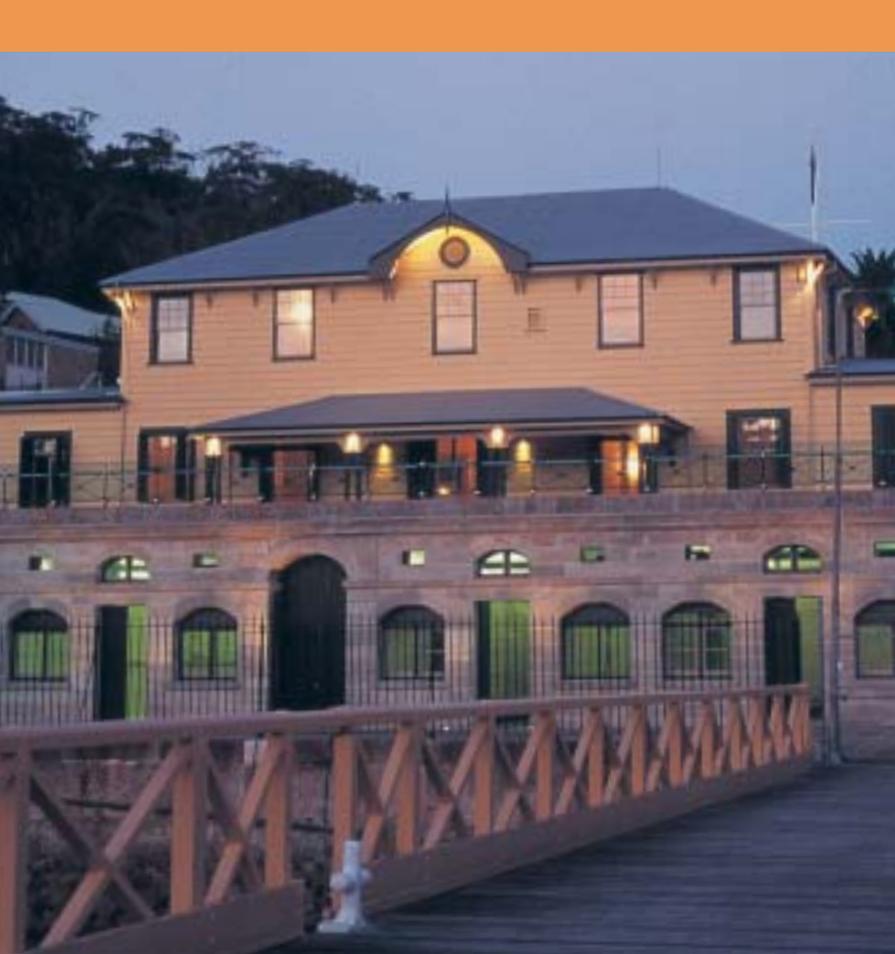


Sydney Harbour Federation Trust



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14 October 2003

The Honourable Dr David Kemp MP
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 2003. 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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Executive Director's Summary

The Harbour Trust submitted the Final Draft Plan for its sites on the foreshores of Sydney Harbour to the Minister for the Environment and Heritage in March 2003. This was the culmination of a planning process that spanned three years and included extensive stakeholder and community consultation and a comprehensive investigation of the attributes of each of the seven Harbour Trust sites.

The Final Draft Plan is the blueprint for achieving outcomes which will transform historic harbour sites from former military, industrial and other functions to parklands and places belonging to, and enriching the lives of, all Australians. In May 2003, the Commonwealth Budget allocated \$115.5 million over eight years for this task.

Public exhibition of the Draft Plan occurred in November and December 2002. Relevant Commonwealth and state government agencies and local councils were briefed on the plan and their responses, along with submissions received from the public, were assessed and incorporated into the final draft. Throughout the year members of the Harbour Trust's Community Advisory Committee provided advice and reflected the diversity of views on appropriate outcomes for Harbour Trust sites.

To support the preparation of the Final Draft Plan, throughout the year the Harbour Trust commissioned studies as diverse as transport and conservation management plans, Aboriginal cultural heritage surveys, accessibility audits and environmental assessments.

Parallel to the overall planning process, the Harbour Trust has continued to maintain the infrastructure, services, building stock and security of its sites and implemented heritage conservation programs for significant buildings and structures. The range of works is impressive for a new organisation that is finding its feet; from pest management, fire service upgrades and grounds maintenance to the repair of the Patrol Boat Wharf on Cockatoo Island and the conservation of the Submarine Miners' Depot at Chowder Bay.

The conservation and regeneration of bushland on Harbour Trust lands at North Head and Middle Head has progressed on a number of fronts, aided by volunteers and a group of young people participating in the Commonwealth Government's Green Corps program. Partnerships with state and local government agencies and community groups contributed to a number of successful environmental initiatives. In July 2002, the Harbour Trust took the lead in organising a forum of experts to consider the concept of a wildlife sanctuary on North Head. A seminar of experts was held in June 2003 to consider the role of *Phytophthora cinnamomi* in dieback around the foreshores of the harbour.

Independent site audits and hazardous materials surveys are examples of the Harbour Trust's ongoing program to remediate sites contaminated by industrial and maritime uses. An environmental management plan was commissioned for Cockatoo Island to ensure that environmental best practice underpins the remediation of the island.

The Harbour Trust's public programs attract the people of Sydney and elsewhere to explore and enjoy sites long prohibited to the public. A new walking track through Woolwich Dock connects a

former maritime and military site with neighbouring Clarkes Point Reserve and Kellys Bush. The introduction of monthly guided tours of Chowder Bay-Georges Heights has extended the options for learning more about the natural and cultural heritage of Middle Head. Other public programs conducted throughout the year included a trial of school excursions to Cockatoo Island and participation in Harbour Week and National Heritage Week activities.

In addition to the Harbour Trust's extensive consultation activities, a total of 48 presentations were made to Rotary, Probus and other community groups on the Harbour Trust's vision for its seven sites.

The interim use throughout the year of Harbour Trust sites and buildings for commercial, community and private activities and functions underline the potential of the sites for a wide variety of uses that allow people to enjoy the sites in diverse ways.

The next year will be a significant one for the Harbour Trust as it shifts focus from the preparation of the plan to its implementation. This new phase will be supported by the ongoing development of effective project and information management systems. At the same time, the commitment to consultation and maximising public access to sites will continue.

The Harbour Trust is well served by its team of tour guides and volunteers. The team's exceptional dedication and professionalism has enabled public programs to be delivered in a way that conveys the historic significance of sites and their potential to become an enduring legacy for all Australians. The staff of the Harbour Trust has demonstrated remarkable skill, imagination and perseverance in working towards the completion of the Final Draft Plan, opening sites to the public and operating in a professional manner.

Finally I must acknowledge the support and assistance of the Members of the Harbour Trust. In addition to fulfilling their regular duties overseeing the administration of the Trust at Board meetings during the year, they have provided considerable additional assistance in what has been a difficult year to complete the Final Draft Plan. They have provided a wealth of advice, guidance and strategic direction for our activities.

The year ahead promises to be equally challenging and rewarding.

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;
- cooperate with other Commonwealth bodies that have a connection with any harbour land in managing that land; and
- cooperate 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 Harbour 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

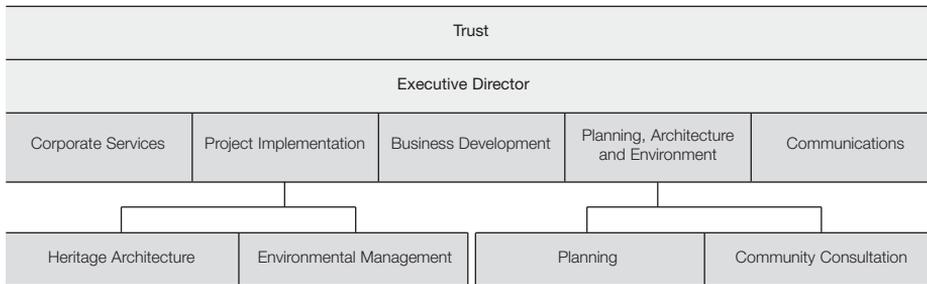
The Harbour Trust was established by section 5 of the *Sydney Harbour Federation Trust Act 2001* which commenced on 20 September 2001.

The Minister for the Environment and Heritage, the Hon Dr David Kemp MP, 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 of the Greater Sydney Metropolitan Area, NSW National Parks and Wildlife Service. Mr Conroy 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. Dr Dearing holds a Doctor of Philosophy, Architecture, a Bachelor of Architecture and a Postgraduate Certificate in Urban Design. Dr Dearing works with Architectus and chairs several architecture, urban design and planning committees.



Cnr Susan Hoopmann

Cnr Hoopmann is a non-executive director. Cnr Hoopmann was Mayor of Hunters Hill for two years and is currently a councillor. Cnr Hoopmann is 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. Cnr Hoopmann is also a member of the Harbour Trust's Audit Committee.



Mr Peter Lowry

Mr Lowry is a non-executive director and a lawyer with experience in urban research, planning, building and development, particularly in the restoration of heritage projects. Mr Lowry has over 28 years management experience in the public and private sectors and is a director of major housing development companies. Mr Lowry was a Member of the Interim Sydney Harbour Federation Trust for 2½ years. Mr Lowry is Chair of the Harbour Trust's Audit 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. Dr Moriarty 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. Dr Moriarty was also a member of the Harbour Trust's Audit Committee for part of the year.



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. Brigadier O'Brien 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 Committee and the Members' representative on the Tender Review Committee.



Mr Justice Barry O'Keefe AM

Mr Justice Barry O'Keefe is a non-executive director and a lawyer and judge in the Supreme Court of NSW. He has experience in local government and heritage through ten years as Mayor of Mosman and as president of the National Trust (NSW). In 1994 Justice O'Keefe was appointed as Commissioner of the Independent Commission Against Corruption. He was a Member of the Interim Sydney Harbour Federation Trust for 2½ years.

Outcome and Output Structure

The Harbour Trust has established a sub outcome under the Environment and Heritage Portfolio outcome 1. The sub outcome was approved as part of the 2002- 2003 budget process and applies to the Harbour Trust from financial year 2002 - 2003 when it received its first direct annual appropriation.

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

A comprehensive plan is prepared for all Trust sites following extensive community consultation.

Public Information

The public is aware of the Trust activities and has access to Trust sites.

Site Conservation

Trust sites are conserved, made safe and maintained.

2. Achievements and Initiatives

Trust Plans

Performance Indicators

- *Plans conform with best practice, have broad community support and reflect input from the consultative process*
 - *A comprehensive plan covering all sites is developed and drafts are exhibited*
 - *The Community Advisory Committee and the broader community provide input into the planning process*
 - *The comprehensive plan indicates desired environmental, heritage, cultural and other outcomes*
-

The Plan

The Draft Plan for the seven sites was placed on public exhibition from 2 November to 20 December 2002. Following final community input it was amended by the Harbour Trust and submitted to the Minister in March 2003.

A whole harbour approach has been taken throughout the planning process. This has ensured the relationship between each site and the harbour is carefully considered and that a consistent approach is taken to implementation for each of the sites.

The Final Draft Plan presents a set of overarching objectives and policies that will guide all decisions made in relation to activities on the sites. These have been developed in consultation with the community and relate to activities ranging from the adaptive reuse of places, contamination, biodiversity conservation to tourism, Aboriginal heritage and education.

