

2 Achievements and Initiatives

Trust Plans

Performance Indicators

- Plans conform with best practice, have broad community support and reflect input from the consultative process.
 - Management plans are consistent with the Trust's Comprehensive Plan approved by the Minister.
 - Background studies or policies for significant heritage, environmental and transport matters affecting Trust lands are prepared.
 - Management plans are prepared and drafts exhibited.
 - The Community Advisory Committee and the broader community provide input into the planning process.
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Comprehensive Plan

The draft amendment to the Trust's Comprehensive Plan to include HMAS *Platypus* was publicly exhibited in early 2007. The exhibition of the draft attracted over 200 submissions. Following a review of submissions, the draft was revised. Amendments to the draft included increasing the amount of open space, additional greening of the site and reducing the number of buildings to be retained. Additional detail was also provided about the operational management of the site and its capacity to meet relevant Council standards. The revised draft plan was re-exhibited in August 2007. A total of 145 submissions were received with increased support for the revised draft plan.

In June 2008 the draft plan was referred to the Minister for the Environment, Heritage and the Arts for approval. The Minister will consult with the NSW State Government as required by the Trust Act, prior to making a final decision on the draft plan.

Management Plans

The Management Plan for Macquarie Lightstation, Vaucluse, was approved by the Trust in December 2007. The plan proposes the conservation and interpretation of the site's heritage values and its connection with the sequence of adjoining open spaces along the cliff edge.

The amended Management Plan for Woolwich Dock and Parklands was approved by the Trust in July 2007. The amendment to the plan provides for the integration of the proposed café/restaurant with the Trust visitor centre within a two-storey development. The plan also provides for overflow car parking at the top of the dock.

The Management Plan for Cockatoo Island was approved by the Trust in November 2007 which followed the listing of the Island on the National Heritage List in July 2007. In January 2008, the Minister for the Environment, Heritage and the Arts announced that Cockatoo Island had been included on a list of 11 outstanding convict sites across the country which had been nominated to the World Heritage List. The submission was presented to UNESCO (Paris) in February 2008. The World Heritage Centre will consider the nomination in 2009 along with a site inspection of the island.

The planning team has begun work on amending all of the current management plans to satisfy the new requirements of the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Cockatoo Island Management Plan will be the first plan to be amended with the aim of it becoming the model for subsequent plans prepared during 2008 and beyond. The amended plans will be publicly exhibited prior to being forwarded to the Australian Heritage Council for consideration.

Background Studies

A range of studies were commissioned by the Trust during the year to inform the planning process. These studies included the preparation of conservation management plans for HMAS *Platypus* and the 3rd Quarantine Station cemetery at North Head, archaeological investigations for Clarkes Point Reserve at Woolwich and transport and traffic advice for Chowder Bay, Mosman.



Community Consultation

The Trust continued to consult communities and liaise with key stakeholders on the planning and rehabilitation of its sites. Consultation activities ranged from formal committee meetings to workshops, open days, presentations, discussions and the exhibition of plans. The Community Advisory Committee (CAC) provided advice in support of the planning process. Site subcommittees met five times during the year to provide feedback on and input into the development of site management plans. A whole-of-CAC meeting was held to discuss the future role and running of the committee. The day included a tour of Georges Heights and Chowder Bay tenants.

An open day was held for Georges Heights. The day incorporated a site tour with an outline of proposed outcomes and opportunities to provide input into the management plan for the area.

The draft Operational Plan for the North Head Sanctuary was placed on public exhibition at local libraries, council offices, the Trust's offices in Mosman and on the website. Submissions from the community were considered in the preparation of the final plan.

The Trust held and attended numerous formal and informal meetings with key stakeholder groups, government agency staff, councils, local members, community organisations and individuals to discuss issues concerning the planning for, and the rehabilitation of, its sites.

The CAC newsletter was produced in August 2007, November 2007 and March 2008 to provide members with information about current Trust activities and initiatives, and to encourage feedback and communication between the members and the Trust.

Current membership of the Community Advisory Committee is provided in Appendix 2

Public Information

Performance Indicators

- Sound communication methods are used to promote Trust lands, activities and values.
- Community awareness of the Trust and its activities increase through the promotion of tours, events and open days.
- The Trust receives positive media coverage for all significant public events and planning activities and the media maintains an interest in the Trust.
- Education, interpretive and public programs are developed and implemented to promote Trust lands and their significance.
- Partnership programs with institutions, neighbours and others are developed to promote Trust lands and their significance.
- Schools education program is planned and implemented.

Communication Program

The Trust implemented a communications program to increase awareness of sites and to promote their accessibility. Much of the program was a continuation of activities already underway, particularly at Headland Park, North Head and Cockatoo Island. These sites are open to the public and attracting growing numbers of visitors. The location, history and the level of conservation and rehabilitation undertaken by the Trust at these sites accounts for their prominence.

A panel of exhibition designers was selected to assist the Trust in interpretation projects. Design briefs were prepared for the interpretation of the Submarine Miners' Depot at Chowder Bay and the 21st Australian Auxiliary Hospital at Georges Heights, and a designer was selected to develop concepts. A booklet on the hospital and the history of war wounded during World War I was drafted by Geoff Barnes, a former documentary filmmaker, in the capacity of a Trust volunteer.



A preliminary design brief was prepared for one of the air raid shelters on Cockatoo Island. Designs were prepared for a proposed information wall in the Muster Station area of Cockatoo Island. The wall will be incorporated into the camp ground locker facility and comprises a short history of the island and graphics.

An audio tour was produced for Cockatoo Island. The tour consists of 26 stops which tell the story of Cockatoo Island's convict and shipbuilding past. An accompanying map is also in production. The audio tour will be made available to the public in July 2008.

