



Harbour
Trust

ANNUAL REPORT
2022-2023

This work is copyright. Apart from any use permitted by the Chair to the Minister under the *Copyright Act 1958*, no part may be reproduced by any process without written permission from the Sydney Harbour Federation Trust.



Australian Government
Sydney Harbour Federation Trust

For more information about this report and other Harbour Trust publications, contact:

Harbour Trust
PO Box 607
Mosman NSW 2088

TELEPHONE: 02 8969 2100
EMAIL: info@harbourtrust.gov.au

To discover more about the Harbour Trust sites or to view this report online, visit the website at harbourtrust.gov.au

LETTER FROM ACTING CHAIR TO MINISTER

20 September 2023

The Hon Tanya Plibersek MP
Minister for the Environment and Water
Parliament House
Canberra ACT 2600

Dear Minister,

As representative of the accountable authority, I am pleased to present the annual report on the activities of the Sydney Harbour Federation Trust for the reporting period ending 30 June 2023 in accordance with section 46(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This annual report was approved at the meeting of the Members of the Trust on 20 September 2023.

The report has also been prepared in accordance with; the requirements of section 70 of the *Sydney Harbour Federation Trust Act 2001*; matters required by the *Public Governance, Performance and Accountability Rule 2014*; and in accordance with the Resource Management Guide No. 136: Annual reports for corporate Commonwealth entities.

In accordance with the Commonwealth Fraud Control Policy (Fraud Policy), the Harbour Trust has prepared fraud risk assessments and fraud control plans and has taken all reasonable measures to minimise the incidence of fraud and to investigate and recover the proceeds of fraud against the Harbour Trust.

In submitting this annual report, I would also like to acknowledge the continued hard work of the Harbour Trust's staff and volunteers in delivering against our purpose and objectives.

Yours sincerely,

Alison Page
Acting Chair, Sydney Harbour Federation Trust

Cover image: Couple walking along a track, North Head Sanctuary.



ACKNOWLEDGEMENT OF COUNTRY

The Harbour Trust acknowledges the Traditional Custodians and Owners of the lands, waters and sky of Sydney Harbour, and of the extraordinary places under our stewardship: the Borogegal, Birrabirragal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal peoples.

CONTENTS

- ACTING CHAIR’S FOREWORD** 8
- EXECUTIVE DIRECTOR’S SUMMARY**10
- HARBOUR TRUST OVERVIEW** 12
 - Purpose.....12
 - Legislation and minister13
 - Organisational structure 14
 - Members of the Trust..... 16
 - Harbour Trust today.....20
 - Sites 22
- RECONCILIATION**.....24
- KEY ACTIVITIES**.....28
- STEWARD OUR PARKLANDS**33
 - Program of works34
 - Project governance34
 - Bushland and parkland management34
 - Planning.....35
 - Consultation36
 - Environmental performance37
 - Performance criterion39
- WELCOME EVERYONE**41
 - Visitors and engagement42
 - Tours and education42
 - Advertising and market research44
 - Programming45
 - Projects, events and partnerships.....46
 - Rangers.....48
 - Performance criterion48
- BUILD PARTNERSHIPS** 51
 - Volunteers.....52
 - Local partnerships53
 - Performance criterion54

Opposite: Chowder Bay / Gooree, Headland Park. Close up of flora along the Bradleys Head to Chowder Bay / Gooree walk with the Submarine Miner’s Depot in the far distance.(top); Close up of water at Chowder Bay / Gooree, Headland Park (bottom). Credit: Graham Izod.

CONTENTS

A ROBUST BUSINESS	57
Commercial leasing	58
Residential leasing	58
Accommodation	59
Licensing and venue hire	59
Performance criterion	60
STRENGTHEN OUR CAPABILITIES	62
Human resources	63
Equity, diversity and inclusion	63
Executive remuneration	63
Disability Action Plan	64
Public interest disclosure	64
Business operations	64
Performance criterion	64
RISK AND OVERSIGHT MANAGEMENT	66
Corporate governance	67
Portfolio Audit Committee	67
Fraud control	68
Indemnities and insurances	69
Procurement	69
Tendering and contracting	69
Government policy orders	69
Access and safety	69
Notifiable incidents	70
Judicial decisions and reviews by outside bodies	70
Ministerial directions	70
Performance criterion	71
ANNUAL PERFORMANCE STATEMENTS	72
ANNUAL MANAGEMENT METRICS	82

REGULATOR PERFORMANCE FRAMEWORK	91
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023	94
APPENDICES	124
Appendix 1: Sydney Harbour Foundation Management Ltd	124
Appendix 2: Maintenance, heritage conservation and environmental management projects	125
Appendix 3: Advisory and reference groups	127
Appendix 4: Executive remuneration	128
Appendix 5: Audit Committee Charter	131
Appendix 6: Freedom of Information	135
LEGISLATIVE COMPLIANCE	136
PGPA RULE COMPLIANCE	138
INDEX	142

Harbour view from upper island, Cockatoo Island / Wareamah.



ACTING CHAIR'S FOREWORD

From its deep history as an ancient valley occupied by my ancestors to the backdrop to many of our country's greatest celebrations, Sydney Harbour has a special place in the hearts and minds of all Australians. It is an iconic part of our national identity.

The Harbour Trust 2022–23 Annual Report is a testament to our unwavering commitment to nurturing our treasured harbourside sanctuaries and fostering a deeper connection to the lands.

As we reflect on the accomplishments and outcomes achieved during this significant year, I extend my deepest gratitude to the departing Chair, Joseph Carrozzi AM, for his eight years of service as a Member of the Trust. The Harbour Trust achieved remarkable milestones under his guidance and he has left an indelible mark on our journey.

This past year has witnessed a number of achievements that reflect the importance of our sites and the connection Australians share with them. Significantly, visitation increased to a record high of 2 million visits as interstate and international tourists started to return, and locals continued to use the spaces they discovered during the pandemic. I am also pleased to report that our property and leasing management, that provides a vital financial underpinning to the Harbour Trust also had a record year, with \$14.3 million received in revenue.

Despite continued inflationary pressures and a range of supply chain constraints, through effective planning and management, the Harbour Trust has continued to progress a broad range of capital projects across our sites. Notably, the progression of our four-year backlog repairs and maintenance program, ensuring that sites remain safe and accessible to all; and the development of the Torpedo Factory Renewal Project at Sub Base Platypus, despite the discovery of latent conditions during the year. This Torpedo Factory Renewal Project, set for completion at the end of 2023, will further enrich the public experience with expanded parklands and First Nations artworks. The First Nations artworks will share cultural stories and perspectives, fostering a deeper understanding of the land's history. With the announcement of \$45.2 million of funding from the Australian Government in this year's budget, we will be able to make major in-roads into the vital maintenance and repairs needed to keep our sites and their many heritage buildings safe and accessible.

Our commitment to sharing narratives and enhancing visitor experiences thrives through innovation. In 2022–23, digital interpretation pilots, immersive First Nations experiences, renewed education programs and increased volunteer programs, helped us weave captivating stories into the fabric of our sites

This year we have taken pride in our strengthened community engagement, evidenced by the implementation of our Stakeholder Engagement Strategy and new leasing policy. These initiatives have informed our interactions, supported productive consultation, driven operational excellence, and otherwise demonstrated our commitment to transparency and accountability.

This year, the tenure of our general Community Advisory Committee (CAC) expired. I would like to thank all the former members for their time, support and guidance over their term. We also welcomed our new CAC members, who bring new expertise and perspectives to the Harbour Trust, and continued to work with our Sub Base Platypus CAC. I am grateful for their contribution through the year.

During the year, we also said farewell to Trust Members Michael Rose AM, Brad Manera and Carolyn McNally. I would sincerely like to thank my former colleagues for your support, guidance, and commitment to the Harbour Trust, your knowledge and experience will be sorely missed.

We have built a strong relationship with our new parent department, the Department of Climate Change, Energy, the Environment and Water (DCCEEW), in our first full year working together and enjoyed good support from Minister Plibersek and her office. Our thanks to you all for your responsiveness and collegiality. In terms of good governance, I would also like to thank the DCCEEW Audit Committee for its support through performance reporting, financial reporting, and general audit expertise.

In closing, I'd like to thank all who have been a part of this journey. The departing Chair's stewardship, the tireless efforts of our staff and volunteers and the unwavering support of our community are the cornerstones of our accomplishments. Collectively these achievements demonstrate the Harbour Trust's commitment to responsible stewardship and the enhancement of our sites over the longer-term.

We are immensely proud to be moving into an era where we are weaving together First Nations stories with our colonial and military heritage, protecting and enhancing our priceless, biodiverse environments and creating places that invite all Australians to connect to and care for Country like my people have for millennia.



A handwritten signature in black ink, appearing to read 'Alison Page'.

Alison Page
Acting Chair, Sydney Harbour Federation Trust

EXECUTIVE DIRECTOR'S SUMMARY

Over the past year, we have seen our sites flourish as places of cultural significance and natural beauty, and we have taken substantial strides in planning our future.

One such milestone was the completion of the Harbour Trust's inaugural 10 year strategic asset management plan (SAMP). Its completion marks a significant step towards ensuring the sustainability and preservation of our sites, as it helps us understand and plan the total level of maintenance and repairs required, but also the sequence for replacing and upgrading end-of-life infrastructure. We were delighted that the Australian Government provided \$45.2 million of funding over two years from 2023 to 2024 to complete the remaining critical backlog of repairs works and begin the replacement of end-of-life systems identified in the SAMP, supporting heritage preservation, public safety and accessibility across our sites.

Over the course of the last year the Harbour Trust made significant progress towards creating master plans for Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh. Each master plan will identify and articulate the vision and ambitions for its site's future, including designing with Country principles, preserving heritage, culture and the environment, engaging and re-imagining community benefit, appealing to more diverse audiences and offering more diverse experiences to visitors. Community input is encouraged throughout their development, guided by our Stakeholder Engagement Strategy. While they are long-term aspirations, each master plan, once completed will guide the priorities for investment as we aim to enhance the accessibility of our sites, tell more of their heritage stories, build partnerships around them and support our financial sustainability.

The release of the Middle Head / Gubbuh Gubbuh Draft Master Plan in March 2023 was the first step in this strategic journey and demonstrated our commitment to transparent and inclusive planning. We received over 200 submissions during the consultation process and while there was support for much of the plan, we carefully noted all concerns raised in a public Consultation Outcomes Report, and committed to the exhibition of a revised draft master plan later this year. The public engagement has provided important insights that will shape the master plan, underscoring our dedication to community driven process.

By the close of the year the North Head Sanctuary and Cockatoo Island / Wareamah draft plans were also taking shape, with stakeholder workshops planned. They too will be scheduled for public exhibition in 2023-24.

Since securing ongoing status in 2021, the Harbour Trust continues to evolve as an organisation to attain the skills, roles and systems we need, now that we have a long-term future ahead of us as stewards of our sites. During 2022-23 we re-shaped our organisational structure and a strong emphasis was placed on instilling customer focus throughout the organisation, fostering a responsive culture that benefits staff, tenants, volunteers and visitors.

Organisational improvements in 2022-23 included the bringing together of our corporate enabling services and the recruitment of a Chief Operating and Financial Officer to lead them; elevating the profile of the Property team, with the Head of Property and Leasing joining the senior management group; and the implementation of a new HR information system, the first step in our ICT strategy.

We also implemented a new leasing policy and processes, and reworked our website to improve navigation, functionality and the user experience.

The continued improvement of capabilities, systems and processes is ensuring the Harbour Trust will be a high performing and responsive organisation to deliver the best outcome for all Australians. All this work has been underpinned by our hardworking team of operational staff, who have kept our sites safe, open and active for our visitors, volunteers and tenants over the last year.

In closing, as we navigate the road ahead, our resolve to preserve and celebrate Sydney Harbour remains steadfast. We invite you to explore the accomplishments within these pages and join us in forging a legacy that resonates for generations.



Janet Carding
Executive Director, Sydney Harbour Federation Trust

HARBOUR TRUST OVERVIEW

Purpose

Objectives, functions and outcomes

The Harbour Trust is responsible for the management of lands on Sydney Harbour that hold national and international significance due to their cultural, natural, industrial and heritage values. These places reveal our nation's rich stories and have ongoing significance for their Traditional Custodians. They also feature some of Australia's first defence fortifications as well as remnants from the nation's colonial and industrial past.

Many carry Commonwealth, National and World Heritage listings. They also provide critical links between the marine harbour habitat and the remnant bushland of Sydney.

Objectives

The *Sydney Harbour Federation Trust Act 2001* specifies a series of objectives:

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

Functions

- To hold Trust land for and on behalf of the Commonwealth;
- To undertake community consultation on the management and conservation of Trust land;
- To do the things referred to in section 38A of the *Sydney Harbour Federation Trust Act 2001* (SHFT Act) before plans take effect for an area of Trust land;
- To develop draft plans in respect of Trust land and any other Harbour land in furthering the objects, and performing other functions, of the Trust;
- To rehabilitate, remediate, develop, enhance and manage Trust land, by itself and in co-operation with other institutions or persons, in accordance with the plans;
- To make recommendations to the Minister on plans and the proposed transfer of any Trust land;
- To promote appreciation of Trust land, in particular its environmental and heritage values;
- To provide services and funding to other Commonwealth bodies in furthering the objects, and performing other functions, of the Trust;
- Anything incidental to or conducive to the performance of its other functions.

With the recent amendments to this Act, these objectives are no longer time-limited but ongoing in perpetuity.

For 2022-23 our target outcome is enhanced appreciation and understanding of the natural and cultural values of Sydney and the nation for all visitors, through the remediation, conservation and adaptive re-use of, access to and sharing stories of the Harbour Trust lands.



Harbour Trust Ranger showing a family the view towards North Head Sanctuary from Georges Heights, Headland Park.

To achieve this outcome the Harbour Trust actively researches and makes accessible knowledge of our multi-layered history and stories, including their importance to First Nations communities. Through their remediation and use by the community, our sites (including their buildings) are enlivened and a sense of place and belonging is fostered.

The Harbour Trust also develops relationships and collaborations with community organisations, partners, funders, and supporters. Fostering such long-term relationships requires the Harbour Trust to be responsive, transparent and consistent in its discussions with stakeholders. These relationships and collaborations are important, as the Harbour Trust raises all the revenue required to carry out its heritage responsibilities and sustain its activities in operating the network of sites.

Operational mission

To establish a clear connection between our overarching objectives, outcomes and our daily operational tasks, we have formulated and implemented an operational mission comprised of eight fundamental tenets:

1. Be trusted to manage these iconic sites, and to be relied upon and do what we say.
2. Be authentic and knowledgeable about our sites' cultural, natural and heritage values.

3. Enliven our sites by their remediation, use of the buildings, and by building a community around them.
4. Share stories to enhance, amplify and make accessible the values of our sites and encourage a sense of place and belonging.
5. Partner and collaborate to deliver mutually beneficial outcomes with community, that foster long-term relationships.
6. Raise revenue through our sites, and with our partners, funders, and supporters to sustain our activities.
7. Strive to be an employer of choice, with enabling systems and processes.
8. For First Nations peoples, be a universal place of welcome supported by deep long-term trusting relationships, exchange of knowledge, and enabling greater opportunity to be on Country.

These eight tenets inform the specific initiatives and objectives within our Corporate Plan.

