



**Meeting Notes  
Harbour Trust  
Community Advisory Committee**

**Date:** 11 February 2026

**Time:** 5 pm – 7 pm

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

<b>Present:</b>	<b>Apologies</b>
Ann Marie Kimber, <i>Mayor of Mosman</i>	Allegra Spender, <i>Member for Wentworth</i>
Sue Heins, <i>Mayor of Northern Beaches</i>	Jerome Laxale, <i>Member for Bennelong</i>
Commander Ian Walker, <i>HMAS Penguin</i>	Zali Steggal, <i>Member for Warringah</i>
Erica Griffiths, <i>Representative for Zali Steggal, Member for Warringah</i>	Sarah Swan, <i>Mayor of Woollahra</i>
Mary Ann Beregi, <i>Representative North Sydney Council</i>	Zoë Baker, <i>Mayor of North Sydney</i>
Lauren Shutz	Zac Miles, <i>Mayor of Hunters Hill</i>
Hannah Griffiths	Evalyn Fechner
Ken Knox	Ashwini Satheeshkumar
Clive Hassett	
Michelle Washington	
Jay Ryves	
Richard de Grijs	
Chido Mauwa	
Stuart King	
Ian Clarke	

**In attendance: Harbour Trust**

- Janet Carding, *Executive Director*
- Tim Entwisle, *Chair of the Trust*
- Terry Bailey, *Member of the Trust*
- Brad Manera, *Member of the Trust*
- Libby Bennett, *Director of Heritage & Design*
- Daniel Sealey, *Director of Planning*
- Kathryn Roberts, *Director of Marketing and Visitor Experience*
- Catherine Macarthur, *Heritage Architect*
- Susan Thompson, *Head of Engagement and Experience*
- Eloise Dalmas, *Community Engagement Officer*



## 1. Welcome

The Executive Director, Janet Carding, shared Alison Page's Acknowledgement of Country. The newly appointed CAC members were invited to introduce themselves and provide a short outline of their areas of expertise and interest.

## 2. Member of the Trust update

Tim Entwisle (TE) welcomed the new Committee and acknowledged the depth of expertise and knowledge amongst the new members.

TE shared that Minister Watt attended a Members of the Trust meeting in December 2025 where he was invited to visit Cockatoo Island to discuss Harbour Trust Masterplans and the future Kayaking and Slipways project.

The Trust is awaiting response regarding its second application for Deductible Gift Recipient (DGR) status. A decision is expected in May 2026. A query was made regarding a philanthropy plan should status be approved, TE clarified the Harbour Trust Foundation would help move this forward.

The Trust recently reviewed the regulatory fees across Harbour Trust sites, agreeing that rises should be regular and in line with price rises at similar tourist venues.

TE mentioned the recent EPBC referral (noting later discussion for this topic), advising that a decision was received by the Department of Climate Change, Energy the Environment & Water (DCCEEW) that the action is a controlled action. The Harbour Trust will continue working with the department during this process.

TE shared that a Risk Management Working Group has been formed, with a key action for this group to review and update the Risk Management Strategy. TE confirmed that at present the Harbour Trust does not have a designated Risk Manager Role, but that each team at the Harbour Trust internally reviews and undertakes site specific assessments where required.

TE noted the recent Federal Government announcement of the divestment of Defence lands across NSW and passed to Janet for a further update.

## 3. Executive Director (ED) Update.

Janet Carding (JC) confirmed to the group that the Harbour Trust had not been involved in any conversations regarding Defence site divestment before the announcement. Due to being a Commonwealth agency, it is not appropriate for the Harbour Trust to advocate for any specific sites, nor would any requests for adding sites to our remit be made. JC confirmed that HMAS Penguin



and the Harbour Trust's Middle Head site have a shared Commonwealth Heritage listing, but that consideration of the heritage values of HMAS Penguin would be a matter for Government to consider.

JC shared that visitation across Harbour Trust sites continues to track well, having experienced a very busy summer. Varied events included New Years Eve on Cockatoo Island, which was well attended, and increased activations at Sub Base Platypus, such as the Brittany Down Under Festival, which has the potential to become an annual event. The Harbour Trust events team continue to work closely with local community stakeholders to mitigate issues regarding traffic constraints/management at Sub Base Platypus during event periods.

JC provided an update regarding the NPWS path at North Head, confirming that the Harbour Trust will make a submission now that the public consultation has gone live on their website. JC stated that the link for this consultation will be shared in case CAC members wish to make a submission. The Harbour Trust will keep the CAC informed regarding the outcome of this development.

JC advised that the First Nations Advisory Group have not met since their last meeting in October 2025, therefore no update could be provided.