Interpretation panels for Macquarie Lightstation were updated and reprinted. Panels on the history of the former Marine Biological Station were produced for use at open days. Research for a booklet on the life of Bungaree, an Aborigine associated with Governor Macquarie's farm for Aborigines on Middle Head, commenced.

Events, Ceremonies and Open Days

Cockatoo Island became a major venue partner for the 2008 Biennale of Sydney (18 June – 7 September). The Biennale is Australia's major visual arts festival. Over 30 international and Australian artists are exhibiting works in buildings and facilities across the island which also hosted the Artists' and Supporters' Party. The Trust's sponsorship of the Biennale is part of a strategy to promote Cockatoo Island as a Sydney Harbour landmark both for cultural events and general visitation. A free ferry service to the island is being provided by the Trust and the Balnaves Foundation during the exhibition period to augment the limited service of Sydney Ferries.

The third annual Headland Park open day, Art in the Open, attracted an estimated 4,000 - 5,000 people. The day included talks by artists and collectors, demonstrations, exhibitions, children's activities, music, food and drink. The attendance was a good indication of the public's awareness of the Trust's work to rehabilitate former defence lands in Mosman. Two smaller events also underlined the development of the site. The federal member for Warringah, the Hon Tony Abbott, officially opened a childcare centre in the former 1913 Barracks building at Georges Head in July and the Georges Head lookout in October. The lookout is a splendid vantage point from which to view the harbour.

In late October, the Trust contributed a plaque as part of a ceremony in the Goat Paddock at Woolwich Dock to commemorate the work of Foreshore 2000, the alliance of community groups formed to advocate for the protection of former defence sites around the harbour. The Trust marked NAIDOC Week at North Head with a photographic exhibition of indigenous involvement in the defence forces, tours of the former School of Artillery site and a performance by Freshwater, an Aboriginal group.

An Anzac day dawn service was held on the former parade ground at Georges Heights. Open days were held at Macquarie Lightstation following restoration works by the Australian Maritime Safety Authority and, for the first time in a number of years, the former Marine Biological Station at Watsons Bay. An open day was held in conjunction with the public exhibition of the management plan for Georges Heights.

Public Programs, Publications and Signage

The Trust's public programs encompass open days, events, tours, school excursions, displays, interpretive activities and the operation of information centres.

During the year, approximately 100 volunteers were either recruited or trained. The Trust maintains a volunteer force of some 120 people. Volunteers staff the Muster Station at Cockatoo Island and the North Head Visitor Centre seven days a week, constitute the workforce for bush regeneration programs at Headland Park (Middle Head) and North Head and conduct interviews for the oral history program. During the year, volunteers made 80 presentations to community groups (totalling approximately 4,200 people) on the Trust's sites and plans for their future uses.

The volunteer industrial conservation team completed the restoration of a gantry crane now housed in its original location in the convict workshop on Cockatoo Island. The team also restored the eighteenth century cannon located in the entry precinct of the island. Its current project is the restoration of a launch associated with the aircraft carrier HMAS *Sydney*.

Two rounds of people counting exercises were conducted at North Head, Headland Park (Middle Head) and Woolwich to gather baseline data on visitation to the sites.

A number of the Trust's site specific promotional publications were revised and reprinted. An all-site promotional brochure was produced for distribution through NSW Tourism outlets in Sydney. Self-guided tour brochures of Cockatoo Island and North Head were reprinted and a flyer on the Cockatoo Island camp ground was produced. *The Story of Cockatoo Island* sold steadily throughout the year. Three editions of the Trust's Update newsletter were produced.

Entry signage, visitor centre banner signage and walking track directional signage were installed at North Head Sanctuary. Interim signage was produced for events and projects throughout the year.

Partnerships

The Trust participated in Sydney Harbour Week (1-9 March 2008) and the National Trust Festival (5-20 April 2008). A Chowder Bay open day during harbour week showcased the activities of the Sydney Institute of Marine Science and other tenants. Tours of Macquarie Lightstation and the former Marine Biological Station were part of the program for these two promotional events.

Cockatoo Island hosted the Environmental Education Network Conference for 300 delegates in November 2007. This was the first full conference held on the island and made use of the convict and shipbuilding precincts. Participants included teachers, environmental advocates and educators from government, business and the community. The Interpretation Australia Association National Conference held a workshop and dinner on Cockatoo Island. The workshop considered the interpretive challenges of Cockatoo Island.

The Trust managed the triennial market research project for the Sydney Parks Group. This is an association of urban park managers collaborating to promote a strategic integrated approach to urban park research in Sydney. In addition to the Trust, members are Centennial Park and Moore Park Trust, Parramatta Park Trust, Sydney Olympic Park Authority, Botanic Gardens Trust, National Parks and Wildlife Service, Department of Planning (NSW) and University of Technology, Sydney.

The National Art School conducted Drawing Week (18-22 February) activities for 350 students on Cockatoo Island. The school and its students have had an association with the Trust for a number of years. The National Institute of Dramatic Art conducted filmmaking courses at both Cockatoo Island and Headland Park (Middle Head).

Outreach activities included a presentation to NSW Tourism on the Trust's sites and activities, the provision of editorial for tourism publications and the distribution of Trust brochures in tourism outlets. A familiarisation tour of Headland Park (Middle Head) for concierges was arranged in conjunction with the Sydney Transit Authority. The Trust is a member of the Sydney National Heritage Network, managers of heritage places. The network has the objective of promoting heritage sites in a collaborative way.



The official start of the 2007 Oxfam trailwalker event, a team challenge to raise money for the organisation's programs to overcome poverty, began at Chowder Bay.

One of the seven sculptures installed at Headland Park (Middle Head) under an agreement with Sculpture by the Sea was sold.

