



22 May 2024

**Meeting Notes
Harbour Trust
Community Advisory Committee**

Time: 5.00 pm – 7.00 pm

Venue: Harbour Trust Head Office (28 Best Avenue, Mosman/ Microsoft Teams)

Present

Lori Callahan - *Representing Zali Steggall MP*

Lisa Trueman

Carolyn Corrigan - *Mayor of Mosman Council*

Chido Mauwa

Glyn Evans

Cathy Griffin

Trudy Phelps

Linda O'Malley

Anne Clarke

CMDR Kent Browning

WO Paul Chircop

Sheila Foliaki-Singh

Yolande Stone

Sue Heins

Apologies

Kylea Tink MP

Jeremy Kenna

Rebecca Cardy

Peter Doukas

In Attendance - Harbour Trust

Alexandra O'Mara, *Member of the Trust*

Terry Bailey, *Member of the Trust* (part meeting)

Janet Carding, *Executive Director*

Kathryn Roberts, *Director, Marketing & Visitor Experience*

Alastair Fisher, *Community Engagement Officer*

Graham Izod, *Director, Assets and Parklands*

Acknowledgement of Country

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

1. Welcome and Apologies

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



A member of the CAC raised a question regarding the February 2024 and November 2023 meeting notes and the request to include a “standing agenda item” on the repair and maintenance work updates. It was requested that the headings be standardised. The Harbour Trust agreed to review the headings, with JC noting that the agreed update was being provided at each meeting as requested.

A member also noted a suggestion on the wording of the previous meeting notes around Middle Head / Gubbuh Gubbuh. JC noted that in her view the wording is correct, however it was agreed to update the wording as requested to “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.”

a) Executor Director’s Update

JC reported that the Schools Infrastructure NSW consultation on the Environmental Education Centre on Middle Head had ended, and the roundtable discussion of the outcomes with stakeholders has been postponed.

It was noted that following the tree vandalism at the Goat Paddock in Woolwich, a large sign has been installed as well as replanting work being completed and the installation of CCTV cameras.

JC confirmed that the Outcomes Report for the Cockatoo Island Draft Master Plan consultation has been published online, along with the responses from the consultation that were marked as public or public and anonymous.

JC informed the CAC that the Harbour Trust is in discussions with the Parramatta River Catchment Group (PRCG) to become a member. The PRCG is a group of government and non-government agencies and community groups working to create a healthy, liveable and sustainable river catchment. The group is interested in working with the Harbour Trust on Cockatoo Island as it falls within the Parramatta River catchment area. JC noted that the Harbour Trust is working with Sydney Water’s testing regime to establish whether to allow swimming on Cockatoo Island.

JC discussed the work that the Harbour Trust has been doing on Cockatoo Island with the Sydney Institute of Marine Science (SIMS) to establish a baseline survey on what marine life exists in the water around the island and the levels of contamination. JC also shared that the partnership with University of Technology Sydney (UTS) has commenced with the students showcasing their Connecting with Country design works on the island.

The Harbour Trust held a media event at North Head Sanctuary to mark the recent progress on the observation post and to celebrate National Volunteer Week. JC informed the group that the regular Anzac Day dawn service was recently held at Georges Heights, Mosman, with approximately 2,000 people attending.

JC shared that the Harbour Trust is continuing to engage with a variety of NSW departments and organisations through regular co-hosted roundtable events.

b) Members of the Trust Board Update – Alexandra O’Mara

Alex O’Mara (AO) provided the CAC with an update from the previous meetings held by the Trust since the last CAC meeting. AO informed the CAC that Chantelle Fornari’s term as a Member of the Trust and Chair of the Tenant Select Committee came to an end in April 2024, that the Trust had thanked Ms Fornani for her service and that the Minister is considering a shortlist of candidates for appointment to the Trust.



AO shared that the Board held a strategy day on Cockatoo Island / Wareamah to reflect on the vision and purpose statement developed by staff at their workshop, as well as topics such as environmental sustainability and the master plans.