Legislation and minister

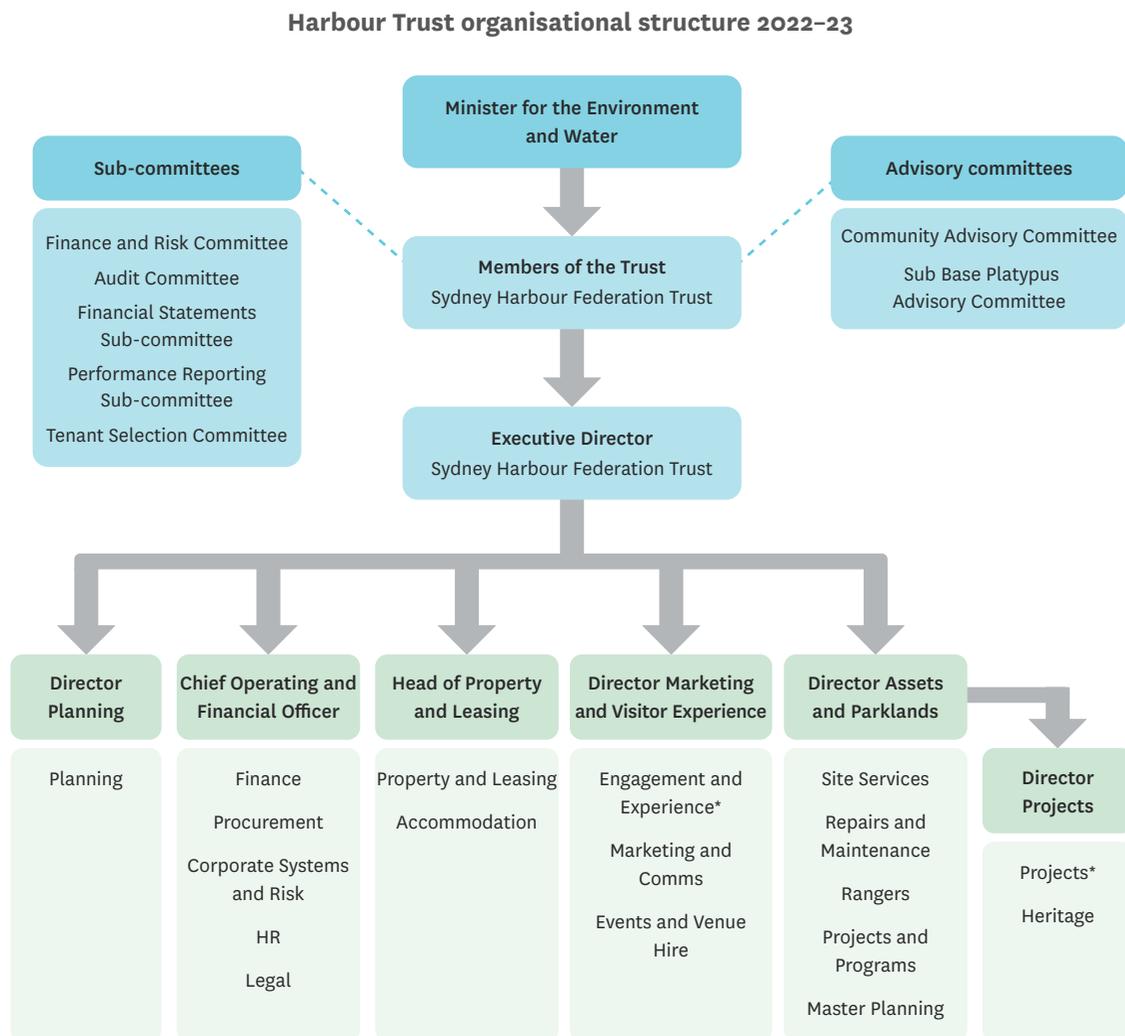
The Harbour Trust was established under section 5 of the *Sydney Harbour Federation Trust Act 2001*, which commenced on 20 September 2001.

The Minister for the Environment and Water is responsible for the Harbour Trust. During the period this role was held by the Hon Tanya Plibersek MP.

Organisational structure

The affairs of the Harbour Trust are managed by an executive team under the leadership of Janet Carding the Executive Director. Following legislative changes in relation to the Harbour Trust becoming a permanent, ongoing entity in 2022, we have re-shaped our organisation's structure to align to our strategic priorities (see **Key activity 4** – p. 30). Our updated structure is reflected in the organisational chart below.

Figure 1: Organisational structure, at 30 June 2023

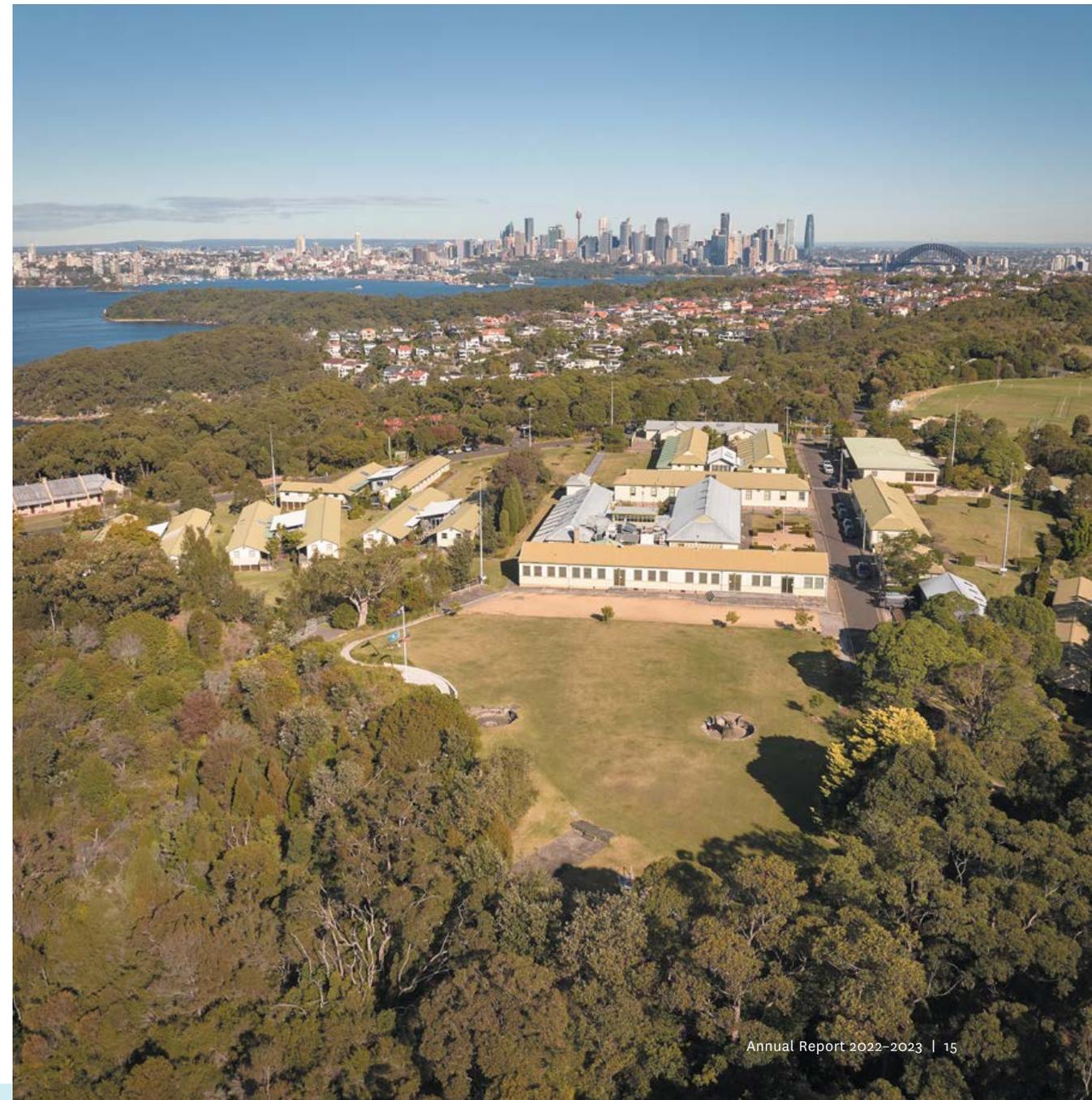


*Shared leadership of volunteers.

In 2022–23, the organisation continued to operate from its' head offices at Georges Heights at Headland Park in Mosman, Sydney.

The Harbour Trust is the sole member of the Sydney Harbour Foundation Management Ltd (previously known as the Sydney Harbour Conservancy Ltd) (ACN 141 006 975). See **Appendix 1** – p. 124.

Aerial image of the Old Parade Ground and Harbour Trust headquarters at Georges Heights, Headland Park.



Members of the Trust (during the report period)

The Harbour Trust is governed by the Members of the Trust, all of whom are non-executive directors appointed by the Minister. The Members of the Trust meet regularly to guide the process of planning and implementing projects on Harbour Trust lands. The Members of the Trust consists of the Chair and seven other members. In accordance with the *Sydney Harbour Federation Trust Act 2007*, two members are recommendations of the NSW Government, one member represents the interest of Indigenous peoples, and one member provides a local government perspective and experience. All members must have experience or knowledge in at least one of the following fields: environment and heritage conservation or heritage interpretation; Indigenous culture; land planning and management; business, financial, property or asset management; tourism or marketing; military service and law.



Joseph Carrozzi AM
(Chair)

NSW Recommended Member

Joseph is a lawyer and financial advisor with more than 25 years' senior leadership experience in the professional services sector. He was formerly a Managing Partner of PwC, Sydney for 15 years and has advised numerous private sector businesses and governments on infrastructure, tax and policy matters.

A Member of the Trust since 2016, Joseph also plays an active role in the wider community. He is the Chair of the Centenary Institute for Medical Research in Sydney and the Deputy Chair of the NSW Institute of Sport. He is Chair of ASX listed HealthCo Healthcare & Wellness REIT and serves on the Boards of Football Federation Australia and Western Sydney University.

Appointed April 2016; and appointed as Chair July 2018, reappointed July 2021. Cessation of term June 2023.



Michael Rose AM

NSW Recommended Member

Michael is the Chair of the Committee for Sydney, an urban policy think tank that advocates better policy outcomes for Sydney. He is also Chairman of Greater Sydney Parklands, a New South Wales Government body responsible for Sydney's iconic parklands.

Michael has served on the boards of a number of corporate, government, arts and not-for-profit organisations. He is Chairman of NRT Group and also sits on the board of the Westmead Institute for Medical Research. He served three terms as Chair of Sydney Living Museums before stepping down in December 2018. He has a senior advisory role at the University of New South Wales and is a Fellow of the Australian Institute of Company Directors.

Appointed September 2019. Cessation of term September 2022.



Carolyn McNally

Carolyn has more than 20 years' experience as a senior executive in the Australian and New South Wales governments, as a leader in infrastructure, environment, transport, planning, regional development, health and human services. Carolyn was Secretary of the NSW Department of Planning and Environment for five years, with responsibility for nine of the NSW government's key portfolios: planning, environment, resources, housing, energy, water, local government, arts and heritage. Carolyn has led the development and implementation of major policies and programs, including the establishment of Infrastructure Australia and the Commonwealth's Nation Building program, as well as the NSW Government's first long-term transport master plan. She has a strong track record in working with key stakeholder groups in both the community and business sectors to achieve win-win outcomes.

Carolyn led the review of the Sydney Harbour Federation Trust and was appointed by the Australian Government as Commissioner overseeing a public inquiry into Norfolk Island Regional Council. Carolyn is also a non-executive director of Future Food Systems Cooperative Research Centre and has sat on the boards of Infrastructure Partnerships Australia, Infrastructure NSW and the Greater Sydney Commission.

Appointed July 2021. Cessation of term June 2023.



Brad Manera

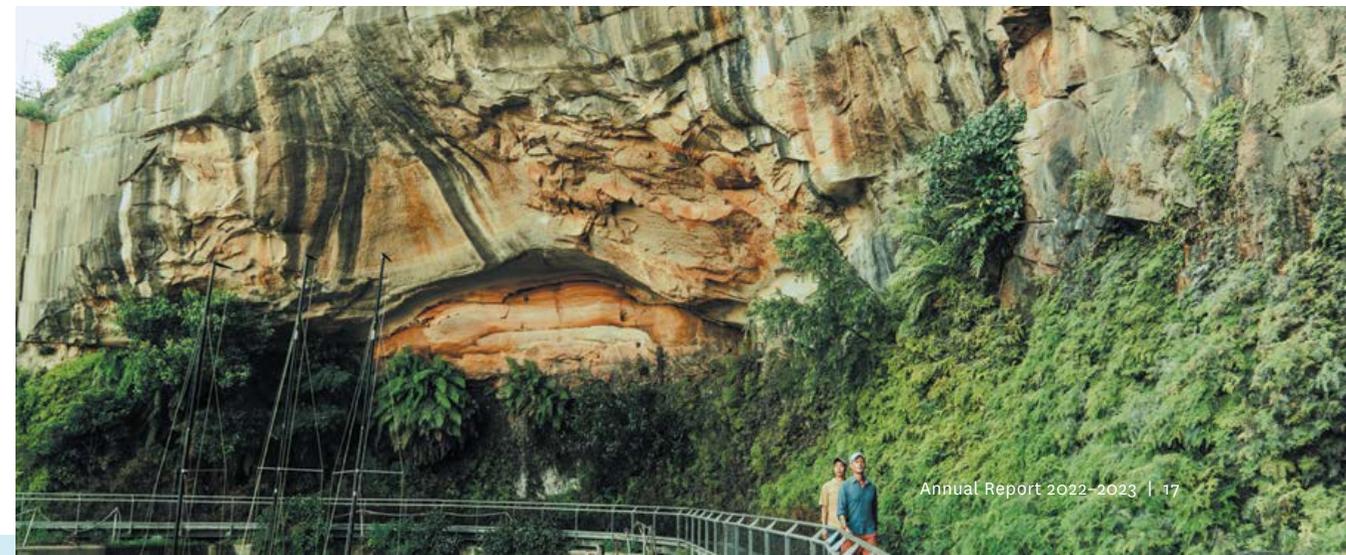
Brad Manera is the senior historian and curator at the Anzac Memorial in Hyde Park. He has worked in museums for over 40 years.

His career began at the Western Australian Museum. In 1991, he was among the first curators recruited to develop the National Museum of Australia. From the National Museum, he moved to the Australian War Memorial to build the post-1945 conflicts gallery. The opportunity to add the Hyde Park Barracks Museum to the World Heritage List brought him to Sydney and, since 2011, he has provided the historical content for the Anzac Memorial for the centenary of the Great War.

A keen public historian, he has featured in many documentaries and leads tours to historic sites. His latest book, *In That Rich Earth* (2020), interprets 100 international battlefields on which men and women from NSW have served.

Appointed July 2021. Cessation of term June 2023.

Rockface at Woolwich Dock in Hunters Hill.



HARBOUR TRUST OVERVIEW



Steven Issa

Providing a local government perspective and experience

Steven is a driven senior executive with experience in a variety of public and private sector contexts. He has built a comprehensive understanding and proven delivery in digital and ICT, customer experience and strategy. Steven has held roles including Chief Digital Officer at the Australian Digital Health Agency and he was a former Director of Service NSW as it transformed how citizens interact with government. Steven has also held roles as a Lecturer at the University of Sydney and was a Management Consultant.

Steven has also actively contributed to his broader community having served as a Councillor for the City Parramatta from 2012 to 2021. He has held the positions of Lord Mayor, Deputy Lord Mayor and Chair of their Smart City Committee. He has held board positions on the Western Sydney Region of Councils (WSROC) as the Senior Vice President. Together with his wife Jasmine, Steven also helped found and runs a registered charity (Project Generosity).

Appointed November 2021.



Pru Goward AO

Former NSW Planning Minister Pru Goward an economist by training and a broadcaster by practice, she was a senior reporter with the ABC for 19 years and was the first woman to be ABC Television's national political correspondent and later, the inaugural presenter of RN Daybreak, now a national breakfast institution. She was awarded a special Walkley, Australia's highest journalist honour, for her television profile of an organised crime figure. She went on to be a senior executive in the Department of Prime Minister and Cabinet, and later the Australian Government's Spokesperson for the Sydney 2000 Olympic Games.

Following the games, she was the first woman to head the Australian Property Institute before being appointed as Australia's Sex Discrimination Commissioner for six years, where she developed and championed the national economic and social case for a paid maternity leave, which eventually received bi-partisan support and is now a national entitlement. She also established the first national survey of sexual harassment in Australian workplaces, which continues to this day.

Pru Goward entered the NSW Parliament in 2007 and served as minister for child protection, social housing, mental health, medical research, assistant minister for health and planning. As planning minister, she established the Greater Sydney Commission. Her ministries were marked by data driven, evidence-based reform, a cause she has continued to champion since retiring from the Parliament, as Professor of Social Interventions and Policy at Western Sydney University. Pru also sits on a number of boards and committees such as the Southern NSW Local Health District, the Cardio Vascular Research Network and the advisory board of Good Housing. Her consultancy work is focused on diversity, gender and public policy more broadly. She has been commissioned by both NSW and Commonwealth agencies to conduct reviews.