School Excursion Program and Kids' Program

The school excursion program at Cockatoo Island attracted almost 5,000 participants. The Trust's team of teacher guides conducted 75 curriculum-aligned programs, catering to 63 schools. Approximately 20 per cent of schools were from beyond the Sydney metropolitan area.

Primary school excursions offer a unique chance for students to discover the island's convict heritage and its association with British colonisation. Cockatoo Island is popular with secondary students of both history and geography who study the site to analyse the environmental changes over time and the history of human impact.

Throughout the year, the Trust worked in partnership with Sculpture by the Sea to conduct sculpture workshops at Headland Park (Middle Head) for school students. The workshops were designed to encourage students to appreciate the sculptures on site and to create their own artwork.

A new school excursion program for senior geography students was introduced at the former School of Artillery in February 2008, following a successful trial period during November 2007. The program is designed for the Stage 6 Biophysical Interactions topic of the Geography syllabus. It incorporates fieldwork experimentation and observations of weather, plants, animals and soils.

The kids' discovery room at the North Head Gatehouse Visitor Centre attracted children of all ages to explore books, posters, maps, specimens and other material on the natural heritage of North Head. Following the re-opening of Macquarie Lighthouse, a new self-guided kids' discovery trail was introduced for the open day held in May 2008. This will now be a regular feature of the open day events.

Birthday Party activities were launched at Headland Park (Middle Head) in October 2007 and Macquarie Lighthouse in May 2008. Across the two sites, 31 parties were held, attracting 650 participants. The parties allow children to explore the underground military fortifications at Lower Georges Heights, and climb to the top of Macquarie Lighthouse to imagine the life of a Lighthouse Keeper.

Media Relations and Advertising

The Trust received positive media coverage of its activities particularly the opening of the Cockatoo Island camp ground and the launch of the island as a major venue partner of the Biennale of Sydney. It maintains a good working relationship with both metropolitan and suburban media.

The Trust placed non-campaign advertising in metropolitan and suburban newspapers to promote events, the exhibition of management plans and open days, and to advertise guided tours.

Website

In 2007-08, there were 192,430 visits to the Trust's corporate website (results based on 'new user sessions'). An additional website was launched in October 2007 to provide visitor information on Cockatoo Island. There were 25,506 visits to the Cockatoo Island website in its first year of operation. The new website meets the Australian Government's online accessibility standards.



Site Conservation

Performance Indicators

- Rehabilitation of land, buildings, infrastructure and equipment is consistent with conservation, environmental, heritage and cultural values and relevant standards.
 - Trust lands and facilities meet workplace and public safety standards.
 - Further deterioration of Trust assets is minimised.
 - Undertake maintenance works at all sites.
 - Prepare and implement repair, maintenance and public safety work programs.
 - Remove and/or dispose of structures in line with the Trust's Comprehensive Plan.
 - Trust facilities are increasingly available for public access and business and community use.
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Maintenance and Heritage Conservation

The Trust continued its ongoing conservation, rehabilitation and maintenance program on most sites as part of the implementation of the Comprehensive Plan. Providing safe public access continued to be an ongoing focus of the program. Recurrent work included security, bush regeneration, upkeep of grounds, and maintenance of fire safety systems.

A list of maintenance, heritage conservation and environmental management projects undertaken by the Trust in 2007-08 is provided in Appendix 3.

Former School of Artillery, North Head

The former School of Artillery, North Head, contains a collection of buildings surrounding the parade ground, sporting facilities and a large area of remnant bushland. The site is mainly vacant and while many of the buildings are generally structurally sound, deterioration of the building fabric is broadly evident.

The conservation and refurbishment of the former medical and printing buildings was commenced. Sewer rehabilitation works were carried out during the year. A stormwater assessment was carried out. Structural assessments were undertaken of all brick buildings to determine the extent of brick tie repairs. Refurbishment works were completed on the former Roden Cutler building, Sergeants' Mess, Officers' Mess and annex accommodation in preparation for tenant occupancy.

Structural repairs were completed on the former gym, gun shed, and an assessment undertaken on work requirements for the former main Barracks Building. A section of the walking track in the wetlands area was raised to enable year round access. Tenders were called and works completed on the construction and associated landscaping of the Blue Fish Road car park. The upgrade of the high voltage power supply to the North Head peninsula including the former School of Artillery was completed.

Middle Head, Georges Heights and Chowder Bay

The Middle Head, Georges Heights and Chowder Bay precincts (Headland Park) feature former training facilities, fortifications, depots, barracks and housing surrounded by remnant Sydney Harbour bushland.

The site services upgrade within the former Training Command precinct, Georges Heights, was largely completed with the installation of tenant metering, communications, and the renewal and upgrade of the fire hydrant system. The removal of most overhead power lines has improved the visual appeal of the precinct. Investigations have commenced on an all-of-site rainwater harvesting system.

Refurbishment of former World War I hospital buildings at Georges Heights was completed along with landscaping of adjacent areas. A number of barracks buildings in the former Training Command precinct were refurbished and works commenced on remaining buildings. The realignment of Suakin Drive and the construction of the adjacent car park was completed. Finishing touches were made to the conversion of the 1913 Barracks building into a childcare centre.



At Georges Head, the lookout was completed and opened.

At Chowder Bay, the fitout of a level of the Submarine Miners' Depot preceded the opening of Ripples Restaurant. The former Other Ranks' Quarters building was refurbished for an outdoor education provider. The cable pit pump was prepared for leasing by the dive operator in the Submarine Miners' Depot. The design for the refurbishment of the former Sergeants' Mess and barracks building as a function centre was completed and tenders for the building work called. A review was conducted of additional external lighting requirements in the precinct and sound attenuation panelling was installed in level B of the Submarine Miners' Depot.

Tenders were called for the conservation and refurbishment works to the former Golf Clubhouse. The design and tender documentation for the former Australian School of Pacific Administration (ASOPA) buildings and associated car park, Middle Head, were prepared.

