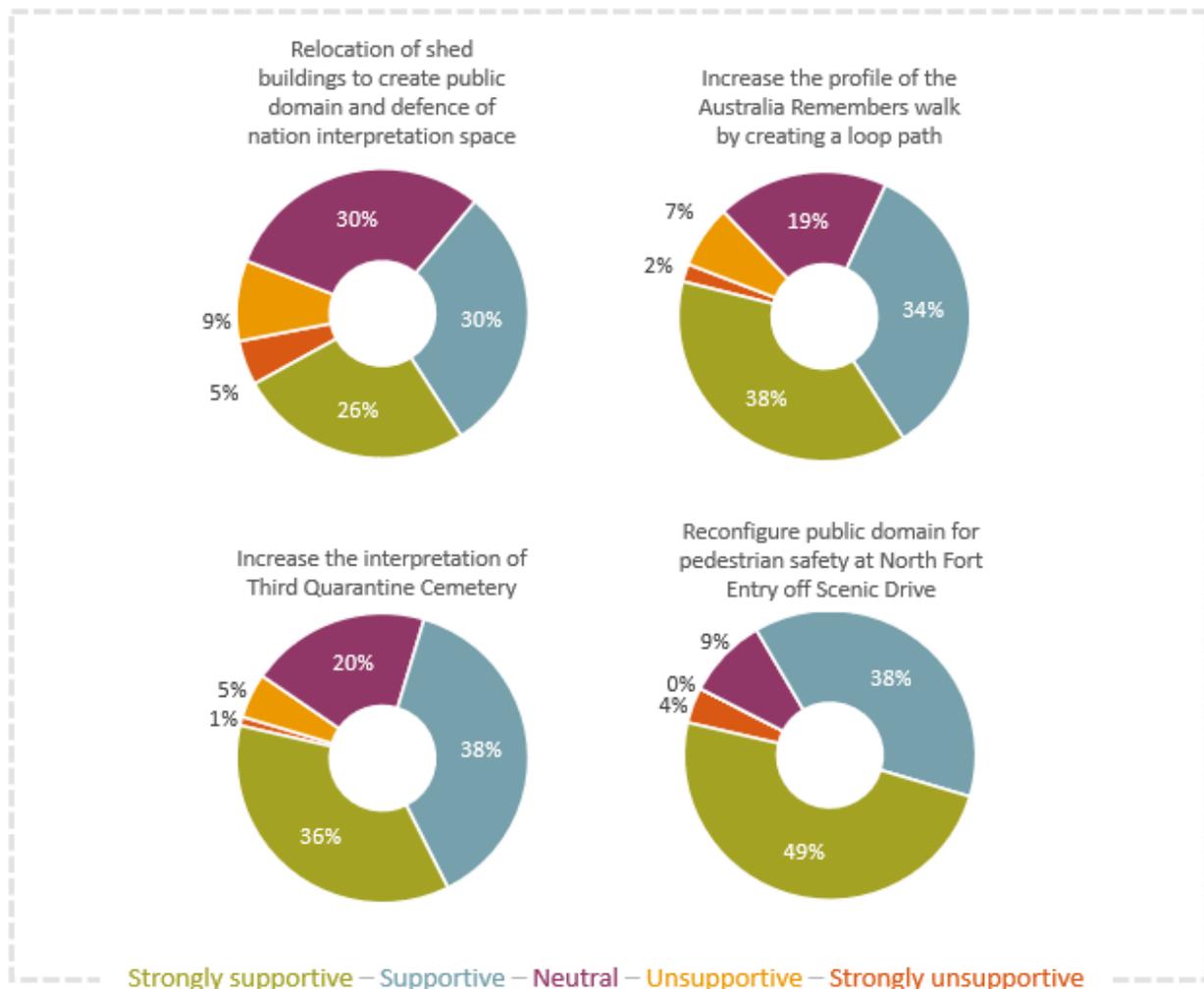


Chart 6 "What are your views on the following proposals for the North Fort Precinct?"

3.6. Written feedback and submissions

A summary of the key issues raised and the Harbour Trust's response to this feedback is provided in

Table 3. All submissions, together with feedback from individual meetings, stakeholder group meetings and advisory groups have been considered.

