



Annual Report 2003-2004



Australian Government
Sydney Harbour Federation Trust

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27 September 2004

Senator the Honourable Ian Campbell
Minister for the Environment and Heritage
Parliament House
CANBERRA ACT 2600

Dear Minister

I present the report on the operations of the Sydney Harbour Federation Trust for the year ended 30 June 2004. The report complies with the provisions of section 70 of the *Sydney Harbour Federation Trust Act 2001* and section 9 of the *Commonwealth Authorities and Companies Act 1997*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kevin McCann', with a horizontal line underneath.

Kevin McCann
Chair

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The Sydney Harbour Federation Trust has the challenging task of managing a number of Commonwealth lands around Sydney Harbour either once occupied by the military or used for other purposes. In every case, the lands are historic. The military heritage dotting the foreshores of the harbour is testament to the influence of international affairs on the fledgling colony of New South Wales and later modern Australia. The maritime heritage of Cockatoo Island charts the development of a major shipbuilding industry in a great working harbour. Its penal associations evoke the grim exigencies of a far flung European outpost. Some Trust lands contain evidence of Aboriginal occupation of the Sydney region for thousands of years. Others, such as Macquarie Lighthouse, exemplify the marriage of maritime safety and colonial architecture.

The Trust has limited time in which to accomplish the rehabilitation of its lands and to open them up for the benefit of all Australians. Much has been achieved, notably, the preparation of a plan to guide the Trust towards outcomes that will constitute a national legacy of enduring value. This is both a significant responsibility and an exciting prospect.

In the next year or so, the Trust's sites increasingly will assume the outlines of their eventual shape: bushland, environmental sanctuary, adaptive re-use of buildings, open spaces for leisure and recreation, dockside activity, public access, the interpretation of time and place.

People have shown a strong inclination to visit the lands. The Trust's public program of guided tours, open days and school excursions has tapped into a reserve of community interest in the harbour, its foreshores and history. Interestingly, public access to the lands has been managed at the same time as they undergo a transformation from places largely off limits and in some cases contaminated to places affording insights into Sydney's past and new vantage points from which to view the city. The lands appeal to people as works in progress; their conservation and rehabilitation showcase the resources and investment required to realise the outcomes of the plan.

The Trust acknowledges the importance of community consultation in the preparation of the plan and looks forward to a continuing relationship with individuals and community organisations as the lands become part of the fabric of Sydney's publicly accessible spaces.

I wish to thank my fellow Trust members for their support and enthusiasm for the work of the Sydney Harbour Federation Trust. To the staff I offer my congratulations on the plan to bring alive special places on this beautiful harbour.

Kevin McCann

Executive Director's Summary

The Harbour Trust's Comprehensive Plan for its sites on the foreshores of Sydney Harbour was approved by Dr David Kemp, the former Minister for the Environment and Heritage, in September 2003. The approval was a milestone in the Harbour Trust's short history and signalled the transition from planning and extensive community consultation to the challenges of implementation.

To date, management plans for five precincts have been approved by members of the Harbour Trust and a further three management plans are in draft form preparatory to public exhibition. Management plans are the first step in the implementation process and set out in detail how the objectives of the Comprehensive Plan are to be achieved for sites or precincts within sites. Their exhibition in draft form provides the community with an opportunity to have further input on proposed outcomes.

Studies commissioned by the Harbour Trust continue to inform the planning process. Over the past year, studies have ranged from conservation management plans and access audits to noise impact and Aboriginal heritage assessments.

The call for Expressions of Interest to lease Harbour Trust properties is another indication that the transformation of sites is well underway. Chowder Bay, Lower Georges Heights and Woolwich Dock and Parklands are the first precincts or sites for which institutions, organisations, community groups and individuals have been invited to submit proposals to lease buildings and facilities. Negotiations with interested parties have commenced for the lease of the former Gunners' Barracks at Georges Heights and the Marine Biological Station at Watsons Bay. Harbour Trust properties throughout the year continued to attract interim uses such as functions, filming and boat building.

Eight houses at Markham Close, Mosman were sold at auction in April 2004. The houses and another 11 eligible for sale are the only properties the Harbour Trust is permitted to sell under its legislation. Revenue will contribute to the restoration of all Harbour Trust sites.

Throughout the year, the projects and maintenance program on all sites and conservation work on heritage buildings contributed to the gradual upgrade of formerly neglected, unsafe and in some cases contaminated sites and facilities. These activities, often unheralded, provide the foundation for opening the sites to the public and attracting new uses. The installation of a high voltage electrical network on Cockatoo Island and the removal of asbestos and other hazardous materials from buildings at Georges Heights are examples of the types of work undertaken.

The monitoring and remediation of bushland on a number of sites was another ongoing program. Bush regeneration, clearing and weed removal, along with the maintenance of walking tracks, contributed to the conservation of foreshore bushland and the creation of a natural environment in which sites' outcomes may be fully realised as management plans are implemented. The Harbour Trust is a founding member of the Sydney Harbour Dieback Working Group, a partnership of Sydney Harbour region land managers working to develop regional level approaches to such issues as bush access, hygiene protocols for bush regenerators and *Phytophthora cinnamomi* studies.

The implementation of the Comprehensive Plan for Harbour Trust sites will increasingly open up opportunities for greater public access. Established guided tours of Cockatoo Island and Chowder Bay-Georges Heights and open days at Macquarie Lightstation were popular throughout the year. Planning commenced on the introduction of new tours of Cockatoo Island including the trial of a night time tour. A new monthly guided tour of North Head was introduced in partnership with the Royal Australian Artillery National Museum. The tour combines the military history and natural beauty of North Head.

After successful trials, a schools education program was introduced on Cockatoo Island. The program is aligned to the school curriculum, delivered by qualified teacher guides and designed to introduce students to the history and heritage of an emblematic Sydney site. Other sites progressively will be included in the education program.

The Harbour Trust participated in a range of events celebrating the harbour and Sydney's parklands including Harbour Week, the National Trust Heritage Festival and the Healthy Parks Healthy People initiative. A literary event on Cockatoo Island formed part of the program of the Sydney Writers' Festival. Some 27 presentations were made to community groups, primarily Rotary and Probus, on the work of the Harbour Trust.

Public programs to a considerable extent are dependent on the commitment of the Harbour Trust's tour guides and volunteers. They exhibited characteristic interest and enthusiasm, and greatly contributed to the standing of the Harbour Trust in the community. Similarly, Harbour Trust staff performed to a high standard. In an organisation with a comparatively short lifespan and an ambitious charter, staff thrived on the challenges and constantly evolving priorities, emphasis and focus. The Community Advisory Committee continued to provide wide ranging advice on plans for Trust lands and to show keen interest in Trust activities.

The members of the Trust continued to show leadership and to provide great support to the work of the organisation. Strategic advice and a high level of interest in the preparation of the Comprehensive Plan and its implementation were a mark of their involvement.

Geoff Bailey



1. The Harbour Trust

Vision

To provide a lasting legacy for the people of Australia by helping to create the finest foreshore park in the world and provide places that will greatly enrich the cultural life of the city and the nation.

Objectives

The objects of the Sydney Harbour Federation Trust as set out in the legislation are to:

- ensure that management of Trust land contributes to enhancing the amenity of the Sydney Harbour region;
- protect, conserve and interpret the environmental and heritage values of Trust land;
- maximise public access to Trust land;
- establish and manage suitable Trust land as a park on behalf of the Commonwealth as the national government;
- co-operate with other Commonwealth bodies that have a connection with any harbour land in managing that land; and
- co-operate with New South Wales, affected councils and the community in furthering the above objects.

Functions

The functions of the Sydney Harbour Federation Trust are to:

- hold Trust land for and on behalf of the Commonwealth;
- undertake community consultation on the management and conservation of Trust land;
- develop draft plans in respect of Trust land and any other harbour land in furthering the objects, and performing other functions, of the Trust;
- rehabilitate, remediate, develop, enhance and manage Trust land, by itself or in co-operation with other institutions or persons, in accordance with the plans;
- make recommendations to the Minister on:
 - (a) plans; and
 - (b) the proposed transfer of any Trust land;
- promote appreciation of Trust land, in particular its environmental and heritage values;
- provide services and funding to other Commonwealth bodies in furthering the objects, and performing other functions, of the Trust; and
- anything incidental to or conducive to the performance of its other functions.

The Sites



Legislation and Minister

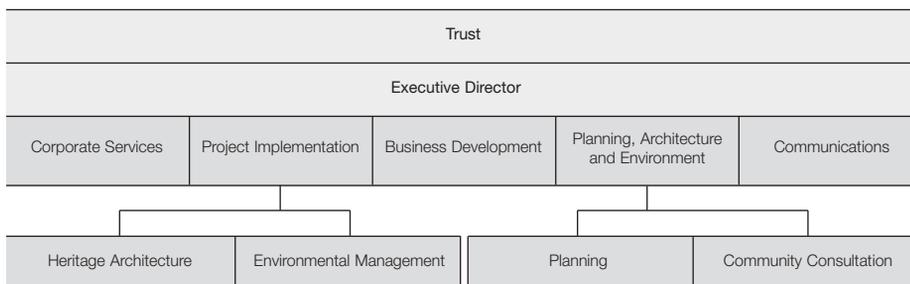
The Harbour Trust was established by section 5 of the *Sydney Harbour Federation Trust Act 2001* which commenced on 20 September 2001.

The Minister for the Environment and Heritage, Senator the Hon Ian Campbell, is the responsible minister.

Organisational Structure

The Harbour Trust is comprised of eight members appointed by the Minister. The affairs of the Harbour Trust are managed, subject to the directions of, and in accordance with, the policies of the Harbour Trust, by the Executive Director, Mr Geoff Bailey.

The Harbour Trust's offices operate out of the former Submarine Miners' Depot and Army Maritime School at Chowder Bay, Mosman, Sydney.



Members



Mr Kevin McCann, Chair

Mr McCann is a non-executive director and a lawyer who has practised in corporate and commercial law for over 30 years. Mr McCann holds a Master of Laws and a Bachelor of Arts. He is a director of a number of publicly listed companies with experience in finance and commercial matters. Mr McCann was Chair of the Interim Sydney Harbour Federation Trust for 2½ years.



Mr Robert Conroy

Mr Conroy is a non-executive director, nominated by the NSW Government. Mr Conroy is Director Central Branch, Parks and Wildlife Division, NSW Department of Environment and Conservation. He holds a Master of Management, Bachelor of Arts and a Diploma in Environmental Studies. Through his 26 years with national parks Mr Conroy has been committed to the protection and improved management of Australia's environment.



Dr Deborah Dearing

Dr Dearing is a non-executive director, nominated by the NSW Government. At the time of her appointment Dr Dearing was Executive Director of Metropolitan Area Management, NSW Department of Urban Affairs and Planning. She holds a Doctor of Philosophy, Architecture, a Bachelor of Architecture and a Postgraduate Certificate in Urban Design. Dr Dearing is National Design Manager, Stockland and chairs several architecture, urban design and planning committees.



Clr Susan Hoopmann

Clr Hoopmann is a non-executive director. Clr Hoopmann is Mayor of Hunters Hill, a company director and holds positions on numerous community committees and organisations, concerning wide-ranging issues from schools and education to charities and the environment. Clr Hoopmann is also a member of the Harbour Trust's Audit and Risk Management Committee.



Mr Peter Lowry OAM

Mr Lowry is a non-executive director, a law graduate, Fellow of the Australian Property Institute and member of the Planning Institute of Australia, with experience in urban research, planning and residential development, particularly in the restoration of heritage projects. He was a Member of the Interim Sydney Harbour Federation Trust for 2½ years. Mr Lowry is Chair of the Harbour Trust's Audit and Risk Management Committee.



Dr John Moriarty AM

Dr Moriarty is a non-executive director. Dr Moriarty holds a Bachelor of Arts and was granted a Churchill Fellowship for overseas study on the history and culture of indigenous peoples. He is chairman and head of design at Balarinji, the country's leading indigenous art and design studio. Dr Moriarty has been in executive positions in the Departments of Aboriginal Affairs for Commonwealth and state governments, and continues to hold board positions relating to the arts, cultural activities, tourism, and indigenous issues.



Brigadier Kevin O'Brien CSC (ret)

Brigadier O'Brien is a non-executive director who served at two of the Harbour Trust sites during his 30 years with the Australian Army. Brigadier O'Brien holds a Bachelor of Arts and a Diploma of Arts, Military Studies. He has studied the military and defence history of Australia and assisted in the restoration of heritage defence sites. He has advised on, and edited a book about, the defence of Sydney Harbour during World War II. Brigadier O'Brien was a Member of the Interim Sydney Harbour Federation Trust for 2½ years. He is also the Chair of the Harbour Trust's Defence History Steering Committee, a member of the Harbour Trust's Audit and Risk Management Committee and the Members' representative on the Tender Review Committee.