At the site of the former Commandos Headquarters precinct, the building of earth mounds and other landscaping was completed and planting commenced. Initial design options are being investigated for the associated landscaping at Dominion Crescent and Rawson Park.

Woolwich Dock

Woolwich Dock contains parkland, sheds, hardstand, workshops and the former dry dock. The Trust uses the site as an embarkation point for journeys to and from Cockatoo Island by staff, contractors and consultants.

During the year tenders were called and work commenced on the realignment of the entry road to the site. The project included the construction of a new car park at Morts Reserve. Work was temporarily delayed following the discovery of archaeological remains on the site of the former foundry. A lookout was built in the parkland above the dock cutting.

Construction commenced on the new wharf and docking facilities on the eastern apron. The main tenant on the site is building a function centre in this area and work is well underway. Tenders have been called for the landscape design and remediation of the Horse Paddock. This work will incorporate seawall repairs.

Tenders have been called for the landscape design of the eastern waterfront.

Cockatoo Island

Cockatoo Island is the largest island in Sydney Harbour and greatly modified through its uses as penal settlement and maritime industrial site. The island contains remnants of an imperial convict prison, two dry docks, wharves, slipways, maritime buildings, residences, a powerhouse, cranes, water towers and tunnels.

The conservation and refurbishment of the island's building stock continued throughout the year. Buildings such as the Mould Loft and Edwardian duplexes on the island's plateau and the weatherboard pay and administration offices on the southern apron were refurbished and have been used for exhibitions, accommodation and back of house activities for the Biennale of Sydney and a film. The lofting templates on the first floor of the Mould Loft were recorded photogrammetrically. Some fifteen buildings were re-roofed during the year.

The construction of the camp ground on the northern apron was a major project and included the provision of showers, toilets and kitchen. Public toilets were also completed on the northern apron near the entry precinct. The areas around the camp ground were also extensively landscaped with mounds, plantings and boardwalks. The former island fire station was refurbished and converted into a camp ground office and accommodation for the camp ground manager.

The cliff top walk was completed and extends along the eastern cliff face. The project included geotechnical work to stabilise the cliff face and construction of a cantilevered section of the walkway. The walkway opens up the residential precinct of the island. Documentation for the conservation works to 'Biloela' and other houses commenced. Areas of the plateau were remediated.

Civil works were substantially completed on the eastern apron. Work included the interpretation of former building footprints, landscaping, and rectifying safety hazards. The island's entry precinct was upgraded with sewer, water, stormwater, data and electrical services. The precinct was resurfaced.

Project planning and contract documentation were prepared for a number of buildings on the island including for the provision of a new sewerage treatment plant. Ongoing service repairs included sewer pipe relining, pit rehabilitation and valve replacement. Repairs were made to the remaining sandstone seawalls on the north eastern edge of the island.

The nomination for World Heritage listing of the convict precinct as part of a serial listing of 11 convict sites around Australia was submitted. Tenders were called for archaeological investigations into the former convict remains.

Snapper Island

Snapper Island is Sydney Harbour's smallest island and comprises simple buildings, slipways, boat storage and jetties. No major works were carried out during the year.

Macquarie Lightstation

Macquarie Lightstation is prominently situated on the harbour's southern headland and is still used as a navigational aid. Internal and external conservation works were carried out by the Australian Maritime Safety Authority (AMSA).

The management plan will oversee the interpretation of the site's heritage and improve both public access and the site's visual qualities.

Former Marine Biological Station

The former Marine Biological Station is a residential house at 31 Pacific Street in Watsons Bay. The station includes a foreshore park connecting suburban streets with Camp Cove beach. No major works were carried out during the year.

HMAS *Platypus*

The HMAS *Platypus* site contains buildings and workshops adapted and used by the Royal Australian Navy since 1942. The wharf was built to accommodate the berthing of submarines when the site was officially commissioned in 1967 as the base for the navy's submarine fleet. No major works were carried out during the year.

Environmental Management

Remediation

The Harbour Trust continued projects to manage and remediate contamination on its sites.

On Cockatoo Island, remediation projects on the northern apron commenced in 2007. Areas of the plateau were also remediated. The upgrade of the sewerage system has been an ongoing project and substantial progress was made during the year. Decontamination of buildings was undertaken as part of projects to conserve and refurbish the building stock on the island. Decontamination of the Powerhouse and Submarine Workshops was carried out to enable public access for the Biennale of Sydney.

At Woolwich, remediation works were carried out in the dock area and planning undertaken for the remediation of the lower Horse Paddock and sea wall.

The remediation of the Georges Heights precinct was completed and preceded landscaping works and site occupation. Contaminated land audits formed part of the remediation strategy for the precinct.

At North Head, work required to decontaminate the underground plotting room was scoped and hazardous materials surveys and management plans prepared for various buildings on site, prior to refurbishment and leasing.

Review of remediation requirements at HMAS *Platypus* continued in preparation for the formal transfer of this site and the allocation of project funding.

Bushland Management

Bushland management continued at Headland Park (Middle Head) during the year. Work continued at North Head until the end of March 2008. Works included extensive control of noxious and other bushland weeds, bush track maintenance, bushfire hazard reduction and revegetation of cleared areas using local provenance seedlings. Birds Australia continued bi-monthly monitoring of bushland at North Head, concluding three years of valuable data collection. Regular bandicoot surveying by NSW National Parks and Wildlife Service (NPWS) continued across North Head with the bi-annual whole-of-headland census showing a relatively stable population size.

The volunteer Bushcare program continued fortnightly at Artillery Drive, North Head and Commonwealth Avenue, Georges Heights. The Trust worked with TAFE and local Councils to provide free training and education to volunteers in topics such as plant identification, weed management and Aboriginal heritage awareness. The program included a popular Banksia Scrub botanical walk at North Head in September 2007.