For each of the sites, the Final Draft Plan describes the local planning context, provides an overview of its cultural and environmental significance, and details the recommended outcomes. A summary of these outcomes is as follows:

- For Woolwich Dock and Parklands, the Final Draft Plan proposes the creation of a maritime village with the adaptation of existing facilities for maritime activities. The consolidation of fragmented parks and a network of paths are planned to integrate industrial and parkland aspects of the site;
- The Final Draft Plan proposes the revitalisation of Cockatoo Island as a landmark harbour attraction with the creation of maritime activities, the interpretation of the island's colonial and industrial heritage, and the creation of parklands and spaces for cultural events;
- The Final Draft Plan proposes the repair and conservation of Snapper Island's facilities;
- North Head lends itself to be planned and managed as one entity aimed at creating an ecological sanctuary. The proposal for the former School of Artillery is to adaptively reuse buildings and facilities in ways that complement a sanctuary, enable public access and provide opportunities for education in relation to the site's natural and cultural heritage;

- A headland park is proposed for Middle Head, Georges Heights and Chowder Bay, linking the natural and cultural assets of these areas. Regeneration would double the area of bushland, a network of tracks would link the various military precincts, and facilities and buildings would be adapted for educational, community and recreational uses;
- The Former Marine Biological Station is to be repaired, conserved and interpreted;
- At Macquarie Lightstation, the Final Draft Plan proposes ongoing conservation of the lightstation and interpretive activities and tours. The relationship of the lightstation to nearby coastal walks and adjacent parks will be improved.

Considerable effort in preparing the Final Draft Plan was put into documenting a clear, consistent and transparent implementation process. It outlines how the preparation of detailed management plans will describe specific outcomes for precincts on each site. Further supporting policies and guidelines will also need to be developed for issues such as commitment to Ecologically Sustainable Development (ESD), public access, leasing and transport.

The Harbour Trust will consult with relevant NSW agencies in the preparation of management plans and policies and invite submissions from the public.

The Final Draft Plan details the assessment and approval procedures for management plans, policies and guidelines. It also describes how ongoing consultation with key stakeholders and the community will be managed through the implementation stage.

Finally, detailed estimates for the cost of implementation of the outcomes are provided.

The Final Draft Plan is a milestone in the process of determining future uses for the seven sites on Sydney Harbour that will create a lasting legacy for the people of Sydney and of Australia.

Management Plans

Work commenced on draft management plans for three precincts at Middle Head: 30 Terminal; Chowder Bay; and Markham Close. Government agencies and key stakeholders were notified of the 13 management plans for Harbour Trust sites' precincts that are to be completed during the next financial year.

North Head Sanctuary

Significant developments occurred during the year to further the sanctuary concept for North Head. The founder of Karori Sanctuary in New Zealand, Jim Lynch, has been assisting the Harbour Trust to prepare a concept plan. Ongoing liaison is occurring between the North Head Sanctuary Foundation (a recently formed community organisation), the Harbour Trust and all the landowners on the headland to identify the primary values of North Head and objectives for the area that will protect natural and cultural heritage. Under investigation and discussion are possible integrated management strategies, policies and funding sources to achieve the objectives.

Information Gathering

To inform the planning process, the Harbour Trust commissioned a number of studies, including:

- Transport management plans for Middle Head and Woolwich;
- Heritage assessment of the former Navy cottages on Georges Heights;
- Thematic presentation of the history of Cockatoo Island;
- Literature review for Cockatoo Island (19th and early 20th centuries);
- *Acacia terminalis* subsp. *Terminalis* management plan on Georges Heights;
- Accessibility audit for Chowder Bay and Woolwich Dock and Parklands;
- Site surveys;
- Chowder Bay Management Plan;
- Mosman Aboriginal Heritage Study (joint participation with NSW National Parks and Wildlife Service, Mosman Council, Metropolitan Local Aboriginal Land Council);
- Conservation management plans for three workshop buildings on Cockatoo Island;
- Conservation management plan for the drawing offices on Cockatoo Island;
- Conservation management plan for 30 Terminal;
- Conservation management plan for the Navy cottages in Mosman;
- Conservation management plan for Headquarters Training Command.

A number of other studies and investigations that are outlined in the Maintenance and Heritage Conservation, and Environmental Management section of this report, are also informing the planning process.

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 Harbour Trust's Community Advisory Committee has 68 members who meet as required, either as an entire group for presentations or as site-based groups for workshops and to discuss concepts, plans and projects. Members provide valuable local knowledge of the sites and ensure ideas being proposed are viable and meet community needs. The committee met seven times during the financial year.

A regular newsletter for the committee commenced in February 2003. Two issues have been produced to keep members up to date with activities and initiatives, and to provide an avenue for members to communicate with one another.

The first turnover of committee members (as specified in the SHFT Act) occurred in April 2003 when 14 members retired and four new members were appointed. The turnover of committee

members ensures continuity while at the same time provides the opportunity for a diverse range of people to become involved.

Current membership of the committee is provided in Appendix 2.

Draft Plan Consultation

The Draft Plan for the seven sites was placed on public exhibition from 2 November to 20 December 2002 at 10 local councils, 12 libraries and eight other agencies in the Sydney metropolitan area and public input invited.

Open days were held on each of the sites during the exhibition period with Harbour Trust planning staff available to provide additional information. A total of 20 briefings were given on the Draft Plan to relevant Commonwealth and state government agencies and local councils.

A total of 2,927 submissions on the Draft Plan were received (310 individual letters and 2,617 form letters) from individuals, government agencies, political organisations, community groups, environmental organisations and local councils. The Draft Plan was amended in response to the submissions and a Final Draft Plan submitted to the Minister for Environment and Heritage in March 2003.

Aboriginal Consultation

A specific steering group was established for Aboriginal consultation and to guide Aboriginal heritage studies. Members of the Aboriginal Issues Committee are drawn from the NSW Premier's Department, the Metropolitan Local Aboriginal Land Council and the La Perouse Local Aboriginal Land Council.

During the year, five Aboriginal Issues Committee meetings were held which included presentations, tours of sites and advice on appropriate Aboriginal recognition on all sites. The committee also provided feedback on the Draft Plan.

Defence History Steering Committee

A Defence History Steering Committee was established by the Harbour Trust to guide the work of a specialist historical archaeologist in writing the defence history of the sites. The committee's role is to advise on the scope and content of the study, the source and availability of information, preparation of the study, and interpretation of the defence aspects of the sites. The Defence History Steering Committee met twice during the financial year.

Ongoing Consultation Activities

The Harbour Trust continued to meet regularly 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. A comprehensive list of briefings, meetings and presentations is provided in Appendix 3.

Staff Membership of External Committees

During the year, Harbour Trust staff provided input into Sydney urban planning matters, harbour-related issues and environmental and cultural heritage projects, through membership on a range of committees and working groups. A full list of Harbour Trust membership on external committees is provided in Appendix 4.

Public Information

Performance Indicators

- *Sound communication methods are used to promote Trust sites, activities and values*
 - *Community awareness of the Trust and its activities increases*
 - *The media maintains an interest in the Trust*
 - *Communication plans are developed and implemented*
 - *Education, interpretive and events programs are developed and implemented*
 - *Media campaigns and releases occur regularly*
 - *An effective volunteer program is in place*
-

Communications Strategies

A communications strategy was implemented to support the public exhibition in November-December 2002 of the comprehensive Draft Plan for the future uses of the Harbour Trust's seven sites. The strategy comprised: extensive advertising in Sydney metropolitan, suburban and ethnic media and *The Australian* newspaper; the exhibition of the Draft Plan at most Harbour Trust sites and in a range of libraries, councils and other agencies including the electoral offices of relevant Commonwealth and state politicians; the production of a summary brochure, display and poster; a mailout to key stakeholders including members of the Community Advisory Committee; and the placement of the Draft Plan on the Harbour Trust's web site.

More generally, the public programs and media activities of the Harbour Trust were part of a broader communications strategy designed to increase public awareness of sites and to explain the proposed outcomes of the planning process.

Market Research and Advertising

Baseline qualitative and quantitative market research of Sydney householders was conducted by market research company urbis keys young to establish community awareness, attitudes and values in relation to the responsibilities of the Harbour Trust.

Additional quantitative research was conducted by Dangar Research Group to gauge the Mosman community's views on a range of issues including sporting facilities in relation to the Harbour Trust's vision for Middle Head, Georges Heights and Chowder Bay.

The Harbour Trust placed non-campaign advertising in metropolitan and suburban media to promote open days, events, guided tours of sites and opportunities for public input into the planning process.

Media Relations

The Harbour Trust continues to have a good relationship with the media and has achieved positive coverage of its activities in metropolitan newspapers and on television and radio. Suburban newspapers and magazines have shown a keen interest in developments on relevant sites.

All Harbour Trust public programs and events are supported by media strategies including the handling of emerging issues.

A list of media releases issued in 2002-2003 is provided at Appendix 5.

Events

In the lead up to the exhibition of the Draft Plan, the Harbour Trust continued to consult the community and to encourage its involvement in the planning process. A 26-minute documentary on the history of Cockatoo Island was produced and shown over two nights in July 2002 in the auditorium of Balmain High School. The purpose was to involve the Balmain community in the future of Cockatoo Island, given its proximity and the strong affiliation of many of its residents with the island's maritime heritage.

The Harbour Trust, in partnership with NSW National Parks and Wildlife Service, organised a forum of experts in July 2002 to discuss the creation of a wildlife sanctuary on North Head. The forum was held at the former School of Artillery on North Head, attracted over 90 delegates and succeeded in placing the sanctuary concept firmly in the public eye. Author and scientist Tim Flannery was the keynote speaker and a significant outcome of the forum was the formation of the North Head Sanctuary Foundation.

The planning process for Middle Head was promoted through participation in open days in July and October 2002 to mark, respectively, the 60th anniversary of HMAS Penguin and the activities of NSW National Parks and Wildlife Service. A commemorative plaque was produced to mark the departure of the Army from Georges Heights and was unveiled at an End of an Era ceremony and concert at Headquarters Training Command on 5 July 2002.

In September 2002, the Harbour Trust opened a teahouse in the Sergeant Major's cottage at Chowder Bay, staffed by volunteers, and coinciding with guided tours of the precinct. The teahouse was aimed at attracting visitors to the Draft Plan on display, and it operated until the end of the calendar year.

A short video on Harbour Trust sites was produced for use in presentations, meetings and displays.

Open days were held on most Harbour Trust sites to coincide with the exhibition of the Draft Plan in November-December 2002. Woolwich Dock and Parklands open day coincided with the official opening of the Woolwich Dock walking track by Harbour Trust chairman, Mr Kevin McCann. The opening was attended by Councillor Susan Hoopmann, a member of the Harbour Trust, the Hon Joe Hockey, Federal Minister for Small Business and Tourism and Federal Member for North Sydney, the local state member, the mayor of Hunters Hill and members of the community.

The open day for the former Marine Biological Station was the first time the public had been afforded access to the house. In addition to a planning display, photographs and other material gave visitors a summary history of the house and site.

During the exhibition period, a permanent planning display was mounted at the Harbour Trust's offices at Chowder Bay.

In April 2003, a Green Corps project on Middle Head, Georges Heights and Chowder Bay was launched by the Hon Tony Abbott, Federal Minister for Employment and Workplace Relations and Federal Member for Warringah. Green Corps is a national volunteer youth training program of the Commonwealth government.

Dr David Kemp, Federal Minister for the Environment and Heritage, visited Cockatoo Island in May 2003 to announce funding of \$60 million to restore one of Sydney Harbour's great landmarks as part of a \$115.5 million budget commitment to implement the Harbour Trust's comprehensive plan.

A seminar of experts on *Phytophthora cinnamomi*, a soil borne organism contributing to the death of trees around the harbour foreshores, was held at the Harbour Trust headquarters at Chowder Bay in June 2003. Organised by the Harbour Trust and partners including the Royal Botanic Gardens Sydney and NSW National Parks and Wildlife Service, the seminar brought together experts from around the country.

At the end of June 2003, a planning open day was held as part of the preparation of a Management Plan for Stage 1 of the Headland Park for Middle Head, Georges Heights and Chowder Bay. Stage 1 covers the precinct known as 30 Terminal on Georges Heights. Management Plans will be gradually rolled out for the precincts of all sites.

Public Programs and Interpretation

The Harbour Trust's public programs were expanded to increase public access to sites. Weekend guided tours of Cockatoo Island continued to be popular. A weekday tour was also offered for most of the year. Monthly guided tours of Chowder Bay and Georges Heights were introduced in September 2002 and later expanded to incorporate the 1870s Officers' Mess and fortification tunnels.

Four open days at Macquarie Lightstation were held and were fully booked. Two of the open days coincided with Harbour Week and National Heritage Week in March and April 2003, respectively.