The Honourable Barry O'Keefe, AM QC

Mr O'Keefe is a lawyer and until recently was a Judge of the Supreme Court of NSW. He was a member of the Mosman Council from 1968 until 1991 and Mayor for ten of those years. In 1993 he was appointed as Chief Judge of the Commercial Division of the Supreme Court and in 1994 was appointed as Commissioner of the Independent Commission Against Corruption. Mr O'Keefe is President of the National Trust (NSW), and was a Member of the Interim Sydney Harbour Federation Trust for 2½ years before his appointment as a Trustee.

Outcome and Output Structure

The Harbour Trust has established a sub outcome under the Environment and Heritage Portfolio Outcome 1.

Environment and Heritage Portfolio Outcome 1

The environment, especially those aspects that are matters of national significance, is protected and conserved.

Harbour Trust Sub Outcome

Trust lands on Sydney Harbour are conserved and enhanced for the benefit of present and future generations of Australians.

The following outputs will facilitate achievement of the required outcomes:

Trust Plans

Management plans consistent with the Harbour Trust's Comprehensive Plan are prepared for Harbour Trust lands following community consultation.

Public Information

The public is informed of the environmental and heritage significance of the Harbour Trust lands and access to them.

Site Conservation

Harbour Trust lands are progressively rehabilitated, conserved and made publicly accessible.

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 Harbour Trust's Comprehensive Plan approved by the Minister.*
 - *Management plans covering five precincts are prepared and drafts exhibited.*
 - *Background studies or policies for significant heritage and transport matters affecting Harbour Trust lands are prepared.*
 - *The Community Advisory Committee and the broader community provide input into the planning process.*
-

Planning and design

The Comprehensive Plan for the Harbour Trust's seven sites was approved by the former Minister for Environment and Heritage in September 2003. The plan received the prestigious Planning Institute of Australia (NSW) President's Award for an outstanding significant project.

The Harbour Trust's planning focus over the past year has been on the preparation of detailed management plans for specific precincts and commissioning necessary studies to inform and guide these plans.

Detailed design work has been achieved for public spaces at Chowder Bay in Mosman and at Lower Georges Heights to convert the old 30 Terminal Army depot into the first part of the proposed Headland Park.

The Harbour Trust is well advanced with the production of an urban design manual that establishes principles, performance criteria and guidelines for the design of public domain elements, and detailed specifications for those individual components of the public domain that can be standardised. The scope includes pavement surfaces, lighting, furniture and signage.

An interim Gifts & Bequests Policy was developed to determine procedures for dealing with offers of gifts and bequests to the Harbour Trust such as artworks, contemporary or historical craft, items of heritage value, functional elements such as benches or trees, memorials, diaries, letters, photographs etc. The policy will eventually be integrated into an overall public art policy for the Harbour Trust lands.

Management Plans

Five management plans were prepared, exhibited publicly and adopted by Trust members during the year. The management plans build on the proposals identified in the Comprehensive Plan for each site and further describe specific outcomes for individual precincts.

The completed plans are:

- Lower Georges Heights (Headland Park Stage 1)
- Chowder Bay
- Markham Close
- Georges Head
- Former Marine Biological Station, Watsons Bay

Planning has started on the Draft Management Plan for the Maritime Precinct at Cockatoo Island (including all lower aprons). One of the main components of this plan is identifying a range of suitable land bases for the transport of people and materials. A noise impact assessment is being carried out to help the Harbour Trust develop appropriate noise management guidelines and control measures for future activities on the island. An Expression of Interest process will run at the same time as the exhibition of a preliminary draft of the Cockatoo Island Management Plan.

The Cross Street Management Plan is currently in preparation. A concept design is being prepared for multi-purpose sports courts and an all-weather sporting facility. A conservation management plan is also being prepared for the drill hall.

A preliminary draft of the Woolwich Dock Management Plan was commenced to inform the first stage of the call for Expressions of Interest process from organisations interested in using the buildings and facilities at the site. Supporting studies currently underway include a conservation management plan and a design framework.

North Head Sanctuary

The Harbour Trust, in conjunction with the North Head Sanctuary Foundation and other stakeholders, further developed the preliminary concept for a wildlife sanctuary at North Head during the year.

A project manager was employed and a research trip undertaken to study eight sanctuaries in New Zealand in February 2004.

A draft detailed concept plan was produced and this will form the basis for the long-term development of the sanctuary. The document was distributed to key stakeholders for comment and input.

A scientific committee was formed to report to the Harbour Trust on scientific issues surrounding the creation and management of the sanctuary, including pest monitoring and control, habitat preservation and species re-introductions.

Sale of Markham Close

The *Sydney Harbour Federation Trust Act 2001* permits the sale of properties at Markham Close, Mosman and the revenue from their sale is to be used to improve and maintain the quality of all Harbour Trust sites.

A management plan was prepared, exhibited and approved for Markham Close during the year. The plan proposes a land swap whereby the rear of three lots backing onto the ridgeline is incorporated into the Headland Park and two other lots adjacent to Georges Heights oval are also transferred into the park. In exchange, the Scout Hall site lower down from the ridgeline would be subdivided and sold.

Following an extensive marketing campaign, contracts were exchanged for eight houses at Markham Close after a public auction on 28 April 2004.

Background studies

A range of studies commissioned by the Harbour Trust during the year to inform the planning process is listed in Appendix 3.

Community Consultation

Central to the planning process is the Harbour Trust's extensive program of consulting communities and liaising with key stakeholders on the planning and rehabilitation of the sites. Consultation activities vary from formal committee meetings to workshops, open days, presentations, discussions and the exhibition of plans.

Community Advisory Committee

The advice and support provided by members of the Harbour Trust's Community Advisory Committee continued to prove invaluable to planning processes.

The site subcommittees met a total of nine times during the year to provide feedback and input into the development of management plans for the various sites. CAC members also gave advice and feedback on draft policies and procedures. Current membership of the committee is provided in Appendix 2.

Management Plan Consultation

To encourage feedback on the preparation of management plans, consultation open days were held during the year for Georges Head, Woolwich Dock, Cross Street and a combined Chowder Bay and Lower Georges Heights open day. Each open day incorporated a site tour with an outline of proposed outcomes and opportunities to provide input into the relevant management plan.

Draft management plans for Lower Georges Heights (Headland Park Stage 1), Chowder Bay, Markham Close, Georges Head and former Marine Biological Station, Watsons Bay were each placed on public exhibition for a period of 28 days at local libraries, council offices, the Harbour Trust's offices in Mosman and on the website.

Submissions were considered by the Harbour Trust planning team, and community input and suggestions incorporated into the final management plans.

Ongoing Consultation Activities

The Harbour 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 rehabilitation of, the sites.

Staff Membership of External Committees

Harbour Trust staff maintained membership on committees and working groups to ensure representation and input into harbour and heritage issues, urban parks and relevant Sydney planning initiatives.

Public Information

Performance Indicators

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

Communication Program

The focus of communication in the 2003-04 financial year was both to promote and explain the implementation of the Harbour Trust's Comprehensive Plan for the sites and to increase public access to Harbour Trust sites.

A communication strategy was developed to increase community awareness of the Harbour Trust's sites, their significance and proposed future uses. The strategy included media relations and advertising, partnerships, online and printed publications, on-site signage, events and public programs. A significant component was explaining the management planning process and providing opportunities for community participation. The strategy also reflected the Harbour Trust's shift from planning to a phase combining planning and implementation.

An important element of the Harbour Trust's communication program over the year has been building on existing partnerships with matching organisations and developing new partnerships. In addition to working with the Australian National Maritime Museum, Sydney Harbour Week and the National Trust Heritage Festival, the Harbour Trust forged new partnerships with the Sydney Writers' Festival and the Royal Australian Artillery National Museum, and became involved in the Healthy Parks Healthy People initiative.

Media Relations

The Harbour Trust continued to receive positive media coverage of its activities and maintains a good working relationship with both metropolitan and suburban media.

The launch of the Comprehensive Plan at Macquarie Lightstation in September 2003 attracted considerable positive coverage in metropolitan and suburban newspapers, on television and radio. Children's television showed a strong interest in the Harbour Trust's public programs and segments

were filmed for *Totally Wild*, the Big Arvo and Saturday Disney, involving both Harbour Trust staff and volunteers. The lighting of the east facing cliff face of Cockatoo Island, to mark the installation of a high voltage network on the island, also attracted television coverage.

A regular column was secured in a suburban magazine and media interest in Harbour Trust open days and events remained high. Strategies were devised to promote public programs and manage emerging issues.

Advertising

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

Partnerships

The Harbour Trust, in partnership with other government agencies and organisations, took part in the activities of Sydney Harbour Week (6 – 14 March 2004) and the National Trust Heritage Festival (24 April – 2 May 2004).

During January 2004, the Harbour Trust combined with the Marine Discovery Centre, Bondi Beach to run snorkelling tours that utilised Harbour Trust locations at Chowder Bay and Camp Cove (former Marine Biological Station). The tours included an audio-visual presentation on the marine life of Sydney Harbour and a brief overview of the Harbour Trust.

The Harbour Trust provided input into the Australian National Maritime Museum's Working Harbour exhibition, including providing the documentary film, *Welcome to Cockatoo*, for screening at the exhibition.

The Sydney Writers' Festival and the Harbour Trust collaborated to hold a festival event on Cockatoo Island in May 2004. The event involved three Australian historians.

The Harbour Trust has entered into negotiations with an event management company to hold a music and cultural festival on Cockatoo Island during Easter 2005.

A joint program between the Harbour Trust, the Royal Australian Artillery National Museum and the North Head Sanctuary Foundation saw the commencement of regular guided tours of former military lands on North Head. The Harbour Trust also supported the Manly web project which provides online information about attractions in the Manly area.

Public Programs and Interpretation

The Harbour Trust's guided tour program grew in strength and popularity during the year and provided the primary mode of public access to a number of sites. Walking tracks and passive recreation are also becoming popular on the sites and interpretive signage provides information on the history and significance of the sites.

Cockatoo Island tours ran every weekend and on weekdays for groups by arrangement. Following the completion of a power upgrade to the island, the 1918 powerhouse became accessible to groups in late March and has become a highlight. The Harbour Trust is currently developing several theme-based tours for the island and plans to provide access to new areas in the coming year.

Guided tours of Chowder Bay to Georges Heights, incorporating the 1870s fortifications, were conducted by volunteer guides on the first Sunday of each month and on weekdays for groups.

North Head was added to our tour program in April 2004, with participants being guided by Harbour Trust volunteers and partner organisations through the former School of Artillery, areas of natural bushland, the tunnels at North Fort and the Royal Australian Artillery National Museum.

Four open days were held at Macquarie Lighthouse and these again proved popular. They included a trial 'festival day' with craft stalls, food and entertainment and an open day as part of Science Week.

An interpretation plan was commenced to provide consistency in messages and integrated interpretive techniques across the former defence lands in Mosman. The plan will also link the Harbour Trust lands to other public land in the area.

A series of interim signs was developed and installed at select locations on Middle Head, Georges Heights and Chowder Bay to explain proposals for the future use of precincts and the maintenance and conservation works that are underway.

Harbour Trust staff made a total of 27 presentations to community groups, primarily Rotary and Probuss, on the work of the Harbour Trust and its public programs.

Guides and Volunteers

Harbour Trust guides continued to run highly professional regular tours of Cockatoo Island and build on their knowledge through research and interaction with people who have worked on, or been associated with, the island.

The Harbour Trust recruited two new teacher guides adding to the team of four employed last year. The teacher guides have devised curriculum-aligned tours that were trialled in late 2003 and commenced formally in the second school term of 2004.

The Harbour Trust's team of 50 volunteers worked during the year guiding tours at Chowder Bay – Georges Heights and North Head, and taking people up and around Macquarie Lighthouse during open days. The volunteers assisted with open days at Chowder Bay, Georges Heights and Woolwich associated with the preparation of draft management plans. They staffed Harbour Trust displays at the Healthy Parks Healthy People launch in Centennial Park and the Classic and Wooden Boat Festival at the Australian National Maritime Museum and assisted at the Sydney Writers' Festival event on Cockatoo Island.

Ongoing training was provided for the volunteers, including preparation for running North Head tours, trial sessions and further refinement of Macquarie Lighthouse open day tours.

Volunteers have become integral to the running of Harbour Trust events, open days and tours, and provide a significant public face for the organisation.

In April the Harbour Trust established the Headland Park Bushcare Project and recruited a team of volunteers from across Sydney to work specifically on bush regeneration projects. The volunteers spend one day every second weekend helping to improve the quality of bushland on Georges Heights.

Events and Displays

The Harbour Trust ran four consultation open days to encourage feedback on the preparation of management plans for individual site precincts.