Revegetation

Over 36,000 native trees, shrubs and groundcovers were planted on Trust sites during the year. Over 9,000 plants were planted around the new Suakin Drive car park and over 2,000 at the new Crane Crescent car park (Mosman). In June 2008, an area of one hectare was revegetated with 10,000 plants at the former Commandos site at Georges Heights and 1250 plants were planted to extend the Markham Close revegetation area to the edge of Georges Heights oval. More than 4,000 plants were planted at the new Gunners Road car park at North Head Sanctuary and over 7,000 planted at the new Woolwich Dock car park and Goat Paddock. Infill planting was also carried out at Georges Heights, Chowder Bay and the former Marine Biological Station park. A community planting day was held at Woolwich Dock Goat Paddock on National Tree Day, 29th July 2007. Three volunteers planted over 100 native tubestock in bare areas of the site.

Bushfire Risk Management

In the 2007-08 fire season, fuel reduction and slashing of fire breaks and trails were carried out adjacent to buildings and structures at the North Head and Headland Park (Middle Head). A program of fuel reduction and selective clearance of woody vegetation continued within the Third Quarantine Cemetery as part of the management plan for the site. The draft North Head Bushfire Management Strategy was put on public exhibition by NPWS on behalf of North Head stakeholders to guide future ecological burns and hazard reduction activities. The Trust continued working with neighbouring landholders through the statutory Manly-Mosman-North Sydney District Bushfire Management Committee. Committee members are in the process of updating the District Bush Fire Risk Management Plan to provide a coordinated approach across land tenures.

Feral Animal Management

The Trust continued to work with Local Government and NPWS to provide a co-ordinated approach to management of feral animals at North Head and Headland Park (Middle Head). A Pindone poison baiting program was carried out to reduce the rabbit population with follow-up shooting and monitoring. The Trust continued its involvement in the Northern Sydney Regional Fox Control Program. Feral cats and chickens were also targeted at North Head.

Public Access

Public access to Trust sites increased significantly in the reporting period, notably with the opening of Cockatoo Island. The State Transit Authority's 244 bus service was extended to Chowder Bay during the year. Planning and project activity continued to reflect the importance of public access in the implementation of the Comprehensive Plan.



Interim Use

Trust properties continued to be used for interim uses including events, functions, filming, boat building and storage. A full list of interim uses is provided in Appendix 4.

Leasing and Licensing

Appetite for businesses and community users to lease or licence harbourside property from the Trust remained healthy during most of the year, although towards the end of the period a slowdown in leasing demand from the private sector was noticeable.

The Trust's buildings for lease in Headland Park (Middle Head) were popular with local businesses seeking to relocate closer to home for lifestyle and convenience reasons. Georges Heights was a remarkable success in this regard with over 20 new tenants taking up occupation during the year. New tenants for Georges Heights Stages 1-3 include Amba Communications, Mosman Dance Academy and Mosman Barracks Serviced Offices. Demand for the final stage of leasing at Georges Heights in November 2008 is expected to be strong.

Chowder Bay is now operating as a successful and increasingly integrated community, as evidenced by the formation of the Chowder Bay Chamber of Commerce during the year. The Sydney Institute of Marine Science (SIMS) goes from strength to strength with increased funding permitting a range of new marine research initiatives, whilst other tenants including Ripples restaurant, the Bacino kiosks, Plunge Diving and Leading Initiatives continue to trade well. Land's Edge became the latest arrival at the Chowder Bay precinct, providing outdoor training and accommodation to school groups. Construction of the Sergeants' Mess Function Centre at Chowder Bay will commence shortly and is expected to be operational in July 2009.

Sally's Place long day care centre at Georges Head has quickly established itself as one of the best run childcare centres in Sydney, and already has a long waiting list. The Tea Room Gunners Barracks continues to offer high quality restaurant and function services to locals and visitors alike. The Trust is now licencing Georges Head lookout for weddings and other ceremonies. The arts precinct at Lower Georges Heights is now starting to function more effectively as a community, with a range of art exhibitions taking place during the year, principally within the Landship. The addition of the Barn Café has no doubt furthered the social cohesion of the precinct.

A Request for Proposal process was undertaken for the former golf clubhouse on Middle Head Road in the first half of 2008, and applications are being assessed. The former Australian School of Pacific Administration site will undergo a similar process in late 2008 or early 2009.

The waterfront café and function centre at Woolwich Dock is now under way, and these together with the new wharf and car park should help this site to achieve its full potential. In the meantime Murlan Noakes continues to operate a successful ship maintenance facility.

At the Former School of Artillery, North Head, the Trust is pursuing a number of leasing options arising from the Request for Proposals process conducted in 2007. The first of these to be implemented will be a native plant nursery to be run by the North Head Sanctuary Foundation under a community lease. This nursery will provide important flora support services to the North Head Sanctuary. The Trust was also pleased to welcome a second community tenant to North Head during the year - the Schizophrenia Fellowship will be providing respite accommodation for carers of schizophrenia sufferers in two former defence houses. The Australian Institute of Police Management continues to occupy a number of buildings on a short term licence pending resolution of planning issues at their main site.

With the opening of the Cockatoo Island camp ground in March 2008, Cockatoo Island is due to receive a significant boost in visitation and public exposure. This unique facility was well received in the media and several hundred campers have already taken the opportunity to stay overnight. Camper feedback has been enthusiastic, with camping packages (including tent hire, airbeds, chairs, mattresses and a lantern) proving popular. The additional exposure of the island from camp ground visitation should assist future leasing activity. Blue Earth Kayaks commenced a kayak hire operation on the island in April 2008.

The Muster Station Café has been trading on the island since July 2007 and has been well received by visitors, especially campers at breakfast time. Two houses on the island's plateau are currently being prepared for short term holiday letting and a second café or restaurant should open on the island next year.