Harbour Trust activities during Harbour Week included participation in a ferry tour of the inner harbour and a cruise forum in partnership with the Australian National Maritime Museum. Activities during National Heritage Week included walking, kayaking and snorkelling tours of Chowder Bay and tours of Cockatoo Island and Woolwich Dock.

Three cruise forums focussing on Cockatoo Island and Chowder Bay were conducted with the Australian National Maritime Museum during the year. In January 2003, the Harbour Trust sponsored the Marine Discovery Centre to conduct snorkelling schools at Camp Cove and Chowder Bay, as part of the Commonwealth Government's Summer of Coastcare program.

A series of three school education days was held on Cockatoo Island in association with the Australian National Maritime Museum. An additional two school excursions were conducted by the Harbour Trust alone. The schools excursions were part of a trial to determine the feasibility of a Cockatoo Island education program and to assist in formulating an education policy governing visits to the island.

The public programs officer made a total of 48 presentations to community groups on the responsibilities and work of the Harbour Trust.

Interpretive signage was produced for the Woolwich Dock walking track.

Volunteers and Guides

The volunteers team provided significant support to the efficient running of the Harbour Trust's public programs. The recruitment of new volunteers redressed natural attrition and a training and safety program equipped the team to perform at a professional level. The volunteers are popular, experienced and an integral part of the Harbour Trust's public activities.

Four teacher guides were recruited and trained to assist with the Harbour Trust's schools program. The teacher guides joined the Harbour Trust's core group of tour guides and have added further expertise to an already impressive team.

Publications

Brochures on each of the seven Harbour Trust sites have been published and together with a corporate brochure and a summary brochure of the Draft Plan constitute an attractive, informative introductory series.

Two issues of the Harbour Trust Update newsletter were produced and distributed. Three issues of the 'What's On' brochure were distributed to the Harbour Trust's mailing list, libraries, tourist outlets and schools.

A number of essays on Sydney Harbour were commissioned from a range of authors for a proposed book designed to promote the historical significance of the harbour and to augment the publication of the plan for Harbour Trust sites.

Website

During the financial year, the Harbour Trust's website received 15,548 visits, with the average visitor accessing four documents from the site. The peak period was experienced during the Draft Plan exhibition period with more than 500 visitors to the website downloading planning documents.

Planning began on re-structuring the website (www.harbourtrust.gov.au). The website is updated regularly with details of progress with the planning process, tours, public programs and events.

Site Conservation

Performance Indicators

- *Further deterioration of Trust assets is minimised*
 - *Repairs to land, building, infrastructure and equipment is consistent with conservation, environmental, heritage and cultural values and relevant standards*
 - *Trust sites and facilities meet workplace and public safety standards*
 - *Audit existing information and physical condition of Trust lands, buildings, infrastructure and equipment*
 - *Progressively assess and monitor environmental safety and other risks associated with Trust lands, buildings, infrastructure and equipment*
 - *Prepare and implement repair, maintenance and safety works programs*
 - *Trust facilities are increasingly available for public access and interim business and community use*
-

Site Condition

The former School of Artillery on North Head contains a collection of buildings surrounding the parade ground, including barracks, mess halls, lecture rooms, offices, warehouses and storerooms as well as sporting facilities including tennis courts, an oval and gymnasium. The site includes a large area of remnant bushland that provides habitat for endangered species. 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 the last year have improved reliability of services and stabilised the buildings that are most vulnerable.

Middle Head, Georges Heights and Chowder Bay include various remnants from military use, including training facilities, fortification systems, depots, barracks and housing. The past isolation and restriction of the area means the sites have retained their bushland character despite the collection of built elements and cleared areas. The shoreline has also remained relatively undisturbed. The deterioration of many of the buildings has been halted during the year and new fit-out works have been completed at the Harbour Trust's offices at Chowder Bay.

The former Headquarters Training Command complex on Georges Heights became the responsibility of the Harbour Trust in August 2002 and its buildings are in serviceable condition. Recent occupation by Defence has prevented significant deterioration. The bush is affected by weed infestation, previous land-fill practices, altered drainage and runoff. The Harbour Trust's program of bush regeneration is making a significant improvement to degraded areas.

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. The geotechnical stability of the dock cutting was assessed during the year and remedial works have been carried out. An

audit of site safety hazards was conducted in late 2002 and risk management procedures are being put in place.

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 10 years since Cockatoo Island was used. Many of the buildings and structures on the island were deteriorating from lack of maintenance, exposure to rain, rising damp and termites.

The Harbour Trust's program of maintenance and repairs to buildings most at risk has improved their condition. Some areas hold contamination and industrial hazards but the remedial works undertaken on the eastern apron are the start of an ongoing program that will see large areas of the island made accessible to the public. The island is still largely without reliable electricity and sewerage. There have been improvements in water supply including the recommissioning of many of the fire sprinkler systems in buildings.

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. A site risk survey was done during the year and a number of measures undertaken to allow safe controlled access to the lighthouse.

The former Marine Biological Station remains as a residential house at 31 Pacific Street in Watsons Bay. The timber house is without floors and requires considerable conservation work. Essential maintenance was undertaken on the building during the year and regular grounds maintenance has improved the overall site condition.

Maintenance and Heritage Conservation

The Harbour Trust continued with its ongoing maintenance program to prevent further deterioration of the sites ahead of the Final Draft Plan sign-off and implementation. 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 again 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 is provided in Appendix 7.

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 systems.

On a number of sites, termite treatment was carried out including a trial baiting program.

Former School of Artillery, North Head

Repairs were done to keep the ageing stormwater and water mains systems at North Head operational. There is also an ongoing program of closed-circuit television (CCTV) surveys of the sewer system to assess its condition, and the necessary clearing of lines.

Building Code of Australia audits were done for the Officers' Mess and Sergeants' Mess to identify the works required to enable safe future public use of these buildings.

The gatehouse building and the main barracks were surveyed for spalling and necessary repair work will be carried out next year.

In consultation with the NSW Fire Brigade, a booster service was installed to improve fire control services nearby the residences on North Head.

Middle Head, Georges Heights and Chowder Bay

Conservation and stabilisation work was completed on the 1890s Submarine Miners' Depot at Chowder Bay and the associated seawall, cable pit, perimeter fence and balustrades. This involved the repair and repainting of timbers, the cleaning of sandstone and treatment to draw out dissolved salts, restoration of the asphalt deck and renewal of power and water.

Metals in the fortifications at 30 Terminal on Georges Heights were conserved and custom-made security grilles fitted to enable safe public access around the fortifications while protecting their heritage significance.

Repairs were carried out during the year to maintain existing water and sewerage systems at 30 Terminal on Georges Heights and Chowder Bay.

Works were done to improve the condition of the cottage at Chowder Bay and install essential fire safety so that the building could be used for the temporary teahouse and a planning display.

Ongoing repairs and fit-out works were undertaken on the Harbour Trust offices at Chowder Bay to ensure Building Code of Australia and Occupational Health and Safety compliance.

Repairs to the boatshed slipway and winch at Chowder Bay made this building operational for a 12 month lease to wooden boat builders.

Woolwich Dock

The major works at Woolwich Dock during the year were related to providing ongoing public access to the site via a walking track. Landscaping, paving and planting created the track through the Goat Paddock, safety fencing was repaired and replaced around the entire site and ramps installed on and off the bridge over the dock to allow for disabled and pram access to both sides of the dock.

A temporary vessel docking facility has been installed in the dock to allow charter ferry access to the site.

Works identified in a geotechnical survey of the cliff top stonewall were carried out along with the urgent repointing of damaged sections.

The ongoing conservation of metals in the dock fittings continued during the year.

Water and electrical services were upgraded to ensure sufficient supply to the dockside ahead of short-term leasing of the dock for boat repairs.

Cockatoo Island

The heritage significance of Cockatoo Island requires the Harbour Trust to conduct full archaeological surveys to guide works on the island. During the past year, an archaeologist has been on-site during excavations and surveys have been carried out prior to works.

A major project on the island is to upgrade the existing high voltage power network. The Harbour Trust worked with Energy Australia on a design for the network. The project has been tendered and the contract awarded with work to start next financial year

Considerable civil works were completed on the eastern apron, including turfing and new asphaltting, to remediate this area and make it accessible for events and functions.

The only remaining complete timber wharf on Cockatoo Island, the Patrol Boat Wharf, was repaired for future use as a mooring and for maritime servicing.

The island's eastern tunnel was repaired and stabilised.

Maintenance works during the year included repairs to office and warehouse buildings on the eastern apron and the cleaning, repair, vermin-proofing and securing of industrial buildings on the southern apron. The buildings, many small to medium workshop spaces, are now in a stable condition.

Painting and repairs were also completed on three of the Cockatoo Island residences.

Geotechnical stabilisation works were carried out in many places on the island to ensure the safety of rock cuttings. Emergency stabilisation was required on the stonework in the convict gaol precinct. Ongoing monitoring was done on the grain silos to ensure their stability.

Macquarie Lightstation

As part of negotiating access to the lighthouse tower with the Australian Maritime Safety Authority, works were carried out to ensure compliance with the Building Code of Australia. These included installing padding above stairs, enclosing machinery and re-routing electrical wiring.

Former Marine Biological Station

Essential repairs were done on the house to prevent further deterioration.

Environmental Management

Bushland Management

The lands managed by the Harbour Trust at Middle Head, Georges Heights and Chowder Bay, and North Head include some important bushland remnants that surround Sydney Harbour. The Harbour Trust has an ongoing program of works to rehabilitate the impacts of urbanisation, particularly weed invasion and stormwater runoff. In the past year volunteer activity has grown on the sites and this is greatly assisting with ongoing bush regeneration.

The Harbour Trust prepared a Bushland Action Plan for Middle Head, Georges Heights and Chowder Bay, to be used as a basis for the bush regeneration program, including the involvement of volunteers.

Bush regeneration activities at Middle Head and Georges Heights during the year comprised a number of projects with key focus areas at Chowder Bay, 30 Terminal and along the walking track that leads down to Chowder Bay. The work carried out by a specialist contractor was supplemented by two volunteer projects - a local volunteer group and a group coordinated by Conservation Volunteers Australia.

The Harbour Trust became a Green Corps partner agency during the year, involving a group of ten 17 to 20 year olds being trained and given experience in three environmental projects at Middle Head, Georges Heights and Chowder Bay. The group has been rehabilitating bushland and stabilising a walking track near the Middle Head oval, carrying out a feasibility study for the creation of a wetland to treat local urban stormwater runoff, and undertaking oral history research with former Army personnel who served in the area.

Flora and fauna surveys for Cockatoo Island and Woolwich Dock, and a flora study for Middle Head, Georges Heights and Chowder Bay were completed during the year to inform planning for the sites. At Georges Heights, the flora study identified the presence of an endangered species *Acacia terminalis* subsp. *Terminalis* and management issues for this species were identified with the subsequent preparation of a Threatened Species Management Plan by a specialist consultant.

The Harbour Trust identified three areas of significant dieback on its lands at Middle Head and Georges Heights, and experts from the Royal Botanic Gardens have concluded that *Phytophthora cinnamomi* is a major cause of this dieback. *Phytophthora* is a microscopic soil-borne organism that causes root rot in a wide variety of plant species.

The Harbour Trust has implemented a strategy to minimise the spread and effects of *Phytophthora*. It includes guidelines for contractors, walking track construction, improved stormwater and erosion controls, ongoing monitoring, and an educational campaign. Liaison is occurring with NSW National Parks and Wildlife Service and local councils to ensure integrated management across *Phytophthora*-affected lands. The Harbour Trust carried out testing for *Phytophthora* in the 30-Terminal area and along the walking track to provide information for site management plans and to confirm the effectiveness of control strategies.

A seminar in June 2003 brought together scientific experts, policy-makers, land managers and the community to discuss coordinated and practical ways of managing *Phytophthora* around Sydney Harbour.

