



Creating extraordinary places on the world's best harbour.

Meeting Notes Sydney Harbour Federation Trust Community Advisory Committee

Date: 09 September 2026

Time: 5 pm – 7 pm

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

Present:	Apologies
Commander Ian Walker, <i>HMAS Penguin</i>	Allegra Spender, <i>Member for Wentworth</i>
Pip Friedrich, Deputy Mayor & Michael Randall, Councillor of Mosman, representatives for Ann marie Kimber, Mayor of Mosman	Jerome Laxale, <i>Member for Bennelong</i>
Candy Bingham, Deputy Mayor of Northern Beaches, representing Sue Heins Mayor of Northern Beaches	Zali Steggall, <i>Member for Warringah</i>
Erica Griffiths, Representative for Zali Steggall, Member for Warringah	Sarah Swan, <i>Mayor of Woollahra</i>
Ian Clarke	Zoë Baker, <i>Mayor of North Sydney</i>
Clive Hassett	Zac Miles, <i>Mayor of Hunters Hill</i>
Michelle Washington	Ann Marie Kimber, <i>Mayor of Mosman</i>
Jay Ryves	Dominic Ng, Representative for Tanya Plibersek, Member for Sydney
Evalyn Fechner	Lauren Shutz
Hannah Griffiths	Ashwini Satheeshkumar
Ken Knox	
Chido Mauwa	
Richard De Grijis	
Stuart King	

In attendance: Harbour Trust Staff

Janet Carding, *Executive Director*

Prof Tim Entwisle AO, *Harbour Trust Chair*

Helen Lockhead, *Member of the Trust*

Graham Izod, *Director, Assets and Parklands*

Kathryn Roberts, *Director, Marketing and Visitor Experience*

Daniel Sealey, *Director Planning*

Nerida Campbell, *Head of Curatorial, Production & Research*

Simon Rees, *Senior Planner*

Catherine Macarthur, *Heritage Architect*

Margo Kouvaris, *Project Manager*

Kylie Dorsett, *Senior Planner*



1. Welcome

The Executive Director, Janet Carding (JC) shared an Acknowledgement of Country.

1.1 Conflict of Interest

A reminder from the previous meeting regarding a member who declared a potential conflict of interest relating to Defence divestment matters. It was agreed they would leave the meeting for any related discussion. No concerns were raised by the committee.

2. Member of the Trust update

Prof Tim Entwisle AO provided an update on matters considered by the Harbour Trust since the previous CAC meeting. The update included approving the Corporate Plan 2026-30, the 2026–27 budget, the Trust's Statement of Intent prepared in response to the Minister's Statement of Expectations, and the revised risk management framework.

Work has commenced to reactivate the Harbour Trust Foundation and develop a 12-month philanthropy plan following confirmation of Deductible Gift Recipient status. However, legislation would still need to pass Parliament before the status could be used. It was noted that philanthropy would complement, rather than replace, the Harbour Trust's existing funding model and would support specific opportunities across its sites.

The committee was advised that Ann Sherry had resigned from the Trust, effective 1 October 2026, following another Commonwealth appointment. A formal acknowledgement of her contribution to date was discussed, and that a replacement will be appointed by the Minister in due course.

The Harbour Trust will mark its 25th anniversary on 20 September 2026 with some activity planned for the year. CAC Members were invited to contribute ideas for the anniversary.

ACTION

- Discussion about the Harbour Trust philanthropy strategy to be listed as a future meeting agenda item.

3. Executive Director (ED) Update

JC updated the committee on the progress of the implementation of the Volunteer Strategy and the work of the Volunteer Working Group. She also noted that Lucy Keeler has been appointed to the new role of Head of Experience, Learning & Events and will be introduced to the committee at a future meeting.



The Harbour Trust is actively preparing for the potential arrival of H5 avian influenza (bird flu) and are working closely with the NSW National Parks and Wildlife Service (NPWS), particularly at North Head Sanctuary. No confirmed cases had been identified at Harbour Trust sites at the time of the meeting.

The committee was advised that NPWS works on North Head Scenic Drive are expected to start in late 2026. The Harbour Trust is developing a complementary proposal to improve signs, directions and visitor amenity at the Barracks precinct entry.

An update on the successful recent Open Day at North Head Sanctuary was provided.

ACTION

- Committee member suggested the CAC members consider/discuss options for using their community connections to better support and promote Harbour Trust Open Days such as the recent North Head Sanctuary Discovery Day.

3.1 First Nations Advisory Group (FNAG)

JC advised that the group met in July and discussed the Cockatoo Island slipways project and the approach to establishing an Indigenous procurement policy.

The group also discussed how the Harbour Trust may in future acknowledge frontier conflict in a considered way, and implementation of the First Nations Strategy, including cultural capability and awareness, and progress across the strategy's five priorities.

The FNAG discussed an approach to recognising frontier cooperation at Georges Heights. In response to a question from a CAC member JC advised that the Harbour Trust will also continue to consider the appropriate use of First Nations place names across its sites, in with guidance from the FNAG on when to consult with relevant language and community representatives.