Licensing activity has been strong during the year with the Trust entering into a record number of over 80 short term licences attracting over 6,500 people to Trust sites. Notable activities during the year included over 30 weddings, a "My Space" concert on Cockatoo Island for 1,200 people, art exhibitions, product launches, filming, sports, coach building, candle making and art education. Southern Star Productions completed the filming of the third series of the ABC children's drama Blue Water High at North Head during the year. Various buildings on Cockatoo Island were used as sets for the latest film in the X Men series, Wolverine.

The Trust's residential portfolio of 53 houses remains fully leased in a strong Sydney residential leasing market. These houses will be used increasingly to support uses that achieve the Trust's management plan outcomes for each site.

Environmental Performance

Performance Indicators

- Adherence to the core principles of Ecologically Sustainable Development.
 - Development and implementation of a sustainability policy.
 - Development and implementation of an environmental management system.
 - Purchase at least 20 per cent greenpower.
 - Subscribe to Greenfleet.
 - No increase in water consumption.
 - Increase recycling by 10 per cent.
 - Reduce greenhouse gas emissions by 30 per cent.
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The principles of Ecologically Sustainable Development (ESD) constitute a key policy objective of the Trust, underpinning site rehabilitation, planning and public information activities and events. The Comprehensive Plan contains a commitment to ESD, and management plans are formulated taking into account ESD outcomes. All Trust objectives and policies are considered fundamental to the achievement of ESD including biodiversity conservation, bushland conservation, management of native and introduced animals, waste quality and catchment protection, transport management and air quality, bushfire management, Aboriginal and cultural heritage.

Site conservation and environmental projects are carried out to remediate environmental degradation and impacts of past practices to establish a sound basis for sustainable development and adaptive re-use.



The Trust is also committed to environmentally sustainable design principles and requires these to be incorporated into all building restoration projects. All opportunities to save energy and water must be considered along with using building materials from sustainable sources that can be recycled at the end of their useful life, as well as using recycled materials where suitable, contextual and available.

For the first time the Trust has conducted a review of office environmental performance to determine its operational impact on the environment and report on its carbon footprint. This was done by using the following Global Reporting Initiative Indicators as a guide:

- Energy Consumption (GRI Indicator EN3);
- Fuel Consumption (GRI Indicator EN3);
- Waste Generation (GRI Indicator EN22);
- Water Consumption (GRI Indicator EN8); and
- Greenhouse Gases (GRI indicator EN16).

Although this first review only covers 'office' impacts, the overall aim for the forthcoming year is to implement an Environmental Management System (EMS) to improve environmental impacts, streamline and improve monitoring and data collection, which will then allow the Trust to broaden the range of environmental and sustainability indicators over all sites and activities for the next annual report.

The following represents baseline data for the 2007-08 reporting year.

Energy (Electricity) – EN3

Total Consumption:	913,525MJ
Target:	Reduce energy consumption by 20 per cent
Target:	Purchase at least 20 per cent Greenpower

During the 2007-08 reporting year, the Trust's office was not separately metered. As such, these results have been calculated on a per meter square basis for all buildings that were included on the meter.

The average amount of electricity consumed per meter square was 639.14MJ/m²/yr. The total electricity consumption for the Trust is estimated at 913,525 MJ/annum.

The Australian Government "Energy Efficiency in Government Operations (EEGO) Policy" sets the strategy for Australian Government agencies to achieve the target of 7,500 Megajoules (MJ)/person/annum for office light and power, and 400MJ/m²/annum for office central services by 2011.

Table 1 shows the Trust performance based on energy consumption averaged over 12 months for "Office Light and Power" and "Central Services" compared with the EEGO targets.

Table 1
Electricity Performance

	EEGO Policy Target	Trust Performance
Central Services (MJ/m ² /annum)	400	319
Office light and Power (MJ/person/annum)	7,500	8956

Table 1 illustrates that the Trust is currently on target for central services, however, it is over the EEGO target for office light and power. Total electricity consumption needs to be reduced by around 20 per cent in order to meet the target of 7,500MJ/person/annum.

Energy (Fuel) – EN 3

Total Unleaded:	3265 Ltrs
Total LPG:	2822 Ltrs
Target:	No Increase in Fuel Consumption
Target:	Subscribe to Greenfleet

The Trust fleet throughout the year consisted of two Toyota Prius' (Hybrid electric/unleaded); one Falcon Wagon (LPG) and two Toyota Hilux Utes (LPG and Unleaded). The Prius is the highest ranked car in the Government's "Green Vehicle Guide".

Photo: Biennale on Cockatoo Island
Artist: Vernon Ah Kee

Table 3 shows the total amount of fuel purchased for each vehicle. Fuel purchases for the Green Prius are made by staff members as required and records of quantities are not kept. Therefore the amount of fuel purchased for the Green Prius has been calculated by reviewing the distance travelled (kms) and average fuel consumption of the car (around 5.9L/100kms).

Table 3

Fuel Consumption

Vehicle	Unleaded (Ltrs)	LPG (Ltrs)
Green Prius	738.98	-
Silver Prius	695.00	-
Falcon Wagon	-	2409.71
Hilux Ute 1	913.99	224.87
Hilux Ute 2	916.63	187.66
	3265	2822

Water Consumption – EN 8

Total Consumption:	307.37kL
Average per meter square:	0.22kL/m ² /year
Target:	No Increase in water consumption

Water meters have been installed on most buildings within Training Command and Chowder Bay including the Trust's office. Readings of the Trust's office meter have only been taken since April 2008 so an average for the year was calculated. The results show that the office is using 0.84kL/day on average, which over the course of a year would be equivalent to 307.37kL or 0.22kL/m²/year. This is a very low consumption rate, largely due to two 5,000L rainwater water tanks installed to the building incorporating an automatic "Rainbank" controller and pump. The system automatically depends on the rainwater tanks via a pump for toilet flushing, however, if the tanks become empty the Sydney Water mains can be used as back-up.