Pru has been honoured with a Centenary Medal and an Honorary Doctorate from Charles Sturt University. She has authored *A Business of Her Own* and, with her husband, a biography of former prime minister, John Howard. She is a regular commentator with the Australian Financial Review.

Appointed March 2022.



Chantelle Fornari

Initially from a sales and marketing professional background, Chantelle has dedicated herself over the past decade to delivering outcomes for communities through her roles in local government and on various boards and committees including the not-for-profit sector. Chantelle has broad experience in strategic planning, community engagement and stakeholder management.

Chantelle was elected as a Councillor on Ku-ring-gai Council in 2012. During her five-year term as Councillor, Chantelle served on a number of boards and committees representing the community and held the position of Deputy Mayor for a term.

In 2019, Chantelle was appointed to sit on the national board of StreetWork and served as Chair of the local board for the Hornsby – Ku-ring-gai region until 2021.

Appointed April 2022.



Alison Page

Representing the interests of Indigenous Peoples

Alison Page is a Walbanga and Wadi Wadi woman (from La Perouse, Sydney) and is an award-winning Designer and Film Producer whose career spanning 23 years links indigenous stories and traditional knowledge with contemporary design. She appeared for eight years as a regular panellist on the ABC TV show, *The New Inventors*, in 2015, was inducted into the Design Institute of Australia's Hall of Fame and is the winner of the 2022 Interior Design Excellence Awards Gold Medal.

She was one of the original members of Merrima Architecture, Australia's first Indigenous architecture group, which was part of the NSW Government Architects Office, who she continues to work with to integrate 'Country' into large scale developments in NSW, such as Barangaroo where she is the First Nations Advisor.

Alison's most recent work is a collaboration with cinematographer Nik Lachajczak in *Zakpage*, a creative agency producing films and public art that tell place-based stories. In 2021, Alison co-authored a book with Paul Memmott about Indigenous architecture and design, published by Thames and Hudson Australia called *Design, Building on Country* as part of their First Knowledges series. She is a board member of the National Australia Day Council, Art Gallery of South Australia and Aboriginal Hostels Ltd; Councillor with the Australian National Maritime Museum and Chair of the Aboriginal research group, Ninti Pty Ltd. Alison is Associate Dean (Indigenous Leadership and Engagement) in the faculty of Design, Architecture and Building at UTS.

Appointed March 2022.

Images on p. 20–21, from top to bottom:

Column one: Family relaxing on the balcony of a Harbour View Apartment; Cockatoo Island / Wareamah entrance at sunset.

Column two: Couple walking on the Parade Ground at North Head Sanctuary; the Former Marine Biological Station. Column three:

Family enjoying the view at Georges Heights, Headland Park; Macquarie Lightstation lit up in blue and green for World Maritime Day. Column four: Babana Aboriginal Men's Group event being held at Cockatoo Island / Wareamah; Promenade at Sub Base

Platypus. Credit: Ben Guthrie, The Guthrie Project.



NUMBER OF VISITS

2m^(a)

(a) m = million



ICONIC LAND ON SYDNEY HARBOUR

145ha



10^(c)
SITES IN TOTAL

(c) including Snapper Island.



TOTAL VISITORS TO OUR WEBSITES
446,033

20,284
VOLUNTEER HOURS



ADAPTIVE RE-USE OF BUILT ASSETS

77%^(d)

(d) of built assets with potential for adaptive re-use.

NUMBER OF TENANCIES

196



\$21.7m^(b)
ANNUAL REVENUE

(b) own source revenue.



HARBOUR TRUST OVERVIEW

The Harbour Trust protects and manages a network of sites on Sydney Harbour.



RECONCILIATION

Reconciliation is crucial to the Harbour Trust as it recognises and respects the profound connection of First Nations peoples to Sydney Harbour, spanning over 20,000 years of cultural heritage and custodianship. By fostering collaboration, sharing First Nations narratives and integrating traditional knowledge, the Harbour Trust acknowledges its responsibility to uphold cultural identity and enrich visitors experiences. This commitment aligns with our operational mission, ensuring a more respectful and holistic representation of our site's past and present.

Collaboration with First Nations artist

The Harbour Trust commissioned First Nations artist Dennis Golding, working with our First Nations consultants Yerrabingin, and collaborating on the delivery with the Gujaga Foundation, to create artwork at the former torpedo factory in Sub Base Platypus. The collaboration will result in Indigenous artworks that share cultural stories and perspectives, fostering a deeper understanding of First Nations heritage and connection to the site.



Dennis Golding with his mother, Vicki Golding. Credit: Belvoir Theatre.



Harbour Trust staff completing cultural awareness training with Bush to Bowl at Georges Heights, Headland Park.

Cultural awareness training

The Harbour Trust offered cultural awareness training to its staff and volunteers through a partnership formed with Bush to Bowl, a First Nations social enterprise. Our internal Reconciliation Action Plan Working Group (RAPWG) recommenced following recruitment of new members, delivering a program for staff and volunteers for National Reconciliation Week.

Immersive First Nations experiences

Following the success of staff and volunteer training the Harbour Trust has continued their partnership with Bush to Bowl, to deliver tours to the public and schools. Providing visitors, a unique opportunity to learn about and engage with the rich cultural history of the land.

First Nations interpretation

The Harbour Trust has engaged the Gujaga Foundation to undertake a cultural mapping project of our sites, which will be used to guide the master planning underway and to support the use of a designing with Country approach across our activities. The first stage of the cultural mapping project has been received, with the second stage to complete the southern harbour sites underway.



Harbour Trust staff on a bush tucker education tour run by Bush to Bowl at Georges Heights, Headland Park.

First Nations engagement

The Harbour Trust has engaged the Gujaga Foundation to advise on the establishment of a First Nations Advisory Group to guide the organisation.

Guiding documents

In 2022, the Harbour Trust Guiding Principles (Box 1) were developed and endorsed by the Aboriginal and Torres Strait Islander Advisory Group. In this reporting period, the Harbour Trust has been entrenching these four principles in staff understanding, knowledge and engagement with First Nations peoples.

Guiding plans

In creating future plans for Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbeh Gubbeh, the Harbour Trust has actively engaged First Nations design consultants and other stakeholders. Fostering these collaborations has ensured the integration of designing with Country principles and ensuring that First Nations voices are heard and considered in the decision-making processes shaping the future of these sites.



Babana Aboriginal Men's Group event, Cockatoo Island / Wareamah.

Partnerships

Building delivery relationships with First Nations peoples, communities and organisations is a key focus for the Harbour Trust. We proudly partner with the Babana Aboriginal Men's Group Redfern (Babana), supporting their mental health and career workshops, contributing to improved social outcomes for First Nations communities. In 2022-23, Babana ran events across our network of locations on Sydney Harbour, addressing crucial social issues, including mental health and well-being, and celebrating the positive values of traditional First Nations culture.

BOX 1: FIRST NATIONS GUIDING PRINCIPLES

The Sydney Harbour Federation Trust believes in the importance of First Nations peoples, places, and cultures in our Australian identity. We acknowledge the long history of custodianship exercised by First Nations peoples and their continued connection to Country.

We are committed to healing and being a universal place of welcome through building deep long-term trusting relationships, exchanging of knowledges and providing greater opportunity to be on Country.

We have developed these guiding principles to help shape our contribution and policies.

The Sydney Harbour Federation Trust will engage First Nations peoples at all levels of our activities and honour the interwoven histories of these sites.

We know this is the beginning of a long story together where there will be lessons learnt and mistakes made but we commit to listening and acting with honour and respect.

Place

- Country is the interconnected layers of water, land and air that hold our cultural practices, people and sense of worth.
- There is an unbroken line of connection through time to this moment. Everything that has gone before is connected to the now.
- Caring for Country is a cultural duty, an inherited obligation.
- Sovereignty was never ceded or negotiated away.

- There is trauma and pain inherent in the denial of access to Country.
- Country is a place for healing, safety, learning, enterprise, and comfort – and can be a universal place of welcome.

Culture

- Language describes and defines Country.
- Culture is not static it grows, awakens, and evolves, but sometimes it remains asleep and out of touch.
- Storytelling describes our connection and knowledge of Country and is kept alive through sharing.

Connections

- You build relationships through being related – creating long-term ongoing bonds of trust.
- Sometimes there will not be one clear answer. We need to learn to live with ambiguity.

People

- Recognise and respect the proven cultural authority for Country.
- Invite the right people to the conversation – Members of the Trust, executive staff, senior staff, training, advisory committees, Elders, knowledge holders, artists and community.
- Involve First Nations peoples at all levels of the conversation.

Aerial image of Middle Head / Gubbuh Gubbuh, Headland Park.



HARBOUR TRUST KEY ACTIVITIES

During 2022–23, the Harbour Trust key activities and deliverables were underpinned by four specific initiatives;

1 Continuing the delivery of the significant program of Commonwealth funded capital and maintenance works

The Harbour Trust has achieved significant progress in the ongoing delivery of Commonwealth funded capital and maintenance projects. This includes the \$40.6 million Commonwealth funding awarded over four years in the 2020-21 budget to fund the renewal and repair of heritage-listed assets (including the delivery of a strategic asset management plan), public safety improvements and master planning for key sites. In 2022–23 the Harbour Trust focused on the delivery of these projects:

Backlog capital works program:

The Harbour Trust has delivered year three of the rolling four-year program. With 14 projects successfully completed, the program remains on schedule, with the remaining eight projects slated for completion in year four. These projects preserve heritage, ensure public safety and access to our sites is maintained and in some instances, the continuance of revenue generating activities.

Strategic Asset Management Plan:

The Harbour Trust achieved a milestone with the completion of its inaugural 10 year strategic asset management plan (SAMP). This blueprint outlines a strategy to preserve heritage and natural biodiversity over the longer-term. With the funding already received in prior years, work has begun to scope and deliver the highest priority critical backlog projects, and the SAMP has also been used to guide discussions on further funding.

Repairs and maintenance program:

Delivery of critical works identified in the SAMP to the program value of \$10 million. The program consists of 18 work packages to address critical maintenance and safety concerns. Detailed planning, scheduling, and scoping of these critical maintenance items commenced during the reporting period, with works scheduled to start in 2023–24.

New Commonwealth funding secured:

In May 2023, the Australian Government announced that the Harbour Trust would receive a \$45.2million investment over two years beginning 2023–24. This funding injection will facilitate the full implementation of the first year of the SAMP, effectively addressing all critical repair backlog works and renewal of the most urgent end-of-life infrastructure priorities.

Sub Base Platypus:

Despite challenging latent conditions, substantial progress was made on the Torpedo Factory Renewal Project at Sub Base Platypus. Now scheduled for completion in 2023–24, this project exemplifies Harbour Trust's commitment to creating unique public spaces that tell the significant stories of our sites.

2 Establishing long-term master plans for Cockatoo Island / Wareamah and North Head Sanctuary, and Middle Head / Gubbuh Gubbuh

During the reporting period of 2022–23, significant progress has been made in establishing long-term plans for our key sites. Each draft master plan sets out to identify and articulate broad visions and ambitions for each site's future, including preserving heritage, culture and the environment, engaging and re-imagining community benefit, appealing to more diverse audiences, and offering more diverse experiences to visitors.

The Harbour Trust has engaged consultant teams to develop the master plans for each site. Comprehensive programs have been formulated and agreed upon for both Cockatoo Island / Wareamah and North Head Sanctuary and master planning is proceeding on schedule. Feasibility studies have been completed for both sites. These studies have provided valuable insights that will inform the subsequent design responses, paving the way for visionary master plans. At both sites, stakeholder workshops have also provided important input to the design responses.

For North Head Sanctuary, a significant milestone is scheduled for September 2023 with the draft master plan due for public exhibition. Similarly, Cockatoo Island / Wareamah's draft master plan is scheduled for exhibition in November 2023.

In March 2023, the Middle Head / Gubbuh Gubbuh Draft Master Plan was published for public consultation. There was a high level of public interest, resulting in an extended consultation timeframe to accommodate the strong engagement. The Harbour Trust took a meticulous approach, carefully reviewing every submission received. In response to the submissions, the Harbour Trust compiled a comprehensive Consultation Outcomes Report. This report systematically captures the key issues and themes raised during public consultation, along with the Harbour Trust's responses and how they will be addressed in the revised draft master plan, due for public exhibition in August 2023.

3 Closing out remaining Independent Review actions

The program of work arising from the 2020 Independent Review was closed out in 2022–23, with the remaining items concluded or transitioned to business as usual:

- The Cockatoo Island / Wareamah accommodation strategy has been completed and included as one of the feasibility studies within the master planning process.
- Stakeholder Engagement Strategy finalised and implementation ongoing.
- Master planning of Cockatoo Island / Wareamah and North Head Sanctuary in progress (see above, **Key activity 2**).

- Organisational design, skills and capabilities finalised and recruited for.
- The amendment of the North Head Sanctuary Deed of Agreement with the NSW Government is integral to the North Head Sanctuary master planning process. While constructive discussions were held in 2022–23 with NSW Government, an amendment has not yet been agreed. In 2023–24 it is anticipated it will be discussed further, with the aim of resolving as part of the completion of the master plan.

4 Developing new organisational capabilities and new ways of working

During the reporting period, the Harbour Trust remained in a transitional phase, enhancing organisational capabilities to align with its ongoing entity status obtained in 2021. Throughout 2022–23, a strong emphasis was placed on instilling customer focus throughout the organisation, fostering a responsive culture that benefits both staff and stakeholders. Strategies focused on behaviours, capabilities, systems and processes.

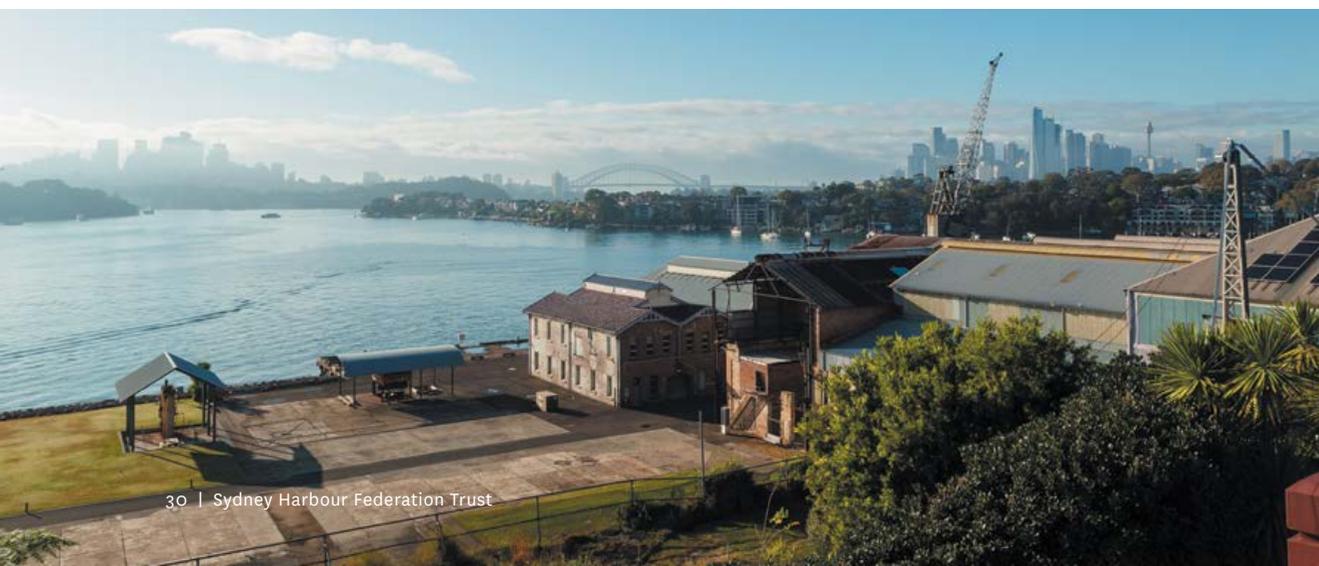
During the prior reporting period, the Harbour Trust developed a comprehensive set of behavioural expectations and values, deemed essential to all roles in the Harbour Trust. 2022–23 was dedicated to embedding and actualising these expectations and values, which had become an integral component of the Harbour Trust’s integrated performance management framework. This framework held all staff accountable for upholding these values, ensuring that the desired organisational culture extended across the Harbour Trust.

