



**Meeting Notes  
Harbour Trust  
Community Advisory Committee**

**Date:** 10 December 2025

**Time:** 5.00 pm – 7.00 pm

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

Present	Apologies
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 Steggall, <i>Member for Warringah</i>
Pip Friederich, <i>Councillor Mosman Council</i>	Zoë Baker, <i>Mayor of North Sydney</i>
Erica Griffiths ( <i>Representative for Zali Steggall, Member for Warringah</i> )	Zac Miles, <i>Mayor of Hunters Hill</i>
Jessica Hatherall ( <i>representative for Allegra Spender, Member for Wentworth</i> )	Sarah Swan, <i>Mayor of Woollahra</i>
Sheila Foliaki	Peter Doukas
Trudy Phelps	Rebecca Cardy
Lisa Trueman	Jeremy Kenna
Glyn Evans	Linda O'Malley
Cathy Griffin	
Trudy Phelps	
Yolande Stone	
<b>Incoming CAC Members 2026</b>	
Ken Knox	
Stuart King	
Ian Clarke	
Clive Hassett	
Michelle Washington	
Jay Ryves	
Lauren Shutz	
Evalyn Fechner	
Richard De Grijs	

**In Attendance: Harbour Trust**

Janet Carding, *Executive Director*

Tim Entwistle, *Chair of the Trust*

Terry Bailey, *Member of the Trust*

Brad Manera, *Member of the Trust*

Kathryn Roberts, *Director, Marketing & Visitor Experience*

Graham Izod, *Director of Assets & Parklands*

Daniel Sealey, *Director of Planning*

Margo Kouvaris, *Project Manager*

Susan Thompson, *Head of Engagement & Experience*

Eloise Dalmas, *Community Engagement Officer*



### 1. Welcome

The Executive Director, Janet Carding, shared Alison Page's Acknowledgement of Country.

The newly appointed CAC were invited to attend the final meeting for the outgoing CAC, those in attendance introduced themselves.

### 2. Member of the Trust update

The Chair of the Trust Tim Entwistle (TE) welcomed the new appointments to the Committee, and shared with the group the process undertaken by the Members of the Trust in selecting a new CAC from the many applications.

TE discussed the Statement of Expectations that has been received from the Minister, a document which outlines the Minister's expectations for the Harbour Trust. The Harbour Trust is required to provide a Statement of Intent in response, this statement considers financial sustainability, maintenance and liability across our sites. The Statement of Intent will be developed in the New Year.

TE explained the capital grants that the Harbour Trust occasionally receives from the Australian Government and noted that the Harbour Trust reapplied for Deductible Gift Recipient (DGR) status, which would encourage philanthropic donations from the community, after the previous application was unsuccessful. The new application has received strong letters of support from various Federal Members. A decision is expected either before Christmas or before May 2026. (Note: no decision was received before Christmas.)

TE also shared a recent collaboration and licence arrangement with the Office of Australian War Graves, which considers the care and conservation of 14 military graves at North Head sanctuary in the third quarantine cemetery.

### 3. Executive Director (ED) update

Janet Carding (JC) advised that the Spring event season had been successful, with *Night at the Barracks* attracting 28,000 attendees and that visitation was just above what was recorded in 2024. Figures for local and interstate visitation is high with the *Do Summer Differently* marketing campaign and additional marketing campaigns on Sydney ferries proving a success in reaching more audiences.

New Years Eve is a major event for Cockatoo Island and this year the heritage accommodation sold out the same day the ballot was released. JC also provided an update to the group regarding Mosman Council's planned new amenities block at Middle Head Oval, with demolition underway.

Following a discussion at the last CAC meeting, an update had been sought from NSW National Parks and Wildlife Services (NPWS) regarding a new pavement at North Head Scenic Drive. Daniel Sealey (DS) confirmed that there no confirmation had been received from NPWS as to when their public consultation regarding this proposal will commence.

JC provided an update regarding occupancy rates at North Head Sanctuary, sharing that all residential properties are fully tenanted.