AO provided an update on the decision taken at the December 2023 meeting to investigate the potential for philanthropy as a form of fundraising for the Harbour Trust. She noted that a report has been undertaken to identify what is required and where further work needs to be done, including establishing clearly to the public where the Harbour Trust sits in relation to established philanthropy areas such as the arts and education. It was confirmed that a proposal for charitable status has been put to the Treasury, which considers such proposals twice a year. Following a short discussion, it was agreed that philanthropy would be a future agenda item for the CAC.

AO shared that out of session the Board agreed to purchase the *Fitzroy*. She is a ferry which was built on Cockatoo Island by shipyard apprentices in 1928 and will be restored on the island with the intention of putting her into service as part of the master plan ambitions. JC agreed to circulate the newsletter story that was sent out to the Harbour Trust subscribers with the history of the boat.

AO also provided the CAC with an update on the April 2024 Board meeting, which included the discussion and approval of the Cockatoo Island Consultation Outcomes Report and the priorities for implementation of the Middle Head Master Plan. AO shared that it was agreed that the first stage of work should include the remediation of the garage buildings at Middle Head to ensure that until sufficient funding is available for the full interpretation centre, they are available for use by the community in a pop-up format.

c) Update from Member, First Nations Advisory Group

JC provided the CAC with an update on the previous First Nations Advisory Group (Group) meeting on April 30. It was noted that the Group discussed the proposed scope for the Harbour Trust First Nations Strategy; the First Nations interpretation at Macquarie Lightstation; and the proposed First Nations interpretation at Cockatoo Island following research undertaken by Nerida Campbell, Harbour Trust Cockatoo Island Curator.

It was noted by some members of the CAC that the joint net zero workshop between the CAC and the Group was very useful, and they would like to work with the Group more in the future.

MATTERS FOR DISCUSSION

1. Woolwich Management Plan

Daniel Sealey (DS) informed the CAC that the Harbour Trust is undertaking a review of the Woolwich Management Plan dating from 2007. He noted that this was a requirement of the Environmental Protection and Biodiversity Conservation Act (EPBC). DS shared the current aims of the Management Plan with the CAC and the key outcomes that have been achieved to date.

JC noted that Hunters Hill Council is interested in building a partnership with the Harbour Trust around the use of Clark Park and the possibility of staging events two to three times a year at Woolwich.



DS outlined the projects underway at Woolwich, including updating signage relating to early ship building, archiving of records relating to Army occupation, and preservation of views to Cockatoo Island from the parklands and Horse Paddock.

Members of the CAC made suggestions around what they would like to see included in the management plan, including better links with Kellys Bush from Harbour Trust land, greater bus services to the ferry which would assist both locals and the Harbour Trust, improvements to interpretation signage and information available around the site, and possible activations of further sites around the historic dock, such as the pump house.

DS noted that other issues under consideration include bush regeneration of the Horse Paddock, noting that a previous query to use the area for a football field was not viable. There were questions around the drainage of the lower parts of the Horse Paddock, which DS confirmed will be investigated. A member of the CAC raised a question on location and ownership of the public toilets and picnic facilities on the site, DS confirmed these are located on land belonging to Hunters Hill Council and are managed by them. Another member sought clarification on what would be done with the original caisson, DS confirmed there was no intention to move it or put it back in place, but to preserve as part of the heritage. The Harbour Trust has no intention to establish the dock as a working dry dock.

2. Corporate Plan for 2024-25

JC provided an overview of the four-year Corporate Plan. Its format is a four-year rolling strategic plan, with the first twelve months developed in more detail. The priorities for the next 12 months are currently in draft form, yet to be reviewed by the Members of the Trust, and still require further refining to ensure they are actionable and have measurable targets. They were being provided to the CAC for their comments.

JC updated the CAC on the outcomes of the Staff workshop that had been undertaken to feed into the draft Corporate Plan, this included the development of updated vision and purpose statements to capture what the Harbour Trust does and convey this succinctly to visitors and stakeholders.