The Harbour Trust participated in a joint community education campaign called 'Bush Friendly Neighbours' with NSW National Parks and Wildlife Service, Mosman and Manly Councils and the NSW Fire Brigade. The program was designed to raise awareness of the impact that local residences may have on bushland reserves, and included the production and distribution of brochures and posters.

A rabbit control program was carried out at the former Artillery School on North Head and at Chowder Bay to reduce increasing populations of the feral pests.

The Harbour Trust has an ongoing program with NSW National Parks and Wildlife Service to monitor the Long-Nosed Bandicoot population at North Head.

Bushfire Management

In July 2002 the Harbour Trust engaged a specialist consultant to review the bushfire risk on our sites at Middle Head and North Head, and to propose priority hazard reduction works. These works included fuel reduction by manual clearance of vegetation in identified asset protection zones, and this was carried out during the year. Fire control systems were maintained, tested and upgraded at all sites during the year.

The Harbour Trust participates in the Manly–Mosman District Bushfire Management Committee that involves cooperation with the NSW Fire Brigade and neighbouring land managers.

Remediation

Most of the sites have a degree of land contamination as a result of their prior industrial and military uses. Several buildings and structures contain hazardous materials, such as asbestos and lead paint that are in various states of deterioration. In general, contamination on the sites ranges from significant (Cockatoo Island) to minimal (Macquarie Lightstation).

The Harbour Trust's priority is to ensure public safety and protect the environment by carrying out thorough investigations and planning that will enable the implementation of remediation and infrastructure projects once the Final Draft Plan is approved. The Harbour Trust engaged NSW Environment Protection Authority-accredited contaminated land auditors to provide an independent review of remediation processes to ensure regulatory requirements and community standards are applied.

The requirements for managing contamination are most significant for Cockatoo Island. An environmental management plan is being prepared for the island to detail requirements for the remediation, development and use of the island.

An environmental site and catchment study was conducted to determine remediation and stormwater management requirements for 30 Terminal on Georges Heights.

Surveys were carried out during the year to identify and survey hazardous materials in buildings on the southern and eastern aprons of Cockatoo Island, the Cross St Drill Hall, 30 Terminal on Georges Heights and Chowder Bay.

Rehabilitation works on the eastern apron of Cockatoo Island incorporated remediation and environmental requirements that now enable this area to be used for public events.

Hazardous materials were removed from a number of buildings on Cockatoo Island as part of general remediation activities. Contaminants were also removed from dockside areas at Woolwich.

Ecologically Sustainable Development

The Harbour Trust's Final Draft Plan was prepared, and will be implemented, in accordance with the principles of Ecologically Sustainable Development (ESD) as outlined in Australia's National Strategy for Ecologically Sustainable Development 1992. The Harbour Trust aims to adopt the definition of ESD outlined in the strategy, i.e. *'using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased'*.

A scoping document is being prepared by a consultant to advise the Harbour Trust on the incorporation of ESD principles into all operations. From this, an overarching policy will be prepared to guide activities such as water conservation, procurement, waste management and energy use. Key performance indicators will be developed for future reporting.

Environmental projects undertaken by the Harbour Trust in relation to the rehabilitation and remediation of sites accord with ESD principles, particularly:

- The preparation of environmental management plans for Harbour Trust sites;
- The setting of environmental management objectives for significant projects or events to be carried out by the Harbour Trust (including how wastes are to be managed and resources used in site redevelopment);
- The preparation of a Bushland Action Plan and program for Middle Head, Georges Heights and Chowder Bay that integrates the activities of bush regeneration, fire management, pest control and other aspects relating to bushland management to conserve biodiversity;
- The appointment of accredited environmental auditors to oversee rehabilitation and remediation programs on Harbour Trust sites where contamination or other environmental issues are significant.

Public Access

Public access to the sites was a high priority for the Harbour Trust during the year and this was achieved through a combination of open days, tours, licensing and the opening of new areas for ongoing access. This required the repair and cleaning of buildings as well as modifications necessary to ensure safe public use. Although the Harbour Trust has almost 400 buildings, most were built many years ago and for specific military uses, and therefore few comply with the present Building Code of Australia health and safety requirements.

A walking track providing ongoing access to Woolwich Dock was opened in November 2002. Construction of the track required installation of a temporary bridge over the dock and access ramps, landscaping works in the Goat Paddock, security and safety fencing, and signage. A temporary vessel docking facility has been installed in the dock to allow for charter ferries to bring visitors to the site.

Interim Use

There has been good utilisation of the sites and buildings over the year for a range of short-term uses until implementation of the plan commences. The Harbour Trust sites were marketed at the Sydney On Sale exhibition held in June 2002 which generated some enquires for the use of buildings and lawn areas as event spaces.

The Harbour Trust finalised a leasing policy that will guide the long-term leasing of sites once the Final Draft Plan has been approved.

The gymnasium at North Head continues to be made available for use by a variety of sporting groups from the local area.

A number of the Harbour Trust's buildings have been used for filming, with the former School of Artillery on North Head proving particularly popular. During the 2002 calendar year, scenes for four feature films were shot there. The main barracks building was used as a production office by a children's TV series in addition to filming in a number of locations around the site.

Chowder Bay, Cockatoo Island and 10 Terminal have also been locations for film or commercial production and still photography for a Japanese fashion catalogue occurred on Cockatoo Island during the year.

A number of the buildings, particularly the saw-tooth shed at Woolwich and large workshop at 10 Terminal, have been used as rehearsal space and for the construction of sets for theatre productions.

The waterfront buildings have been used on short-term licences to boat builders and repairers. The Chowder Bay boatshed has been licensed for 12 months for use in the conservation and restoration of timber boats. A short-term licence was entered into for use of Woolwich Dock in the restoration of an old navy workboat.

The sites and buildings have also been used for a large number of community activities. These included civic ceremonies by Manly and Mosman Councils, educational uses such as the National Art School workshop at North Head, and the use of the sites by emergency services such as the Fire Brigade and the State Emergency Services. Manly Council leased one of the former defence houses at North Head for temporary office accommodation during a refurbishment of its permanent offices.

The Mosman Netball Club has been using the parade ground at Headquarters Training Command, Georges Heights for practice sessions most afternoons during the season.

A major charity dinner for 500 people was held on Cockatoo Island in May 2003 and this generated considerable interest in use of the island for similar activities.

There is keen demand for use of the main building of the Submarine Miners' Depot at Chowder Bay for weddings and small functions. Night-time leasing of this building is on-hold pending the results of a noise impact study.

Other site uses have included a sports fishing competition based at Woolwich Dock and use of the Headquarters Training Command complex on Georges Heights for a joint counter terrorism exercise with the Department of Defence and NSW Police.

A full list of licenses and leases entered into is provided in Appendix 8.

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:

- Fraud Control Plan;
- Internal Audit Charter;
- Internal Audit Plan;
- Leasing Policy;
- Risk Management Policy, Plan and Implementation Procedures; and
- Terms and Conditions of Employment - Harbour Trust Staff – updated.

Member's Meetings

There were ten meetings of the Harbour Trust in the 2002-2003 financial year, two 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	9
Dr D Dearing	9
Clr S Hoopmann	9
Mr P Lowry	8
Dr J Moriarty	8
Brigadier K O'Brien	8
Mr Justice O'Keefe	9

Briefing sessions are held for Harbour Trust members prior to formal meetings if there is a need to explain issues or proposals. Members have been taken on familiarisation tours of the sites.

Audit and Risk Management Committee

The Audit Committee was established by the Harbour Trust at its first meeting on 8 October 2001. At its meeting on 10 March 2003 the Trust resolved to rename the committee as the Audit and Risk Management Committee to better reflect its functions. The functions of the 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.

At the commencement of the reporting period members of the Audit and Risk Management Committee were as follows:

Mr Peter Lowry, Chair

Mr Lowry is a Harbour Trust Member whose details are shown above.

Mr Robert Butterworth

Mr Butterworth is an economist and Chief Finance Officer for the Department of Environment and Heritage. Mr Butterworth has extensive public sector experience including in the Departments of Finance and Administration, Treasury and Prime Minister and Cabinet.

Clr Susan Hoopmann

Clr Hoopmann is a Harbour Trust Member whose details are shown above.

Dr John Moriarty

Dr Moriarty is a Harbour Trust Member whose details are shown above.

Brigadier Kevin O'Brien

Brigadier O'Brien is a Harbour Trust Member whose details are shown above.

Ms Deborah Page

Ms Page is a chartered accountant with extensive private sector experience including boards and audit committees.

At its meeting on 10 March 2003 the Trust decided to reduce the size of the Audit and Risk Management Committee and appointed the following persons to the committee:

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

Aboriginal Issues Committee

The Harbour Trust appointed the following people as members of this committee at its meeting on 19 November 2002:

- Dr J Moriarty Trust Member and Chair of the Committee
- Mr K J Foster (Chair, La Perouse Local Aboriginal Land Council)
- Ms N Ingram (Manager, Metropolitan Local Aboriginal Land Council)
- Mr L Madden (Member, Metropolitan Local Aboriginal Land Council)
- Mr R Welsh (Chair, Metropolitan Local Aboriginal Land Council)

Community Advisory Committee

As required under section 57 of the *Sydney Harbour Federation Trust Act 2001*, the committee was established on 19 February 2002. Membership of the committee was varied by the Trust at its meeting on 23 June 2003. 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 this 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, met once during the reporting period.

Defence History Steering Committee

The Harbour Trust established this committee that met on one occasion during the reporting period. Committee members are:

- Brigadier K O'Brien (ret) (Chair)
- Ms M Bailey
- Mr K Browning
- Mr I Henderson
- Major M Laurence
- Captain M Pall
- Commander J Shevlin

There were five Audit and Risk Management Committee meetings held during the 2002-2003 financial year with members attending as follows:

<i>Member</i>	<i>No. meetings during term of appointment</i>	<i>No. meetings attended</i>
Mr P Lowry, Chair	5	5
Mr R Butterworth	3	2
Mr P Glyde	1	0
Clr S Hoopmann	5	4
Dr J Moriarty	4	1
Brigadier K O'Brien	5	4
Ms Deborah Page	5	4

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

- Compliance with Purchasing Guidelines;
- Accounts payable processes;
- Audit administration.

There were no significant issues arising from the audits.

The auditors also advised on costings for the Final Draft Plan for Harbour Trust sites and asset valuations.

The committee has reviewed the Harbour Trust's approach to risk management and endorsed the policy and procedures. The procedures include high level risk criteria established during a risk management workshop involving available Harbour Trust members and senior managers.

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 2002-2003.

Financial Performance

The Harbour Trust received Government appropriation of \$10.5m in 2002-03. Revenue was also generated from the rental of former defence houses managed by the Harbour Trust, licences for the hire of Harbour Trust sites and facilities, tour fees and funds from the Department of Defence for decontamination.

The primary emphasis for the organisation was on the preparation of the Final Draft Plan for Harbour Trust sites. The plan will drive future activities of the Harbour Trust and expenditure has been kept to a minimum until then. Only essential safety works, repairs and maintenance were carried out pending approval of the Final Draft Plan. Other research, analysis and studies were undertaken to facilitate early commencement of projects once the plan is approved.

Income

Appropriation	\$10.5m
Other Revenue	\$2.9m
Decontamination Revenue	\$2.2m
Total available funds	\$15.6m

Expenses

Output 1 Trust Plans	\$1.6m
Output 2 Public Information	\$1.4m
Output 3 Site Conservation	\$9.4m
Total Expenses	\$12.4m
Surplus	\$3.2m

Financial Outcome

The surplus is primarily due to revenue of \$2.2m for decontamination provided by the Department of Defence at the end of the financial year. These funds are to be held in reserve and applied as needed to decontamination works over the coming years. Revenue from licensing activities was also higher than expected. The remaining surplus is largely committed funds for which works had not been completed as at 30 June 2003.

Asset Management

The former defence lands at Cockatoo Island, Middle Head and Georges Heights, and Woolwich referred to in schedules 1 and 2 of the *Sydney Harbour Federation Trust Act 2001* were transferred to the Harbour Trust on 1 April 2003. These are the major Harbour Trust assets and reflected at their fair value in the Harbour Trust's accounts. The value of the Harbour Trust's non-financial assets at the reporting date was \$59,610,000.