All submissions have been collated in issue themes using the below methodology. This clarifies the level of support of each issue raised.

Table 2 Submission terminology

Terminology	Descriptor
Most	Over 50% of submissions
Many	20% - 49% of submissions
Some	6% - 19% of submissions
A few	Under 5% of submissions

Table 3 Consultation Summary: Feedback and response

Issue Raised	Further Details	Harbour Trust Response
Support for the Draft Master Plan	<p>Most submitters were supportive of the Harbour Trust's vision and core values proposed within the North Head Sanctuary Draft Master Plan.</p> <p>Some submitters expressed general support for the Draft Master Plan. For example, "A thoughtful concept addressing and identifying the future needs of the community and the landscape of the site. The past, present and emerging has been embraced."</p> <p>Of those that expressed support, most provided reasons for their support, or expressed support for particular elements of the Draft Master Plan.</p>	The Harbour Trust notes the support provided for the North Head Sanctuary Draft Master Plan.
General opposition to the Draft Master Plan	A few submitters expressed general opposition towards the Draft Master Plan for North Head Sanctuary. For example, "I'll be frank. I love North Head as it is...".	Concerns about the Draft Master Plan have been noted.
Visitor experience	<p>Some submissions expressed support for the creation of a seamless visitor experience at North Head:</p> <ul style="list-style-type: none"> ○ A few submitters expressed support for the 'blurring' of the land management boundaries between Harbour Trust and NSW National Parks and Wildlife Service ○ A few submitters expressed support for better access to the site from Manly and Shelley Beach and more engagement with Manly Council including the relationship of this plan with the Manly Environmental Plan. <p>A few submitters expressed support for the inclusion of cafes, restaurants, events and activities in the Draft Master Plan.</p>	<p>The Harbour Trust notes the support provided for the North Head Sanctuary Draft Master Plan and the support for working collaboratively with NSW National Parks and Wildlife Service (NPWS).</p> <p>The outcomes proposed in the Draft Master Plan were carefully considered to ensure alignment with the objects of the Harbour Trust.</p> <p>The inclusion of food & beverage operators and events will be carefully</p>

Issue Raised	Further Details	Harbour Trust Response
	<ul style="list-style-type: none"> ○ <i>“Would like to see more cafes / restaurants.... more creative classes i.e. glass, Indigenous weaving etc....”</i> ○ <i>“Build in commercially run public coffee shops, bars, restaurants, etc so that it creates an ongoing business income to help sustain the area. Think commercially to sustain the whole project.”</i> <p>A request for further clarity on the number of events, management and infrastructure related to the Parade Ground and one suggestion that activation should only occur in the main Barracks building.</p> <p>Some other submitters suggested that the inclusion of restaurants on-site may negatively impact wildlife:</p> <ul style="list-style-type: none"> ○ <i>“Given there is already a significant body of evidence that night time vehicle use of North Head scenic drive poses a major risk to wildlife...such extended opening hours for a restaurant are not supported.”</i> <p>There were some submitters who raised concern that the implementation of the Draft Master Plan may change public access to buildings at North Head.</p> <p>A few submitters expressed support for the accessibility arrangements that have been included in the Draft Master Plan.</p>	<p>considered to align with the natural and cultural values of the site.</p>
<p>Walking / Cycling tracks and facilities</p>	<p>Many submitters requested the consideration of upgrading, providing more walking and cycling tracks, and providing additional facilities for walkers, runners and cyclists who visit North Head Sanctuary.</p> <p>The following suggestions were made:</p> <ul style="list-style-type: none"> ○ The provision of walking/bike maps, additional water bubblers and bike parking ○ Bike hire facilities and e-bikes ○ Resurfacing of roads ○ Better access from Collins Beach ○ The bush character of the walking tracks be maintained ○ A triathlon transition and event zone be established to maintain the ability to host races at North Head. ○ Elevated viewing platforms rather than clearing of vegetation 	<p>Community feedback has been noted.</p> <p>There is an existing extensive network of tracks at North Head Sanctuary and there is no proposal for any significant addition to that network.</p>