Increasingly the Harbour Trust participated in joint events to maximise resources and effectively reach key target audiences. Harbour Week events included a display at the Classic and Wooden Boat Festival and participation in a 'Harbour-Loop' boat trip that took people to various islands in Sydney Harbour, including Cockatoo Island. Other guided tours and an open day at Macquarie Lighthouse were scheduled to coincide with Harbour Week and promoted through the event program.

During the National Trust Heritage Festival, the Harbour Trust hosted a film night, screening three films relating to different aspects of Cockatoo Island at the Valhalla Cinema in Glebe. A Macquarie Lighthouse open day was also held during the festival.

The Harbour Trust joined with key Sydney parks agencies, including NSW Parks and Wildlife, Centennial Parklands, Royal Botanic Gardens, Parramatta Park and Sydney Olympic Park to host a day of sporting, artistic and cultural events and activities at Centennial Parklands. The day launched the Healthy Parks Healthy People initiative. It is designed to highlight the physical, mental and social health benefits of parks.

School Education Program

During the year, the Harbour Trust began delivery of a school education program consisting of excursions and resource materials for teachers. Cockatoo Island is the first of the Harbour Trust sites to feature in the program, with other sites to follow in the future. A total of seven excursions has been held on the island since the program began.

The Harbour Trust has employed experienced guides with teaching qualifications and experience to devise and deliver the program. In addition to direct curriculum links (primarily to geography and history), the education program incorporates other messages including appreciation of heritage, caring for the environment and the work of the Harbour Trust.

Publications

Brochures about the Harbour Trust and the sites continued to be distributed on-site as well as at open days, displays and during public programs and events.

Two issues of the Harbour Trust Update newsletter were distributed, the second with a new design layout and mode of production. Four issues of the 'What's On' brochure were distributed to the Harbour Trust's mailing list, libraries, schools, tourist outlets and other food and entertainment venues.

Following approval by the Minister, the Harbour Trust's Comprehensive Plan was professionally designed and printed, and distributed to key stakeholders. The plan was also made available on the website and for purchase.

Final approved management plans for Lower Georges Heights, Chowder Bay, Markham Close, Georges Head and the former Marine Biological Station were printed and distributed to key stakeholders. The management plans were also made available on the Harbour Trust website.

Marketing brochures were produced and distributed in support of calls for Expressions of Interest for Chowder Bay, Lower Georges Heights and Woolwich Dock and Parklands.

The Harbour Trust compiled and published a 50-page illustrated summary history of Cockatoo Island. The book has proved popular with tour participants and former island workers, and is being sold through the Harbour Trust as well as numerous commercial outlets around Sydney.

A set of eight postcards featuring historical and present-day photographs as well as oil pastels of Macquarie Lighthouse was produced for sale at open days.

Website

The website received 24,916 visits during the year, averaging 4.6 pages per visit. Following the re-structure of the site in January 2004, visits increased by 64 percent over the previous six months.

The website has proved a popular vehicle for people to find out about the Harbour Trust, and it is regularly updated with all major planning documents, leasing opportunities, maintenance and conservation projects, tender information and employment vacancies.

For people visiting Harbour Trust sites for tours, school programs or passive recreational activities, the website now provides information on what is happening on the sites, access and transport details, maps and a photographic library.

The website also encourages community feedback both on sites visited and more generally on the work of the Harbour Trust.

Resource Centre

The Harbour Trust's resource centre grew significantly last financial year through purchases, acquisitions and donations. The centre now provides valuable resource material on Harbour Trust sites and related issues to staff, consultants and students. A growing number of public enquires were answered through the resource centre during the year.

The Resource Centre commenced an oral history program for Cockatoo Island with volunteers being trained to collect the oral histories from former workers and other people associated with the island.

Site Conservation

Performance Indicators

- *Rehabilitation of land, buildings, infrastructure and equipment is consistent with conservation, environmental, heritage and cultural values and relevant standards.*
 - *Harbour Trust lands and facilities meet workplace and public safety standards.*
 - *Further deterioration of Harbour 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 Harbour Trust's Comprehensive Plan.*
 - *Harbour Trust facilities are increasingly available for public access and business and community use.*
-

Site Condition

The former School of Artillery on North Head contains a collection of buildings surrounding the parade ground, sporting facilities and a large area of remnant bushland. The site is currently vacant and the buildings are generally structurally sound although there is some deterioration of building fabric. The services, particularly sewerage and water, are in poor condition. Works undertaken by the Harbour Trust in 2003-04 have further stabilised the buildings that are most vulnerable.

Middle Head, Georges Heights and Chowder Bay include various remnants from military use, including training facilities, fortifications, depots, barracks and housing surrounded by remnant Sydney Harbour bushland. To accompany the Harbour Trust's call for Expressions of Interest for use of Chowder Bay, works have commenced to provide public and tenancy amenities on both the upper and lower levels of the site. The first stage of creating a Headland Park has commenced with conservation work to the buildings at the former 30 Terminal Army depot site. A call for Expressions of Interest in Lower Georges Heights was advertised. At the former Headquarters Training Command (HQTC) complex on Georges Heights, conservation works have commenced.

Woolwich Dock is tucked between parklands, groupings of sheds, factories and hardstand. The site has been vacant for some time and repairs are required on most facilities. In the past year, the dock has been used as an embarkation point for access to Cockatoo Island by small vessels transporting both Harbour Trust staff and contractors carrying out work on the island.

Cockatoo Island holds a vast array of empty facilities and spaces: industrial workshops, courtyards, the prison barracks precinct, underground grain silos, residences, a powerhouse, cranes, water towers, rail tracks and tunnels, and two dry docks. It is close to 13 years since Cockatoo Island was used. The Harbour Trust undertook a number of major projects on the island and is continuing a program of maintenance and repairs to buildings and facilities. The island is gradually becoming more accessible to the public.

Snapper Island consists of a collage of makeshift waterfront buildings in corrugated iron and timber, slipways, boat storage, gardens, flagpoles and a jetty. These structures are in poor condition. The island is home to a collection of naval artefacts and memorabilia. It is currently closed to the public and occupied by a private company, Sydney Training Depot Snapper Island Limited.

Macquarie Lighthouse, the head lighthouse keeper's quarters and semi-detached assistant keeper's quarters remain at the lightstation site. The lighthouse is still used as a navigational aid. The site contains remnants of the colonial 1818 lighthouse, retaining wall and various archaeological remains. Safety works carried out in 2002 have allowed the Harbour Trust to hold regular public open days at the lighthouse.

The former Marine Biological Station is a residential house at 31 Pacific Street in Watsons Bay. The house is periodically opened for public inspection.

Maintenance and Heritage Conservation

The Harbour Trust continued with its ongoing maintenance program to prevent further deterioration of the sites and as part of the implementation of the Comprehensive Plan. A number of projects, including conservation works on heritage buildings and structures, were carried over from the previous financial year. Providing safe public access was a major focus of maintenance and heritage conservation works as new areas were opened up to the public.

A full list of maintenance and heritage conservation projects undertaken by the Harbour Trust in 2003-2004 is provided in Appendix 5.

All Sites

Ongoing work during the year to maintain all of the sites and prevent deterioration included security guarding, grounds maintenance and the maintenance of fire safety systems.

Former School of Artillery, North Head

Works at the former School of Artillery have included concrete corrosion repairs to the entry and main barracks building, along with roof, rainwater, window and door repairs to the gun park shed. Repair and maintenance works to the Roden Cutler building, the Officers' Mess and the Sergeants' Mess have commenced. These works will ensure compliance with the Building Code of Australia (BCA) and allow the Harbour Trust to offer short-term leases to interested parties.

Middle Head, Georges Heights and Chowder Bay

Conservation works are being undertaken at Chowder Bay to prepare the former engineers' workshop in the maritime area for leasing. The Harbour Trust commenced the installation of new toilet facilities on both upper and lower levels at Chowder Bay. The upper deck will be available for public use and the lower deck toilets are intended for use by organisations leasing buildings in the precinct.

Work has commenced on constructing a walking track from Middle Head Road to Balmoral Park in Mosman. The track employs specific measures to minimise environmental impacts, particularly prevention of the spread of *Phytophthora cinnamomi*. The new track will extend the existing Chowder Bay to Middle Head Road walking track.

At Georges Head, the white painted brick officers' accommodation building, identified in the Comprehensive Plan as visually intrusive, was demolished to open up stunning views of the harbour and city. A large amount of the building materials was recycled.

A new slate roof and airconditioning are currently being installed at the Gunners' Barracks to prepare the building for leasing.

Conservation and decontamination work was carried out on buildings at the former 30 Terminal Army depot at Lower Georges Heights, including the removal of asbestos from roofs and walls, repairs to timbers, doors, window frames and repainting of buildings. Landscaping works commenced to create spaces for recreation, including viewing platforms and picnic areas.

At Headquarters Training Command, conservation works were commenced on the historic World War I era hospital buildings. Asbestos and other hazardous building materials were removed, roofs replaced and timbers repaired and repainted. Decontamination of the World War II camouflaged fuel tanks also commenced.

The former caretaker's cottage at the School of Pacific Administration on Middle Head has been refurbished.

Woolwich Dock

An archaeological investigation was undertaken at Woolwich Dock to inform the design for a proposed dockside walkway.

Cockatoo Island

Major upgrading of Cockatoo Island's electrical network has been completed with the installation of a high voltage distribution centre and four high voltage substations. Low voltage power was supplied to the Parramatta Wharf precinct and the eastern apron. Floodlighting now illuminates the sandstone cliffs on the east side of the island at night. The upgrade was a significant undertaking involving extensive excavation and cabling. The power supply will be expanded to other areas of the island in the future. A safe and reliable electricity supply will contribute to the future development of the island.

A large-scale decontamination and clean-up project was commenced in the area of the industrial workshop buildings situated between the north east apron and the Fitzroy Dock.

The Parramatta Wharf at the northern tip of the island is undergoing essential works to repair concrete corrosion and to upgrade the fender system on the pontoon to bring the structure up to a standard allowing regular public access.

The administration building near the Parramatta Wharf entry to Cockatoo Island was modified to provide a multi-purpose room with audiovisual capacity. The room is being used by tour groups, school education programs and for meetings.

Macquarie Lightstation

The remains of the stone retaining wall of the original 1818 Macquarie Lighthouse have been better mapped through careful grounds maintenance. This will assist a detailed assessment of its stability and repairs required.

Former Marine Biological Station

Ongoing grounds maintenance has supported occasional open days and other activities showcasing the house's location and plans for its future.

Environmental Management

Bushland Management

The Harbour Trust, together with NSW Parks and Wildlife and other landholders at North Head, combined to control feral rabbits and to conduct hazard reduction burns. A fox baiting program, bandicoot monitoring and the annual bandicoot census were other activities undertaken with NSW Parks and Wildlife to protect indigenous fauna. A spraying program to control *Eragrostis curvula* (African Love Grass), *Paspalum quadrifarium* (Giant Paspalum), *Cortaderia selloana* (Pampas Grass) and other weeds also took place.

Bush regeneration at the lands at Middle Head, Georges Heights and Chowder Bay involved both contractor and volunteer programs and regenerated a one hectare area, planting over 300 seedlings generated from locally collected seed, and in total contributed some 3,500 person hours of work. Twenty four fortnightly volunteer bush regeneration days were held including the activities of the newly formed Headland Park Bushcare Group. The programs removed weeds, resurfaced eroded areas with crushed sandstone, stabilised edges, cleared drains and cut back overgrown vegetation along the Chowder Bay to Middle Head Road walking track to reduce the bushfire hazard. A number of larger exotic trees and weeds were removed from the old 30 Terminal Army depot at Lower Georges Heights and the Georges Head precincts.

A Green Corps group completed a number of environmental projects including the rehabilitation of a walking track near Middle Head oval. The group and students from Mosman Public School joined forces for National Tree Day in July 2003, planting over 200 trees sourced from the local area. A National Australia Bank community planting day was held at Woolwich Dock in May 2004. This contributed to ongoing weed removal, clearing and regeneration of the Woolwich Dock precinct.

The Trust has taken an active role in managing the spread of *Phytophthora cinnamomi* (Pc), a water mould that causes tree roots to rot, leading to dieback. Activities include a dieback monitoring program, Pc mapping and soil testing, staff induction and training, controls for contractors and monitoring of specific projects. In April 2004, a volunteer program commenced to protect trees vulnerable to dieback caused by Pc. The program involves the injection of trees with potassium phosphonate which activates their defences.

A patch of native grasses and coastal heath that remains at the Macquarie Lightstation site has been cordoned off for regeneration.

Bushfire Management

The Harbour Trust is preparing a Bushfire Management Plan to guide its activities to mitigate the risk of fire on its lands. On North Head, the perimeter of the site and overgrown roads and trails were cleared. An asset protection zone was reinstated around the historic 3rd Quarantine Station Cemetery. On Georges Heights and Chowder Bay asset protection zones were maintained. On some of the lands pile burns were undertaken.