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 82 consultants at a cost \$881,707 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 average staffing level for the year was 27.5 with a turnover of ongoing staff of 11%. The staffing profile of the 30 staff employed as at 30 June 2003 is as follows:

Classification	Male	Female	Full time	Part time	Ongoing	Non-ongoing
Executive Director	1	0	1	0	0	1
Senior Executive	5	0	5	0	4	1
Executive Level 2	4	3	5	2	7	0
Executive Level 1	0	4	4	0	4	0
Level 6	2	4	6	0	6	0
Level 5	1	1	2	0	2	0
Level 4	0	0	0	0	0	0
Level 3	0	1	1	0	1	0
Level 1-2	0	4	3	1	2	2
Total	13	17	27	3	26	4

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;
- Fraud awareness;
- GroupWise appointments and tasks;
- Health and safety for managers and supervisors;
- Heritage conservation;
- National code of practice for the construction industry;
- Performance management;
- Project management;
- Risk management.

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 established an Occupational Health & Safety (OH&S) Committee to oversee development and implementation of the Harbour Trust's OH&S system, with membership comprising at least one representative from each section. The first meeting was held on 25 September 2002 and five meetings were held during the period. The following actions were undertaken:

- Fire wardens and first aid officers have been appointed;
- Emergency evacuation training has been implemented;
- An Emergency Procedure Manual has been drafted and is about to be implemented;
- Regular site safety inspections have commenced;
- Appropriate personal protective equipment for staff has been identified;
- Development of an OH&S Procedure Manual has commenced, including an OH&S policy, general procedures and site and/or task specific procedures.

There were 12 recorded OH&S incidents in the period, which were mainly of a minor nature, requiring no treatment or first aid only. There were two lost time injuries, including a commuting incident (three days) and a lunchtime activity incident (five days). 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.

An accessibility audit of Chowder Bay has been conducted and audits for the other sites have been commissioned. Accessibility will be a key consideration in implementing the plan for Harbour Trust 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

I have audited the financial statements of the Sydney Harbour Federation Trust for the period ended 30 June 2003. The financial statements comprise:

- Statement by the 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.

The members of the Trust are responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of the financial statements in order to express an opinion on them to you.

The audit has been conducted in accordance with Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia and statutory requirements so as to present a view which is consistent with my understanding of the Sydney Harbour Federation Trust's financial position, its financial performance and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion the financial statements:

- i) have been prepared in accordance with Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*; and
- ii) give a true and fair view, in accordance with 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 2003, and its financial performance and cash flows for the period then ended.

Australian National Audit Office



Mashelle Parrett
Executive Director
Delegate of the Auditor-General

Canberra
29 September 2003



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Statement by the Members

In our opinion, the attached financial statements for the year ended 30 June 2003 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.

Signed



Kevin McCann
Chair
26 September 2003

Signed



Peter Lowry
Member
26 September 2003

Statement of Financial Performance

for the year ended 30 June 2003

	Notes	12 months ended 30 June 2003 \$'000	9 months ended 30 June 2002 \$'000
Revenues from ordinary activities			
Revenues from government	4A	10,730	11,316
Sales of goods and services	4B	4,737	75
Interest	4C	91	31
Total revenues from ordinary activities		15,558	11,422
Expenses from ordinary activities			
Employees	5A	2,465	1,555
Suppliers	5B	9,439	8,089
Depreciation and amortisation	5C	454	22
Total expenses from ordinary activities		12,358	9,666
Net operating surplus from ordinary activities		3,200	1,756
Net surplus attributable to the Commonwealth		3,200	1,756
Total changes in equity other than those resulting from transactions with owners as owners		3,200	1,756

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

Statement of Financial Position

as at 30 June 2003

	Notes	2003 \$'000	2002 \$'000
ASSETS			
Financial assets			
Cash	11B	4,401	275
Receivables	6A	198	430
Total financial assets		4,599	705
Non - financial assets			
Land and buildings	7A	37,933	1,198
Infrastructure, plant & equipment	7B	721	697
Inventories	7D	20,956	22
Total non - financial assets		59,610	1,917
Total assets		64,209	2,622
LIABILITIES			
Provisions			
Employees	8A	440	289
Capital Use Charge	8B	180	0
Total provisions		620	289
Payables			
Suppliers	9A	372	193
Other	9B	21	7
Total payables		393	200
Total liabilities		1,013	489
NET ASSETS		63,196	2,133
EQUITY			
Parent entity interest			
Contributed equity	10	58,420	377
Accumulated surpluses	10	4,776	1,756
Total parent entity interest	10	63,196	2,133
Total equity	10	63,196	2,133
Current assets		14,505	727
Non-current assets		49,704	1,895
Current liabilities		964	454
Non-current liabilities		49	35

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

Statement of Cash Flows

for the year ended 30 June 2003

	Notes	12 months ended 30 June 2003 \$'000	9 months ended 30 June 2002 '000
OPERATING ACTIVITIES			
Cash received			
Sales of goods and services		4,870	80
Government		3,855	-
Non-government		1,015	80
Appropriations		10,500	-
Distributions from Federation Fund		-	11,200
Interest		79	26
GST Received from ATO		971	497
Other		14	7
Total cash received		16,434	11,810
Cash used			
Employees		2,314	1,335
Suppliers		9,874	8,729
Total cash used		12,188	10,064
Net cash from operating activities	11A	4,246	1,746
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		120	1,473
Total cash used		120	1,473
Net cash (used by) investing activities		(120)	(1,473)
FINANCING ACTIVITIES			
Cash received			
Other		-	2
Total cash received		-	2
Net cash from / (used by) financing activities		-	2
Net increase in cash held		4,126	275
Cash at the beginning of the reporting period		275	-
Cash at the end of the reporting period	11B	4,401	275

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

Schedule of Commitments

as at 30 June 2003

	2003 \$'000	2002 \$'000
BY TYPE		
Capital commitments		
Buildings ¹	-	1,582
Total capital commitments	-	1,582
Other Commitments		
Operating leases ²	26	46
Project commitments ³	680	3,293
Other commitments ⁴	776	2,437
Total other commitments	1,482	5,776
Commitments receivable	(135)	(669)
Net commitments	1,347	6,689
BY MATURITY		
All net commitments		
One year or less	1,210	6,447
From one to five years	137	242
Net Commitments	1,347	6,689
Operating lease commitments		
One year or less	19	20
From one to five years	7	26
Net operating lease commitments	26	46

NB: Commitments are GST inclusive where relevant.

¹ Outstanding contractual payments for building works

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 repairs to, maintenance of or conservation and environmental works at Trust sites

⁴ Other commitments are primarily amounts payable under security and computer supply contracts.

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

Contingencies

Schedule of Contingencies

as at 30 June 2003

There were no contingent gains or losses for the periods ended 30 June 2003 or 2002.

Note	Description
1	Summary of Significant Accounting Policies
2	Economic Dependency
3	Events Occurring after Reporting Date
4	Operating Revenues
5	Operating Expenses
6	Financial Assets
7	Non-Financial Assets
8	Provisions
9	Payables
10	Equity
11	Cash Flow Reconciliation
12	Members' Remuneration
13	Remuneration of Officers
14	Remuneration of Auditors
15	Average Staffing Levels
16	Financial Instruments
17	Appropriations
18	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 (Financial Statements for reporting periods ending on or after 30 June 2003) Orders*);
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board;
- 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.

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 2001-02, except in respect of:

- measurement of certain employee benefits at nominal amounts (refer to Note 1.5);
- the initial revaluation of property plant and equipment on a fair value basis (refer to Note 1.10); and
- the imposition of an impairment test for non-current assets carried at cost (refer to Note 1.10).

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.

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.

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

Revenues from Government - Output Appropriations

The full amount of the appropriation for departmental outputs for the year is recognised as revenue. In 2001-2002 the Trust's primary source of revenue was from the Federation Fund administered by the Department of Environment and Heritage.

Resources Received Free of Charge

Services received free of charge are recognised 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 at their fair value when the asset qualifies for recognition.

1.4 Transactions by the Government as Owner

Equity Injections

Net assets received under a restructuring of administrative arrangements are designated by the Finance Minister as contributions by owners and adjusted directly against equity. Net assets relinquished are designated as distributions to owners. Net assets transferred are initially recognised at the amounts at which they were recognised by the transferring Commonwealth Government agency immediately prior to the transfer.

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

A Capital Use Charge is imposed by the Government on the net assets of the Trust. The Charge is accounted for as a dividend to Government.

In accordance with the recommendations of a review of Budget Estimates and Framework, the Government has decided that the Charge will not operate after 30 June 2003. Therefore, the amount of the charge payable in respect of 2003 is the amount appropriated (2002: 11% of adjusted net assets).

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 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. This is a change in accounting policy from last year required by initial application of a new Accounting Standard AASB 1028 from 1 July 2002. The Trust's employment determination raised pay rates in August 2003; the financial effect of this change has been taken into account in determining 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 Authority'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 2003. 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 Commonwealth and is settled by the Commonwealth in due course.

No liability for superannuation is recognised as at 30 June as the employer contributions fully extinguish the accruing liability, which is assumed by the Commonwealth.

The Trust makes employer contributions to the Commonwealth at rates determined by the actuary to be sufficient to meet the cost to the Commonwealth 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 which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets and operating leases under which 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.

1.8 Financial Instruments

Accounting policies for financial instruments are stated at Note 16.

1.9 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 recognized 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.

1.10 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

The Trust had no assets at valuation in 2001-2002. 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.

Conduct

The valuation of the land and buildings transferred to the Trust was done by an independent qualified valuer.

Recoverable amount test

From 1 July 2002, Schedule 1 no longer requires the application of the recoverable amount test in AAS 10 Recoverable Amount of Non-Current Assets to the assets of authorities when the primary purpose of the asset is not the generation of net cash inflows.

No property plant and equipment assets have been written to recoverable amount per AAS 10. Accordingly the change in policy has had no financial effect.

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. Leasehold improvements are amortised on a straight line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

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.

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

Depreciation and Amortisation (cont.)

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

	2003	2002
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 period is disclosed in Note 5C.

1.11 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.

1.12 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.

1.14 Insurance

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

1.15 Comparative Figures

The Trust was established on 20 September 2001 and therefore the prior year comparative figures are for a period of 9 months.

1.16 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: 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 existence and ability to carry out its normal activities.

Note 3: 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.

The Trust has prepared a draft plan for the sites in accordance with the Act. The draft plan received ministerial approval after the balance date and came into effect on 10 September 2003.

There are no other events that have occurred after the balance date that would have an effect on the Trust 2002-2003 financial statements other than those that are already reflected in the accounts.

	2003 \$'000	2002 \$'000
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Note 4: Operating Revenues

Note 4A - Revenues from Government

Appropriations for Outputs	10,500	-
Distributions from Federation Fund	-	11,200
Resources received free of charge	230	116
Total revenues from government	10,730	11,316

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.