In parallel, the Harbour Trust strategically elevated the organisational capabilities through professional development and recruitment. The Harbour Trust identified professional development needs at both individual and

organisational levels, leading to the running of a leadership and management training program. This program included executive and supervisory staff, enhancing their leadership capabilities to meet the evolving requirements of the organisation. The appointment of a Chief Operating and Financial Officer (COFO), has brought about changes in the reporting structures, improving organisation efficacy and fortifying workforce dynamics by bringing together corporate and enabling services. The recruitment of a People and Culture Manager has been completed to elevate organisation capabilities in line with the Harbour Trust’s operational mission, enhancing storytelling, interpretation and visitor engagement aspects. The Head of Property and Leasing joined the Executive team, to better integrate this major revenue-raising area into the strategic management of the Harbour Trust.

Alongside investing in its people, the Harbour Trust continued improving its information, communication and technology (ICT). The Harbour Trust has formulated an ICT strategy, comprising of three phases aimed to modernise our foundational outdated systems, digitise and consolidate information and enhance reporting and analytics capabilities.

View of Sydney Harbour from a Harbour View Apartment on Cockatoo Island / Wareamah.



ICT strategy key objectives

REQUIREMENTS	FOCUS	2022–23	2023–24	2024–25	2025–26	OUTCOMES
Repair /de-risk	FOCUS ON FOUNDATIONAL ICT CAPABILITY The Harbour Trust is prioritising investment and system upgrades to modernise outdated key systems that form the foundation for our current activities.	Implement 'Desktop One' platform and new telephone system	Source and implement new finance system and infringement database			Flexible scalable and efficient foundations
		Source and implement new HR system	Source and implement new enterprise CRM system			Secure, resilient and reusable assets
Consolidate /upgrade	DIGITISATION, CONSOLIDATION AND SIMPLIFICATION OF INFORMATION The Harbour Trust is improving the value and usefulness of its information by digitising main repositories and consolidating information management systems through reducing information fragmentation and technology silos, creating central points of truth, enhancing work practices, improving data management and fostering a more productive and informed workplace, and ensuring access to data and information necessary for informed decision-making.			Streamline finance workflows		Efficient, outcomes-focused ways of working
				Upgrade HR transactional systems and integrate with reporting		Enhanced digital capabilities
Improve /enhance	REPORTING AND ANALYTICS Consolidation and simplification of operating environment enables the Harbour Trust to move towards comprehensive data analytics and reporting capabilities through the integration of business systems.			Integrate upgraded finance, asset and CRM systems with other reporting systems		Confident and knowledgeable capabilities
				Build performance reporting capability	Develop and integrate a whole of business reporting/ dashboard	Customer-focused ways of working and partnering
				Integrate internal reporting/ dashboard with DCCEEW		

■ Completed

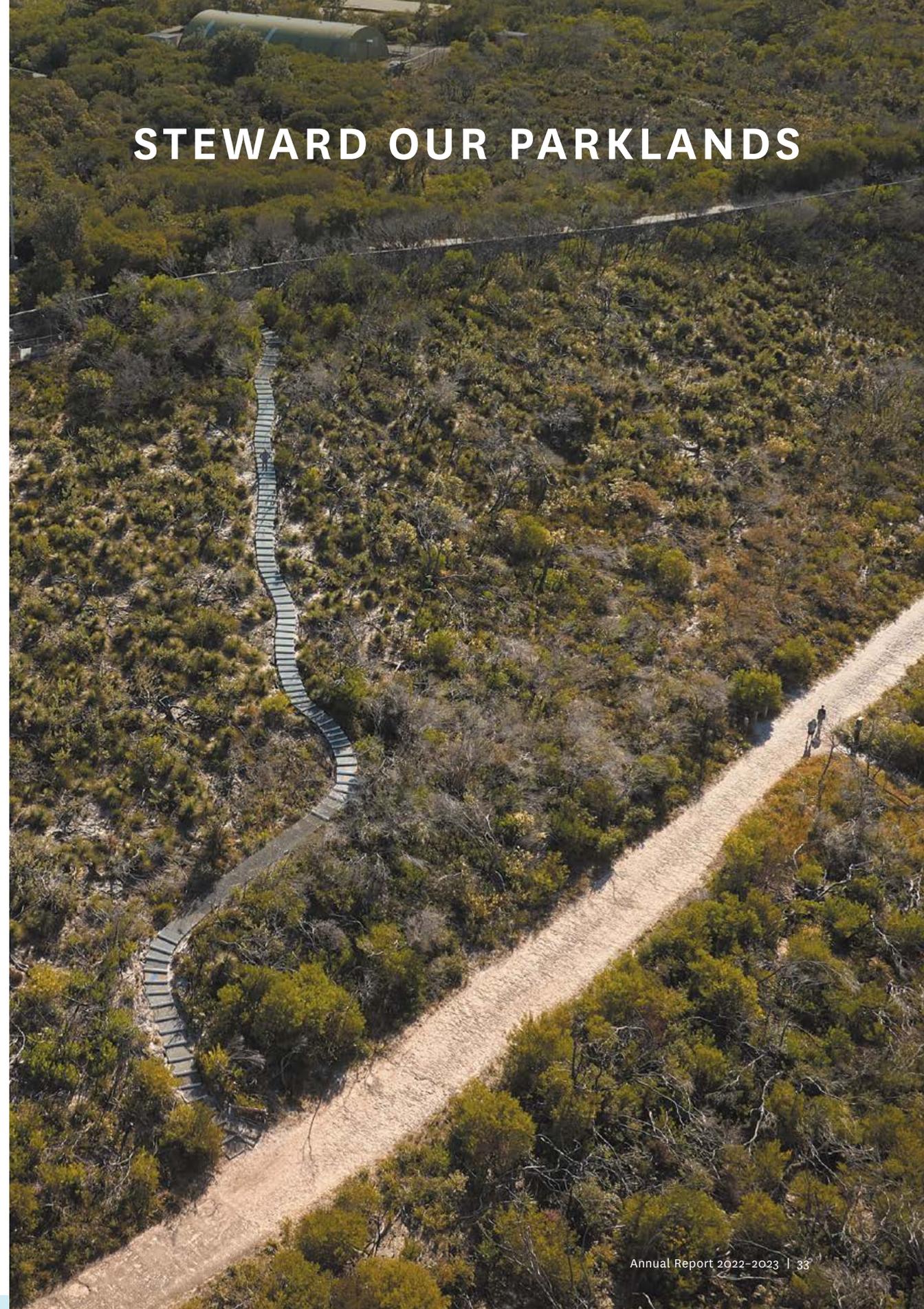
STEWARD OUR PARKLANDS

HARBOUR TRUST KEY ACTIVITIES

Throughout this reporting period the Harbour Trust was in Phase 1, implementing a new human resources management system, alongside telephony upgrades and active involvement in rolling out the DCCEEW's Desktop One service. These initiatives have streamlined internal business practices and reduced the number and complexity of manual processes, easing resourcing pressure and improving customer focus.

The strategic alignment of behaviours, capabilities and ICT systems and processes with a customer focused ethos, remain a central focus to the Harbour Trust. We aim to be a high to be a high performing, responsive organisation to deliver the best outcomes for Australians.

Opposite: Aerial view of North Head Sanctuary.
Below: A Harbour Trust Ranger in the North Head Sanctuary visitor centre.



Program of works

The Harbour Trust is responsible for protecting, conserving and interpreting the environmental and heritage values of the land in its care. The approach to the management of these sites is guided by the principles of ecologically sustainable development (ESD). In line with this, the Harbour Trust makes plans in consultation with the community and implements these plans through a program of works. Across all sites, the Harbour Trust carried out works including:

- General building, services and fire systems maintenance
- Pest management
- Site security
- Remediation of fire safety measure defects identified in annual fire safety inspections

In 2022–23, the Harbour Trust also completed the upgrade of our asset management systems to a cloud-based environment, which modernised and simplified the way the Harbour Trust manages commercial and residential properties and fleet.

A detailed list of maintenance, heritage conservation and environmental management projects undertaken at the Harbour Trust's sites over 2022–23 is provided in **Appendix 2**.

Project governance

To ensure effective management of major capital works projects, a Project Control Group (PCG) is in place which formalises and oversees resources, methodology and key decisions of major works programs. A core function of the PCG is monitoring and controlling risk, scope, and budget while ensuring active community engagement, and best practice consultation. The PCG continues to oversee capital works at 10 Terminal, Middle Head / Gubbuh Gubbuh and the Torpedo Factory renewal works, as well as repairs and maintenance projects across all the sites, the backlog maintenance program and the master planning projects.

Bushland and parkland management

Bushland ecological restoration works continued throughout 2022–23 at Headland Park, North Head Sanctuary and within pockets of remnant bushland and revegetated areas at Cockatoo Island / Wareamah, Macquarie Lightstation, Sub Base Platypus and Woolwich Dock and Parklands. These works included: extensive control of weeds over an area of 80 hectares; maintenance of over 10 km of bush tracks and access trails; manual and mechanical bushfire hazard reduction around built assets; and replanting using local provenance plant species where required.

Bushfire mitigation works continued at North Head Sanctuary and Headland Park to reduce the risk of unplanned fire impacting on life, property, and natural and cultural heritage assets. This included manual and mechanical removal of vegetation fuels within asset protection zones around buildings, structures, and bush trails. Burn blocks are being prepared for prescribed burns at Georges Heights, Chowder Bay / Gooree and North Head Sanctuary in 2023–24. Areas that were burnt in the September and October 2020 fires at North Head Sanctuary are continuing to regenerate well.

The Harbour Trust continued to engage with neighbouring land managers through the North Head Stakeholder Group and the District Bushfire Management Committees for the Northern Beaches and the Mosman/North Sydney/Willoughby fire districts, to further manage bushfire risk at Harbour Trust sites. The Harbour Trust also contributed to the preparation of the draft District Bushfire Risk Management Plans 2022–2027 that were released in June 2023.

In 2022–23, the Harbour Trust received a NSW Environmental Trust grant, managed through the NSW Department of Planning and Environment (DPIE), of \$10,000 to carry out monitoring and regeneration work of the critically endangered community of Eastern Suburbs Banksia Scrub at North Head.

The Harbour Trust also received a sixth year of grant funding of \$16,000 under the DPIE 'Saving Our Species' program for bush regeneration works and a botanical survey of the endangered wattle subspecies, *Acacia terminalis* 'Eastern Sydney' (previously named *Acacia terminalis* ssp *terminalis*) that occurs at North Head Sanctuary and Headland Park.

The Harbour Trust continued its contract with Australian Wildlife Conservancy (AWC) to provide scientific services at North Head Sanctuary, including fauna monitoring and management of the locally endangered population of long-nosed bandicoots, and managing the reintroduction of locally extinct species, the eastern pygmy possum, bush rat and brown antechinus.

The Harbour Trust conducted an external review of the ecological services provided by Harbour Trust contractors at North Head Sanctuary, and informed by its recommendations, commenced a tender process for the wildlife management services component in June 2023.

The Harbour Trust continued to work closely with the North Head Sanctuary Foundation (NHSF) who contributed approximately 4,500 volunteer hours propagating and planting over 1,600 native plants across North Head Sanctuary and conducting community outreach programs, talks, tours and citizen science projects. The NHSF also propagated over 800 native plants for NSW National Parks and Wildlife Service (NPWS) upgrades to the Fairfax Lookout and nearby car parks.

The Harbour Trust continues to collaborate with neighbouring landholders at North Head and Headland Park including NPWS and DPIE, to manage endangered native species, populations and communities, feral animals and weeds. Following an incursion of foxes at North Head in May and June 2023, NPWS trapped and euthanised a fox within North Head Sanctuary. Predator detection cameras continue to record domestic cats and dogs at North Head. Rabbit numbers have increased following the vegetation growth of the past two years of La Niña rainfall.

The Harbour Trust will continue to work with NPWS and other land managers to manage pest species across North Head.

The Harbour Trust's program of ongoing landscape maintenance works continued across all its sites in 2022–23. These works included mowing and edging of lawns, arborist works, weeding, bush track repairs, mulching and planting of garden beds. Two skip loads of plastic flotsam were retrieved from the slipways at Cockatoo Island / Wareamah, diverting this waste from Sydney Harbour. Measures to deter silver gull roosting were maintained at Cockatoo Island / Wareamah and Sub Base Platypus, including the use of dog-handlers. Cliff weed management works were routinely carried out at Sub Base Platypus and Cockatoo Island / Wareamah.

Over 500 native trees, shrubs, grasses and groundcovers were planted by Harbour Trust contractors during the year. Projects included additional plantings at Cockatoo Island / Wareamah, Headland Park, Woolwich Dock and Parklands, Marine Biological Station Park and Macquarie Lightstation. Harbour Trust volunteer gardeners continued planting and maintaining garden beds around Biloela House and the accommodation buildings at Cockatoo Island / Wareamah, and at ASOPA, Headland Park.

Planning

The Harbour Trust's Comprehensive Plan and site-specific management plans set out the vision and planned outcomes for Harbour Trust lands. Management plans are reviewed on an ongoing basis to address current site conditions and legislative requirements.

Actions proposed on Harbour Trust land are assessed to ensure compliance with approved plans, to identify potential environmental impacts and to put conditions in place to avoid or mitigate those impacts. In 2022–23, the Harbour Trust completed environmental assessments for 11 proposed actions by external applicants.

Consultation

Between 20 October and 17 November 2022, the Harbour Trust formally consulted the community about a proposed draft amendment to the Harbour Trust Leasing Policy. Community feedback was invited through direct notifications, newspaper advertisements and notices on the Harbour Trust website and e-newsletters. Tenants were also invited to attend a drop-in session and ask questions of Harbour Trust staff. At the end of the exhibition period, the Harbour Trust received three written submissions.

Following review of feedback and consideration by Members of the Trust, amendments to the Leasing Policy commenced on 20 March 2023.

Between 14 March and 9 May 2023, the Harbour Trust formally consulted the community on the Middle Head / Gubbuh Gubbuh Draft Master Plan. Community feedback was invited through direct notifications, newspaper advertisements, notices on the Harbour Trust website, e-newsletters, on site signage, Mosman council library. Three drop-in sessions were conducted over a two-week period which had approximately 280 in attendance. At the end of the exhibition period, the Harbour Trust received 209 unique submissions via written submission, feedback or a survey.

Following receipt of feedback and consideration, the Harbour Trust committed to revise the draft master plan for further public consultation. This is due to take place later in 2023.

In addition, the following non-statutory consultation took place:

- The Harbour Trust invited key stakeholders to a series of workshops on Middle Head / Gubbuh Gubbuh. This included two workshops held for the First Nations community on 1 July 2022 and 14 October 2022, and two workshops held for community stakeholders on 26 August 2022 and 4 November 2022.

- Throughout the reporting period, the Harbour Trust continued to seek feedback from its advisory committees: General Community Advisory Committee and the Sub Base Platypus Community Advisory Committee. In this reporting period the Harbour Trust renewed and inducted a new Community Advisory Committee due to terms of the previous committee being reached. Further information on this is highlighted in **Appendix 3**.
- Harbour Trust staff regularly met with community groups and individuals to discuss areas of interest. Additionally, the organisation worked closely with state and federal government agencies as well as local councils, with staff across the Harbour Trust participating in working groups, networks and committees.
- The Harbour Trust engaged early in the draft master plan development for North Head Sanctuary and Cockatoo Island / Wareamah with experts, government representatives, volunteers, special interest groups and the General Community Advisory Committee. This involved a series of focused workshops and individual meetings with the design team to understand values of the site in relation to the early design thinking and initial design response. These workshops were conducted from November 2022 to June 2023.

Environmental performance

Commonwealth organisations are required under Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) to report on their environmental performance and how they accord with the principles of ecologically sustainable development (ESD). This includes measuring the environmental impact of our activities and the various mitigation measures which we have implemented.

Ecologically sustainable development (ESD)

ESD is a key focus of the Harbour Trust. The protection, conservation and interpretation of environmental values are included as objectives in the *Sydney Harbour Federation Trust Act 2001* and Harbour Trust Comprehensive Plan. This annual report provides many examples of how the Harbour Trust has achieved this during the reporting period.

In line with the Government’s APS Net Zero 2030 policy, all non-corporate Commonwealth entities and corporate Commonwealth entities (such as the Harbour Trust) are required to publicly report on the carbon emissions resulting from their operations.