Stormwater Management

A Stormwater Management Plan was prepared for all Harbour Trust lands at Georges Heights, Chowder Bay and Middle Head. This is a conceptual level plan that aims to facilitate improved management of stormwater to achieve ecological sustainability using sound stormwater management principles and practices. This plan will provide direction for detailed stormwater designs at the precinct level. An earlier separate study had already been prepared for the 30 Terminal Army depot site at Lower Georges Heights.

Environmental Management Plans

A draft Environmental Management Plan (EMP) was prepared for Cockatoo Island. The aim of the plan is to support the achievement of sustainable development and guide the Harbour Trust in environmental best practice for the rehabilitation, conservation and use of the island. The EMP also documents the remediation and management strategy for contamination that has been informed by the site audit and other studies. An element of this strategy is on-going monitoring of ground and surface water quality on the island, which is anticipated to commence in August 2004.

The Harbour Trust plans to prepare EMPs for Georges Heights, Chowder Bay, Middle Head and Woolwich Dock and Parklands in 2004-2005.

Remediation

Decontamination works commenced in the convict workshop, the heavy machine shop, turbine shop and adjoining workshops on Cockatoo Island. Hazardous materials such as asbestos, lead paint, polychlorinated biphenyls and liquid and solid wastes are being removed.

Following the identification of contaminated surface soil and fill in the gardens of the Master Gunner's Cottage at Georges Heights, the area was excavated and will be replaced by clean fill on completion of a landscape design for the site. A Remediation Action Plan for Lower Georges Heights is being implemented along with civil works in the precinct.

The Harbour Trust has continued the practice of independent audits of sites where contamination issues are significant. Contaminated site audit reports have been received for Woolwich Dock and Parklands, Lower Georges Heights, Headquarters Training Command, Chowder Bay, Cross Street and Georges Head. Cockatoo Island will continue to be audited as the remediation and management program is implemented.

Ecologically Sustainable Development

The principles of Ecologically Sustainable Development (ESD) constitute a key policy objective of the Harbour Trust and underpin planning, public information and site conservation activities. The Comprehensive Plan contains a commitment to implement ESD objectives and this commitment is reflected in management plans for sites and precincts. A core objective is to achieve the effective integration and balance of environmental, economic and social considerations.

The biodiversity and ecological integrity of Harbour Trust sites is safeguarded by a range of activities including: the commitment to establish an ecological sanctuary on North Head; support for the North Head Sanctuary Foundation and other community partnerships to achieve environmental outcomes; bush regeneration and pest management; monitoring and management of *Phytophthora cinnamomi*; and flora and fauna studies.

The adaptive re-use of the Harbour Trust's building stock and facilities through long-term and interim leasing takes account of access, heritage and environmental considerations. More generally, the implementation of environmental management plans for significant projects protects both public health and the environment. Activities include: identification and disposal of hazardous substances; control of waste emissions; re-use and re-cycling of materials; and management of site contamination.

The Harbour Trust's public programs, stakeholder consultations and partnerships seek to establish the sites as places where present and future generations may enjoy the natural and cultural heritage of Sydney Harbour's foreshores. Inter-generational equity is also advanced through the school education program.

Public Access

Public access to Harbour Trust sites continued to play a key role in raising their profile and determining planning and project priorities. Tours, open days and the promotion of walking tracks and parklands fulfil one of the key objects of the Harbour Trust's legislation and are often the first step in comprehensively interpreting sites' natural and cultural heritage. The remediation of sites and the leasing of buildings and facilities increasingly will add complexity and depth to the experience of public access as will the implementation of interpretive plans.

Interim Use

Harbour 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 6.

The purpose of interim licensing of Harbour Trust properties is twofold: firstly to generate activity on, and interest in, Harbour Trust sites and secondly to generate revenue to support the Harbour Trust's ongoing activities.

Long Term Use

The main focus of the Harbour Trust's leasing activities during the year was the commencement of the leasing process on a number of sites. To ensure a publicly contestable and fair leasing process, the Harbour Trust's leasing process will generally take place in three stages. Stage one is a call for Expressions of Interest, where non-binding expressions are sought for a range of uses within a precinct. Stage two is a request for binding leasing proposals from selected parties. Stage three is the lease negotiation with the preferred tenant. Stage one can be omitted where a building's use is clearly defined.

The Harbour Trust established detailed leasing criteria for both business and community users. Applications for lease are assessed against the Harbour Trust's objectives for a particular site as laid out in the management plan.

During the year, the Harbour Trust commenced stage one Expressions of Interest for Chowder Bay, Lower Georges Heights and Woolwich. Stage two leasing commenced for the Gunners' Barracks (Officers' Mess) at Georges Head and the former Marine Biological Station at Camp Cove. The leasing process was accompanied by the production of brochures, tender documents and media advertising, supported by extensive information on the Harbour Trust's website. Each advertised precinct has met with significant levels of interest from a wide range of organisations and individuals.

3. Operational Aspects

Corporate Governance

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

The Harbour Trust issued the following policy documents during the reporting period:

- Interim Gifts and Bequests Policy;
- Community Use of Trust Buildings Policy;
- Complaint Handling Policy.

Members' Meetings

There were nine meetings of the Harbour Trust in the 2003-2004 financial year, three of which were open to the public. Under the Harbour Trust's enabling legislation the Harbour 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:

<i>Member</i>	<i>Number of meetings attended</i>
Mr K McCann, Chair	9
Mr R Conroy	4
Dr D Dearing	8
Clr S Hoopmann	9
Mr P Lowry	7 (overseas for two meetings)
Dr J Moriarty	7
Brigadier K O'Brien	8
The Hon B O'Keefe	9

Audit and Risk Management Committee

The functions of the Audit and Risk Management Committee include:

- Assisting the Harbour Trust to comply with its statutory obligations; and
- Providing a forum for communications between the Harbour 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; and
- Effective fraud prevention and control measures.

The members of the Audit and Risk Management Committee during the 2003-2004 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.

Mr Phillip Glyde

Chief Finance Officer, Department of Environment and Heritage.

There were four Audit and Risk Management Committee meetings held during the 2003-2004 financial year with members attending as follows:

<i>Member</i>	<i>Number of meetings attended</i>
Mr P Lowry, Chair	4
Mr P Glyde	1
Clr S Hoopmann	4
Brigadier K O'Brien (ret)	3

Walter and Turnbull conducted three internal audits during the reporting period:

- Purchasing and Accounts Payable;
- Review of Events Management;
- Review of Payroll Processing.

There were no significant issues arising from the audits.

Aboriginal Issues Committee

The Committee did not meet during the reporting period.

Community Advisory Committee

The Committee met nine times during the reporting period. The names of the members are provided in Appendix 2.

Tender Review Committee

The Harbour Trust nominated Brigadier Kevin O'Brien as the members' representative on the Tender Review Committee which is convened as required. Mr Peter Lowry is also a representative when required.

The Tender Review Committee, which considers tenders estimated to be in excess of \$100,000, reviewed 14 tenders during the reporting period.

Defence History Steering Committee

The Committee did not meet during the reporting period.

Indemnities and Insurance Premiums for Officers

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

The Harbour Trust did not provide any indemnities to directors or officers in respect of liabilities or claims against them during 2003-2004.

Financial Performance

The Harbour Trust received total Government appropriation of \$15.027m comprising \$6.027m in departmental appropriation and \$9.0m capital equity injection.

Revenue was also generated from sale of houses at Markham Close, the rental of former defence houses managed by the Harbour Trust, licences for the hire of Harbour Trust sites and facilities, tour fees, funds from the Department of Defence for decontamination works and a grant from the Natural Heritage Fund for environmental works.

The primary emphasis for the organisation was on commencing the implementation of the Comprehensive Plan for the Harbour Trust's 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 2003-2004, operating revenues including revenue from the Government, were \$21.9m and operating expenses were \$19.5m resulting in an operating surplus of \$2.4m.

Operating Revenue

Total operating revenue of \$21.9m was \$13.4m above budget (PBS 2003-2004). This was due to the inclusion of revenue from property sales that were not included in the budget.

Equity

The Harbour Trust's total equity increased by \$11.4m to \$74.6m.

Assets

The value of Harbour Trust's assets increased by \$11.6m to \$75.8m primarily due to building works undertaken during the year and an increase in cash held.

Total Liabilities

The Harbour Trust's total liabilities increased by \$0.2m from the previous year to \$1.2m.

Cashflow Statement

Overall, there was an increase in the Harbour Trust's cash balance of \$4.6m to \$9m as at 30 June 2004. The Harbour Trust holds cash to meet existing liabilities and fund commitments for works.

Purchasing

The Harbour 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 Harbour Trust engaged 86 consultants at a cost \$1.596m to provide specialist advice on planning, business matters, community consultation, conservation, design, environmental, finance and risk management, 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 Harbour Trust are engaged under section 48 of the *Sydney Harbour Federation Trust Act 2001*.

Staff are engaged on terms and conditions contained in Harbour Trust Determination No.1 of 2002 that are similar to those in public sector certified agreements.

The Harbour Trust's staffing level for the year was 53 comprising 36 full-time, 7 part-time and 10 casual staff with a turnover of ongoing staff of 3.85%. The staffing profile of the staff employed as at 30 June 2004 is as follows:

<i>Classification</i>	<i>Male</i>	<i>Female</i>	<i>Full time</i>	<i>Part time</i>	<i>Ongoing</i>	<i>Non - ongoing</i>	<i>Casual</i>
Executive Director	1	0	1	0	0	1	0
Senior Executive	4	1	5	0	4	1	0
Executive Level 2	5	3	7	1	8	0	0
Executive Level 1	2	4	5	1	5	1	0
Level 6	3	6	9	0	8	1	0
Level 5	2	2	4	0	4	0	0
Level 4	0	0	0	0	0	0	0
Level 3	3	9	4	1	5	0	7
Level 1-2	2	6	1	4	3	2	3
Total	22	31	36	7	37	6	10

Staff Training

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

- Contaminated sites – health and safety awareness;
- First Aid;
- Fire safety – evacuation procedures;
- *Phytophthora cinnamoni* hygiene protocols
- Ergonomics and Safety in the Workplace
- Heritage conservation;
- Workcover Occupational Health and Safety Green card training;
- Administrative equipment
- Contract Management;
- Risk management;
- Privacy.

Access and Safety

Risk Assessment and Management

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

Occupational Health and Safety

The Harbour Trust appointed a Safety Officer to oversee occupational health and safety and risk management within the Trust. The following actions were undertaken:

- All new staff received induction training in OH&S;
- Regular site safety inspections were carried out;
- Risk assessments were conducted for all events held;
- An Emergency Procedure Manual was issued.

There were 13 recorded OH&S incidents in the period, which were mainly of a minor nature, requiring no treatment or first aid only. There were 4 compensable injuries, including 2 lost-time incidents. Two of these were commuting incidents; one was a lunchtime activity incident and one a minor on site incident. All incidents were reviewed to identify and implement relevant preventative action.

Providing Access to People With Disabilities

The Harbour Trust is implementing the Commonwealth Disability Strategy in its day-to-day operations and as part of the Comprehensive Plan for the Harbour Trust sites.

Accessibility is a key consideration in implementing the plan for Harbour Trust sites. Accessibility audits have been completed for Woolwich Dock and Parklands, Chowder Bay and Headquarters Training Command. The audits have informed the preparation of management plans for these precincts, ensuring that access requirements for people with a disability are addressed in the designs and facilities proposed for these sites.

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 Harbour Trust.

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

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 Harbour Trust under section 9 during the period to which the report relates."

There were no Ministerial directions given to the Harbour Trust during the reporting period.



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To the Minister for the Environment and Heritage

Scope

The financial statements comprise:

- Statement by Members;
- Statements of Financial Performance, Financial Position and Cash Flows;
- Schedules of Commitments and Contingencies; and
- Notes to and forming part of the Financial Statements

of the Sydney Harbour Federation Trust, for the year ended 30 June 2004.

The Members of the Trust are responsible for the preparation and true and fair presentation of the financial statements in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial statements.

Audit approach

I have conducted an independent audit of the financial statements in order to express an opinion on them to you. My audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing and Assurance Standards, in order to provide reasonable assurance as to whether the financial statements are free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive, rather than conclusive, evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

While the effectiveness of management's internal controls over financial reporting was considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

Procedures were performed to assess whether, in all material respects, the financial statements present fairly, in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with my understanding of the Trust's financial position, and of its performance as represented by the statements of financial performance and cash flows.

The audit opinion is formed on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial statements; and
- assessing the appropriateness of the accounting policies and disclosures used, and the reasonableness of significant accounting estimates made by the Members.

Independence

In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate Australian professional ethical pronouncements.