JC shared the key points from the proposed 2024-25 priority actions, these included; sustainable strategic transformation; First Nations Strategy development and implementation; implementing state 1 of the Middle Head / Gubbuh Gubbuh Master Plan; and taking a whole of Sydney Harbour approach to partnerships.

A member of the CAC asked who the Harbour Trust was partnering with, another member suggested the Committee for Sydney should be included. JC confirmed that the Harbour Trust was working with NSW Government bodies and organisation, SIMS, and the Committee for Sydney across a variety of meetings and projects.

A member queried how the Harbour Trust was measuring the outcomes and objectives and how this was reported back to groups like the CAC. JC confirmed that these are measured as part of the Corporate Plan and shared with the Board and in the Annual Report. They can be shared with the CAC at the appropriate times.

A member raised concerns about the risk of a project not being delivered and asked if there was anything that the Harbour Trust saw as being unlikely to be delivered. JC confirmed that the aim was to include achievable goals in the 12 months ahead, and longer-term more aspirational goals across the remaining years of the plan.

The Harbour Trust will circulate the presentation to the CAC for review and for members to provide any additional feedback to the Harbour Trust.

MATTERS FOR INFORMATION



3) Update on the Harbour Trust Volunteer Strategy & Preliminary Feedback

Kathryn Roberts (KR) provided the CAC with an overview of the aims and consultation process that led to the development of the draft Volunteer Strategy. This included a joint staff and volunteer workshop that was held by the Harbour Trust, individual meetings with volunteers and benchmarking with other similar organisations. It was noted that the group had been provided with a copy of the document and asked to provide any comments or feedback prior to the meeting.

KR shared an update on the preliminary feedback received from the volunteers to the draft strategy. It was noted that the draft strategy was shared with all volunteers and 16 had provided written feedback with good acceptance of the strategy overall with the volunteers. The key feedback received from volunteers was:

- Support for the draft strategy and principles
- Support for the goals and outcomes
- Support for the consultation process
- Support for the establishment of working groups
- Some concerns around the use of confusing language / jargon
- Some questions around the proposed changes to roles and responsibilities for both staff and volunteers
- Some questions on the links between Corporate Priorities and Volunteer Impact
- A suggestion to include measurable goals and an action plan

Following an earlier enquiry from a member of the CAC around how the Committee fits into the strategy, KR confirmed that the CAC is a statutory body constituted under Part 8 of the SHFT Act and is considered separate from other volunteers as it is governed by its own charter and terms of reference.

Members of the CAC asked questions about aspects of the draft Volunteer Strategy, including around the retention and recruitment strategy and the succession strategy to ensure skills are passed onto future volunteers. Points were also raised around the details within the strategy focusing on how success would be measured and specific actions to be taken.

KR noted that all feedback received from the consultation will be used to update the document prior to its finalisation. The strategy will then be presented to the Board for approval and adoption. Adding that it will be important to socialise the strategy with volunteers to ensure there is a good understanding of the strategy when implementation commenced.

4) Update on Anderson Environment & Planning's ecological work at NHS

Graham Izod (GI) provided the group with an update on the work that Anderson Environment & Planning (AEP) have been contracted to undertake at North Head Sanctuary following the awarding of the new tender. He confirmed to the CAC that AEP is delivering the contracted works previously delivered by the Australian Wildlife Conservancy. He also confirmed that AEP will be regularly reporting their findings back to the Harbour Trust and these will be published in a similar way to the previous reports. GI noted that as both AWC and AEP have been acting under contract to the Harbour Trust, all work and research is owned by the Harbour Trust and no research has been lost in the transition to a new contractor.

5) Regular update on minor works, heritage works, maintenance & 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. Members of the CAC requested that as part of future updates a traffic light system be included to summarise progress. GI agreed to include this in his future updates to the CAC.

Meeting closed at 7:30 PM