Issue Raised	Further Details	Harbour Trust Response
	<p>Alternatively, many submitters were concerned about how the Draft Master Plan would compromise the safety of pedestrians and hikers at North Head. Some highlighted that the growing popularity of e-bikes and mountain biking poses a safety risk and should be considered in the Draft Master Plan.</p> <ul style="list-style-type: none"> ○ <i>“It would be helpful if there could be a clear separation between bikes and pedestrians, particularly as there are often families with small children, both walking and cycling.”</i> ○ <p>There were also a few requests for bicycles to be recognised as vehicles in the Transport Management Plan:</p> <ul style="list-style-type: none"> ○ <i>“The Transport Strategy fails to acknowledge that bicycles are ‘vehicles’ under traffic rules. Proposals to restrict ‘vehicle’ access to parts of the complex need to clearly express an exemption for bicycles.”</i> 	<p>Community feedback has been noted, public safety will be considered including reviewing how bicycles are included in the future Transport Management Plan.</p>
<p>Traffic, parking and public transport</p>	<p>Many submitters noted concerns and made suggestions on how to improve traffic, parking or public transport infrastructure at North Head Sanctuary.</p> <p>Some submitters noted concerns about an increase in traffic, requesting vehicles be discouraged, further assessments be undertaken to understand the impact on the broader road network, and initiatives be introduced to minimise car use.</p> <p>Included in the many submitters who mentioned pedestrian safety were concerns about the proposed speed limits in shared zones at North Head. A few people suggested a maximum speed limit of 20km/h <i>“...due to the mix of vehicles and vulnerable road users in the area as well as wildlife.”</i></p> <p>A few submitters suggested that the provision of a shuttle bus service or improved public transport links is important to discourage car use and should be prioritised:</p> <ul style="list-style-type: none"> ○ <i>“The more you can do to discourage car use the better. Free shuttles / public transport from Manly for example...”</i> <p>Alternative views suggested that more parking should be included in the Draft Master Plan: <i>“...would like to suggest adding a car park behind building 46, which would be accessible from Scenic drive... We feel this would be a good addition to the master plan as it would add parking back where it appears parking was.”</i></p> <p>A few submitters sought clarification about access and parking for vehicles at the southern</p>	<p>Community feedback has been noted.</p> <p>The draft plan’s intent is for North Head Sanctuary to be pedestrianised and carefully manage vehicles entering the location. The future detailed design of road and traffic improvements will address matters such as safe drop-off zones and speed limits, parking, pedestrian access, shuttle services, improved public transport.</p>

Issue Raised	Further Details	Harbour Trust Response
<p>Wayfinding and signage</p>	<p>end of the Barracks precinct (i.e. near the Makers Place and Montessori childcare centre).</p> <p>The inclusion of additional wayfinding and signage in the Draft Master Plan was supported by some submitters:</p> <ul style="list-style-type: none"> ○ <i>“Wayfinding is a critical issue at North Head and must be a priority for improvement particularly as it relates to integration with Manly Scenic Walkway.”</i> <p>There were also some specific requests for signage, including:</p> <ul style="list-style-type: none"> ○ More information, interpretation and signage of the natural ecology. ○ Signage and interpretation of the site of the wooden Military Barracks. ○ Greater synergies be explored between signage provided by National Parks and Wildlife Services and the Harbour Trust. 	<p>Community feedback has been noted. A wayfinding improvement strategy will be prioritised in the design phase.</p>
<p>Main site entry</p>	<p>A few submitters felt that other entry points to North Head Sanctuary had been overlooked in the Draft Master Plan. For example, <i>‘I feel that the Shelly Beach to the Barracks Precinct has also been overlooked in the proposed reconfiguration of the Main Site Entry (page 21), as a crucial point of entry.’</i></p> <p>One submitter suggested that an additional point of entry be considered to connect Shelly Beach and the Barracks Precinct.</p>	<p>Community feedback has been noted and will be considered in the wayfinding strategy and design.</p>
<p>Other safety considerations</p>	<p>A few submitters suggested additional safety measures that the Harbour Trust could consider including in the final Master Plan document:</p> <ul style="list-style-type: none"> ○ One submitter requested signage and volunteer support to improve the safety of the Emergency Helicopter Landing area at North Fort ○ One submitter requested that consideration be given to introducing suicide prevention measures. ○ One submitter requested that additional safety measures be implemented to deter anti-social behaviour, particularly at night. 	<p>Community feedback has been noted and comments will be considered in the current and future Emergency Management Plan for North Head Sanctuary. The Harbour Trust collaborates with relevant authorities to coordinate public safety measures across the headland.</p>
<p>Environment</p>	<p>Some submitters raised concerns about the impacts that the Draft Master Plan may have on North Head’s sensitive ecosystem. Specific concerns included:</p> <ul style="list-style-type: none"> ○ Some submitters noted that North Head’s ecosystem required preservation and that the wildlife needs protection and should not be encroached upon by walking tracks and people. For example, <i>“...Attracting more visitors would only kill more native animals.”</i> 	<p>Community feedback has been noted. The Harbour Trust is committed to protecting and enhancing North Head’s ecological values. The draft master plan is consistent with this – as evidenced by proposed outcomes such as the careful management of vehicle access; no new paths proposed through bushland; and ongoing conservation of flora and fauna.</p>