Audit Opinion

In my opinion, the financial statements:

- (i) have been prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997* and applicable Accounting Standards; and
- (ii) give a true and fair view, of the matters required by applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and the Finance Minister's Orders, of the financial position of the Sydney Harbour Federation Trust as at 30 June 2004, and its performance and cash flows for the year then ended.

Australian National Audit Office



P Hinchey
Senior Director
Delegate of the Auditor-General

Sydney
22 September 2004



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Statement by the Members

In our opinion, the attached financial statements for the year ended 30 June 2004 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Trust will be able to pay its debts as and when they become due and payable.

This Statement is made in accordance with a resolution of the Trust.

Signed



Kevin McCann
Chair
22 September 2004

Signed



Peter Lowry
Member
22 September 2004

Signed



Geoff Bailey
Executive Director
22 September 2004

Statement of Financial Performance

for the year ended 30 June 2004

	Notes	2004 \$'000	2003 \$'000
REVENUE			
Revenues from ordinary activities			
Revenues from government	5A	6,027	10,730
Goods and services	5B	14,326	2,590
Interest	5C	335	91
Other	5D	1,226	2,147
Revenues from ordinary activities		21,914	15,558
EXPENSE			
Expenses from ordinary activities			
Employees	6A	3,425	2,465
Suppliers	6B	15,713	9,439
Depreciation and amortisation	6C	386	454
Total expenses from ordinary activities		19,524	12,358
Operating surplus from ordinary activities		2,390	3,200
Net surplus		2,390	3,200
Total changes in equity other than those resulting from transactions with the Australian Government as owner			
		2,390	3,200

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2004

	Notes	2004 \$'000	2003 \$'000
ASSETS			
Financial assets			
Cash	12B	8,998	4,401
Receivables	7A	11,708	198
Total financial assets		20,706	4,599
Non - financial assets			
Land and buildings	8A	27,997	37,933
Infrastructure, plant & equipment	8B	868	721
Heritage and collections	8C	14,004	-
Inventories	8E	12,245	20,956
Total non - financial assets		55,114	59,610
Total assets		75,820	64,209
LIABILITIES			
Provisions			
Employees	9A	601	440
Capital Use Charge	9B	-	180
Total provisions		601	620
Payables			
Suppliers	10A	611	372
Other	10B	22	21
Total payables		633	393
Total liabilities		1,234	1,013
NET ASSETS		74,586	63,196
EQUITY			
Parent entity interest			
Contributed equity	11	67,420	58,420
Accumulated surpluses	11	7,166	4,776
Total parent entity interest	11	74,586	63,196
Total equity	11	74,586	63,196
Current assets		32,951	14,505
Non-current assets		42,869	49,704
Current liabilities		1,132	964
Non-current liabilities		102	49

The above statement should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2004

	Notes	2004 \$'000	2003 \$'000
OPERATING ACTIVITIES			
Cash received			
Sales of goods and services		3,191	4,870
Appropriations		6,027	10,500
Interest		309	79
GST Received from ATO		675	971
Other		1,227	14
Total cash received		11,429	16,434
Cash used			
Employees		3,264	2,314
Suppliers		7,787	9,874
Total cash used		11,051	12,188
Net cash from operating activities	12A	378	4,246
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		4,601	120
Total cash used		4,601	120
Net cash (used by) investing activities		(4,601)	(120)
FINANCING ACTIVITIES			
Cash received			
Appropriations - Contributed equity		9,000	-
Total cash received		9,000	-
Cash used			
Capital use charge paid		180	-
Total cash used		180	-
Net cash from financing activities		8,820	-
Net increase in cash held		4,597	4,126
Cash at the beginning of the reporting period		4,401	275
Cash at the end of the reporting period	12B	8,998	4,401

The above statement should be read in conjunction with the accompanying notes.

Schedule of Commitments

as at 30 June 2004

	2004 \$'000	2003 \$'000
BY TYPE		
Capital commitments		
Buildings ¹	5,164	-
Total capital commitments	5,164	-
Other Commitments		
Operating leases ²	17	26
Project commitments ³	1,051	680
Other commitments ⁴	1,647	776
Total other commitments	2,715	1,482
Commitments receivable	(716)	(135)
Net commitments	7,163	1,347
BY MATURITY		
All net commitments		
One year or less	7,158	1,210
From one to five years	5	137
Net Commitments	7,163	1,347
Operating lease commitments		
One year or less	12	19
From one to five years	5	7
Net operating lease commitments	17	26

NB: Commitments are GST inclusive where relevant.

¹ Outstanding contractual payments for remediation of buildings

² Operating leases included are effectively non-cancellable and comprise:

Nature of lease	General description of leasing arrangement
motor vehicles	- no contingent rentals exist; - there are no renewal or purchase options available to the Trust.

³ Project commitments comprise contracts for rehabilitation and conservation works at Trust sites.

⁴ Other commitments are amounts payable under supply contracts.

The above statement should be read in conjunction with the accompanying notes.

Schedule of Contingencies

as at 30 June 2004

There were no contingencies required to be disclosed for the years ended 30th June 2004 or 2003.

Details of a contingent liabilities not disclosed because they cannot be quantified or are considered remote, are shown in Note 13: Contingent Liability.

The above statement should be read in conjunction with the accompanying notes.

Note	Description
1	Summary of Significant Accounting Policies
2	Adoption of Australian Equivalents to International Financial Reporting Standards from 2005-2006
3	Economic Dependency
4	Events Occurring after Reporting Date
5	Operating Revenues
6	Operating Expenses
7	Financial Assets
8	Non-Financial Assets
9	Provisions
10	Payables
11	Equity
12	Cash Flow Reconciliation
13	Contingent Liability
14	Members' Remuneration
15	Remuneration of Officers
16	Remuneration of Auditors
17	Average Staffing Levels
18	Financial Instruments
19	Appropriations
20	Reporting by Outcomes

Note 1: Summary of Significant Accounting Policies

1.1 Basis of Accounting

The financial statements are required by clause 1(b) of Schedule 1 to the *Commonwealth Authorities and Companies Act 1997* and are a general purpose financial report.

The statements have been prepared in accordance with:

- Finance Minister's Orders (being the *Commonwealth Authorities and Companies Orders (Financial Statements for reporting periods ending on or after 30 June 2004)*);
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board; and
- Consensus Views of the Urgent Issues Group.

The Trust's Statements of Financial Performance and Financial Position have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets which, as noted, are at valuation. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

Assets and liabilities are recognised in the Trust Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. Assets and liabilities arising under agreements equally and proportionally unperformed are, however, not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies (other than unquantifiable or remote contingencies, which are reported at Note 13).

Revenues and expenses are recognised in the Trust Statement of Financial Performance when and only when the flow or consumption or loss of economic benefits has occurred and can be reliably measured.

1.2 Changes in Accounting Policy

The accounting policies used in the preparation of these financial statements are consistent with those used in 2002-03.

In 2003-04, the Finance Minister's Orders introduced a new policy in relation to Heritage and Cultural Assets. As a result of the adoption of this policy, certain buildings held by the Trust have been reclassified as Heritage assets. As there is no foreseeable limit to the period over which these assets will be held or used they are not depreciated.

1.3 Revenue

The revenues described in this Note are revenues relating to the core operating activities of the Trust.

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Revenue from the sale of property is recognised when contracts for sale are exchanged and deposits received.

Revenue from rendering of a service is recognised by reference to the stage of completion of the contract to provide the service. The stage of completion is determined according to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

Receivables for goods and services are recognised at the nominal amounts less any provision for bad and doubtful debts. Collectability of the debt is reviewed at balance date. Provisions are made when collectability of the debt is judged to be less rather than more likely.

Revenues from Government - Output Appropriations

The full amount of the appropriation for departmental outputs for the year is recognised as revenue.

Resources Received Free of Charge

Services received free of charge are recognised as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as revenue at their fair value when the asset qualifies for recognition.

1.4 Transactions by the Government as Owner

Equity Injections

Amounts appropriated by the Parliament as equity injections are recognised as 'contributed equity' in accordance with the Finance Ministers' Orders.

Net assets received otherwise than under a restructuring of administrative arrangements are also treated as contributions by owners and are initially recognised at their fair value.

Capital Use Charge

In accordance with the recommendations of a review of Budget Estimates and Framework, the Government has decided that the Capital Use Charge imposed on the net assets of the Trust will not operate after 30 June 2003. (2003: \$180,000)

1.5 Employee Entitlements

Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for wages and salaries (including non-monetary benefits), and annual leave and sick leave are measured at their nominal amounts. Other employee benefits expected to be settled within 12 months of their reporting date are also to be measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

1.5 Employee Entitlements (cont.)

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Trust is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration, including the Trust's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2004. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

Certain employees of the Trust are members of the Commonwealth Superannuation Scheme and the Public Sector Superannuation Scheme. The liability for their superannuation benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course.

The Trust makes employer contributions to the Australian Government at rates determined by the actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the Trust's employees,

Employer superannuation contributions for employees who are not members of the CSS or PSS are expensed in the financial statements. There is no residual liability in respect of these contributions.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

1.6 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets. In operating leases, the lessor effectively retains substantially all such risks and benefits.

The Trust has no finance leases.

Operating lease payments are expensed on a basis which is representative of the pattern of benefits derived from the leased assets.

1.7 Cash

Cash means notes and coins held and any deposits held at call with a bank or financial institution. Cash is recognised at its nominal amount. Interest is credited to revenue as it accrues.

1.8 Other Financial Liabilities

Trade creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

1.9 Unrecognised Financial Liabilities

Other guarantees, not recognised in the *Statement of Financial Performance*, of the Trust are disclosed in the Schedule of Contingencies. At the time of completion of the financial statements, there was no reason to believe that these guarantees would be called upon, and recognition of a liability was therefore not required.

Indemnities are disclosed in the Schedule of Contingencies at the maximum amount payable under the indemnities given. At the time of completion of the financial statements, there was no reason to believe that the indemnity would be called upon, and recognition of the liability was therefore not required. The expected fair value of indemnities is shown in the Financial Instruments Note (note 18).

1.10 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Trust land sites that vest in the Trust are contributions by owners and are initially recognized at their fair value at the date of vesting, except for sites in Schedule 2 to the *Sydney Harbour Federation Trust Act 2001*, which are classed as inventory and recognised at the costs they were recognised in the transferor entity's accounts immediately prior to vesting.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognized as contributions by owners at the amounts at which they were recognized in the transferor entity's accounts immediately prior to the restructuring.

1.11 Property (Land, Buildings and Infrastructure), Plant and Equipment

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the *Statement of Financial Position*, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Revaluations

Land, buildings, heritage buildings are carried at valuation. Valuations made in 2002-2003 were at fair value as required by Australian Accounting Standard AASB1041. Freehold land and buildings on freehold land are carried at fair value.

Asset Class	Fair Value Measured at:
Land	Market selling price
Building	Depreciated replacement cost

Any assets which would not be replaced or are surplus to requirements are valued at net realisable value. A number of buildings that were transferred to the Trust and are scheduled for removal under the Trust's comprehensive plan for the sites have not been valued.

Frequency

Revaluations are made periodically with sufficient regularity to ensure that the carrying amount of each asset in a class does not differ materially from its fair value at the reporting date.

1.11 Property (Land, Buildings and Infrastructure), Plant and Equipment (cont.)

Conduct

All valuations are conducted by an independent qualified valuer.

Depreciation and Amortisation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Trust using, in all cases, the straight line method of depreciation.

Depreciation/amortisation rates (useful lives) and methods are reviewed at each balance date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate. Residual values are re-estimated for a change in prices only when assets are revalued.

Depreciation and amortisation rates applying to each class of depreciable assets are based on the following useful lives:

	<u>2004</u>	<u>2003</u>
Buildings	10 - 100 years	10 - 100 years
Plant & Equipment	3 - 20 years	3 - 20 years
Infrastructure	3 - 100 years	3 - 100 years

The aggregate amount of depreciation allocated for each class of assets during the reporting periods disclosed in Note 6C.

1.12 Impairment of Non-Current Assets

Non-current assets carried at up-to-date fair value at the reporting date are not subject to impairment testing.

1.13 Inventories

Inventories held for resale are valued at the lower of cost and net realisable value.

Inventories not held for resale are valued at cost, unless they are no longer required, in which case they are valued at net realisable value.

Costs incurred for properties held for sale in bringing each property to its present condition are assigned as the cost of direct materials and labour plus attributable costs that are capable of being allocated on a reasonable basis.

1.14 Taxation

The Trust is exempt from all forms of taxation except fringe benefits tax and the goods and services tax (GST).

Revenues, expenses and assets are recognized net of GST:

- except where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- except for receivables and payables.

1.15 Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date. Associated currency gains and losses are not material.