MATTERS FOR DISCUSSION

4. Shared Micromobility Services in Areas Adjacent to Harbour Trust Sites

Simon Rees (SR) discussed the increasing use of shared e-bikes and e-scooters operating near Harbour Trust sites. Current Harbour Trust sites are designated no-go zones. Key considerations included keeping paths accessible, managing devices left on Harbour Trust land, maintaining existing car parking, and continuing liaison with councils and service providers.



Members broadly supported the current approach and were open to considering expanding it further. Suggestions included designated parking areas, in-app parking controls, expanding digital no-go zones where appropriate, and working with councils and service providers. Members noted that shared e-bikes and e-scooters could improve access, reduce car trips and help younger visitors reach and move through Harbour Trust sites. The committee also noted the need to consider day-to-day management, costs and parking impacts, together with the current settings for NSW National Parks.

ACTION:

- Harbour Trust to consider opportunities to expand micromobility services into Harbour Trust places.

5. North Fort entry upgrade

Catherine Macarthur (CM) provided an update on the North Fort entry upgrade, including the proposed accessible pathway, traffic-calming measures and improvements to the entry and café area. Members supported measures to improve accessibility and make the pedestrian environment clearer.

Members acknowledged the improvements already made in front of the café and suggested clearer visual signs that drivers must slow down between the entry and car park. Suggestions included changes to the road surface, a clearly marked slow zone and physical or visual traffic-calming measures that extend to the carpark

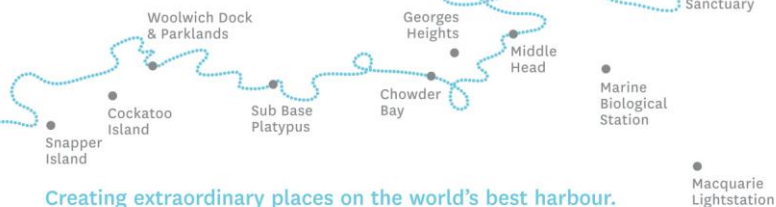
The project is planned for delivery in mid-2027, subject to approvals and coordination with the NSW National Parks and Wildlife Service.

ACTION:

- Harbour Trust to consider more visual barriers for slowing traffic when it is a shared zone.
- Harbour Trust to confirm with the NPWS how the adjoining pathway and pedestrian crossing will connect, and who will be responsible for maintenance and liability.

6. Draft Woolwich Dock and Parklands Management Plan: draft consultation outcomes

Kylie Dorsett (KD) provided an update on the draft consultation outcomes for the draft Management Plan.



In response to a question regarding the consultation process, KD advised that the free text field on the submission website was inactive until 22 July 2026. Once this was corrected, the Harbour Trust contacted people who appeared to have attempted to make a submission and invited them to resubmit. The free text field was available for the final 20 days of the exhibition period, which meets the minimum required notification period. It was also noted that document uploads were available for the full 42-day exhibition period.

The committee discussed how the Harbour Trust plan relates to Hunters Hill Council's plans for neighbouring reserves, the proposed response to tree vandalism, and the need to protect existing plants and wildlife. No concerns were raised with the proposed outcomes.

A member asked how the report was to be shared with stakeholders. KD confirmed that the outcomes report, submissions and the Harbour Trust's responses will be published on the Harbour Trust website following Trust members review and approval, and as the plan is finalised.

MATTERS FOR INFORMATION

7. Swimming and Kayaking on Cockatoo Island Project Update

Margo Kouvaris (MK) provided an update on the project, including concept design development for the two slipways, kayak launching and storage, water access, safety, and interpretation opportunities.

Members were supportive of the concept design and encouraged the project team to explore a wide range of visitor and commercial opportunities, including food and drink, seasonal packages, camping and other island experiences. A member also offered a revenue generating commercial suggestion for attracting customers to the kayaking project, which will be passed to the project team.

Members asked that ongoing operating and maintenance costs remain at the centre of the business model, including managing water quality and public safety requirements, noting that it had been announced as a free attraction by Government.

Daniel Sealey (DS) provided an update on the planning approval required for the project and determined that it is not anticipated to require an EPBC referral as it is a light touch project.

Nerida Campbell (NC) provided an update on the proposed interpretive stories which were supported by CAC members. One member suggested the story of Barney Kieran might be extended



to other parts of the island. There was also a suggestion to consider HMAS *Vampire* and its relationship with Cockatoo Island and how this might be told at this location.

ACTION

- Harbour Trust to bring the designs back to the CAC for further feedback before they are finalised.
- Provide further information on sediment and water quality testing and ongoing operating and maintenance costs.

8. Middle Head / Gubbuh Gubbuh EPBC Referral update

DS provided an update on the progress of the referral and indicated that further public consultation will likely occur in late 2026 once DCCEEW has confirmed further information they requested is complete.

9. Regular Capital Works Projects Update

Graham Izod confirmed that there were no updates since the previous meeting.

10. AOB

Questions were raised from the group about the Defence Divestment. JC noted that she attended a Senate Committee hearing and Budget Estimates to provide evidence. JC also confirmed that she and other Harbour Trust staff members were invited to a recent roundtable discussion with Department of Defence and Department of Finance representatives and provided an overview of this meeting.

A Member suggested at the next meeting an update on Sub Base Platypus from the Property and Leasing team is provided.

A Member suggested that the 25th anniversary may be used to raise the profile of the Harbour Trust.

ACTION

- Add an agenda item for the December meeting to provide an update on Sub Base Platypus.