**ACTION:**

- Harbour Trust to provide the CAC with the link to the NPWS public consultation page

**4. Harbour Trust Heritage Asset Management and Planning Processes.**

Daniel Sealey (DS) and Libby Bennett (LB) provided an overview of the statutory planning and heritage frameworks that are currently in place. The objects of the Harbour Trust Act, Comprehensive Plan, Heritage Strategy, Conservation Management Plans, Heritage Management Plans, and detailed Assessments of proposed actions all serve to ensure the ongoing protection and interpretation of the heritage places that the Harbour Trust cares for. The Harbour Trust's plans and assessments are prepared by in-house experts and, when required, informed by advice from independent consultants.

DS stated that when the Harbour Trust considers that a proposed action may have a significant impact on the environment (which includes the heritage values of a place) then the Harbour Trust will refer the proposed action to the Minister for the Environment in accordance with the *Environment Protection and Biodiversity Conservation Act* (EPBC Act).



JC noted that the Harbour Trust will consider if the 2003 Comprehensive Plan requires review once upcoming legislative reforms to the *Environment Protection and Biodiversity Conservation Act 1999* come into effect.

LB presented various key heritage projects undertaken by the Harbour Trust since its inception. LB explained the various adaptive solutions the Harbour Trust has undertaken to sympathetically refurbish and reuse our sites to reopen for the community and for public enjoyment.

## MATTERS FOR INFORMATION

### 5. Middle Head/Gubbuh Gubbuh Renewal Project

DS shared the most recent update regarding the EPBC Referral for the Middle Head / Gubbuh Gubbuh Renewal Project, explaining that the Department (DCCEEW) (under Ministerial delegation) has decided that the proposed action is a controlled action and that further assessment is required. DS stated that the Harbour Trust is expecting advice from DCCEEW regarding additional information that may be required, and that once that has been provided to the department there will be further public consultation regarding the proposed action.

### 6. Regular Capital Projects update

Libby Bennett provided an update on current maintenance projects underway, including a brief update on the Kayaking & Slipways project at Cockatoo Island, confirming that water quality testing has commenced by Harbour Trust Rangers with samples sent to Sydney Water, noting this will now be an ongoing activity in relation to this project.

An update was provided regarding the heritage cranes restoration project, with works completed to four cranes and works ongoing to the marina crane (C277).

At North Head Sanctuary, works are ongoing to the heritage wall, with an update provided regarding a future path that will connect the recent wall opening to Scenic Drive.

#### ACTION:

- Share link to the Urban Plunge water quality site
- Include Kayaking & Slipways project on next meeting's agenda
- Include agenda item regarding Harbour Trust operations & funding on next meeting's agenda



## MATTERS FOR DISCUSSION

### 7. Woolwich Management Plan Review incl proposed Public Consultation Process.

The Management Plan was adopted in 2004 and updated in 2007. The current Management Plan is being reviewed and will result in the preparation of a new draft Plan for public consultation. The new draft Plan will be updated to reflect changes to the site and to relevant legislation/strategies. The Harbour Trust is working closely with Hunters Hill Council towards the coordinated management of our adjoining foreshore parklands. Council is in parallel also updating its Plan of Management for Clarkes Point Reserve. The review of the management plan has been informed by consultation with the First Nations Advisory Group and has also considered a First Nations history report of Woolwich prepared by Coast History. The draft Plan is expected to be available for public comment in the coming months, with the Harbour Trust aiming to conduct consultation in tandem with Hunters Hill Council's exhibition of its draft Plan for Clarkes Point Reserve.

Further suggestions were made by the group regarding the Management Plan's review process and that pressure points like tree vandalism and ecological regeneration could be considered, in line with community concerns. It was recommended to also consider future tenants/site activations, and that consultation sessions held over multiple days would better support the community, and enable CAC members to attend drop-in sessions.

#### ACTION:

- Include Woolwich Management Plan update on next meeting's agenda

### 8. Heritage Strategy Review

Catherine Macarthur shared with the group the upcoming Heritage Strategy Review. The Harbour Trust Heritage Strategy sits beside and aligns with the *Sydney Harbour Federation Trust Act 2001*, the Comprehensive Plan and site-specific Management Plans, all of which provide strong protections for the heritage places cared for by the Harbour Trust.

The review will be informed by feedback from the CAC, the FNAG and will include consultation with DCCEEW's Heritage Division. The review will address changes to heritage management and legislation since its adoption in 2016 and will outline recent agency achievements in the identification, protection, and presentation of Commonwealth Heritage values.

#### ACTION:

- CAC members to provide any further comments/suggestions to strategy by 20 February 2026.

### 9. AOB

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N/A

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