1.16 Insurance

The Trust has insured for risks through the Government's insurable risk managed fund, called "Comcover". Workers' compensation is insured through Comcare Australia.

1.17 Rounding

Amounts have been rounded to the nearest \$1,000 except in relation to the following:

- remuneration of members;
- remuneration of officers; and
- remuneration of auditors.

Note 2: Adoption of Australian Equivalents to International Financial Reporting Standards from 2005-2006

The Australian Accounting Standards Board has issued replacement Australian Accounting Standards to apply from 2005-06. The new standards are the Australian Equivalents to International Financial Reporting Standards (IFRSs) which are issued by the International Accounting Standards Board. The new standards cannot be adopted early. The standards being replaced are to be withdrawn with effect from 2005-06, but continue to apply in the meantime.

The purpose of issuing Australian Equivalents to IFRSs is to enable Australian entities reporting under the Corporations Act 2001 to be able to more readily access overseas capital markets by preparing their financial reports according to accounting standards more widely used overseas.

It is expected that the Finance Minister will continue to require compliance with the Accounting Standards issued by the AASB, including the Australian Equivalents to IFRSs, in his Orders for the Preparation of Authorities' financial statements for 2005-06 and beyond.

The Australian Equivalents contain certain additional provisions which will apply to not-for-profit entities, including the Trust. Some of these provisions are in conflict with the IFRSs and therefore the Trust will only be able to assert compliance with the Australian Equivalents to the IFRSs.

Existing AASB standards that have no IFRS equivalent will continue to apply.

Accounting Standard AASB 1047 *Disclosing the Impact of Adopting Australian Equivalents to IFRSs* requires that the financial statements for 2003-04 disclose:

- an explanation of how the transition to the Australian Equivalents is being managed, and
- a narrative explanation of the key differences in accounting policies arising from the transition.

The purpose of this Note is to make these disclosures.

Management of the transition to AASB Equivalents to IFRSs

The Trust's Audit & Risk Management Committee is tasked with oversight of the transition to and implementation of the Australian Equivalents to the IFRSs. The Chief Finance Officer is formally responsible for the project and reports regularly to the Audit & Risk Management Committee on progress against the formal plan approved by the Committee.

Note 2: Adoption of Australian Equivalents to International Financial Reporting Standards from 2005-2006 (cont.)

Major changes in accounting policy

Changes in accounting policies under Australian Equivalents are applied retrospectively i.e. as if the new policy had always applied. This rule means that a balance sheet prepared under the Australian Equivalents must be made as at 1 July 2004, except as permitted in particular circumstances by AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards*. This will enable the 2005-06 financial statements to report comparatives under the Australian Equivalents also.

Changes to major accounting policies are discussed in the following paragraphs.

Property plant and equipment

It is expected that the Finance Minister's Orders will require property plant and equipment assets carried at valuation in 2003-04 to be measured at up-to-date fair value from 2005-06.

The transitional provisions in AASB 1 will mean that the values at which assets are carried as at 30 June 2004 under the existing standards will stand in the transitional balance sheet as at 1 July 2004.

Impairment of Non-Current Assets

The Trust's policy on impairment of non-current assets is at note 1.12.

Under the new Australian Equivalent Standard, these assets will be subject to assessment for impairment and, if there are indications of impairment, measurement of any impairment (impairment measurement must also be done, irrespective of any indications of impairment, for intangible assets not yet available for use). The impairment test is that the carrying amount of an asset must not exceed the greater of (a) its fair value less costs to sell and (b) its value in use. 'Value in use' is the net present value of net cash inflows for for-profit assets of the Trust and depreciated replacement cost for other assets which would be replaced if the Trust were deprived of them.

Inventory

The Trust recognises inventory not held for sale at cost, except where no longer required, in which case net realisable value is applied.

The new Australian Equivalent standard will require inventory held for distribution for no consideration or at a nominal amount to be carried at the lower of cost or current replacement cost.

Employee benefits

The provision for long service leave is measured at the present value of estimated future cash outflows using market yields as at the reporting date on national government bonds.

Under the new Australian Equivalent standard, the same discount rate will be used unless there is a deep market in high quality corporate bonds, in which case the market yield on such bonds must be used.

Financial Instruments

Financial assets and liabilities are likely to be accounted for as 'held at fair value through profit and loss' or available-for-sale where the fair value can be reliably measured (in which case, changes in value are initially taken to equity). Fair values will be published prices where an active market exists or by appraisal.

Cash and receivables are expected to continue to be measured at cost information.

Financial assets, except those classified as 'held at fair value through profit and loss' will be subject to impairment testing.

Note 3: Economic Dependency

The Trust was established by the *Sydney Harbour Federation Trust Act 2001* and is controlled by the Commonwealth of Australia.

The Trust is dependent on appropriations from the Parliament of the Commonwealth for its continued existence and ability to carry out its normal activities.

Note 4: Events Occurring after Reporting Date

Section 21 of the *Sydney Harbour Federation Trust Act 2001* provides for the Minister for Environment and Heritage to specify that other harbour land that is a Commonwealth place is to vest in the Trust. As at the reporting date the Minister was proposing that the Macquarie Lightstation at Vaucluse, 31 Pacific Street Watsons Bay and Snapper Island vest in the Trust.

At the time of completion of this report vesting of these lands had not occurred.

There are no other events that have occurred after the balance date that would have an effect on the Trust's 2003-2004 financial statements other than those that are already reflected in the accounts.

Notes to and Forming Part of the Financial Statements

	2004 \$'000	2003 \$'000
Note 5: Operating Revenues		
Note 5A - Revenues from Government		
Appropriations for Outputs	6,027	10,500
Resources received free of charge	-	230
Total revenues from government	6,027	10,730
Resources received free of charge		
The Trust's offices located at the former Army Maritime School at Chowder Bay are Commonwealth owned and were available by arrangement with the Department of Defence at no cost until their transfer to the Trust on 1 April 2003 (2004: Nil).		
Note 5B - Sales of Goods and Services		
Property Sales	12,423	-
Property Rentals and Short-term Hire	1,815	2,445
Events	65	46
Other	23	99
Total sales of goods and services	14,326	2,590
Goods and services were sold to:		
Related entities	498	1,491
External entities	13,828	1,099
	14,326	2,590
Cost of property sales	8,972	-
In accordance with the <i>Sydney Harbour Federation Trust Act 2001</i> , certain land sites in Schedule 2 to the Act were sold in 2004. The costs of the sites include their value at vesting and remediation and services costs (Notes 1.10 and 1.13). The Trust may be required to return \$11million from the sales proceeds to the Official Public Account, but as at 30th June 2004 no arrangements had been made to enable this to occur.		
Note 5C - Interest		
Deposits	335	91
Note 5D - Other Revenue		
Grant from Related Entity	1,000	-
Other Revenue from Related Entity	226	2,147
Total other revenue	1,226	2,147

	2004 \$'000	2003 \$'000
Note 6: Operating Expenses		
Note 6A - Employee Expenses		
Wages and Salaries	2,771	2,034
Superannuation	325	230
Leave and other entitlements	302	191
Other employee benefits	2	-
Total employee benefits expenses	3,400	2,455
Workers compensation premiums	25	10
Total employee expenses	3,425	2,465
Note 6B - Supplier Expenses		
Goods from related entities	8,972	-
Goods from external entities	291	116
Services from related entities	953	1,005
Services from external entities	5,479	8,300
Operating lease rentals	18	18
Total supplier expenses	15,713	9,439
Note 6C - Depreciation and Amortisation		
Depreciation of property, plant and equipment	386	454
Total depreciation and amortisation	386	454
The aggregate amounts of depreciation or amortisation expensed during the reporting period for each class of depreciable asset are as follows:		
Buildings	334	405
Plant and equipment	52	49
Total depreciation and amortisation	386	454

No depreciation or amortisation was allocated to the carrying amounts of other assets.

Notes to and Forming Part of the Financial Statements

	2004 \$'000	2003 \$'000
Note 7: Financial Assets		
Note 7A - Receivables		
Goods and services	11,368	13
Interest receivable	43	17
GST receivable	263	61
Other receivables	34	107
Total receivables	11,708	198
Receivables (gross) are aged as follows:		
Not overdue	11,459	191
Overdue by:		
Less than 30 days	1	7
30 to 60 days	51	-
60 to 90 days	197	-
	249	7
Total receivables	11,708	198
Receivables for Goods & Services		
Credit terms are net 30 days (2003: 30 days) except for sales of property which are due on settlement.		
Note 8: Non-Financial Assets		
Note 8A - Land and Buildings		
Freehold land		
- at 30 June 2003 valuation (fair value)	21,349	21,261
Total freehold land	21,349	21,261
Buildings		
- at cost	164	48
- Accumulated depreciation	(3)	(2)
	161	46
- work in progress	4,198	-
- at 30 June 2003 valuation (fair value) ¹	2,622	16,626
- Accumulated depreciation	(333)	-
	2,289	16,626
Total buildings	6,648	16,672
Total Land & Buildings	27,997	37,933

¹ In 2003-04, certain buildings held by the Trust have been reclassified as Heritage and Cultural Assets in line with the new policy introduced in the Finance Minister's Orders (Note 1.2).

	2004 \$'000	2003 \$'000
Note 8B - Infrastructure, Plant and Equipment		
Plant and equipment		
- at cost	896	697
- Accumulated depreciation	(117)	(65)
	779	632
Plant and Equipment - work in progress	89	89
Total Infrastructure, Plant and Equipment	868	721
Note 8C - Heritage and Cultural Assets		
Heritage assets		
- at 30 June 2003 valuation (fair value)	14,004	-
Total heritage assets	14,004	-

Section 21 of the *Sydney Harbour Federation Trust Act 2001* (the Act) provides for the Minister for Defence to specify that certain former defence land sites vest in the Trust. The sites are specified in Schedules 1 and 2 to the Act and are at Middle Head, Georges Heights, Woolwich and Cockatoo Island.

The sites vested in the Trust on 1st April 2003.

There are restrictions on the sale of most of the sites.

Most of the sites are contaminated to some extent and Cockatoo Island is severely contaminated. Trunk services to the sites are either non-existent or in need of major repair. The estimated future costs of decontamination and remediation have been taken into account in arriving at the fair values. In the case of Cockatoo Island the costs are expected to exceed the fair value, which has been restated to nil.

The valuation indicated a total land value of approximately \$60 million if the sites were not contaminated.

The valuations in 2003 were conducted by an independent valuer Colliers International Consultancy and Valuation Pty Ltd. The values were reviewed in 2004 to ensure that they did not differ materially from up to date fair values.

Note 8D - Analysis of Property, Plant and Equipment

TABLE A - Reconciliation of the opening and closing balances of property, plant and equipment

Item	Land	Buildings on	Total	Other Infrastructure	Heritage	TOTAL
	\$'000	Freehold Land \$'000	Land & Building \$'000	Plant & Equipment \$'000	Culture Assets \$'000	\$'000
As at 1 July 2003						
Gross book value	21,261	16,674	37,935	786	-	38,721
Accumulated depreciation	-	(2)	(2)	(65)	-	(67)
Net book value	21,261	16,672	37,933	721	-	38,654
Additions						
By purchase	88	4,314	4,402	199	-	4,601
Assets transferred in	-	-	-	-	-	-
Net revaluation increment /decrement	-	-	-	-	-	-
Reclassification	-	(14,004)	(14,004)	-	14,004	-
Depreciation /amortisation expense	-	(334)	(334)	(52)	-	(386)
As at 30 June 2004						
Gross book value	21,349	6,984	28,333	985	14,004	43,322
Accumulated depreciation/ amortization	-	(336)	(336)	(117)	-	(453)
Net book value	21,349	6,648	27,997	868	14,004	42,869

TABLE B - Assets at valuation

Item	Land	Buildings on	Total	Other Infrastructure	Heritage	TOTAL
	\$'000	Freehold Land	Land & Building	Plant & Equipment	Culture Assets	
		\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2004						
Gross book value	21,349	2,622	23,971	-	14,004	37,975
Accumulated depreciation	-	(333)	(333)	-	-	(333)
Net book value	21,349	2,289	23,638	-	14,004	37,642
As at 30 June 2003						
Gross book value	21,261	16,626	37,887	-	-	37,887
Accumulated depreciation	-	-	-	-	-	-
Net book value	21,261	16,626	37,887	-	-	37,887

TABLE C - Assets under construction

Item	Buildings	Other Infrastructure	TOTAL
	\$'000	Plant & Equipment	\$'000
Gross Value at 30 June 2004	4,198	89	4,287
Gross value at 30 June 2003	-	89	89

Notes to and Forming Part of the Financial Statements

	2004 \$'000	2003 \$'000
Note 8: Non-Financial Assets (cont.)		
Note 8E - Inventories		
Finished goods (cost)	-	-
Land held for sale (cost)	12,241	20,950
Inventories held for sale	12,241	20,950
Inventories not held for sale (cost)	4	6
Total inventories	12,245	20,956
Inventories held for sale are categorised as follows:		
Current	12,241	9,900
Non-current	-	11,050
Total inventories held for sale	12,241	20,950
All inventories not held for sale are current.		
Note 9: Provisions		
Note 9A - Employee Provisions		
Salary and wages	178	143
Leave	409	289
Superannuation	14	7
Other	-	1
Aggregate employee entitlement liability	601	440
Employee provisions are categorised as follows:		
Current	499	391
Non - current	102	49
Aggregate employee entitlement liability	601	440
Note 9B - Capital Use Charge Provision		
Capital Use Charge	-	180
Balance owing 1 July	180	-
Capital Use Charge provided	-	180
Capital Use Charge paid	(180)	-
Balance owing 30 June	-	180

The Capital Use Charge is a current liability

	2004	2003
	\$'000	\$'000

Note 10: Payables

Note 10A - Supplier Payables

Trade creditors	197	214
Accrued expenses	414	158
Total supplier payables	611	372

All supplier payables are current.