Note 4B - Sales of Goods and Services

Property Rentals	2,227	-
Venue hire and Filming permits	218	37
Tours, events and Open days	46	26
Other	2,246	12
Total sales of goods and services	4,737	75

Goods and services were sold to:

Government	3,638	-
Non-Government	1,099	75
	4,737	75

Note 4C - Interest

Deposits	91	31
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Notes to and Forming Part of the Financial Statements

	2003 \$'000	2002 \$'000
Note 5: Operating Expenses		
Note 5A - Employee Expenses		
Wages and Salaries	2,034	1,286
Superannuation	230	137
Leave and other entitlements	191	123
Total employee benefits expenses	2,455	1,546
Workers compensation premiums	10	9
Total employee expenses	2,465	1,555
Note 5B - Supplier Expenses		
Goods from related entities	-	-
Goods from external entities	116	241
Services from related entities	1,005	1,054
Services from external entities	8,300	6,780
Operating lease rentals	18	4
Total supplier expenses	9,439	8,089
Note 5C - Depreciation and Amortisation		
Depreciation of property, plant and equipment	454	22
Total depreciation and amortisation	454	22
The aggregate amounts of depreciation or amortisation expensed during the reporting period for each class of depreciable asset are as follows:		
Buildings	405	6
Plant and equipment	49	16
Total depreciation and amortisation	454	22

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

	2003 \$'000	2002 \$'000
Note 6: Financial Assets		
Note 6A - Receivables		
Goods and services	13	-
Interest receivable	17	5
GST receivable	61	418
Other receivables	107	7
Total receivables	198	430
Receivables (gross) are aged as follows:		
Not overdue	191	430
Overdue by:		
Less than 30 days	7	-
	7	-
Total receivables	198	430
Note 7: Non-Financial Assets		
Note 7A - Land and Buildings		
Freehold land		
- at 30 June 2003 valuation (fair value)	21,261	71
Total freehold land	21,261	71
Buildings		
- at cost	48	410
- Accumulated depreciation	(2)	(6)
	46	404
- work in progress	-	723
- at 30 June 2003 valuation (fair value)	16,626	-
Total buildings	16,672	1,127
Total Land & Buildings	37,933	1,198

Notes to and Forming Part of the Financial Statements

	2003 \$'000	2002 \$'000
Note 7: Non-Financial Assets (cont.)		
Note 7B - Infrastructure, Plant and Equipment		
Plant and equipment		
- at cost	697	477
- Accumulated depreciation	(65)	(16)
	632	461
Plant and Equipment - work in progress	89	236
Total Infrastructure, Plant and Equipment	721	697

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.

Note 7C - Analysis of Property, Plant and Equipment

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

Item	Land \$'000	Buildings on Freehold land \$'000	Total Land & Buildings \$'000	Other Infrastructure Plant & Equipment \$'000	TOTAL \$'000
As at 1 July 2002					
Gross book value	71	1,133	1,204	713	1,917
Accumulated depreciation/amortisation	-	(6)	(6)	(16)	(22)
Net book value	71	1,127	1,198	697	1,895
Additions					
By purchase	-	47	47	73	120
Assets transferred in	21,190	15,903	37,093	-	37,093
Net revaluation increment /decrement	-	-	-	-	-
Depreciation /amortization expense	-	(404)	(404)	(49)	(453)
As at 30 June 2003					
Gross book value	21,261	16,674	37,935	786	38,721
Accumulated depreciation/amortization	-	(2)	(2)	(65)	67
Net book value	21,261	16,672	37,933	721	38,654

TABLE B - Assets at valuation

Item	Land \$'000	Buildings on Freehold land \$'000	Total Land and Buildings \$'000	Other Infrastructure Plant & Equipment \$'000	TOTAL \$'000
As at 30 June 2003					
Gross book value	21,261	16,626	37,887	-	37,887
Accumulated depreciation/amortization	-	-	-	-	-
Net book value	21,261	16,626	37,887	-	37,887
As at 30 June 2002					
Gross Value	-	-	-	-	-
Accumulated Depreciation/ amortisation	-	-	-	-	-
Net book value	-	-	-	-	-

Notes to and Forming Part of the Financial Statements

Note 7C - Analysis of Property, Plant and Equipment (cont.)

TABLE C - Assets under construction

Item	Buildings on Freehold land \$'000	Other Infrastructure Plant & Equipment \$'000	TOTAL \$'000
Gross Value at 30 June 2003	-	89	89
Gross value at 30 June 2002	723	236	959
	2003 \$'000		2002 \$'000

Note 7D - Inventories

Finished goods (cost)	-	2
Land held for sale (cost)	20,950	-
Inventories held for sale	20,950	2
Inventories not held for sale (cost)	6	20
Total inventories	20,956	22
Inventories held for sale are categorised as follows:		
Current	9,900	2
Non-current	11,050	-
Total inventories held for sale	20,950	2

All inventories not held for sale are current.

Note 8: Provisions

Note 8A - Employee Provisions

Salary and wages	143	90
Annual leave	186	125
Long Service leave	103	67
Superannuation	7	6
Other	1	1
Aggregate employee entitlement liability	440	289
Employee provisions are categorised as follows:		
Current	391	254
Non-current	49	35
Aggregate employee entitlement liability	440	289

	2003 \$'000	2002 \$'000
Note 8B - Capital Use Charge Provision		
Capital Use Charge	180	-
Balance owing 1 July	-	-
Capital Use Charge provided	180	
Capital Use Charge paid	-	-
Balance owing 30 June	180	-

The Capital Use Charge is a current liability

Note 9: Payables

Note 9A - Supplier Payables

Trade creditors	214	95
Accrued expenses	158	99
Total supplier payables	372	194

All supplier payables are current.

Note 9B - Other payables

Bond monies	21	7
Total other payables	21	7

Notes to and Forming Part of the Financial Statements

Note 10: Equity

Note 10A - Analysis of Equity

Item	Notes	Accumulated Results		Asset Revaluation		Total Contributed Equity		Total Equity	
		2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Opening balance as at 1 July		1,756	-	-	-	377	-	2,133	-
Net surplus/deficit		3,200	1,756	-	-	-	-	3,200	1,756
Transactions with owner:									
Distributions to owner:									
Returns on Capital:									
Capital Use Charge		(180)	-	-	-	-	-	(180)	-
Contributions by owner:									
Other (assets transferred in):									
Land and buildings	7C	-	-	-	-	37,093	-	37,093	-
Land held for sale	7D	-	-	-	-	20,950	-	20,950	-
Restructuring		-	-	-	-	-	377	-	377
Total equity attributable to the Commonwealth		4,776	1,756	-	-	58,420	377	63,196	2,133

	2003 \$'000	2002 \$'000
Note 11: Cash Flow Reconciliation		
<i>Note 11A - Reconciliation of operating surplus to net cash from operating activities:</i>		
Operating surplus	3,200	1,756
Non-Cash Items		
Depreciation and amortisation	454	22
Assets transferred from Department of Defence	20,950	
Liabilities transferred from Department of Environment and Heritage	-	(69)
Changes in Assets and Liabilities		
(Increase) / decrease in receivables	232	(430)
(Increase) / decrease in inventories	(20,934)	(22)
Increase / (decrease) in employee entitlements	151	289
Increase / (decrease) in supplier payables	179	193
Increase / (decrease) in other payables	14	7
Net Cash from / (used by) operating activities	4,246	1,746
Note 11B - Cash		
Cash at bank	4,399	273
Cash on hand	2	2
Total cash	4,401	275
Balance of cash as at 30 June shown in the Statement of Cash Flows	4,401	275

	Number	Number
Note 12: Member Remuneration		
The number of members of the Trust included in these figures are shown below in the relevant remuneration bands		
• \$10,001 – \$20,000	4	6
• \$20,001 – \$30,000	3	2
• \$30,001 – \$40,000	1	-
	\$	\$
Aggregate amount of superannuation payments in connection with the retirement of members	10,852	7,385
Other remuneration received or due and receivable by members of the Trust	151,349	119,269
Total remuneration received or due and receivable by members of the Trust	162,201	126,654

Notes to and Forming Part of the Financial Statements

Note 12: Member Remuneration (cont.)

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)
- Mr Justice O'Keefe AM

All members were appointed on 27 September 2001.

	2003 Number	2002 Number
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Note 13: Remuneration of Officers

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

• \$100,000 to \$109,999	2	-
• \$130,000 to \$139,999	2	-
• \$150,000 to \$159,999	-	1
• \$210,000 to \$219,999	1	-
	5	1
	\$	\$

The aggregate amount of total remuneration of officers shown above.	699,948	153,229
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These figures include employer superannuation contributions and annual long service leave provisions.

Note 14: Remuneration of Auditors

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

35,000	35,000
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No other services were provided by the Auditor-General during the reporting period.

	Number	Number
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Note 15: Average Staffing Levels

The average staffing level for the Trust during the year was

27.5	23.6
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Note 16: Financial Instruments

Note 16A - Terms, conditions and Accounting Policies

Financial Instrument	Notes	Accounting Policies and Methods (including recognition criteria and measurement basis)	Nature of Underlying Instrument (including significant terms & conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash at bank	11B	Deposits are recognised at their nominal amounts. Interest is credited to revenue as it accrues.	Interest is earned on the daily bank balances at the prevailing daily rate for money on call and is paid at or immediately after month end.
Receivables for goods and services	6A	These receivables are recognised at nominal amounts due less any provision for bad and doubtful debts. Provisions are made when collection of the debt is judged to be less rather than more likely.	Credit terms are variable up to 30 days.
Accrued interest	6A	Interest is accrued as it is earned	The interest rate is based on the bank rate and is paid monthly.
Financial liabilities		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
Trade creditors	9A	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).	Settlement is usually made net 30 days.
Capital Use Charge Payable	8B	The amount payable at 30 June 2003 is the amount of funding received for this charge, which was unpaid before June 30.	The amount is a return on capital required under the Budget Framework in place since 1 July 1999. The charge is being discontinued after 30 June 2003.

Notes to and Forming Part of the Financial Statements

Note 16: Financial Instruments (cont.)

Note 16B - Interest Rate Risk

Particulars	Notes	Floating Interest Rate		Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
		2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 %	2002 %
Financial Assets									
Cash at bank	11B	4,399	273	-	-	4,399	273	4.4	4.4
Cash on hand	11B	-	-	2	2	2	2	-	-
Receivables for goods and services	6A	-	-	13	-	13	-	-	-
Accrued interest	6A	-	-	17	-	17	-	-	-
Other receivable	6A	-	-	168	-	168	-	-	-
Total		4,399	273	200	2	4,599	275		
Total Assets									
						64,209	2,622		
Financial Liabilities									
Capital Use Charges	8B	-	-	180	-	180	-	-	-
Trade creditors	9A	-	-	214	95	214	95	-	-
Other Payables	9A	-	-	179	99	179	99	-	-
Total		-	-	573	194	573	194		
Total Liabilities									
						1,013	489		

Note 16C - Net Fair values of Financial Assets and Liabilities

	Note	2003		2002	
		Total carrying amount \$'000	Aggregate net fair value \$'000	Total carrying amount \$'000	Aggregate net fair value \$'000
Financial Assets					
Cash at Bank	11B	4,399	4,399	273	273
Cash on hand	11B	2	2	2	2
Receivables	6A	13	13	-	-
Accrued interest	6A	17	17	5	5
Other receivable	6A	168	168	425	425
		4,599	4,599	705	705
Financial Liabilities					
Trade creditors	9A	17	17	95	95
Accrued expenses	9A	168	168	99	99
Capital use charge	8B	180	180	-	-
		185	185	194	194

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 16D - 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.

Notes to and Forming Part of the Financial Statements

Note 17: Appropriations

Financial Instrument	Departmental Outputs		Total	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Year ended 30 June 2003				
Balance carried forward from previous year	-	-	-	-
Appropriation Acts 1 and 3	10,500	-	10,500	-
Appropriation Acts 2 and 4	-	-	-	-
Available for payment of CRF	10,500	-	10,500	-
Payment made out of CRF	10,500	-	10,500	-
Balance carried forward to next year	-	-	-	-
Represented by:				
Appropriations Receivable	-	-	-	-

The Trust did not receive any appropriation during 2002. Funds were obtained from the Federation Fund administered by the Department of Environment and Heritage.

Note 18: Reporting by Outcomes

Note 18A - 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: A comprehensive plan is prepared for all Trust sites following extensive community consultation
- Output 1.2: The public is aware of Trust activities and has access to Trust sites
- Output 1.3: Trust sites are conserved, made safe and maintained

Note 18B - Net Cost of Outcome Delivery

	Outcome 1 2003 \$'000
Departmental expenses	12,358
Total expenses	12,358
<i>Costs recovered from provision of goods and services to the non-government sector</i>	
Departmental	1,099
Total costs recovered	1,099
<i>Other external revenues</i>	
Departmental	
Sale of goods and services – to related entities	3,638
Interest	91
Total Departmental	3,729
Total other external revenues	3,729
Net cost of outcome	7,530

Note 18C - Departmental Revenues and Expenses by Output Groups and Outputs

	Outcome 1			
	Output 1.1	Output 1.2	Output 1.3	Total
	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000
Operating expenses				
Employees	1,019	597	849	2,465
Suppliers	504	712	8,223	9,439
Depreciation and amortisation	60	52	342	454
Total operating expense	1,583	1,361	9,414	12,358
Funded by:				
Revenues from Government	1,571	1,300	7,859	10,730
Sale of goods and services		51	4,686	4,737
Interest	12	10	69	91
Total operating revenues	1,583	1,361	12,614	15,558

The Capital Use Charge is not included in any of the Net cost/contribution of outcomes as it is not an operating expense.