### 4. Update from First Nations Advisory Group (FNAG)

JC provided the group with an update of the FNAG's final meeting of 2025. The meeting looked at how the Harbour Trust will track and record its progress/performance on the implementation of the new First Nations Strategy.



Recent cultural heritage research at Cockatoo Island / Wareamah had been discussed at this meeting with feedback provided by the members.

JC provided an update on the Mosaic Crane on Cockatoo Island which needs to be dismantled and conserved due to safety concerns from falling glass.

## MATTERS FOR INFORMATION

### 5. Volunteer Strategy Implementation Phase 1 Evaluation and Phase 2 Objectives

The evaluation and metrics for this strategy were shared with the group. In the recent volunteer survey, an encouraging 96% of volunteers are finding their roles enjoyable. A high number of social and learning activities had also held across 2025, which has proven to be a highlight for Harbour Trust volunteers.

The Volunteer Working Group (VIWG) has completed its first year, with this group aiding in increasing engagement between volunteers and staff. The VIWG will continue into 2026 with some governance changes.

Recent volunteer recruitment has also been very successful, with the Harbour Trust onboarding 18 new volunteers.

### 6. EPBC Referral Update – Middle Head Stage 1 Implementation

Daniel Sealey (DS) provided an update regarding the recent EPBC referral, a process managed by the Department of Climate Change, Energy, the Environment, and Water (DCCEEW). The decision timeframe for the referral has been extended to 23 December 2025 (Note: later extended to 12 January 2026). The Harbour Trust will advise stakeholders of this decision when advised.

Following (and subject to) the outcome of the referral, the Harbour Trust will undertake its own planning process including public consultation.

### 7. Swimming and Kayaking in the Slipways Project Inception – Cockatoo Island

Margo Kouvaris confirmed that while funding has been committed, the Harbour Trust is currently awaiting confirmation of when these funds will be received. An expression of Interest for a Lead Design Services Consultant has closed, with an evaluation currently underway.

A key focus for this project will be First Nations engagement, with discussions underway with the Harbour Trust FNAG to seek their suggestions for communities of interest and relevant organisations.

The Harbour Trust will consult with the Parramatta River Catchment Group to ensure appropriate engagement with local stakeholders is undertaken from inception, and learnings shared from other swimming areas. The Harbour Trust will also work with Sydney Water on water testing, with the first tests already undertaken.

### 8. Regular Capital Projects update – minor works, heritage works, maintenance and infrastructure works

Graham Izod (GI) provided an update on some of the larger projects undertaken by the Harbour Trust this year.

This update covers projects between \$1 million and \$5.5 million, including the crane restoration project, which saw restoration and preservation works to four cranes, and extensive conservation works undertaken throughout the year to the heritage wall and tunnels at North Head Sanctuary, together with recent remedial work to the gymnasium floor.



The Harbour Trust also celebrated the completion of the conservation works at the Greenway Wall at Macquarie Lightstation, which also saw the creation and installation of new interpretation across the site.

Matters concerning carparking at North Head were raised, with suggestions made to have updated signage in the area to ensure parking occurs only on hard stand areas.

Additional discussions were had regarding the Harbour Trust's recent decision to create an opening in the heritage wall at North Head in response to concerns regarding visitor safety and access. Cathy Griffin commented that more community consultation should have been undertaken to ensure transparency around this decision. JC commented that while this opening was seen as a necessary first step in addressing safety concerns raised during the master plan public consultation, she agreed that it would be beneficial to undertake early discussions in future with the CAC, particularly regarding Harbour Trust heritage processes/assessments, and get their input.

**ACTION:**

- The Harbour Trust to look into solutions to mitigate parking issues near WOTSO, including the potential for new signage.
- Include an agenda item for the next meeting on heritage process management and consultation.

**MATTERS FOR DISCUSSION**

**9. CAC 2023 – 2025 Reflection**

Outgoing CAC members were invited to reflect on their involvement with the Committee and provide feedback on their experience with the Harbour Trust.