The Harbour Trust’s reporting for 2022–23 is for the head office at Mosman. The Harbour Trust will establish the ability to track emissions from our satellite offices at North Head, Cockatoo Island / Wareamah and Sub Base Platypus to enable these to also be reported on in the future.

The Harbour Trust is committed to achieving the Australian Government’s policy for the Australian Public Service of Net Zero greenhouse gas emissions by 2030. The Harbour Trust will develop a plan in 2023–24 setting out how we will achieve this. The plan will include goals for reducing greenhouse gas emissions and corporate waste, resource efficiency and transparency in reporting.

In 2023–24, the Harbour Trust will open the renewed Torpedo Factory at Sub Base Platypus to the public. It will be equipped with two dual electric vehicle charging stations powered by new photovoltaic arrays on the roof.

Greenhouse gas emissions inventory

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

Emission source	Scope 1 kg CO ² -e	Scope 2 kg CO ² -e	Scope 3 kg CO ² -e	Total kg CO ² -e
Electricity (location based approach)	N/A	103,468	8,504	111,973
Natural gas	-	N/A	-	-
Fleet vehicles	4,820	N/A	1,217	6,036
Domestic flights	N/A	N/A	402	402
Other energy	-	N/A	-	-
Total kg CO²-e	4,820	103,468	10,123	118,411



Upper island accommodation garden, Cockatoo Island / Wareamah.

STEWARD OUR PARKLANDS

Explanatory notes

- CO²-e = carbon dioxide equivalent

The three categories of emission source activities are as follows:

- Scope 1 is direct emissions from entity facilities and company owned vehicles.
- Scope 2 is indirect emissions from purchased electricity, steam, heating and cooling for own use.
- Scope 3 is all other indirect emissions, including from leased assets up and down stream.

The Australian Government will implement a continuous improvement cycle in public reporting as time goes on, especially for Scope 3 emissions, as data quality, methodology and APS capability improves. Scope 3 emissions will be included in the 2022–23 reports for emissions sources where robust data is available (for example, domestic business air travel). At this stage the Harbour Trust is only reporting on its head office and not including leased assets.

Total CO²-e emissions for the Harbour Trust's head office in 2022–23 was 118,411 kg. Partially offsetting that over the same period, the Harbour Trust's photovoltaic arrays at Cockatoo Island / Wareamah and North Head Sanctuary generated renewable energy equivalent to 100,300 kg CO²-e resulting in total net emissions of 18,111 kg CO²-e.

Water consumption

The Harbour Trust's head office consumed 172,510 L of potable water in 2022–23. While this is a 41% increase on the previous year (attributable to staff returning to work in the office in greater numbers following the COVID-19 pandemic) it is substantially lower than our long-term average (since 2007) annual water consumption of 267,252 L.

Waste

The Harbour Trust's head office generated approximately 3.6 tonnes of general waste in 2022–23. The Harbour Trust estimates its waste generation using the volume of bins (which are shared with adjoining tenancies) collected by our waste contractor.

Performance criterion

Criterion source

- Program 1.1, 2022–23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345.
- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Steward our parklands – p. 17.

Results against performance criterion

The Harbour Trust's 2022–2026 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS	
1.	Establish the Harbour Trust as a leader in the contemporary management of heritage landscapes.
2.	Conserve, interpret and activate our heritage assets, progressively bringing our sites back to life.
3.	Build an accessible resource of the knowledge, stories and oral histories of our sites.
4.	Build deep and strong partnerships so First Nations communities can carry out cultural responsibilities in caring for Country.
5.	Rehabilitate, preserve and enhance our natural environment and its precious biodiversity, creating green spaces that are cherished by the community.

In 2022–23, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Assets and Parklands	Achieved
1. Substantially complete delivery of the Torpedo Factory Renewal Project at Sub Base Platypus, finalising the rehabilitation of the site, maximising public access and telling the key stories of the site.	<ul style="list-style-type: none"> • Significant progress made with this initiative even under adverse latent condition discoveries. Demolition complete, Level 3 and High Street entry will reach practical completion in August 2023. Lower foreshore park to be complete end Q2 2023–24.
Director, Assets and Parklands	Partially achieved
2. Deliver the master plan for Middle Head / Gubbeh Gubbeh (including 10 Terminal), to plan a contemporary place for the community, delivering significant public domain benefit through the creation of parkland with heritage buildings activated for community and revenue-raising uses.	<ul style="list-style-type: none"> • The draft master plan for Middle Head / Gubbeh Gubbeh was published for public consultation on 14 March 2023 and there was a high level of public interest in the draft plan, with more than 200 submissions received by the close of the period on 9 May 2023. • The Harbour Trust has carefully reviewed all submissions received and created a Consultation Outcomes Report. This provides an overview of the key issues/themes, its response to them and how they will be addressed in the revised draft master plan. • The Harbour Trust has committed to publicly sharing the revised draft master plan for further comment, prior to it going to the Members of the Trust for approval in late 2023.

STEWARD OUR PARKLANDS

RESPONSIBILITY / PRIORITY ACTION	STATUS / Q4 PERFORMANCE
Director, Assets and Parklands	Achieved
3. Deliver the strategic asset management plan to safeguard Harbour Trust sites' heritage and natural biodiversity, and enable us to develop long-term plans for their maintenance and activation.	<ul style="list-style-type: none"> Strategic asset management plan (SAMP) is complete and adopted by the Harbour Trust for future capital works and minor capital investment across its portfolio. A series of the highest priority packaged works are in progress and will be substantially complete Q3 2023-24.
Director, Assets and Parklands	Achieved
4. Progress the backlog capital works program to improve maintenance of the fabric and condition of our sites, whilst keeping them safe and accessible.	<ul style="list-style-type: none"> Significant progress of this four year rolling program has been made with 14 projects complete. Planning and delivery of eight projects is scheduled for completion (or substantial completion) by Q4 2023-24.
Executive Director	Achieved
5. Embed caring for Country principles in our decision-making processes, elevating First Nations thinking across all facets of the organisation, supported by the development of a new Reconciliation Action Plan or alternate strategic framework to guide our actions.	<ul style="list-style-type: none"> The first stage of the cultural mapping project with Gujaga Foundation has been delivered and the second stage, focusing on our southern harbour sites, is underway. First Nations design consultants included in all three master planning teams and designing with Country principles integrated Gujaga Foundation support for the establishment of a First Nations Advisory Group complete. Internal RAPWG recommenced following recruitment of new members. Delivery of internal Harbour Trust program for National Reconciliation Week.

Opposite: Janet Carding speaking at the ceremonial planting of a Lone Pine tree at Georges Heights, Headland Park on 15 November 2022 with her Excellency, the Honourable Margaret Beazley AC KC, Governor of New South Wales, pictured on the far right.

Below: Solar panels on the Turbine Shop roof, Cockatoo Island / Wareamah.



WELCOME EVERYONE



WELCOME EVERYONE

As Australia and Sydney emerge from the challenges that were faced in previous years due to the pandemic, the Harbour Trust locations continue to increase in popularity attracting a record number of visitors at 2.02 million visits across the four principal sites. This shows the important role that our parklands and heritage locations play to local communities, Greater Sydney and Australia in providing public green space as well as a place for enjoyment, learning and exercise.

Visitors and engagement

The extraordinary places managed and protected by the Harbour Trust have significance on a national and international scale. Our locations are places of natural beauty, and feature heritage structures and remnants from different eras. In 2022–23, the Harbour Trust continued to attract visitors to our destinations, with a focus on growing interstate and international visitors, as the travel restrictions were lifted.

To celebrate Sydney WorldPride 2023, the Harbour Trust showed support with a campaign to show that our places are for everyone. This included replacing our logo on our social channels with a rainbow pride logo, updating our email signatures with a rainbow pride email signature banner, flying the Progress Pride flag at Cockatoo Island / Wareamah and North Head Sanctuary, updating imagery on our website and digital advertising with featuring a same-sex couple and engaging with LGBTQIA+ artists for Sunset Sessions. This was well received, both by staff and the general public.

One of the major projects undertaken by the Marketing team in 2022–23 was the upgrade of the Harbour Trust and Cockatoo Island / Wareamah websites. The aim of this project was to improve user experience and make information easily accessible. This also included updated languages pages, a revamp of the

website content and the creation of new web pages based on top searches, to ensure that our websites contain the information visitors were looking for. Since the upgrade, the bounce rate for the Harbour Trust website has steadily decreased and the new 'eat and drink' page on the Cockatoo Island / Wareamah continues to be one of the top 10 most visited pages each month.

The Harbour Trust continued to engage with visitors through its 'Hello Harbour Trust' initiative, a SMS text-based platform to provide visitors with an always on-source of information, including history, visitor services information, wayfinding and details about local attractions. It also serves as an 'always on' survey tool that allows us to measure visitor satisfaction and collect quantitative and qualitative feedback. Between 1 July 2022 and 30 June 2023, the initiative saw 7,703 people engaged in 9,370 conversations totalling 21,800 interactions.

The Harbour Trust continued its digital-first approach to visitor engagement. This included leveraging Facebook, Instagram, Twitter, LinkedIn and YouTube to communicate with our 71,250 social media followers, distributing 36 e-newsletters to a combined database of 41,469 e-news subscribers. E-newsletter open and click-to-open rates have substantially increased, showing that our e-news subscribers are highly engaged and the content delivered is relevant to them. Additionally, seven e-newsletters were sent to a combined database of 2,411 schools and vacation care providers. In 2022–23, the Harbour Trust launched a quarterly leasing newsletter to promote commercial and residential leasing opportunities.

Tours and education

This financial year was marked by a few changes to the Harbour Trust's tour and education offerings, including the commencement of two permanent part-time education guides, the introduction of Discovery Booklets as an additional educational option for schools, and new tours to coincide with the school holidays and activations on Cockatoo Island / Wareamah.

As a result of new staff arrangements, there have been fewer cancellations of education tour bookings due to assurances these bookings would proceed. A decrease in education tours in the second quarter was expected due to the impending summer school holidays, although numbers increased upon the return to school. Further, the introduction of teacher-led self-guided tours using Harbour Trust created Discovery Booklets has provided schools with increased flexibility to book tours based on their needs and school availability. Feedback has been positive and the resulting steady bookings demonstrate the Harbour Trust's adaptability and willingness to meet the needs of schools to ensure quality educational offerings.

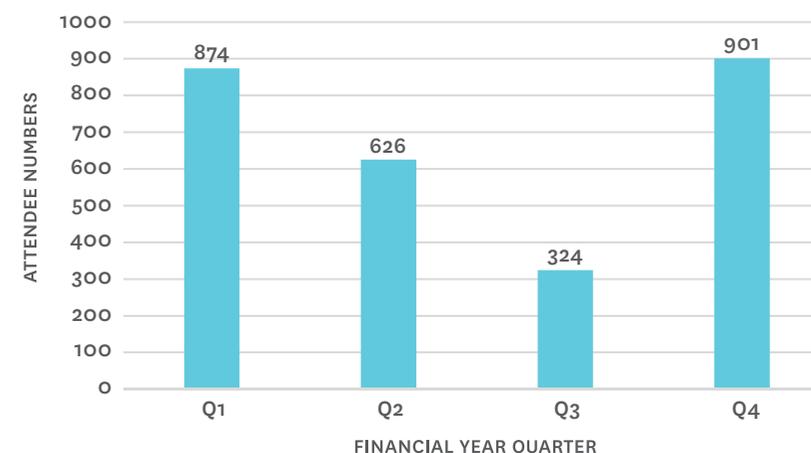
The introduction of three new tours to coincide with activations on Cockatoo Island / Wareamah for Opera Australia and Sydney Open, as well as the school holidays, were all successful. These tour offerings were highly popular and allowed the Harbour Trust to showcase different aspects of the island's history and its unique features. Weekend tours have continued to be popular but attendee numbers were affected by bad weather. The paranormal tours remained highly popular among attendees and are often sold out in advance.

Overall, revenue and attendee numbers in the first three quarters of this financial year across education and general tours remained steady but a notable increase was evident in the year's final quarter.



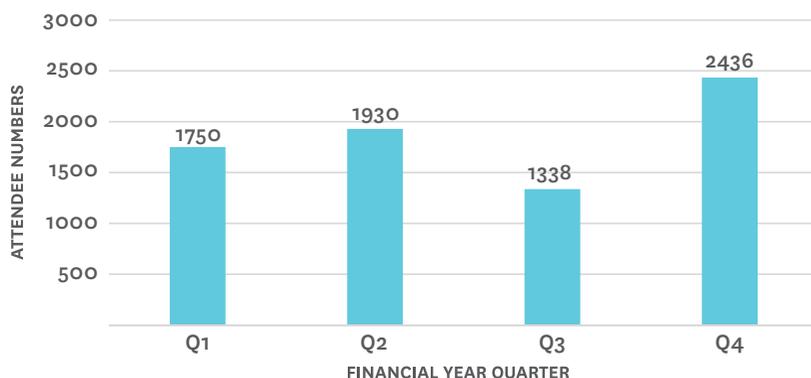
School group exploring North Head Sanctuary as part of a bush tucker education tour guided by Bush to Bowl.

School student attendees



WELCOME EVERYONE

Tour education and public tour attendees



Advertising and market research

In 2022–23, the Harbour Trust pursued a mix of digital and print advertising campaigns to promote its visitor destinations and experiences, including its tours, accommodation, school programs and seasonal offerings; namely, Sunset Sessions, school holiday activities and New Year’s Eve at Cockatoo Island / Wareamah. Additional campaigns were launched to support the growth of the Harbour Trust and Cockatoo Island / Wareamah e-newsletter marketing lists as well as to raise awareness of awareness of issues of public interest including public consultation processes. Further, the Harbour Trust ran campaigns to promote its visitor offerings to people living interstate and in New Zealand, including people actively planning a trip to Sydney.

Under section 311A of the *Commonwealth Electoral Act 1918*, the Harbour Trust is required to report on payments made for the services of advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising agencies.

External services

ORGANISATION	PURPOSE	EXPENDITURE*
Meta Platforms Ireland Limited	Advertising of visitor products and community participation/feedback opportunities.	\$31,029
Google Asia Pacific Pty Ltd	Advertising of visitor products and community participation/feedback opportunities.	\$20, 279
One Egg Digital	Provision of digital advertising services.	\$31,706
Hello Lamp Post Limited	Provision of visitor information/interpretation and seeking visitor satisfaction information	\$66,984

*Excluding GST.

Programming

In 2022–23, the Harbour Trust emerged from its pandemic-driven digital programming strategy and returned to delivering face-to-face programming to welcome our audiences back to our sites.

Underpinning the programming in 2022–23 was the consultation and development of a new Events and Activations Strategy (2023–28), which was developed in collaboration and consultation with the industry and the sector to ensure that it encapsulated best practice.

The strategy articulates our future ambitions for activations and events at the Harbour Trust and establishes a clear rationale and supporting framework for their planning and delivery. The strategy sets the course for the development of activations and events over the next five years. It provides a clear lexicon articulates a rationale, ambition and frameworks to inform and support decision making, sets priorities to increase our reach and impact, and situates our investment against delivery of community, cultural and financial outcomes.

The development of a further key document is guiding organisational programming and activations. The Harbour Trust stories and narratives has created a framework to guide and focus where and when stories are told. The Harbour Trust has established seven themes that connect all the sites, and then unique stories for each sites that are significant in their own right, but also illustrate these overall themes and link them to the national story. Together the Harbour Trust sites are where many of the key stories of Australia can be told through the places, and through the people who have lived and worked at them. The seven themes are:

- Continuing connection to Country
- Violence, encounters and dispossession
- Defending Australia
- Natural heritage of the most beautiful harbour in the world

- Harbour living and working
- Colonial settlement and expansion
- The convict era

Working within the framework of the seven themes, here are a selection of some of the highlights from the 2022–23 program:

- **Sunset Sessions on Cockatoo Island / Wareamah** returned for a highly successful sold out 11-week summer season on Cockatoo Island / Wareamah from January to April 2023. This season demonstrated the appetite of locals and tourists alike to experience a live music event while enjoying the iconic Sydney Harbour vistas and sunset. This program was pitched as an inclusive, intergenerational, family friendly event held on the lawn in front of Biloela House, showcasing local live music acts including LGBTQIA+ and First Nations artists.
- **Cockatoo Island / Wareamah Powerhouse tour** in partnership with Museums of History NSW’s Sydney Open event. This was a sold-out event that allowed visitors to experience the expansive and authentic space while listening to the history and stories of Cockatoo Island / Wareamah. The popularity and feedback from this tour will result in its introduction as a special tour that may become a seasonal offering in 2023. This will be planned in consideration of the building’s unique heritage and Harbour Trust’s conservation practices.
- **Cockatoo Island / Wareamah Convict Precinct tour** in partnership with Opera Australia’s Carmen on Cockatoo Island / Wareamah. The Convict Precinct pre-show tours were re-developed to highlight the themes of oppression, resilience, and determination – echoing the themes of Bizet’s opera.
- **First Nations cultural awareness tour** in partnership with Bush to Bowl was trialled across Headland Park and North Head Sanctuary. This included the development of two general tours and a school tour.