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

As the Trust did not receive appropriation in 2002 it did not have an outcome structure in place.



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.

Appendix 2 Community Advisory Committee Members

Tony Abbott MP	Mike Laurence
Guy Alexander	Audrey Lenning
John Allen	Bruce Lucas
Tim Allerton	Ray Mathieson
David Barr MP	Jennie Minifie
Nina Burridge	Alan Mitchell
Peter Caldwell	Liz Newton
David Caldwell	Armstrong Osborne
Damian Cobley-Finch	Giampaolo Pertosi
Allan Coker	John Platt
John Comino	Peter Poland
Anne Cook	Judy Reizes
Peter Deakin	Michael Rolfe
Peter Debnam MLA	Alysoun Ryves
Carmel Delduca	Sue Sacker
Miri Dick	Jenny Scottford
Edward Elsom	Douglas Sewell
Gary Ferres	M-ire Sheehan
David Furlong	Mary Shelley-Clark
Joe Glascott	John Shevlin ADC
Don Goodsir	Ian Shields Brown
Brian Hamer	George Shirling
Tony Hardy	Jillian Skinner MP
Jean Hay AM	Martin Skipper
Peter Head	Ian Smith
Ian Henderson	John Smith
Mal Hiley	John Smith
Joe Hockey MP	Barry Smith
Virginia Howard	Garry Stewart
Philip Jenkyn	David Strange
John Jeremy	Bruce Thom
Will Jones	Gil Wahlquist
Max Keogh	Bill Wallace
Peter King MP	Richard White

Date	Activity
01.07.02	Meeting of netballers in Mosman
02.07.02	Woollahra CAC sub-committee meeting
04.07.02	Meeting with NSW National Parks and Wildlife Service (NPWS)
09.07.02	Sydney Water Manly Key Stakeholder Forum
09.07.022	Presentation to Castlereagh Probus
11.07.02	Manly Visitor and Community Board Committee meeting
11.07.02	Presentation to Lidcombe Probus
15.07.02	Presentation to Waverton Probus
17.07.02	Presentation to Rose Bay Probus
17.07.02	Meeting with Russian Ethnic Community Council
21.07.02	Meeting with Australian National Maritime Museum
22.07.02	Meeting with The Hon Tony Abbott MP
24.07.02	Meeting with Leichhardt Council
28.07.02	Community Advisory Committee site tour
02.08.02	Mosman Council - Clifton Gardens meeting
02.08.02	Meeting with NSW NPWS
13.08.02	Presentation to Bronte Probus
15.08.02	Meeting with Headland Preservation Group
18.08.02	CAC meeting
20.08.02	Sydney Water - Manly Key Stakeholder Forum
27.08.02	Meeting with Mosman Netball Association and Indoor Hockey Association
29.08.02	Meeting with Mosman Council ñ General Manager
29.08.02	Presentation to Planning NSW
31.08.02	Meeting with North Head Champions Group
02.09.02	Presentation to Gordon Probus
03.09.02	Woolwich CAC sub-committee meeting
09.09.02	Presentation to Taren Point Probus
09.09.02	Meeting with Mosman School Principals
10.09.02	Presentation to Lindfield Probus
12.09.02	Presentation to Kyle Bay Probus
12.09.02	North Head CAC sub-committee meeting
18.09.02	Presentation to Cheltenham/Northern Line Probus
20.09.02	Presentation to Legacy
23.09.02	Presentation to Hunters Hill Probus
23.09.02	Middle Head CAC sub-committee meeting
24.09.02	Meeting with Sydney Water
24.09.02	Presentation to Mosman Recreational Advisory Group
03.10.02	Presentation to Cherrybrook Probus
08.10.02	Presentation to Sydney Newcomers and Friends

Date	Activity
09.10.02	Presentation to Hurstville Probus
10.10.02	Presentation to Camden Probus
16.10.02	Presentation to Beverly Hills Probus
18.10.02	Presentation to Care and Share Seniors
23.10.02	North Head Sanctuary Meeting
28.10.02	Presentation to Double Bay Ladies' Probus
03.11.02	Australian National Maritime Museum Briefing and Tour
03.11.02	Aboriginal Steering Committee Meeting
06.11.02	Presentation to Cheltenham Probus
07.11.02	Presentation to Berowra Probus
11.11.02	Presentation to Kenthurst Probus
11.11.02	Woollahra Council Briefing
13.11.02	Sydney Harbour Executive Committee Presentation
18.11.02	Manly Council Briefing
19.11.02	HMAS Penguin Briefing
19.11.02	Presentation to Castlecove Probus
19.11.02	The Hon Kerry Chikarovski MP Briefing
19.11.02	Hunters Hill Briefing
20.11.02	Presentation to Heathcote Probus
20.11.02	North Head Sanctuary Meeting
21.11.02	Hunters Hill Committee Meeting
21.11.02	Mosman Council Briefing
21.11.02	Presentation to Headland Preservation Group
21.11.02	Presentation to National Council for Women
22.11.02	Presentation to Cremorne Probus
25.11.02	Mosman Council Parliamentary Breakfast
25.11.02	Mosman Council Briefing on Draft Plan
26.11.02	Sydney Water Key Stakeholder Forum
26.11.02	Aboriginal Steering Committee Meeting
27.11.02	Meeting with Australian Institute of Police Management
29.11.02	Meeting with Mosman Council and The Hon Tony Abbott MP
02.12.02	Foreshore 2000 meeting
03.12.02	Meeting with The Hon Joe Hockey MP, Senator The Hon Robert Hill MP and The Hon Tony Abbott MP
06.12.02	Public Board Meeting no.2
10.12.02	Meeting with NSW Waterways
10.12.02	Meeting with NSW Cabinet Office
11.12.02	Meeting with NSW Environment Protection Authority
11.12.02	Meeting with Environment Australia
12.12.02	Meeting with Sydney Harbour Executive

Date	Activity
12.12.02	Meeting with NSW NPWS
16.12.02	Meeting with Mosman Sports Groups
16.12.02	Meeting with Department of Environment and Heritage
17.12.02	Meeting with Dr Gordon Briscoe
18.12.02	Meeting with Assistant Secretary for Defence
19.12.02	Workshop with Mosman Council representatives (sports)
09.01.03	Meeting with Jim Lynch and NSW NPWS
10.01.03	Meeting with Jim Lynch and Sydney Water
10.01.03	Meeting with Jim Lynch and Australian Institute of Police Management (AIPM)
10.01.03	Meeting with Jim Lynch and North Fort Museum
13.1.03	Presentation to Catenian Association
15.01.03	Site tour with representatives from Environment Australia
20.01.03	Meeting with Manly Labor Party candidate at North Head
23.01.03	Peter Lowry hosted a tour of 13 people to Cockatoo Island
28.01.03	Meeting with Defenders of Sydney Harbour
28.01.03	Progress meeting at Mosman Council
29.01.03	Mosman Art Society meeting
30.01.03	Aboriginal Issues Committee meeting
16.01.03	Presentation to Sans Souci Probus
04.02.03	Presentation to Manly Historical Society
06.02.03	CAC meeting
12.02.03	Presentation to Hurstville Ladies Probus
12.02.03	Meeting with Navy and Police representatives
13.02.03	Meeting with Bob Makinson, Royal Botanic Gardens
19.02.03	Briefing with Sydney Water Representatives at North Head Sewerage Treatment Plant
24.02.03	Presentation to Hornsby Model Engineers
26.02.03	Presentation to the Hunters Hill Historical Society
26.02.03	Briefing for Margaret Johnson, policy adviser to The Hon David Kemp MP
27-28.02.03	Workshop with NPWS and North Head Sanctuary Foundation
28.02.03	Presentation to 35th Battalion WWII Vets
04.03.03	Presentation to St. George NSW Justice Association
04.03.03	Sydney Water Key Stakeholder Forum
04.03.03	Attended Australian Institute of Police Management meeting
11.03.03	Meeting with Sydney Water - Ray Abe and Susan Love
12.03.03	Meeting with Jim Hann from the Australian Institute of Police Management
12.03.03	Presentation to Five Dock View Club
13.03.03	Briefing for Andrew Bartlett - Australian Democrats
18.03.03	Meeting with Defenders of Sydney Harbour Foreshore/Protectors of Public Lands
25.03.03	Manly Key Stakeholder Forum

Date	Activity
26.03.03	North Head Sanctuary Foundation meeting
26.03.03	Presentation to Rose Bay Probus
08.04.03	Presentation to Auburn Probus
13.04.03	Friends of Cockatoo Island meeting
14.04.03	Public Board meeting no. 1
28.04.03	Presentation to Kogarah Rotary
28.04.03	Presentation to Burwood Probus
08.05.03	Presentation to U3A Edgecliff
16.05.03	North Head Sanctuary - workshop 2 with Jim Lynch
19.05.03	Presentation to Beverley Hills Lioness Club
20.05.03	Presentation to East Gosford Ladies Probus Club
21.05.03	North Head Sanctuary Foundation meeting
22.05.03	Aboriginal Issues Group meeting
23.05.03	Meeting with Brian Wilder - Cobbittee Street
27.05.03	Meeting with Ed Elsom and James Horden ñ Headland Preservation Group (HPG)
30.05.03	Meeting with Richard Hargrave and Kate Eccles - HPG
02.06.03	Meeting with Ian Henderson - CAC
04.06.03	Meeting with Mosman Council re management plans
10.06.03	Defence History Steering Committee meeting
12.06.03	Aboriginal Issues Group Meeting / tour of Marine Biological Station and Macquarie Lighthouse
13.06.03	Presentation to West Kuringai Probus Club
14.06.03	North Head Sanctuary Foundation Workshop
17.06.03	Presentation to Willoughby Probus
18.06.03	Presentation to Gymea Probus
19.06.03	Morella Road residents meeting
22.06.03	Presentation to Sans Souci Lions Club

Committee	Host organisation
Sharing Sydney Harbour – Foreshore and Access Improvement Program Steering Committee	Planning NSW
Sydney Harbour Executive	Planning NSW
Sydney Urban Parks Education Research (SUPER) Group	Centennial Park Trust
Central Sydney Operation's Group	NSW Premier's Department
Media and Communication's Group	NSW Premier's Department
Sydney Harbour Week Organising Committee	Sydney Harbour Foreshore Authority
Volunteer Coordinators Network	NSW Department of Infrastructure, Planning and Natural Resources
Ballast Point Redevelopment	Sydney Harbour Foreshore Authority
North Head Sanctuary Foundation	Community
Sydney Water Key Stakeholder Forum (Project North Head)	Sydney Water
Northern Sydney Regional Recreation Demand and Opportunities Study	Planning NSW
Manly–Mosman District Bushfire Management Committee	NSW Fire Brigade
Clifton Gardens Reserve Management Framework Working Group	Mosman Council
Mosman Aboriginal Heritage Study Steering Group	NSW National Parks and Wildlife Service
Phytophthora Working Group	Shared
Watsons Bay Heritage Conservation Area Development Control Plan Community Reference Group	Woollahra Council

<i>Date</i>	<i>Media Release</i>
16.07.02	A wildlife sanctuary for North Head – Tim Flannery speaks
23.09.02	Scenic tours and tearooms add to the attraction of Middle Head
03.11.02	Draft plan for Sydney Harbour lands goes on display
10.12.02	Last chance to comment on draft plan for harbour lands
10.12.02	Last chance to comment on plan for Middle Head-Georges Heights
18.03.03	Cockatoo Island memorabilia wanted
23.03.03	Be a bush friendly neighbour
27.03.03	A day of kayaking, snorkelling and walking tours at Chowder Bay
03.04.03	Green Corps project commences in Mosman
09.05.03	Endangered species found at Chowder Bay
01.05.03	\$115.5m to restore Sydney Harbour lands
26.05.03	Harbour Trust tackles tree killer
30.05.03	\$60m to restore Sydney Harbour landmark