Trade Creditors

Settlement is usually made net 30 days.

Note 10B - Other payables

Bond monies	22	21
Total other payables	22	21

Note 11: Equity

Note 11A - Analysis of Equity

Item	Notes	Accumulated Results		Asset Revaluation		Total Contributed Equity		Total Equity	
		2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Opening balance as at 1 July		4,776	1,756	-	-	58,420	377	63,196	2,133
Net surplus/deficit		2,390	3,200	-	-	-	-	2,390	3,200
<i>Transactions with owner:</i>									
Distributions to owner:		-	-	-	-	-	-	-	-
Returns on Capital:		-	-	-	-	-	-	-	-
Capital Use Charge		-	(180)	-	-	-	-	-	(180)
Contributions by owner:		-	-	-	-	9,000	-	9,000	-
Appropriations (equity injections)		-	-	-	-	-	-	-	-
Other (assets transferred in):		-	-	-	-	-	-	-	-
Land and buildings	8A	-	-	-	-	-	37,093	-	37,093
Land held for sale	8E	-	-	-	-	-	20,950	-	20,950
Total equity attributable to the Commonwealth		7,166	4,776	-	-	67,420	58,420	74,586	63,196

	2004 <u>\$'000</u>	2003 <u>\$'000</u>
Note 12: Cash Flow Reconciliation		
<i>Note 12A - Reconciliation of Operating Surplus to Net Cash from Operating Activities:</i>		
Operating surplus	2,390	3,200
Non-Cash Items		
Depreciation and amortization	386	454
Assets transferred from Department of Defence	-	20,950
Changes in Assets and Liabilities		
(Increase) / decrease in receivables	(11,510)	232
(Increase) / decrease in inventories	8,711	20,934
Increase in employee provisions	161	151
Increase / (decrease) in supplier payables	239	179
Increase in other payables	1	14
Net Cash from operating activities	<u>378</u>	<u>4,246</u>
<i>Note 12B - Reconciliation of Cash</i>		
Cash at bank	8,996	4,399
Cash on hand	2	2
Total cash	<u>8,998</u>	<u>4,401</u>
Balance of cash as at 30 June shown in the Statement of Cash Flows	<u>8,998</u>	<u>4,401</u>

Cash

Temporarily surplus funds, mainly from monthly draw-downs of appropriation, are held in the operating account with the Trust's banker. Interest is earned on the daily balance at the prevailing rate and is paid at month end.

Note 12C - Non-cash financing and investing activities

Assets transferred from the Department of Defence	<u>-</u>	<u>58,043</u>
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Note 13: Contingent Liability

Unquantifiable Contingencies

At 30 June 2004 the Trust had a number of contracts in progress the final costs of which are dependent on latent conditions and other variables. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these contracts.

Remote Contingency

The Trust has entered into a bonding agreement for \$670,000 with Sydney Water in relation to the completion of certain works, which is covered by a bank guarantee. It is unlikely that the works will not be completed and as a result the likelihood of the indemnity having to be met is remote.

Notes to and Forming Part of the Financial Statements

	<u>2004</u> <u>Number</u>	<u>2003</u> <u>Number</u>
Note 14: Member Remuneration		
The numbers of members of the Trust included in these figures are shown below in the relevant remuneration bands		
• \$10,001 - \$20,000	4	4
• \$20,001 - \$30,000	3	3
• \$30,001 - \$40,000	1	1
Total number of members of the Trust	<u>8</u>	<u>8</u>
	<u>\$</u>	<u>\$</u>
Aggregate amount of superannuation payments in connection with the retirement of members	11,002	10,852
Other remuneration received or due and receivable by members of the Trust	<u>155,323</u>	<u>151,349</u>
Total remuneration received or due and receivable by members of the Trust	<u>166,325</u>	<u>162,201</u>

The Members of the Trust are appointed on a part-time basis under section 12 of the Sydney Harbour Federation Trust Act 2001. The Members during the year were:

- Mr H K McCann (Chair)
- Mr R Conroy
- Dr D Dearing
- Clr S Hoopmann JP
- Mr P Lowry OAM
- Dr J Moriarty AM
- Brigadier K O'Brien CSC, (Retd)
- The Hon Barry O'Keefe AM QC

All members were appointed on 27 September 2001.

Note 15: Remuneration of Officers

The number of officers who received or were due to receive total remuneration of \$100,000 or more:

	<u>2004</u> <u>Number</u>	<u>2003</u> <u>Number</u>
• \$100,000 to \$109,999	-	2
• \$130,000 to \$139,999	1	2
• \$140,000 to \$149,999	1	-
• \$150,000 to \$159,999	1	-
• \$210,000 to \$219,999	1	1
	<u>4</u>	<u>5</u>
	<u>\$</u>	<u>\$</u>
The aggregate amount of total remuneration of officers shown above.	<u>643,763</u>	<u>699,948</u>

The officer remuneration includes all officers concerned with or taking part in the management of the Trust during 2003-04.

Note 16: Remuneration of Auditors

Remuneration to the Auditor-General for auditing the financial statements for the reporting period.

The fair value of services provided was: **35,000** 35,000

No other services were provided by the Auditor-General during the reporting period.

	<u>Number</u>	<u>Number</u>
Note 17: Average Staffing Levels		
The average staffing level for the Trust during the year was	39.9	27.5

Notes to and Forming Part of the Financial Statements

Note 18: Financial Instruments

Note 18A - Interest Rate Risk

Financial Instrument

Financial Instrument	Notes	Floating Interest Rate		Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
		2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 %	2003 %
Financial Assets									
Cash at bank	12B	8,996	4,399	-	-	8,996	4,399	4.4	4.4
Cash on hand	12B	-	-	2	2	2	2	-	-
Receivables for goods and services	7A	11,110	-	258	13	11,368	13	2.0	-
Accrued interest	7A	4	-	39	17	43	17	0.2	-
Other receivable	7A	-	-	297	168	297	168	-	-
Total		20,110	4,399	596	200	20,706	4,599		
Total Assets						75,820	64,209		

Financial Liabilities	Notes	Floating Interest Rate		Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
		2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 %	2003 %
Financial Liabilities									
Capital Use Charges	9B	-	-	-	180	-	180	-	-
Trade creditors	10A	-	-	197	214	197	214	-	-
Other Payables	10A,B	-	-	436	179	436	179	-	-
Total		-	-	633	573	633	573		
Total Liabilities						1,234	1,013		

Note 18: Financial Instruments (cont.)**Note 18B - Net Fair values of Financial Assets and Liabilities**

	Note	2004		2003	
		Total carrying amount \$'000	Aggregate net fair value \$'000	Total carrying amount \$'000	Aggregate net fair value \$'000
Financial Assets					
Cash at Bank	12B	8,996	8,996	4,399	4,399
Cash on hand	12B	2	2	2	2
Receivables	7A	11,368	11,368	13	13
Accrued interest	7A	43	43	17	17
Other receivable	7A	297	297	168	168
		20,706	20,706	4,599	4,599
Financial Liabilities					
Trade creditors	10A	197	197	214	214
Accrued expenses	10A	414	414	158	158
Other payables	10B	22	22	21	21
Capital use charge	9B	-	-	180	180
		633	633	573	573

Financial assets

The net fair values of cash and non-interest-bearing monetary financial assets approximate their carrying amounts.

Financial liabilities

The net fair values for trade creditors and accrued expenses being short-term in nature, are approximated by their carrying amounts.

Note 18C - Credit Risk Exposures

The Trust's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Position.

The Trust has no significant exposures to any concentrations of credit risk.

All figures for credit risk referred to do not take into account the value of any collateral or other security.

Note 19: Appropriations

Particulars	Departmental Outputs		Equity		Total	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Year ended 30 June 2004						
Balance carried forward from previous year	-	-	-	-	-	-
Appropriation Acts 1 and 3	6,027	10,500	-	-	6,027	10,500
Appropriation Acts 2 and 4	-	-	9,000	-	9,000	-
Available for payment of CRF	6,027	10,500	9,000	-	15,027	10,500
Payment made out of CRF	6,027	10,500	9,000	-	15,027	10,500
Balance carried forward to next year	-	-	-	-	-	-
Represented by:						
Appropriations Receivable	-	-	-	-	-	-

This table reports on appropriations made by the Parliament of the Consolidated Revenue Fund (CRF) for payment to the Trust. When received by the Trust, the payments made are legally the money of the Trust and do not represent any balance remaining in the CRF.

Note 20: Reporting by Outcomes

Note 20A - Outcomes of the Trust

The Trust is structured to meet one outcome:

Trust Lands on Sydney Harbour are conserved and enhanced for the benefit of present and future generations of Australians.

There are three Outputs identified for the Outcome:

Output 1.1: Management plans consistent with the Harbour Trust's Comprehensive Plan are prepared for Harbour Trust lands following community consultation

Output 1.2: The public is informed of the environmental and heritage significance of the Harbour Trust lands and has access to them

Output 1.3: Harbour Trust lands are progressively rehabilitated, conserved and made publicly accessible

Note 20B - Net Cost of Outcome Delivery

	Outcome 1	
	2004	2003
	\$'000	\$'000
Departmental expenses	19,524	12,358
Total expenses	19,524	12,358
<i>Costs recovered from provision of goods and services to the non-government sector</i>		
Departmental	13,828	1,099
Total costs recovered	13,828	1,099
<i>Other external revenues</i>		
Departmental		
Sale of goods and services – to related entities	498	3,638
Interest	335	91
Other - Grant from related entity	1,226	
Total Departmental	2,059	3,729
Total other external revenues	2,059	3,729
Net cost of outcome	3,637	7,530

Note 20C - Departmental Revenues and Expenses by Output Groups and Outputs

	Outcome 1						Total 2004 \$'000
	Output 1.1		Output 1.2		Output 1.3		
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	
Operating expenses							
Employees	1,219	1,019	798	597	1,408	849	2,465
Suppliers	819	504	666	712	14,228	8,223	9,439
Depreciation and amortisation	56	60	40	52	290	342	454
Write-down of assets							
Total operating expense	2,094	1,583	1,504	1,361	15,926	9,414	12,358
Funded by:							
Revenues from Government	2,088	1,571	1,422	1,300	2,517	7,859	10,730
Sale of goods and services	6		82	51	14,238	4,686	4,737
Interest	-	12	-	10	335	69	91
Grant and Other Revenue from related entities	-	-	-	-	1,226	-	-
Total operating revenues	2,094	1,583	1,504	1,361	18,316	12,614	15,558

The Trust's outcomes and outputs are described at Note 20A.

The costs of administrative and operating overheads have been attributed to outputs in proportion to the relative costs of each output.

The net costs shown include intra-government costs that would be eliminated in calculating the actual Budget outcome.

The *Freedom of Information Act 1982* gives everyone the right of access to documents held by Commonwealth Government agencies, subject to certain exemptions.

Categories of Documents

- Administration matters including personnel and recruitment, accounts, purchasing and registers.
- Planning, architecture and environmental matters including reports and studies commissioned by the Harbour Trust, research, drawings and concept proposals.
- Minutes of meetings of the Trust and meetings of the community advisory committees.
- Reference materials including press clippings, survey and research materials, documents relating to conferences and seminars.
- Legal matters including legal documents, opinions, advice and representations.

Requests

Any person can lodge a request. A request for a document must be in writing, be accompanied by a \$30 application fee and provide such information concerning the document requested as is reasonably necessary to enable the agency to identify the document.

Requests should be sent to:

Freedom of Information Officer
Sydney Harbour Federation Trust
PO Box 607
MOSMAN NSW 2088

Reporting

The Harbour Trust did not receive any requests under the Act during the reporting period.