Issue Raised	Further Details	Harbour Trust Response
Ecology and Environment Centre	<p>A few submitters expressed support for the inclusion of an Ecology and Environmental Centre and made some suggestions for how it may be used.</p> <ul style="list-style-type: none"> ○ Northern Beaches Council expressed support for entering into an agreement to jointly manage the Ecology and Environment Centre. ○ North Head Sanctuary Foundation also suggested that the Ecology and Environmental Centre might better be known as an ‘Ecology and Environment Hub’. 	<p>Community feedback has been noted.</p>
	<p>Some submitters were supportive of efforts to improve and build on the historical interpretation at North Head Sanctuary.</p> <p>Of these submitters, there was specific support for:</p> <ul style="list-style-type: none"> ○ The sensitive adaptive reuse of the Gatehouse, the Main Barracks building and buildings in the North Fort Precinct. ○ The activation of the Parade Ground with events ○ The development of the Defence of Nation Interpretive Space. 	<p>Community feedback has been noted.</p>
First Nations recognition	<p>Some submissions contained general support for recognition of First Nations people across the site, particularly:</p> <ul style="list-style-type: none"> ○ The inclusion of a First Nations Cultural Centre ○ The inclusion of Indigenous art on-site ○ Opportunities for cultural learning through classes or other experiences, such as weaving classes ○ Embedding Connecting with Country frameworks and narratives throughout the site; <i>“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.”</i> 	<p>Community feedback has been noted.</p>
	<p>However, a few submitters expressed concern about the inclusion of a First Nations Cultural Centre in its current location:</p> <ul style="list-style-type: none"> ○ A few submitters expressed concern about the relocation of the ARMCO building to accommodate the First Nations Cultural Centre, given the ARMCO building’s heritage listing. A few submitters also requested the Harbour Trust reconsider the location of the First Nations Cultural Centre. ○ A few submitters also suggested that the Harbour Trust should undertake further site investigations, as the ARMCO building 	<p>Community feedback has been noted. The proposed location is advantageous as it is a prominent position on the ridge, along the central walking spine, where it would form part of the sequence of activated spaces telling the story of the place.</p> <p>The Harbour Trust will undertake further investigation into the proposed relocation of the ARMCO building.</p>