WELCOME EVERYONE

- **Art commission *Around the Curve* by Dennis Golding**, a new site specific First Nations public artwork commission for Sub Base Platypus is under development and will be delivered in the next financial year. The commission aims to activate Sub Base Platypus and to enhance the character and stories of the site. It will engage audiences with the unique endemic plantings included in the new harbourside open space parkland and with the unique architecture of the former Torpedo Factory structure as a landmark in North Sydney.
- **In Defence of Sydney: An interactive walking tour of Middle Head / Gubbuh Gubbuh** was developed as a prototype in partnership between the Harbour Trust and NPWS. The prototype has now been completed and an insights report drafted to help to shape future thinking and activation that will build on this initiative.

In recognition of the increased programming and activations being developed in-house and in support of the new Events and Activations Strategy, a new role, that of creative producer, was established and filled in June 2023.

Opera Australia's innovative 'Carmen on Cockatoo' opera experience, Cockatoo Island / Wareamah. Credit: Hamilton Lund.



Projects, events and partnerships

Initiatives, including projects, events and partnerships, for 2022–23 are listed below:

Sub Base Platypus

- Young Endeavour docking (Aug, Oct, Nov 2022) – Young Endeavour Youth Scheme
- Historical Guided Walking Tour (Mar 2023) – Naval Historical Society of Australia
- Filming for TV series (Jun 2023) – ESA Productions 9 Pty Ltd

North Head Sanctuary

- Filming for TV series (Jul–Sept 2022) – 10PP SPV Pty Ltd
- Night at The Barracks (Sept–Oct 2022) – Second Sunday
- Farmhouse Montessori Primary School tree planting (Sept 2022, Jun 2023) – Farmhouse Montessori Primary School
- WTC Triathlon Club Series (Oct 2022–Apr 2023) – Warringah Triathlon Club (WTC)
- Sydney Striders (Nov 2022, Apr 2023) – Sydney Striders Road Running Club
- Filming for TV series (Jan 2023) – Victory Harvest P/L
- Manly Rotary Fun Run (May 2023) – Rotary Club of Manly
- Defence Activity (May 2023) – Royal Australian Air Force
- Defence of Sydney Commemorative Event (Jun 2023) – Australia Remembers Committee
- Culture awareness general and education tours (Jun 2022) – Bush to Bowl

Cockatoo Island / Wareamah

- Filming for TV series (Jul 2022) – 10PP SPV Pty Ltd
- Aboriginal Employment Day (Sept 2022) – Babana Aboriginal Men's Group Redfern
- Google Reboot (Sept 2022) – Produced by Caroline Kemp P/L
- Aboriginal Mental Health and Wellbeing Day (Oct 2022) – Babana Aboriginal Men's Group Redfern
- 96.5 Wave FM Lyndal's 40th birthday celebration bucket list ghost tour (Oct 2022) – Wollongong Broadcasters Pty Ltd
- MODE Festival (Oct 2022) – Bizarro
- Synthyony and One Electric Day (Oct 2022) – Regional Touring
- Carmen (Nov–Dec 2022) – Opera Australia
- Sunset Sessions (Jan–Apr 2023) – Harbour Trust
- Sydney Weekender feature on Sunset Sessions (Feb 2023), and accommodation and tours (May 2023) – Seven Network (Operations) Limited
- Supercars Launch (Feb 2023) – TLA Worldwide (Aust) Pty Ltd
- Aboriginal Mental Health & Wellbeing Day (Mar 2023) – Babana Aboriginal Men's Group Redfern
- Sydney Tower Eye 'Eye Spy' school holiday campaign (Apr 2023) – Merlin Entertainments
- Aboriginal Employment Day (May 2023) – Babana Aboriginal Men's Group Redfern
- Cockatoo Island / Wareamah Orienteering Course (ongoing) – Orienteering NSW

Macquarie Lightstation

- World Maritime Day (Sep 2022) – Australian Maritime Safety Authority (AMSA)
- Travel Oz feature on with Greg Grainger (Oct 2022) – Travel Oz

Headland Park

- Group Art Exhibition (Oct–Nov 2022, May 2023) – Headland Artists
- Gate to Gate 5km Fun Run / Walk (Nov 2022) – HMAS Penguin
- Walk for Women (Nov 2022) – Mosman Council
- BTC Triathlon Series (Nov 2022–Apr 2023) – Balmoral Triathlon Club (BTC)
- Veteran's Workshop and Exhibition (Apr 2023) – Headland Preservation Group
- Anzac Day Dawn Service (Apr 2023) – Mosman RSL sub-Branch
- Cultural awareness general tours (Jun 2023) – Bush to Bowl
- Replanting of the Lone Pine Tree (Nov 2022) – with Mosman RSL and Headland Preservation Group
- Mosman Farmers Market (ongoing) – Choulartons Australia
- Headland Park Orienteering Course (ongoing) – Orienteering NSW

Multiple Sites

- Bondi to Manly Ultra (Nov 2022)

Rangers

In 2022-23 the team of nine Harbour Trust rangers supported visitors, managed security, safety and responded to emergencies/incidents across all sites. They also ensured compliance with our regulations and provided visitors with access to information. In addition, the Rangers provided a key role as ground support, ensuring our parklands were safe, supporting/monitoring on-site food and beverage businesses, as well as managing crowds accessing public transport from Cockatoo Island / Wareamah.

Performance criterion

Criterion source

- Program 1.1, 2022-23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345.
- *Sydney Harbour Federation Trust Corporate Plan 2022-2023 – Welcome everyone – p. 18.*

Results against performance criterion

The Harbour Trust’s 2022-2026 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS

1. Make our major sites destinations of discovery and delight that draw more first time and repeat visitors, from the whole of Greater Sydney and beyond.
2. Build national and international awareness of our sites, their significance and their stories for all Australians.
3. Improve our customer focus, and ensure those who visit, work or live at our sites have a great experience.
4. Differentiate our sites under a stronger brand, so that users and visitors can understand the different experiences and stories that make up the Harbour Trust.
5. Strengthen ties with those with a deep connection to our sites, including First Nations custodians, military families and veterans, and the industrial workforce of Cockatoo Island / Wareamah.

In 2022-23, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

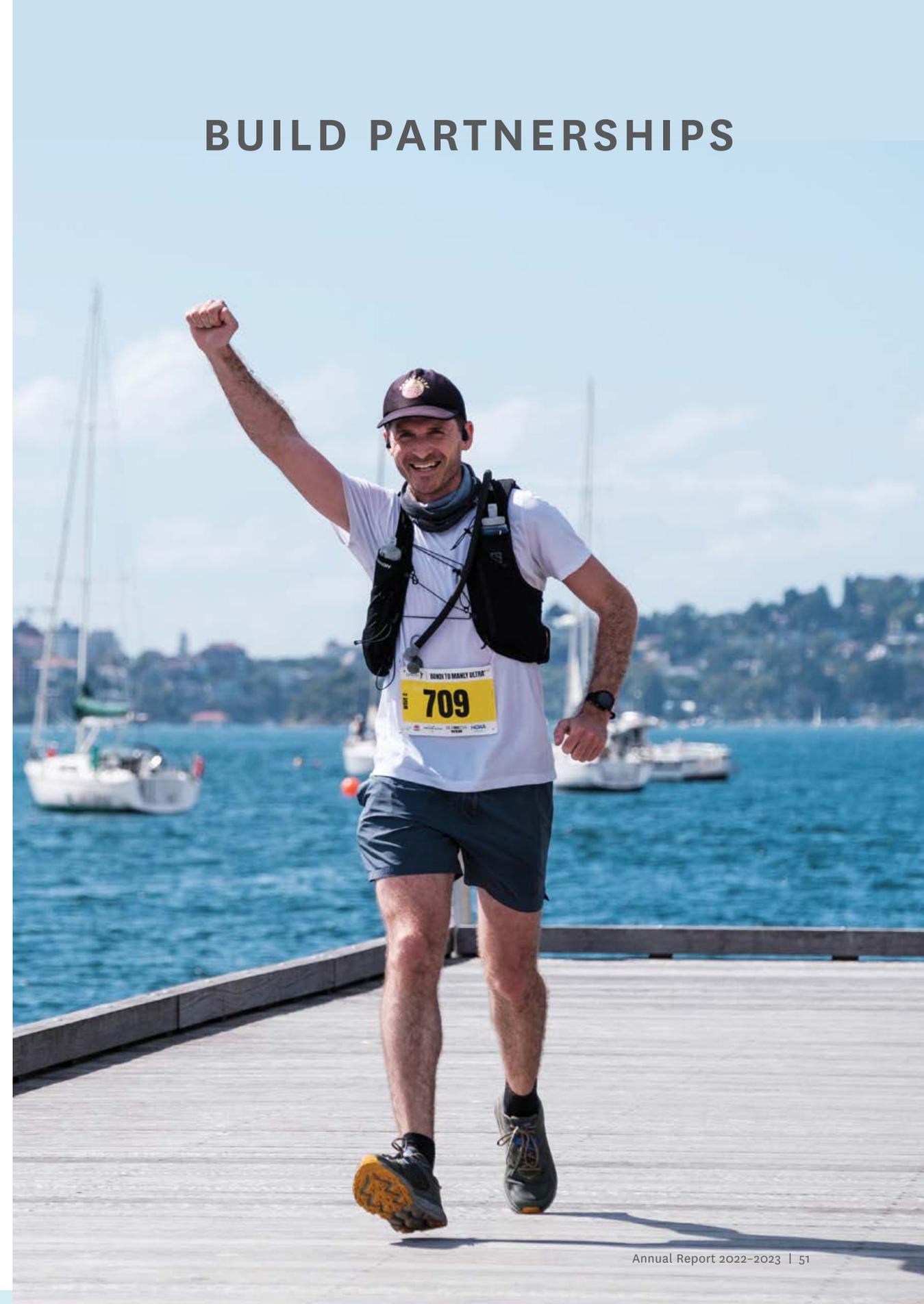
RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Executive Director	Partially achieved
<ol style="list-style-type: none"> 1. Complete master plans for Cockatoo Island / Wareamah and North Head Sanctuary in consultation with the community to ensure effective and cohesive placemaking visions ready for implementation. 	<ul style="list-style-type: none"> • Lead consultant teams have been engaged for both Cockatoo Island / Wareamah and North Head Sanctuary. Programs now agreed for both sites and master planning in on schedule, with feasibility studies completed for both sites and design response underway. Draft master plan for North Head Sanctuary due to be on public exhibition in September 2023, and draft master plan for Cockatoo Island / Wareamah by end of 2023.

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Marketing and Visitor Experience	Achieved
<ol style="list-style-type: none"> 2. Deliver the digital interpretation pilot project for the Middle Head / Gubbuh Gubbuh walking tour, and use the insights we gain to scale up the initiative. 	<ul style="list-style-type: none"> • In Defence of Sydney: An Interactive Walking Tour of Middle Head / Gubbuh Gubbuh was developed as a prototype between the Harbour Trust and NPWS. • The prototype has now been completed and an insights report drafted to help to shape future thinking and activation that will build on this initiative. <p>The project delivered on:</p> <ul style="list-style-type: none"> • Increasing engagement with the Harbour Trust website and the headland in person (the interactive walk’s webpages had around 3,000 unique views and 1,000 QR code signage scans) • Receiving positive feedback from those who did the trial walk (most people who did the post-walk survey indicating they were satisfied or very satisfied with the overall experience of the walk) • Budget and timeframe goals (phase one came in \$3,000 under budget and was delivered on time, being installed in mid-December 2022).
Director, Marketing and Visitor Experience	Achieved
<ol style="list-style-type: none"> 3. Welcome back visitors and tourists to all our sites, and cultivate partnerships to help deliver new educational, concert, festival and conference experiences, supported by the development of event and art strategies through the year. 	<ul style="list-style-type: none"> • Successful partnership and support of key annual community events – Artist Precinct Exhibition, Anzac Day Dawn Service at Georges Heights with 1,500 in attendance, the Defence of Sydney Commemorative Service at North Head on 2 June, and the Veteran’s Workshop and Exhibition hosting of the Headland Preservation Group led project with Richard Lewer in the Landship Gallery. • The Events and Activations Strategy has been widely consulted on with key stakeholders and is finalised with steps taken to commence an implementation plan across a five-year period. • The Education program on Cockatoo Island / Wareamah welcomed back a strong number of schools and students. • A First Nations cultural awareness tour in partnership with Bush to Bowl was trialled across Headland Park and North Head. This included the development of two general tours and a school tour. • Cumulative audience reach through media activities was over 30 million reach driven by coverage for events and accommodation offers on Cockatoo Island / Wareamah, events and wildlife re-introductions at North Head Sanctuary, school holiday programs, Middle Head / Gubbuh Gubbuh Draft Master Plan, the Harbour Trust funding announcement, torpedo move from Spectacle Island to Cockatoo Island / Wareamah and First Nations artist commission for Sub Base Platypus. • Total visits for this financial year to a record breaking 2,022,894 visits, exceeding our corporate plan target of 1.8 million by 12%. • New website upgrade, refreshed welcome board at Cockatoo Island / Wareamah, new drone footage, accommodation photos and marketing videos to support marketing initiatives and to drive more visitation to our sites.

WELCOME EVERYONE

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Projects/Director, Marketing and Visitor Experience	Partially achieved
4. Deliver Sub Base Platypus interpretation to reflect the layered history and rich stories of the site, enhancing the visitor experience.	<ul style="list-style-type: none">• It is anticipated that the delivery of this interpretation will be executed after practical completion of the Torpedo Factory renewal works which has been delayed and is anticipated to be delivered in Q2 2023–24.• First Nations artist Dennis Golding has been commissioned to develop three public artworks for Sub Base Platypus.• These artworks are under development through a collaborative process involving workshops with community. They are site specific, and place based – Dennis is responding to the location, the built and the natural environment in his concept development to create a welcoming and safe place for community to visit and to provide character and place to the location.• Development of a Sub Base Platypus opening and ongoing activations program is underway in preparation for the site opening including the process of delivering a bespoke general tour.• Designed and commissioned way finding and interpretation signage.

BUILD PARTNERSHIPS



Opposite: Runner passing through Sub Base Platypus during the Janssen Bondi to Manly Ultra 80 km run.

BUILD PARTNERSHIPS

Volunteers

Following the challenges posed by the COVID-19 pandemic in the previous annual reporting period, the volunteer program has had positive momentum during 2022–23.

The Harbour Trust engages almost 200 volunteers across 18 different role types including both public facing and behind-the-scenes activities. All volunteer roles and teams have been active throughout the reporting period, with public confidence for guided tours and in person activities also strong.

With the appointment of a new volunteer manager and work on a five-year strategy nearing completion, the focus for the coming period will be to build on the successes of the last 20 years whilst creating safe, inclusive and meaningful opportunities for volunteers to support our extraordinary places and enable the volunteer program to thrive for many years ahead.

Whilst overall numbers of active volunteers have not returned to pre-pandemic levels, the total service hours reported by Harbour Trust volunteers has exceeded the target for the reporting period, with a total of 20,284 hours reported across all Harbour Trust sites.

Some volunteers did confirm a decision not to return to their pre-pandemic active volunteering roles during the year and the records were updated to reflect this. This is in line with a trend reported across the volunteer sector more broadly, as many volunteers reassess their commitments, seek more short-term opportunities or return to paid work.

Recruitment for the year focused on visitor services volunteers for Cockatoo Island / Wareamah in particular, our busiest destination, with 12 new volunteers welcomed to the team.