Waste Production – EN22

Total General Waste:	6.9 Tonnes
Total Paper and Cardboard:	9.2 Tonnes
Total Co-mingle (Bottles/Cans):	1.6 Tonnes
Percentage Waste to landfill:	39 per cent
Percentage Waste recycled:	61 per cent
Target:	Reduce Waste by 10 per cent
Target:	Increase recycling by 10 per cent

Table 3 gives an overview of the annual amount of waste produced per type of waste and the equivalent 'kilograms per person per year'. The estimate was based on the number of bins collected over the year which is likely to be an overestimation as bins are generally not full when collected. Implementation of a waste management and monitoring procedure will more accurately measure waste production over the forthcoming reporting period.

Table 3

Total Waste Production

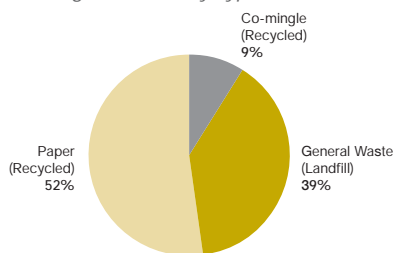
Type of Waste	Total Tonnes	Kilograms per person per year
General Waste	6.9	135
Paper and cardboard	9.2	181
Co-Mingle (Bottles and Cans)	1.6	31

Figure 1 shows the percentage of waste by type and destination. Both paper and co-mingle waste are sent to recycling facilities. As such 61 per cent of all waste is recycled.



Figure 1

Percentage of Waste by Type



Greenhouse Gas Emissions – EN16

Total Greenhouse Gas Emissions: 290.81Tonnes CO₂-e

Target: Reduce Greenhouse Gas emissions by 30 per cent

The Trust has recently joined the Greenhouse Challenge Plus Program administered by the Department of Environment, Water, Heritage and the Arts. Table 4 summarises the total amount of greenhouse gases for the Trust’s office by source and total amount. Total emissions were 290.81T CO₂-e, the majority of which comes from electricity (93 per cent). The aim of the Trust over the forthcoming year is to reduce Greenhouse Gas Emissions from office operations by 30 per cent, by improving our energy efficiency and reducing our waste production.

Table 4

Carbon Footprint

Fuel/process	Consumption (Units)	CO ₂ -e (Tonnes)
Electricity	253757 kWh	271.01
Petrol/Gasoline	3.26 kL	8.5
LPG - transport	2.82 kL	5.10
Waste to landfill	6.9 T	6.2
TOTAL GROSS EMISSIONS		290.81

Next Steps 2008-09

- Develop a “Sustainability Policy” - to provide overarching direction and to ensure sustainability objectives are addressed in all Trust activities
- Undertake sustainability training sessions - for staff outlining the results of the assessment, review the draft Sustainability Policy and educate staff on ways to improve environmental performance
- Develop an Environmental Management System (EMS) - to identify, manage and reduce the Trust’s impact on the environment and generate data on environmental performance and progress
- Take part in the Greenhouse Challenge Plus - to record our commitment to reducing greenhouse gas emissions
- Broaden reporting - to other sites and activities for 2008-09 Annual Report

3 Operational Aspects

Corporate Governance

The affairs of the Trust are managed by the Executive Director subject to the directions of the Trust and in accordance with the policies determined by the Trust.

Members' Meetings

There were seven meetings of the Trust in the 2007-2008 financial year, two of which were open to the public. Under the Trust's enabling legislation the Trust must meet at least four times a year and at least two of the meetings have to be open to the public. Members attended as follows:

Member	Number of meetings attended
Mr K McCann, Chair	7
Mr R Conroy (NSW Government appointee)	2
Ms D Talty (NSW Government appointee)	3
Clr S Hoopmann	7
Mr P Lowry	7
Dr J Moriarty	6
Brigadier K O'Brien	7
The Hon B O'Keefe	5

NSW Government appointees were not nominated until late in the year.

Audit and Risk Management Committee

The functions of the Audit and Risk Management Committee include:

- Assisting the Trust to comply with its statutory obligations;
- Providing a forum for communications between the Trust, the Executive Director, senior managers and internal and external auditors; and to oversee:
 - Effective identification and management of risks;
 - Reliable financial and management reporting;
 - Compliance with applicable laws and regulations;
 - Maintenance of an effective and efficient audit service;
 - Effective fraud prevention and control measures.

The members of the Audit and Risk Management Committee during the 2007-2008 financial year were:

Mr P Lowry

Trust member and Chair of the committee.

Clr Susan Hoopmann

Trust member.

Brigadier Kevin O'Brien (ret.)

Trust member.

There were four Audit and Risk Management Committee meetings held during the 2007-2008 financial year with members attending as follows:

Member	Number of meetings attended
Mr P Lowry, Chair	4
Clr S Hoopmann	4
Brigadier K O'Brien (ret)	3

Walter Turnbull conducted two internal audits during the reporting period:

- Contract management;
- General financial system controls.



Finance Committee

In 2007-08, the Trust established a Finance Committee. The purpose of the committee is to provide a detailed review of proposed budgets for the Trust and address any specific financial issues raised by the Trust. The committee recommends amendments to the proposed budget and its acceptance.

The members of the Finance Committee during the 2007-08 financial year were:

Mr K McCann

Trust Chairman and Chair of the Committee.

The Hon B O'Keefe

Trust member.

There was one Finance Committee meeting held during the 2007-2008 financial year with members attending as follows:

Member	Number of meetings attended
Mr P Lowry on behalf of Mr K McCann	1
The Hon B O'Keefe	1

Aboriginal Issues Committee

The Committee did not meet during the reporting period.