Cockatoo and Snapper Islands

Mary Shelley Clark
Damian Cobley-Finch
Gary Ferres
Joe Glascott
Tony Hardy
John Jeremy
Steve Matthews
Alan Mitchell
Clr Máire Sheehan
Ian Smith
John Smith
John Smith
Garry Stewart
Bill Wallace
David Furlong
Peter Head

Middle Head

Tony Abbott MP
John Allen
Peter Caldwell
Anne Cook
Ian Henderson
Piers Chatterton Cmdr RAN
Peter Deakin
Edward Elsom
Don Goodsir
Virginia Howard
Max Keogh
Audrey Lenning
Jill L'Estrange
George Shirling
Jillian Skinner MP
Giampaolo Pertosi
Clr Martin Skipper

North Head

David Barr MP
Chris Branson
Nina Burrige
Brian Hamer
Clr Jean Hay
Mike Laurence
Ray Mathieson
Jennie Minifie
Jack Newton
Armstrong Osborne
John Platt
Judy Reizes
Clr Sue Sacker
Douglas Sewell
Ian Shields Brown

Woolwich Dock

Joe Hockey MP
Philip Jenkyn
Clr Bruce Lucas
Liz Newton
Clr Alysoun Ryves
Clr Jenny Scottford
Barry Smith
Gil Wahlquist
Richard White

South Head

David Caldwell
Peter Debnam MLA
Miri Dick
Will Jones
Peter King MP
Peter Poland
Michael Rolfe
John Comino
Allan Coker
Professor Bruce Thom

- *Acacia Terminalis ssp terminalis* Threatened Species Management Plan at Middle Head – Georges Heights;
- Access Appraisal for People with a Disability – Woolwich Dock and Parklands;
- Access Audit – Chowder Bay;
- Access Audit – HQ Training Command;
- BCA Assessment Report regarding Former Army Maritime School – Chowder Bay, Mosman;
- BCA Audit Report regarding Lower (30 Terminal) and Upper (HQ Training Command) Georges Heights, Mosman;
- BCA Building and Fire Audit Report regarding HQ Training Command Officers' Mess;
- Bushfire Management Plan for Middle Head, Georges Heights and Chowder Bay;
- Chowder Bay *Phytophthora cinnamomi* Dieback Assessment;
- Chowder Bay Plan of Management: Feasibility Assessment for Ferry Access;
- Chowder Bay Precinct Accessibility Audits;
- Conservation Management Plan for 30 Terminal and HQ Training Command;
- Conservation Management Plan for Cockatoo Island;
- Conservation Management Plan for the Former Army Maritime School Chowder Bay;
- Conservation Management Plan, Georges Heights Officers' Mess Precinct;
- Conservation Management Plan for Woolwich Dock and Parklands;
- Cultural Landscape Assessment – Chowder Bay;
- Drainage Investigation Camp Street/Victoria Street Watsons Bay;
- Documentary Evidence of Aboriginal Occupation of Camp Cove;
- Georges Heights, Chowder Bay – Middle Head Stormwater Management Plan;
- Heritage Assessment of the Åmås Sågverks Atkriebolag prefabricated Naval Cottages;
- Service Land at Middle Head – Georges Heights;
- HACCP Report on George's Head, Officers' Mess;
- Hazardous Materials Survey, Georges Heights Training Command;
- Maintenance Plan – Former Army Maritime School Chowder Bay;
- Markham Close Site-Specific Planning Controls;
- Middle Head – Georges Heights Training Command Accessibility Audit;
- Mosman Aboriginal Heritage Assessment Study (jointly produced with NSW Parks and Wildlife, the Metropolitan Local Aboriginal Land Council, Mosman Council);
- Noise Impact Assessment for Cockatoo Island;
- Noise Impact Assessment for Woolwich Dock and Parklands;
- Occurrence and Distribution of *Phytophthora cinnamomi* at 30 Terminal, Georges Heights;
- Occurrence and Distribution of *Phytophthora cinnamomi* along Middle Head Road to Balmoral walking track;
- *Phytophthora cinnamomi* Dieback Assessment – Chowder Bay;
- Review of Access and Parking Options, Officers' Mess and Gunshot Alley Precinct, Georges Heights;
- Site Audit Report – Cross Street;
- Structural Assessment of waterfront buildings – Woolwich Dock;
- Summary Site Audit Report – Woolwich Dock and Parklands;
- Transport Management Plan for Cockatoo Island;
- Transport Management Plan for Woolwich Dock and Parklands;
- Transport Planning Assessment of Preliminary Concept Plan for Headland Park, Stage 1 – Lower Georges Heights;
- 30 Terminal Additional Soil Assessment Report;
- 30 Terminal Hazardous Materials Survey;
- 30 Terminal Site and Catchment Investigation;
- Walkway – Landscape Concept – Woolwich Dock;
- Waterfront edge design – Woolwich Dock

Appendix 4 Events, Displays and Excursions

Date	Activity
16.08.03	Planning Open Day, Chowder Bay and Markham Close
23.08.03	Macquarie Lighthouse Open Day
15.10.03	Marsden High School excursion to Cockatoo Island
18.10.03	Planning Open Day, Georges Heights (Gunners' Barracks and Gun Shot Alley)
26.10.03	Healthy Parks, Healthy People display at Centennial Park
26.10.03	Macquarie Lighthouse Open Day
12.11.03	Brigidine College excursion to Cockatoo Island
19.11.03	St. Ignatius College excursion to Cockatoo Island
24.11.03	St. Ignatius College excursion to Cockatoo Island
10.01.04	Snorkelling tours at Camp Cove
11.01.04	Snorkelling tours at Chowder Bay
17.01.04	Snorkelling tours at Camp Cove
25.01.04	Snorkelling tours at Chowder Bay
6-7.03.04	Wooden Boat Festival display
13.03.04	Snorkelling Tours at Camp Cove
17.03.04	Planning Open Day, former Marine Biological Station
24.04.04	Macquarie Lighthouse Open Day
27.04.04	Cockatoo Island film night (Valhalla Cinema, Glebe)
08.05.04	Planning Open Day, Woolwich Dock and Parklands
11.05.04	St. Vincent's College excursion to Cockatoo Island
18.05.04	Pennant Hills High School excursion to Cockatoo Island
19.06.04	Planning Open Day, Cross Street, Georges Heights
27.06.04	Macquarie Lighthouse Open Day
28.06.04	Chatswood High School excursion to Cockatoo Island

All Sites	<p>Security guarding</p> <p>Grounds maintenance</p> <p>Fire systems maintenance</p>
North Head Artillery School	<p>Upgrade of stormwater and water services</p> <p>Refurbishment of Sergeants' mess, Officers' mess and Roden Cutler buildings</p> <p>Refurbishment of Gun Park shed</p> <p>Repairs to high voltage distribution network</p> <p>Repairs to concrete spalling in school entry and barracks buildings</p>
Middle Head, Georges Heights and Chowder Bay	<p>Demolition of the 'boomerang' barracks building, Georges Heights</p> <p>External repairs to buildings at Headquarters Training Command, Georges Heights</p> <p>Re-roofing building 28, Other Ranks' mess, Georges Heights</p> <p>Refurbishment of Gunshot Alley buildings, Georges Head</p> <p>Re-slating Gunners' Barracks roof, Georges Head</p> <p>Carpark creation, Georges Head</p> <p>Decontamination of World War II fuel tanks, Georges Heights</p> <p>Repairs to buildings at 30 Terminal, Georges Heights</p> <p>Remediation of hazardous materials at Master Gunner's cottage, Georges Heights</p> <p>Walking track construction – Middle Head Road to Balmoral</p> <p>Renovation of School of Pacific Administration cottage</p> <p>Chowder Bay access works</p> <p>Installation of amenities at Chowder Bay</p> <p>Conservation of lower workshop buildings at Chowder Bay</p> <p>Upgrade of Markham Close services</p>
Cockatoo Island	<p>High voltage network upgrade</p> <p>Parramatta wharf repairs</p> <p>Fit-out of multi-purpose room in the former Administration Building</p> <p>Installation of floodlighting, eastern cliff face</p> <p>Decontamination of the workshop buildings</p>
Snapper Island	<p>Tenders called for wharf and boatramp repairs</p>

Appendix 6 Leasing of Harbour Trust Sites

Site	Occupant	Date	Term	Use
Chowder Bay	Marshall Artists Clothing	31.07.2003	1 Day	Fashion shoot
Middle Head	Marshall Artists Clothing	31.07.2003	1 Day	Fashion shoot
Georges Head	A Field Battery, Australian Army	1.08.2003	2 Days	Army unit function
North Head	Flying Fish Corporation Pty Ltd	8.08.2003	2 Days	Filming commercial
North Head	Film Graphics Productions Pty Ltd	26.08.2003	2 Days	Filming commercial
Training Command	Robert Dick	19.09.2003	2 Days	Office use
North Head	Act One Productions Pty Ltd	20.09.2003	2 Days	Short film
Woolwich	Sydney Water Corporation	23.09.2003	70 Days	Storage
Georges Heights	Various	23.09.2003	6 to 12 Months	27 Residential leases
North Head	Various	23.09.2003	6 to 12 Months	26 Residential leases
Macquarie Lighthouse	Various	23.09.2003	6 to 12 Months	4 Residential leases
Georges Head	David Grant Special Events Pty Ltd	1.10.2003	7 Days	Middle Head spring ball
North Head	West Street Productions No. 2 Pty Ltd	6.10.2003	25 Days	Production offices
North Head	Northern Schools Indoor Hockey Competition Incorporated	15.10.2003	23 Days	Sporting use
Chowder Bay	Sydney Harbour Wooden Boats and Woodcraft Boats Pty Ltd	15.10.2003	12 Months	Traditional wooden boat restoration
North Head	Paul Murgatroyd	19.10.2004	9 Days	Sporting use
Lower Georges Heights	Student Films Pty Ltd	31.10.2003	1 Day	Short film
Middle Head	Student Films Pty Ltd	31.10.2003	1 Day	Short film
North Head	West Street Productions No. 2 Pty Ltd	1.11.2003	3 Months	Storage
Training Command	Technology Training Command, Australian Army	6.11.2003	2 Days	Shooting Army training film
Middle Head	Technology Training Command, Australian Army	6.11.2003	2 Days	Shooting Army training film

Site	Occupant	Date	Term	Use
Cockatoo Island	Augment Communications Pty Ltd	20.11.2003	2 Days	Corporate product launch
North Head	ICOMOS Australia	22.11.200	3 Days	Annual conference
North Head	Luscious International Pty Ltd	24.11.2003	4 Days	Filming commercial
Georges Head	110 Signals Squadron, Australian Army	28.11.2003	1 Day	Army unit Christmas function
Cockatoo Island	S-Inc	30.11.2003	3 Days	Fashion shoot
Chowder Bay	Malcolm Nutt	13.12.2003	1 Day	Wedding reception
Georges Head	H.K McCann	13.12.2003	1 Day	Christmas function
North Head	North Shore Women's Hockey Association	15.12.2003	4 Days	Sporting use
Woolwich	Michael Hanson	20.12.2003	1 Day	Parking
Chowder Bay	Sonia Grieg	20.12.2003	1 Day	Wedding reception
Woolwich	Farscape Mini-Series Pty Ltd	5.01.2004	9 Days	Filming TV series
North Head	Andrew Spence	6.01.2004	2 Days	Sporting use
North Head	Sydney University Hockey Club Juniors	2.02.2004	2 Days	Sporting use
North Head	International College of Tourism & Hotel Management	3.02.2004	11 Days	Sporting use
North Head	Northern Schools Indoor Hockey Competition Incorporated	11.02.2004	23 Days	Sporting use
Georges Head	Alex Magarey	13.04.2004	1 Day	Wedding reception
Woolwich	The Institution of Engineers Australia, Sydney Division	2.05.2004	1 Day	Annual picnic
Woolwich	Friends of Cockatoo Island	2.05.2004	1 Day	Annual General Meeting
North Head	Manly Junior Hockey Club	10.05.2004	8 Days	Sporting use
Cockatoo Island	Sydney Writers' Festival	22.05.2004	1 Day	Literary event
Middle Head	117 Infantry Battalion	5.06.2004	3 Days	Army training exercises
North Head	William James Frecklington	7.06.2004	6 Months	Construction of coach
Woolwich	Location Professionals	29.06.2004	1 Day	Parking

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- bushfire management **24,71**
- bushland **3,4,16,17,19,23**
- bush regeneration **4,17,23,25**
- Chowder Bay **4,5,8,11,12,13,15,16,18,19,21,23,24,26,33,52,71,72,73,74,75**
- Cockatoo Island **4,5,12,15,16,17,18,20,22,24,55,71,72,73,75**
- Commonwealth Authorities and Companies Act 1997* **1,34,35,37,44**
- Community Advisory Committee **5,11,13,29,70**
- comprehensive plan (Harbour Trust) **4,5,10,11,14,18,19,20,21,25,30,33,47,67**
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