Recruitment for new volunteers across the program will be a focus for the new financial year, for existing roles and for new volunteer opportunities.



From top to bottom: Harbour Trust staff and volunteers celebrating 20 years of the Harbour Trust volunteer program at the Chair's Christmas Celebration at Middle Head / Gubbuh Gubbuh, Headland Park; Harbour Trust Chair, Joseph Carrozzi AM, congratulating volunteers on their service milestones at the Chair's Christmas Celebration.

Volunteer impact is also evident through the 2,344 adults and children who have enjoyed volunteer-led tours at Harbour Trust places and the 765 people who enjoyed a speaker presentation across Sydney venues. During the reporting period Harbour Trust volunteers also recorded six new oral history interviews.

During the year the Harbour Trust also acknowledged the extraordinary contribution of five dedicated volunteers who reached their 20 years' service milestone with the Harbour Trust.

The dedication of the gardening teams at Headland Park and Cockatoo Island / Wareamah is evident in the stunning presentation of their gardens and the heritage restoration teams have also enjoyed a productive year. At time of writing, restoration volunteers have almost completed remediation of the North Head Sanctuary Command Post, Battery Observation and Search Engine Room and the Cockatoo Island / Wareamah Travelling Crane #1.

Local partnerships

Important partnerships continued in 2022–23 with key organisations working with the Harbour Trust to deliver shared ambitions.

Bondi to Manly Walk

Launched in November 2018, the Bondi to Manly Walk is an 80 km multi-day walk and major tourist attractor linking two of Australia's most famous beaches. The walk passes through four Harbour Trust sites: Macquarie Lightstation, Vaucluse; Sub Base Platypus, North Sydney; Headland Park, Mosman; and North Head Sanctuary, Manly. The walk is developed and marketed by the Bondi to Manly Walk Supporters – a partnership of the six councils along the walk and seven NSW state agencies (Place Management NSW, NPWS, Transport for NSW, Port Authority of NSW, the Royal Botanic Gardens, Sydney Opera House and Taronga Zoo) as well as the Harbour Trust.

Over the course of the reporting period, the Harbour Trust was proactively involved in the project and participated in the steering committee.

Babana Aboriginal Men's Group

A partner since February 2021, the Harbour Trust renewed our partnership with Babana Aboriginal Men's Group to host regular First Nations community events at Cockatoo Island / Wareamah. The events aim to improve engagement and outcomes for First Nations people and community. Four events were hosted in the reporting period, which included two employment days aimed at generating opportunities for First Nations peoples, and two health and wellbeing focussed gatherings supporting the strengthening of the community.

North Head Sanctuary Foundation

The North Head Sanctuary Foundation (NHSF) is a not-for-profit community association run by volunteers, committed to ecological repair and environmental education at North Head. The NHSF has had a long and fruitful presence at North Head and collaborates with the Harbour Trust and other landholders towards achieving shared objectives. The Harbour Trust provides NHSF with material support and facilities at no cost to enable educational outreach and a plant nursery. The Harbour Trust entered into a Memorandum of Understanding (MOU) with the NHSF in 2008, and our two organisations are working towards an updated MOU which is expected to be finalised in 2023–24. For more details about the work undertaken by NHSF over the year, see **Bushland and parkland management** – p. 34.

Royal Australian Artillery Historical Company

Since 2013, the Royal Australian Artillery Historical Company (RAAHC) has maintained a partnership with Harbour Trust, which began during the restoration of heritage items at North Fort. Operating under the auspices of the RAAHC, the Cutler Research Centre at North Fort is managed by a volunteer-based not-for-profit organisation comprising members dedicated to promoting the importance of Australian artillery, its history and heritage. The primary objective of the RAAHC is to share this valuable information with all Australians, both past and present.

The Harbour Trust has been actively collaborating with the RAAHC in preserving and managing the memorial walk at North Fort. Together, they ensure the protection and management of this meaningful site. The ongoing association between the RAAHC and the Harbour Trust reflects a shared commitment to preserving Australia's artillery legacy and educating the public about its significance.

Performance criterion

Criterion source

- Program 1.1, 2022–23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345.
- *Sydney Harbour Federation Trust Corporate Plan 2022–2026* – Build partnerships – p. 19.

Results against performance criterion

The Harbour Trust’s 2022–2026 Corporate Plan set the following strategic goals for this criterion:

STRATEGIC GOALS

1. Partner with the community, government and other stakeholders as we plan our work and implement our vision.
2. Support tenants and licensees to help deliver our vision through their work.
3. Become a universal place of welcome for First Nations peoples, through building deep and long-term relationships.
4. Develop and build philanthropic partnerships, creating ambassadors who advocate for our goals.
5. Support and grow our volunteer activities in the field of natural and built environment, cultural heritage, visitor experience, and administrative support.

In 2022–23, the Harbour Trust set the following priority actions and performance measures in relation to this criterion:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
----------------------------------	-----------------------------

Director, Marketing and Visitor Experience	Achieved
---	-----------------

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Provide safe, meaningful and inclusive opportunities for volunteers whilst following best practice Volunteer Management. | <ul style="list-style-type: none"> • New Volunteer Manager appointed and all volunteers under volunteer agreement. • Volunteer tour guides have engaged with 2,344 adults and children through face-to-face guided tours at North Head Sanctuary and Headland Park. • 765 people have enjoyed community presentations conducted by volunteer speakers. • National Volunteer Week (15 – 21 May) was supported with five free activities at Headland Park, Cockatoo Island / Wareamah and North Head Sanctuary, with 78 volunteers from partner organisations attending. • Nominated volunteer subject matter experts engaged in focused discussion groups to support the early stages of Cockatoo Island / Wareamah and North Head master planning development. • Three What’s On Sessions across the period. Presentation distributed to all volunteers following the event. • Eight separate training sessions held for volunteers including onboarding, refresher training and cultural awareness training. |
|---|--|

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
----------------------------------	-----------------------------

Director, Marketing & Visitor Experience /All	Achieved
--	-----------------

- | | |
|---|---|
| <ol style="list-style-type: none"> 2. Continue and extend First Nations community and organisational partnerships, to strengthen our First Nations ties and support local community. | <ul style="list-style-type: none"> • A new partnership agreement was finalised with Babana to conduct up to six First Nations health and wellbeing community workshops per year on Cockatoo Island / Wareamah. • Discussions are continuing with DanceRites on how the Harbour Trust can further support the event and provide accommodation for performers at Cockatoo Island / Wareamah, through a multi-year agreement. • Partnered with Transport for NSW to support the delivery of their Aboriginal Employment Unit Programs Graduation at Cockatoo Island / Wareamah. |
|---|---|

Director, Marketing and Visitor Experience /Director, Planning/Head of Property	Achieved
--	-----------------

- | | |
|---|---|
| <ol style="list-style-type: none"> 3. Build new delivery partnerships that make valuable and direct contributions to the achievement of the Harbour Trust objectives and priorities. | <ul style="list-style-type: none"> • A partnership was created with Bush to Bowl to deliver public and education tours. • Partnered with Sydney Open to deliver a ‘behind the scenes’ tour of the Cockatoo Island / Wareamah Powerhouse – the tour was sold out and will be incorporated into the forward program of activations. • Working on multi-year agreement with Young Endeavour to utilise Sub Base Platypus six times of year for the launch of its programs. • A draft MOU has been provided to the NHSF for its consideration. The draft MOU aims to provide a renewed collaborative framework for the next three years. • Partnering with AMSA to light up Macquarie Lightstation in blue and green to celebrate World Maritime Day and leverage media opportunities. • Partnering with Opera Australia to offer a Carmen themed tour of Cockatoo Island / Wareamah prior to performances on Friday, Saturday and Sunday during the performance season; social ticket giveaway promotion; co-marketing opportunities and supporting their media event. |
|---|---|

Director, Marketing and Visitor Experience	Achieved
---	-----------------

- | | |
|--|--|
| <ol style="list-style-type: none"> 4. Finalise the new stakeholder engagement strategy and commence implementation. | <ul style="list-style-type: none"> • Strategy is now finalised and endorsed by Members of the Trust. • The Stakeholder Engagement Strategy is guiding our process of consultation with our newly formed Community Advisory Committee who are all now inducted and have attended two meetings and several master plan related workshops. • The strategy has guided community consultation in our master plan engagement for Middle Head / Gubbuh Gubbuh, North Head and Cockatoo Island / Wareamah through the identification of specialist focus groups as well as seeking broader community input. • The strategy is also guiding stakeholder engagement led by other areas of the organisation such as engagement with tenants by the Property team and community engagement on the repairs and maintenance program by the Assets and Parkland team. |
|--|--|

BUILD PARTNERSHIPS

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Executive Director	Achieved
5. Implement a new leasing policy which aligns to the legislative amendments and builds on input from both the community and the tenant community, ensuring correct governance, accountability and transparency.	Leasing policy approved by the Members of the Trust and implemented March 2023, and stakeholders notified.

Opposite: Aerial image of the Gunners Barracks and Georges Head Lookout at Georges Heights, Headland Park.
 Below: Couple flying a kite on the oval at North Head Sanctuary.



A ROBUST BUSINESS



A ROBUST BUSINESS

Despite experiencing some residual impact from the COVID-19 pandemic, both the Harbour Trust and our tenants continue to show remarkable resilience, demonstrating a strong recovery post COVID-19. While the leasing market has experienced fluctuations, there are positive signs of recovery overall. We acknowledge that we face competition from external markets, increasing the need for us to conduct regular rate revaluations and adjustments across all stock to ensure market competitiveness.

Commercial leasing

The commercial leasing market has been strongly impacted by social and economic impacts that have emerged in recent times. We have observed various trends and shifts in businesses' approach to office spaces, driven by both local and global factors. Understanding and adapting to these impacts is crucial as we align our leasing strategies and remain aware of market dynamics. Some notable trends include the transition to online work with many businesses making the decision to close their physical offices and shift towards operating purely or mostly online with smaller shared working spaces for meetings. This transition reflects the increasing reliance on digital technologies and remote work capabilities. As a result, the demand for traditional office spaces and large offices to accommodate all staff at once has declined in certain sectors and impacted some of the larger tenancies across Harbour Trust sites.

We have also seen the expansion and contraction of business sectors based on economic conditions. While some industries have experienced growth and expansion, for example medical, mental health, shared working spaces, others face challenges and have downsized or not renewed leases. This is attributed to changed efficiencies in their role or a change in how they operate more broadly – for example, marketing and communications.

The shifting landscape of traditional workspaces has given rise to a significant growth in shared office space utilization. The Harbour Trust secured a lease with a reputable shared workspace operator at North Head. The lease entailed, in addition to paying rent, the lessee undertaking works to revitalise the premises that had been offline for many years. The operator's expertise and commitment to creating dynamic and collaborative work environments have breathed new life into these buildings, attracting a diverse range of tenants seeking flexible workspace solutions and aiding in the preservation of Harbour Trust assets.

In navigating the North Shore's commercial leasing landscape, we remain attentive to these external factors and adjust our processes accordingly. By adapting to economic conditions, staying abreast of industry shifts, and considering the impact of transport and infrastructure developments, we can position ourselves to effectively meet the evolving needs of businesses seeking commercial spaces in the area. Accommodating long-term tenants' relocations and reactivating previously unoccupied buildings further demonstrates our commitment to maintaining a dynamic and responsive leasing market.

Residential leasing

Our residential portfolio, now managed in-house, has performed exceptionally well. We have implemented an average annual rent increase of 5% applicable to new leases, contributing to the overall financial stability and growth of income from the portfolio. Additionally, we have three houses currently undergoing renovation, which will further enhance the quality and appeal of our residential offerings and ensure our competitiveness in the residential market.



Family enjoying lunch outside a Heritage Holiday House, Cockatoo Island / Wareamah .

Accommodation

Our short-stay accommodation has recovered from COVID-19 impacts and is thriving, reflecting the growing demand from both international visitors and interstate travellers. School groups have also shown increasing interest in our accommodation offerings, with advance bookings into 2024. This steady growth in demand is a testament to the appeal and desirability of our short-stay options.

As part of the Cockatoo Island / Wareamah master planning process, an accommodation strategy has been developed.

Licensing and venue hire

Licensing and venue hire presented two major events that had been postponed due to COVID-19. Night at The Barracks at the Barracks Precinct, North Head Sanctuary was a five-week series of concerts on the Parade Ground in September and October 2022, and Opera Australia's production of Carmen ran over 21 nights on Cockatoo Island / Wareamah in November and December 2022. Both events achieved good attendance and attracted diverse audiences. Other major events included MODE Festival, Synphony and One Electric Day.

A highlight of the year was the 11-week season of Sunset Sessions on Biloela Lawn, Cockatoo Island / Wareamah, which was a 100% sell out. Audiences enjoyed acoustic music in this picturesque setting with Harbour Bridge views, during day light savings January to April 2023.

The Harbour Trust allows activities such as weddings, exhibitions, filming and photography to be conducted on Harbour Trust sites. Over the reporting year 138 low-impact permits were issued for such events, an increase of 19 percent on the previous reporting period.

Performance criterion

Criterion source

- *Sydney Harbour Federation Trust Corporate Plan 2022–2026 – A robust business – p. 20.*

Results against performance criterion

The Harbour Trust’s 2022–2026 Corporate Plan set the following strategic goals for this management metric:

STRATEGIC GOALS

1. Sustain and grow our residential and business leasing revenue by bringing more of our assets into use, and attracting and nurturing quality tenants to help us deliver our vision and service the community.
2. Build financial resiliency and sustainability, by raising revenue through our sites and with our partners, funders and supporters.
3. Grow financially viable events, and increase revenue through our short-term accommodation strategies, aligned with our vision and the heritage and environmental values of our sites.

In 2022–23, the Harbour Trust set the following priority actions and targets in relation to this management metric:

RESPONSIBILITY / PRIORITY ACTION	STATUS / Q4 PERFORMANCE
----------------------------------	-------------------------

Head of Property and Leasing	Achieved
------------------------------	----------

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Increase our focus on maximising leasable stock, including business, residential and meanwhile uses to contribute to the ongoing financial sustainability of the Harbour Trust. | <ul style="list-style-type: none"> • We continue to review leasable stock to ensure properties are being effectively and efficiently occupied. We continue to consider flexible leasing options to attract a diverse range of tenants such as short-term leases, co-working spaces, and pop-up opportunities. This flexibility attracts a broader range of tenants and encourages occupancy even on a temporary basis, contributing to our financial stability. • We remain conscious of market conditions and consistently identify emerging trends, demands, and opportunities allowing the Harbour Trust to remain competitive in the market place. By staying attuned to the evolving needs of tenants and the local market, we look to adapt our offerings and leasing strategies accordingly. • We continue to refurbish residential premises as available preserving and enhancing the market value of the asset. |
|--|---|

Director, Marketing and Visitor Experience	Achieved
--	----------

- | | |
|---|---|
| <ol style="list-style-type: none"> 2. Attract and welcome back events and venue activations at our principal sites, to provide diversified, sustainable revenue streams. | <ul style="list-style-type: none"> • Support and delivery of third-party events including Night at the Barracks, filming for Ten Pound Poms, Space Princess and NCIS, Mode Festival, Synthony/One Electric Day, corporate events and Opera Australia’s production of Carmen on Cockatoo Island. • Low impact permits and weddings show strong result for the period. • Many sporting events delivered including, HMAS Penguin Gate to Gate and Walk for Women, Sydney Harbour Hike, Bondi to Manly Ultra, Warringah Triathlon Club Series, Balmoral Triathlon, Manly Rotary Fun Run and Sydney Striders. |
|---|---|

RESPONSIBILITY / PRIORITY ACTION	STATUS / Q4 PERFORMANCE
----------------------------------	-------------------------

Executive Director	Achieved
--------------------	----------

- | | |
|--|---|
| <ol style="list-style-type: none"> 3. Continue the dialogue with government in relation to further investment and explore funding mechanisms to deliver against our objectives. | <ul style="list-style-type: none"> • Investment of \$45.2 million in maintenance and infrastructure renewal announced in Federal Budget in May 2023. Further discussions planned on investment with DCCEEW, Department of Finance and Minister’s office. |
|--|---|

Strategy Officer / Head of Property and Leasing	Partially achieved
---	--------------------

- | | |
|---|--|
| <ol style="list-style-type: none"> 4. Build new delivery partnerships that make valuable and direct contributions to the achievement of the Harbour Trust objectives and priorities. | <ul style="list-style-type: none"> • The performance of the short-term accommodation has demonstrated positive results. The accommodation strategy has been reviewed and is being integrated as part of the master planning process. • Works required to introduce two additional premises into the short-term accommodation offering have been identified and a scope of works constructed for each. On completion of work, we will be in a position to offer two restored premises, with one specifically designed to provide accessibility options. These additions will enhance our short-term accommodation options, catering to a wider range of guests. • One of the restored premises holds potential for utilisation as an event space, including weddings and other similar occasions allowing versatility and opportunities to increase activity in the events sector. |
|---|--|

Executive Director	Partially achieved
--------------------	--------------------

- | | |
|---|--|
| <ol style="list-style-type: none"> 5. Progress organisational DGR status to facilitate better opportunities for philanthropic donations. | <ul style="list-style-type: none"> • Legal advice has been requested and received to inform the approach to achieving DGR status. Proposed approach due to be discussed with Members of the Trust and Sydney Harbour Foundation Management board in Q1 2023–24. |
|---|--|

Man strolling along the promenade at Sub Base Platypus. Credit: Ben Guthrie, The Guthrie Project.