Community Advisory Committee

Site sub-committees of the Community Advisory Committee met nine times during the reporting period. The names of the members are provided in Appendix 2.

Tender Review Committee

The Trust nominated Brigadier Kevin O'Brien as the members' representative on the committee which is convened as required. Mr Peter Lowry is also a representative when required. The committee, which considers tenders estimated to be in excess of \$80,000, reviewed six tenders during the reporting period.

Defence History Steering Committee

The committee met twice during the reporting period.

North Head Scientific Committee

The committee met once during the reporting period.

Fraud Control

The Trust has in place appropriate fraud risk assessment and control mechanisms which are overseen by the Audit and Risk Management Committee, in accordance with the Commonwealth Fraud Control Guidelines.

Indemnities and Insurance Premiums for Officers

The Trust has taken out Directors and Officers' liability insurance with Comcover, the Trust's insurers.

The Trust did not provide any indemnities to directors or officers in respect of liabilities or claims against them during 2007-2008.

Financial Performance

The Trust received total Government appropriation of \$22.566m, comprising \$0.566m in departmental appropriation and \$22m in capital equity injection.

Revenue was also generated from the rental of Trust properties, licences for the hire of Trust sites and facilities, and tour fees.

The primary emphasis for the organisation was on continuing the implementation of the Comprehensive Plan for the Trust sites. Funds were expended on the management, maintenance and operation of the sites and a range of planning, conservation and rehabilitation projects in line with the plan.

Financial Outcomes

Operating Outcome

During the financial year 2007-2008, income including revenue from Government was \$10.594m and operating expenses were \$12.907m resulting in an operating deficit of \$2.313m.



Income

Total income of \$10.594m was \$1.596m above previous year's income, primarily due to increased rental incomes.

Equity

The Trust's total equity increased by \$19.687m to \$221.528m.

Assets

The value of the Trust's assets increased by \$19.285m to \$266.937m primarily due to building works undertaken during the year.

Total Liabilities

The Trust total liabilities for trade creditors and prepayments decreased by \$0.362m from the previous year to \$4.665m.

Cashflow Statement

Overall, there was a decrease in the Trust's cash balance of \$11.337m to \$39.847m as at 30 June 2008.

Purchasing

The Trust's Purchasing Guidelines and Financial Instructions for the purchase of goods and services are consistent with the Commonwealth Procurement Guidelines. Consideration is given to energy efficient and recycled and recyclable products when making purchasing decisions.

Consultants and Competitive Tendering and Contracting

The Trust engaged 102 consultants at a cost of \$2.86m to provide specialist advice on planning, business matters, community consultation, archaeology, conservation, design, environmental, finance and risk management, historical research and interpretation, communications and other technical aspects relating to the sites. The nature of the sites, buildings and equipment mean that it is not possible to employ staff with the wide variety of specialist skills that are required.

Staffing

Staff of the Trust are engaged under section 48 of the *Sydney Harbour Federation Trust Act 2001*.

Staff are engaged on terms and conditions contained in Trust Determination No.1 of 2006 that are similar to those in public sector certified agreements. The Trust's staffing level for the year was 54 comprising 43 full-time, 11 part-time, with a total of 14 staff leaving during the reporting period:

Classification	Male	Female	Full-time	Part-time	Ongoing	Non-ongoing	Casual
Executive Director	1	0	1	0	0	1	0
Senior Executive	4	2	6	0	3	3	0
Executive Level 2	6	6	8	4	2	10	0
Executive Level 1	5	3	7	1	3	5	0
Level 6	1	3	3	1	3	1	0
Level 5	3	4	7	0	2	5	0
Level 4	4	4	6	2	0	8	0
Level 3	5	1	5	1	0	6	0
Level 1-2	0	2	0	2	0	2	0
Total	29	25	43	11	13	41	0

Staff Training

Training sessions or workshops involving all or significant numbers of Trust staff were conducted as follows:

- Working with Contracts;
- Fraud and Ethics Awareness;
- First Aid and Emergency Services for Volunteers;
- Risk Assessment;
- Negotiation and Conflict Resolution;
- First Aid Awareness.

Access and Safety

Risk Assessment and Management

The Trust has developed an overall risk management framework. Risk assessment is now an integral part of all new projects and events that the Trust undertakes.

Occupational Health and Safety

The Trust appointed an Occupational Health and Safety Committee which monitors occupational health and safety and risk management within the Trust. The following actions were undertaken during the year:

- Staff received training in manual handling and workplace safety;
- Staff members undertook first aid training;
- Regular site safety inspections carried out;
- Risk assessments conducted for all events.

There were no recorded OH&S incidents in the reporting period. There was one compensable injury. The Trust reviews all incidents to identify and implement relevant preventative action.

Providing Access to People With Disabilities

The Trust is implementing the Commonwealth Disability Strategy in its day-to-day operations and as part of the Comprehensive Plan for its sites. It is a key consideration in designing roads, paths, car parks and providing access.

Photo: Biennale on Cockatoo Island

Judicial Decisions and Reviews by Outside Bodies

There were no judicial decisions or decisions of other administrative appeals tribunals that have had a significant impact on the operations of the Trust.

There were no reports on the operations of the Trust by the Auditor-General (other than the report on the financial statements) or reports by a parliamentary committee.

Effects of Ministerial Directions

The Sydney Harbour Federation Trust Act 2001 requires that the annual report must include "the text of all directions, and reasons for directions, given by the Minister to the Trust under section 9 during the period to which the report relates". There were no Ministerial directions given to the Trust during the reporting period.

For the purposes of the Commonwealth Authorities and Companies Act 1997 (paragraph 16(1)(c)), the Trust provided a Compliance Report to the Minister and the Finance Minister for the reporting period.