Date	Activity
18-19.07.02	North Head Sanctuary Forum
03.08.02	Moocooboola Festival, Hunters Hill
18.08.02	Macquarie Lighthouse Open Day
01.09.02	Chowder Bay Tearooms and guided tours
06.10.02	Chowder Bay Tearooms and guided tours
03.11.02	Planning Open Day for Middle Head, Georges Heights and Chowder Bay
03.11.02	Chowder Bay Tearooms and guided tours
02.11.02	Woolwich Dock walking track opening
02.11.02	Planning Open Day Woolwich Dock
10.11.02	Planning Open Day Marine Biological Station and Macquarie Lightstation
16.11.02	Planning Open Day North Head School of Artillery
01.12.02	Chowder Bay Tearooms and guided tours
08.12.02	Harbour History and Heritage Cruise
06.03.03	Cruise Forum- Chowder Bay
08.03.03	Macquarie Lighthouse Open Day
09.12.03	Harbour Island Loop
03.04.03	Green Corps Launch
06.04.03	Paddle, Plunge and Ponder
12.04.03	Macquarie Lighthouse Open Day
13.04.03	Dock to Dock: Exploring Maritime Heritage
01.06.03	Dieback – a killer in the bush (Phytophthora) seminar
28.06.03	Planning Open Day 30 Terminal
29.06.03	Macquarie Lighthouse Open Day

All Sites	Security guarding
	Grounds maintenance
	Termite treatments
	Fire systems maintenance
<hr/>	
North Head Artillery School	Ongoing repairs to stormwater and water mains
	Cleaning and CCTV survey of sewer system
	BCA works to Officers' Mess and Sergeants' Mess
	Survey of spalling to gatehouse and main barracks buildings
	Fire service upgrade works
	Weed management
	Bush regeneration
	Rabbit control program
	Monitoring of Long-nosed Bandicoot populations
	Review of bushfire risk and hazard reduction works
<hr/>	
Middle Head, Georges Heights and Chowder Bay	Conservation and stabilisation on the main building of the Submarine Miners' Depot at Chowder Bay
	Conservation of metals in the fortifications at 30 Terminal and installation of security grilles
	Repairs to water and sewerage systems at 30 Terminal and Chowder Bay
	Repairs and installation of essential fire safety equipment to the cottage at Chowder Bay
	Repairs, BCA and OH&S compliance works to Harbour Trust offices at Chowder Bay
	Repairs to Chowder Bay boatshed winch and slipway
	Preparation of a bushland action plan
	Bush regeneration on 30 Terminal and along the walking track
	Study into dieback and <i>Phytophthora cinnamomi</i>
	Baseline study, contamination and stormwater, 30 Terminal
	Survey of hazardous materials in the Cross St Drill Hall and buildings at 30 Terminal and Chowder Bay
	Environmental site and catchment study for 30 Terminal
	Flora study
	Preparation of a Threatened Species Management Plan for <i>Acacia terminalis</i> subsp. <i>Terminalis</i>
	Review of bushfire risk and hazard reduction works

Woolwich Dock

Works to provide public access – walking track installation, landscaping, planting, fence repairs

Provision of a temporary vessel docking facility

Geotechnical survey of the cliff top stone wall and repointing of damaged sections

Metal conservation of the dock fittings

Upgrading of water and electrical services to the dockside

Removal of contaminants from dockside areas

Flora and fauna study

Cockatoo Island

Archaeological surveying prior to excavation and works

Design of electrical reticulation network with Energy Australia

Completion of civil works on the eastern apron for future events and functions

Repairs to the Patrol Boat Wharf

Repairs and stabilisation of the eastern tunnel

Repairs to office and warehouse buildings on the eastern apron

Cleaning, repairs, vermin-proofing and securing of industrial buildings on the southern apron

Completion of painting and repairs to three residences

Geotechnical stabilisation works and emergency stabilisation of gaol stonework

Ongoing monitoring of the stability of three grain silos

Preparation of an environmental management plan

Site audit for remediation

Eastern apron rehabilitation works

Removal of hazardous materials from buildings

Survey of hazardous materials in buildings on the southern and eastern aprons

Flora and fauna study

Snapper Island

Site audit for remediation

Macquarie Lightstation

BCA compliance works for safe access on open days

Marine Biological Station

Essential building repairs

Appendix 8 Leasing of Harbour Trust Sites

Site	Occupant	Date	Term	Use
Macquarie Lightstation	Slinki Productions	06.07.02	3 day	Filming music video
North Head Oval	International College of Tourism and Hotel Management	26.07.02	1 day	Sports day carnival
North Head	Knapman Wyld Television P/L	01.08.02	3 days	Filming television series
North Head	West Street Productions No. 6	06.08.02	7 days	Filming of television series
Middle Head	Gravity Feed Incorporated	02.09.02	34 days	Construction of theatrical sets and rehearsals
Macquarie Lightstation	Peter Czaplejewicz & Marzena Zbyrowska	08.09.02	1 day	Wedding ceremony
North Head	Manly Council	14.09.02	41 days	Temporary office and storage accommodation
North Head	Randwick Junior Hockey Club	15.09.02	1 day	Sporting use
North Head	Jenny Buckham	19.09.02	1 day	Sporting use
North Head	The Night We Called it a Day	16.10.02	31 days	Filming feature film
Chowder Bay	Sydney Harbour Wooden Boats	21.10.02	1 year	Repair and restoration of wooden boats
Cockatoo Island	Prodigy Films	19.11.02	2 day	Filming television commercial
North Head	SCECGS Redlands	05.12.02	17 days	Sporting use
Chowder Bay	Allen, Jack & Cottier	20.12.02	1 day	Corporate function
Woolwich Dock sets	Stalker Stilt Theatre Incorporated	23.12.02	64 days	Construction of theatrical sets and rehearsals
North Head	West Street Productions No. 2	06.01.03	9 months	Production office
Chowder Bay	@Radical.Media	13.01.03	2 days	Filming television commercial
North Head	Australian Doctors International (charity)	13.01.03	29 days	Storage of medical equipment
North Head	Walkabout Films	25.01.03	1 day	Filming music video
Georges Heights	Mosman Netball Club	03.02.03	147 days	Netball practice
North Head	West Street Productions No. 2	03.02.03	221 days	Filming of television series

Site	Occupant	Date	Term	Use
North Head	Northern Schools Indoor Hockey Competition Incorporated	06.02.03	48 days	Sporting use
Woolwich	Goss Holdings P/L	08.02.03	147 days	Repair and fit out of ex-Navy workboat
Woolwich	Blink Films P/L	12.02.03	7 months	Storage of sets and props
Woolwich	Phillipa Hooke	13.02.03	5 days	Wedding ceremony and reception
North Head	Stella Maris College	18.02.03	8 days	Sporting use
North Head	Independent Films P/L	20.02.03	2 days	Filming television commercial
North Head	Manly Hockey Club	24.02.03	23 days	Sporting use
Chowder Bay	Planning Institute	06.03.03	4 days	Seminar
Chowder Bay	Gary Bagwell	15.03.03	1 day	Private function
Georges Heights	Crackerjack Productions Unit Trust	19.03.03	1 day	Filming television series
Chowder Bay	Louise Surida	29.03.03	1 day	Private function
Chowder Bay	Richard Hargreave	06.04.03	1 day	Private function
North Head	Manly Junior Hockey Club	23.04.03	9 days	Sporting use
Chowder Bay	Chris Slattery	03.05.03	1 day	Private function
Chowder Bay	Allen, Jack & Cottier	04.05.03	1 day	Private function
Woolwich	National Sportsfishing Tournament & Expo P/L	16.05.03	4 days	Base for sportsfishing tournament
North Head	International College of Tourism and Hotel Management	19.05.03	177 days	Sporting use
Chowder Bay	Planning NSW	03.06.03	1 day	Seminar
Cockatoo Island	S-Inc	16.06.03	1 day	Filming television commercial
Georges Heights	Various	—	6 to 12 months	42 residential leases
North Head	Various	—	6 to 12 months	26 residential leases

Glossary

10 Terminal

Army transport depot. Formerly located on Middle Head, Mosman, now Harbour Trust land.

30 Terminal

Army transport depot. Formerly located on Georges Heights, Mosman, now Harbour Trust land.

AMSA

Australian Maritime Safety Authority

ASOPA

Australian School of Pacific Administration. Formerly located on Middle Head, Mosman, now Harbour Trust land.

CAC

Community Advisory Committee

CAC Act

Commonwealth Authorities and Companies Act 1997

Caisson

A boat like structure used to seal a dry dock so that water can be pumped out and maintenance and repair work carried out on ships.

CO2

Carbon dioxide

EA

Environment Australia, primary agency in the Commonwealth Department of Environment and Heritage.

ESD

Ecologically Sustainable Development

Headquarters Training Command

Army training unit. Formerly located on Georges Heights, Mosman, now Harbour Trust land.

LPG

Liquefied Petroleum Gas

Moocooboola

Aboriginal word for the junction of the Lane Cove and Parramatta Rivers.

Phytophthora

A fungus that attacks the roots of plants and trees, often causing them to die as they are unable to absorb sufficient water and nutrients through their affected roots.

Spalling

Breaking away of surface covering (rock or concrete). In concrete, it is commonly caused by corrosion of the steel reinforcement

SHFT

Sydney Harbour Federation Trust

- 10 Terminal **25**
- 30 Terminal **11,12,22,23**
- Aboriginal Issues Committee **13,27**
- Audit and Risk Management Committee **26,27-29**
- Australian National Maritime Museum **16,17**
- Building Code of Australia **20,21,24**
- bushland **3,11,18,21,22,24**
- bush regeneration **18,21,22**
- Chowder Bay **3,4,8,11,12,14,15,16,18,20,21,22,25**
- Cockatoo Island **3,10,12,15,16,17,19,21,22,23,25,30**
- Commonwealth Authorities and Companies Act 1997* **1,26,37**
- Community Advisory Committee **3,12,14**
- conservation **3,10,19,20,31**
- conservation management plans **12**
- consultation **3,12,13,31**
- contamination **3,23**
- Defence (Department of) **30**
- Defence History Steering Committee **13,26**
- Draft Plan (Harbour Trust) **3,4,10,11,13,14,15,17,19,24,25,30**
- Ecologically Sustainable Development **11,24**
- endangered species **22,23**
- Energy Australia **21**
- fire **19,20,23**
- Georges Heights **4,11,12,14,15,16,18,20,21,22,23,25,30**
- Green Corps **3,16,22**
- Harbour Week **16**
- hazardous materials **23**
- Heritage Festival **16**
- HMAS Penguin **15**
- leasing **25**
- Macquarie Lightstation **11,16,19,21,23**
- Marine Biological Station, Watsons Bay **11,16,19,21**
- market research **14**
- Markham Close **11**
- members (Harbour Trust) **4,7,8,27**
- Metropolitan Local Aboriginal Land Council **13**
- Middle Head **3,11,12,14,15,16,18,20,21,22,23,30**
- Minister for Environment and Heritage **3,6,10,13,16,33**
- National Parks and Wildlife Service (NSW) **15,16,22**
- North Head **3,10,11,15,18,20,21,23,25**
- Phytophthora cinnamomi* **3,16,22**
- public access **4,5,10,16,20,24**
- public programs **3,14,15,16**
- Royal Botanic Gardens, Sydney **16,22**
- Snapper Island **10,19**
- Sydney Harbour **3,5,9,16,21**
- Sydney Harbour Federation Trust Act 2001* **1,6,26,30,31,33**
- Tender Review Committee **26**
- volunteers **4,15,17,21,22**
- walking tracks **15,20,22,24**
- website (Harbour Trust) **17**
- Woolwich Dock **3,10,12,15,16,17,18,20,22,23,24,25,30**







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