Issue Raised	Further Details	Harbour Trust Response
	<p>may not be the highest point of the site: <i>“If upon further investigation Armco Building 34 is identified as not being the highest point, then there may be a case to reconsider the location of the First Nations cultural space in order for the Trust’s goal to be met.”</i></p> <p>A few submitters also suggested that the Harbour Trust should commit to ongoing consultation with First Nations people to avoid tokenism in the Draft Master Plan.</p>	<p>Community feedback has been noted. The Harbour Trust is committed to authentic consultation and supporting existing and new relationships with the First Nations Community. First Nations stakeholders were engaged with the creation of the Draft Master Plan and all future activity will be guided by the Harbour Trust First Nations Advisory Group.</p>
Military Interpretation	<p>A few submitters made comments on the military interpretation. Specific comments included;</p> <ul style="list-style-type: none"> ○ A different title for the Defence of the Naton space ○ More consideration of the entrance to the tunnels and the new building interface including access ramps ○ Combining First Nations and Military spaces rather than separate spaces ○ Interpretation of Avenue of Honor ○ Consider replica guns for Gun Emplacement 2. ○ Royal Australian Artillery History Company Library to be retained on the master plan 	
Tenancy at North Head Sanctuary	<p>A few submitters made comments about tenancy arrangements at North Head Sanctuary.</p> <p>Specific comments included:</p> <ul style="list-style-type: none"> ○ Requests for a more diverse range of tenants in North Head Sanctuary, including a mix of community, commercial and not-for-profit endeavours. ○ Requests to ensure that current and future tenants within North Head Sanctuary must align with the values of the Draft Master Plan. 	<p>Community feedback has been noted.</p>
Request for improvements to volunteer facilities	<p>A few submitters requested the provision of improved volunteer facilities, such as end of trip facilities and a kitchen and dining area.</p>	<p>Community feedback has been noted and will be further investigated at design stage.</p>
Requests for additional studies	<p>Two submitters requested additional studies be carried out, including:</p> <ul style="list-style-type: none"> ○ A visual and cultural impact assessment to ascertain impacts on Sydney Harbour and the foreshore as a result of the construction of new structures at North Head Sanctuary. 	<p>The master plan is focused on reusing existing structures. The only potential new structure that is for the proposed First Nations cultural centre, which would be low-scale, sympathetic to its setting, and not impacting views of North Head.</p>

Issue Raised	Further Details	Harbour Trust Response
	<ul style="list-style-type: none"> ○ An assessment to understand the potential impacts that a restaurant operating at night may have on wildlife. ○ A feasibility study to understand whether the Natural Spring water that runs through the Tunnel area within the North Head Sanctuary could be bottled and sold to visitors. ○ An additional traffic and transport study to understand the impact that additional visitors would have on the surrounding road network. 	<p>A number of further investigations and studies will be carried out at the design stage, subject to funding, and these suggestions will be considered then.</p>
<p>Construction timing</p>	<p>One submitter requested that new facilities are made available before any existing facilities are decommissioned.</p>	<p>The Harbour Trust will ensure that all amenities will transition over time to limit impact to users and visitors.</p>
<p>Comments on the consultation process</p>		
<p>Documentation on public exhibition</p>	<p>A few submitters raised concerns about the studies undertaken and documentation provided during exhibition of the Draft Master Plan for North Head Sanctuary. Specific concerns included:</p> <ul style="list-style-type: none"> ○ A request for the Draft Master Plan be rewritten in plain English. ○ Concerns about the accuracy of flora identification in the Draft Master Plan. ○ A request for additional information be provided to enable thoughtful consideration of the First Nations Cultural Space. 	<p>Community feedback has been noted and the Harbour Trust will review documentation with this feedback in mind before the Draft Master Plan is finalised.</p>
<p>Request for additional consultation</p>	<p>A few submitters made specific requests for additional stakeholder engagement. These requests included:</p> <ul style="list-style-type: none"> ○ Request for additional engagement with First Nations people to ensure the First Nations Cultural Space responds to submitters and country. ○ Request that consultation be carried out with active transport stakeholders when designing cycling facilities. ○ Property Development NSW welcomed the opportunity to collaborate and contribute to any future consultation, particularly regarding opportunities to integrate the Manly Health and Wellbeing Precinct. ○ The North Head Sanctuary Foundation welcomed the opportunity to be further engaged as the Master Plan development continues. 	<p>There will be further community consultation as detailed proposals are developed for significant elements of the master plan, such as the First Nations cultural space, and the ecology and environmental centre.</p>

Further to the issues raised above the Harbour Trust wishes to acknowledge the detailed suggestions from individual submissions and survey responses. It is the intention that this feedback will be reviewed alongside revisions made to the master plan.