STRENGTHEN OUR CAPABILITIES



Human resources

All Harbour Trust employees are engaged under Section 48 of the *Sydney Harbour Federation Trust Act, 2001*, with the terms of employment outlined in the Enterprise Agreement 2016–2019 (now extended to 25 October 2023).

The head count as at 30 June 2023 was 78, comprising 55 full-time staff, 12 part-time staff and 11 casual employees, all based in Sydney.

Classification	Male	Female	Non-binary	Prefers not to answer	Uses a different term	Full-time	Part-time	Ongoing	Non-ongoing	Casual	Total headcount
Executive Director	0	1	0	0	0	1	0	0	1	0	1
Senior Executive	1	2	0	0	0	3	0	3	0	0	3
EL2	8	3	0	0	0	11	0	8	3	0	11
EL1	6	9	0	0	0	12	3	13	2	0	15
L6	6	7	0	0	0	12	1	13	0	0	13
L5	3	6	0	0	0	6	2	8	0	1	9
L4	0	2	0	0	0	1	1	2	0	0	2
L3	7	4	0	0	0	8	3	10	1	0	11
L1 - 2	4	8	1	0	0	1	2	1	2	10	13
Trainees	0	0	0	0	0	0	0	0	0	0	0
Total	35	42	1	0	0	55	12	58	9	11	78

Note: Headcounts do not include three labour-hire staff.

Equity, diversity and inclusion

The Harbour Trust demonstrates an ongoing commitment to diversity, equity and inclusiveness through the development and implementation of its disability action plan, policies and procedures.

Executive remuneration

The categories of personnel covered by the disclosures include key management personnel and senior executives within the meaning of *Public Governance Performance and Accountability Rule 2014*.

Remuneration policies, practices and governance arrangements

The key management personnel (KMP) include the Members of the Trust and the Executive Director. Pursuant to Section 43 of the *Sydney Harbour Federation Trust Act 2001*, the Harbour Trust sets the conditions of employment for the Executive Director, but must first seek advice from the Australian Government Remuneration Tribunal in respect of remuneration and allowances.

Remuneration for the senior executive is set with regard to public sector benchmarks, the nature of the work, specific skills and individual contribution to business outcomes.

Tables showing the remuneration for KMP and senior executives in the reporting year are set out in **Appendix 4**.

STRENGTHEN OUR CAPABILITIES

Disability action plan

The Harbour Trust continuously works towards eliminating barriers for those with a disability. In 2022–23 a person with a disability accounted for 1.2% of our workforce.

Public interest disclosure

In accordance with the *Public Interest Disclosure Act 2013* (PID Act) the Harbour Trust reported to the Commonwealth Ombudsman that it had received no public interest disclosures during the 2022–23 reporting period. In October 2022 the Harbour Trust updated its PID procedures, which are available on our website.

Business operations

A central focus of 2022–23 was building the Harbour Trust capability, adding new skills and improving processes and systems (see **Key activities** – p. 30 for more information).

Performance criterion

Criterion source

- *Sydney Harbour Federation Trust Corporate Plan 2022–2026* – Strengthen our capabilities – p. 21.

Results against performance criterion

The Harbour Trust’s 2022–2026 Corporate Plan set the following strategic goals for this management metric:

STRATEGIC GOALS

1. Attract and retain an outstanding, diverse workforce and invest in its professional development.
2. Shape our organisation to achieve its goals and build its resilience and adaptability.
3. Grow our ICT capacity to improve customer focus, enable proactive asset management, and eliminate end of life systems and manual processes.
4. Ensure the culture of our organisation is focused on visitor and client service, as well as delivering quality and best value outcomes.

In 2022–23, the Harbour Trust set the following priority actions and targets in relation to this management metric:

RESPONSIBILITY / PRIORITY ACTION	STATUS / Q4 PERFORMANCE
Executive Director	Partially achieved
<ol style="list-style-type: none"> 1. Complete the reshaping of the organisation to match our future plans, and build a responsive, community-focused and mutually supportive culture. 	<ul style="list-style-type: none"> • Chief Operating and Financial Officer commenced 15 March with associated changes in reporting relationships to reshape structure. Recruitment of a new People and Culture Manager completed in June 2023. • Vacancies in Marketing and Visitor Experience reviewed to align with future directions in storytelling, interpretation and visitor experience, and Creative Producer role established and first position filled.
Executive Director	Achieved
<ol style="list-style-type: none"> 2. Expand leadership capability, capacity for storytelling and ability to deliver projects of increasing scale and complexity. 	<ul style="list-style-type: none"> • Program of leadership training for executive and supervisory staff agreed and delivered.
Senior Manager, WHS and HR	Achieved
<ol style="list-style-type: none"> 3. Continue to invest in ICT, reforming business processes, process automation, and enabling employees to focus on strategic priorities and delivery of objectives. 	<ul style="list-style-type: none"> • Significant work continues to develop Harbour Trust ICT systems. In 2022–23 the Harbour Trust successfully upgraded Asset Easy (asset management system) to include a property and leasing function and implemented Human Force (human resources management system) to electronically capture leave and rostering. Additionally, in 2022–23 a review of the current finance system was completed with recommendations currently under consideration. Development work to replace the infringement database replacement is well advanced and is on track to be replaced in Q2 of 2023–24.
Senior Manager, WHS and HR	Achieved
<ol style="list-style-type: none"> 4. Track staff turnover and investigate mechanisms to increase retention, to ensure we remain agile and skilled in responding to changing and emerging demands as an employer. 	<ul style="list-style-type: none"> • The leadership program was delivered in Q4 with the aim of enhancing leadership capability across the organisation to enhance our ability to remain agile in a changing environment.

RISK OVERSIGHT AND MANAGEMENT

Corporate governance

Meetings of the Members of the Trust

During the reporting period the following Trust Members terms ended – Joseph Carrozzi AM, Bradley Manera, Carolyn McNally and Michael Rose AM.

In 2022–23, there were seven Meetings of the Trust.

Name	Position held Executive / Non-executive	Period as the accountable authority or member within the reporting period		
		Date of commencement	Date of cessation	Number of meetings of accountable authority attended
Joseph Carrozzi AM	Chair, Non-executive	1 July 2021	30 June 2023	7 of the possible 7
Michael Rose AM	Non-executive	11 September 2019	10 September 2022	Observer at 6 of the possible 7 meetings
Bradley Manera	Non-executive	1 July 2021	30 June 2023	7 of the possible 7
Carolyn McNally	Non-executive	1 July 2021	30 June 2023	6 [^] of the possible 7
Steven Issa	Non-executive	16 November 2021	-	4* of the possible 7
Alison Page	Non-executive	31 March 2022	-	6* of the possible 7
Pru Goward AO	Non-executive	18 March 2022	-	5 [^] of the possible 7
Chantelle Fornari	Non-executive	29 April 2022	-	5 [^] of the possible 7

* was not in attendance for the full duration for one meeting

[^] was not in attendance for the full duration for two meetings

See p. 16–18 for qualifications and further information on the Members of the Trust.

Audit Committee

Following machinery of government changes and the creation of the new Department of Climate Change, Energy, the Environment and Water, effective from 1 July 2022, a new Audit Committee was established within the reporting period. In compliance with section 45 of the PGPA Act this committee provides independent advice to the Members of the Trust (as the accountable authority) on the Harbour Trust’s financial reporting, performance reporting, systems of risk and oversight of the management and system of internal controls. A copy of the committee’s charter is at **Appendix 5**. There are two sub-committees of the Audit Committee; the Financial Statements Sub-committee and the Performance Reporting Sub-committee.

Opposite: View of Sydney Harbour at sunset from Woolwich Dock. Credit: Graham Izod.

RISK OVERSIGHT AND MANAGEMENT

The Audit Committee met three times, with regard to the Harbour Trust in 2022–23. Information about the committee members, their qualifications, knowledge, skills or experience, their attendance during 2022–23 and their remuneration is included below.

Portfolio Audit Committee membership

In the reporting period members of the committee were:

MEMBER	QUALIFICATIONS, KNOWLEDGE, SKILLS OR EXPERIENCE	NUMBER OF AUDIT COMMITTEE MEETINGS ATTENDED	TOTAL ANNUAL REMUNERATION (GST INCL.)
Ian McPhee Audit Committee, Chair	Bachelor of Business (Accountancy) CQU, Bachelor of Arts (Computing Studies) UC, FCPA, FCA, FIPAA, GAICD. Public sector and industry experience, including as a company director, audit committee chair/ member, chair of various governance reviews. Past appointments include Auditor General for Australia 2005–15, Deputy Secretary, Department of Finance 2003–2005.	3	*
Lesley Seebeck Audit Committee Member Performance Reporting Subcommittee Chair	Bachelor of Applied Science (Physics) CQU, Master of Defence Studies UNSW, MBA UQ, PhD. UQ, GAICD. Independent consultant and honorary professor at the ANU. Past appointments include CEO, Cyber Institute; Chief Investment Officer, Digital Transformation Agency; Chief Information Officer, Bureau of Meteorology; and Senior Executive Service in Department of Finance.	2	*
Alexandra Spark Audit Committee Member Financial Statements Sub Committee, Chair	Bachelor of Commerce, UNSW, FCA.GAICD. Independent consultant, Chartered Accountant and Risk Specialist. Past appointments include former Partner of Deloitte Touche Tohmatsu which involved 25 years as a Financial Statements auditor.	3	*

*Remuneration for members of the Portfolio Audit Committee is paid by the Department of Climate, Change, Energy, the Environment and Water. Information about remuneration is reported in the department's annual report.

The Members of the Trust also operated a Finance and Risk Committee during the reporting period, chaired by Carolyn McNally.

Fraud control

Fraud control within the Harbour Trust is overseen by the Members of the Trust, as well as the Audit Committee. The basis of the Harbour Trust's fraud policies and procedures is the Commonwealth Fraud Control Framework.

There were no identified instances of fraud during the reporting period.

Indemnities and insurances

In 2022–23, the Harbour Trust had the following key insurance policies with Comcover:

- General liability
- Professional indemnity
- Directors and officers liability
- Property and motor vehicle
- Personal accident
- Travel outside country

In addition, the Harbour Trust held workers compensation insurance with Comcare. The Harbour Trust has not indemnified against a liability for directors or officers for liabilities or claims against them during the reporting period.

Procurement

The Harbour Trust's procurement framework gives effect to the Commonwealth Procurement Rules and other relevant legislation and policies. During this reporting period the Harbour Trust's procurement policy and procedures were regularly reviewed and updated to support a consistent approach to sourcing and tender evaluation across the organisation.

Tendering and contracting

In 2022–23, the Harbour Trust conducted procurement activity for 21 projects awarding contracts valued at \$9,003,541 (including GST). The 2022–23 portion of those contracts totalled \$5,229,669. Procurement activity encompassed:

- Building preservation and restoration works
- Residential building renovations
- Master planning
- Electricity supply
- Security services
- Various marketing and visitor engagement services

The Harbour Trust engaged consultants to provide specialist advice relating to stakeholder engagement, capital development, site activation strategy, interpretation, first nations advisory, master planning and cost planning. The Harbour Trust spent \$4,508,996 under consultant contracts in 2022–23.

Government policy orders

A government policy order (GPO) is an order made by the Minister for Finance under the *Public Governance, Performance and Accountability Act 2013*, that specifies a policy of the Australian Government that is to apply to one or more corporate Commonwealth entities.

The Harbour Trust is subject to one GPO, being the Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017. The Harbour Trust charges for regulatory activities such as liquor permits and planning applications (previously referred to as development applications) that occur on its land.

A cost recovery implementation statement (CRIS) is published on the Harbour Trust's website, which reports financial and non-financial performance information for these activities and contains financial forecasts for the current year and three forward years.

Access and safety

Risk management

COVID-19 remained a regular prevailing risk for the operations of the Harbour Trust in 2022–23.

Our staff and volunteers continued to demonstrate positive safety behaviours including working away from the office when unwell and maintaining good hygiene practices. This approach continued to mitigate against the loss of a large percentage of staff due to illness.

The Harbour Trust applied risk-based decision making consistent with its responsibilities under relevant laws and regulations. This risk based approach will continue to support the identification of corporate and operational risks through ongoing reviews and updates of the risk register.

Work health and safety

In 2022–23, the Harbour Trust completed the third year of its three-year WHS strategy which included a review, update and implementation of the safety management system. This work continues to have a positive effect on our safety culture.

In 2023–24, the Harbour Trust will commence a new three-year safety strategy with a focus on health and wellbeing whilst maintaining and monitoring the effectiveness safety management system for legislative compliance through ongoing WHS audits. To support the ongoing management and knowledge of the safety management system ongoing education is provided to our staff, volunteers and tenants.

WHS statistics

HAZARDS / INCIDENTS / INJURIES	2020–21	2021–22	2022–23
Number of incidents and accidents reported	77	50	72
Number of lost time injuries	1	0	1

Notifiable incidents

There were no notifiable incidents during the 2022–23 year. There were no Comcare prosecutions or investigations during the year.

Judicial decisions and reviews by outside bodies

Section 17BE(q) of the PGPA Rule requires our annual report to include particulars regarding judicial decisions or decisions of administrative tribunals, that have had or may have a significant effect on the operations of the Harbour Trust, during this reporting period.

The Harbour Trust is unaware of any judicial or administrative appeal tribunal decision, which has or may have a significant impact on the operation of the Harbour Trust during this reporting period.

Section 17BE(r) of the PGPA Rule requires our annual report to also include particulars of any report on the Harbour Trust given by:

- the Auditor-General;
- a Parliamentary Committee;
- the Commonwealth Ombudsman; or
- the Office of the Australian Information Commissioner, together known as the ‘outside bodies’.

The Harbour Trust is unaware of any reports on the Harbour Trust by the outside bodies, other than general audits conducted, such as but not limited to, the annual Australian National Audit Office audit on the financial statements.

Ministerial directions

No ministerial directions were given to the Harbour Trust during the reporting period.

Performance criterion

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Risk oversight and management – p. 22.

Results against performance criterion

The Harbour Trust’s 2022–2026 Corporate Plan set the following strategic goals for this management metric

STRATEGIC GOALS	
1.	Continue a strong focus on risk management and oversight to ensure that staff and the Members of the Trust comply with all relevant legislation.
2.	Support the development of a risk aware culture through investment in systems and capability.
3.	Complete the implementation of our multi-year WHS strategy.

In 2022–23, the Harbour Trust set the following priority actions and targets in relation to this management metric:

RESPONSIBILITY / PRIORITY ACTION	STATUS / Q4 PERFORMANCE
Senior Manager, WHS	Achieved
1. Pursue a continuous improvement approach to WHS procedures, reporting and governance to inform effective risk management strategy and demonstrate regulatory compliance.	The review and update of the safety management system progressed throughout the 2022–23 year and completed in Q4. As part of our approach to continuous improvement WHS reporting was independently reviewed, which found overall the reports were of a high standard with recommendations for further minor improvements adopted. Overall staff completed a total 764 online safety modules and received face to face training in 27% of safety procedures. Safety was further integrated into events to improve the ease and application of tools and processes. The WHS team continued to promote health and wellbeing strategies including men’s and women’s health weeks, safety month, COVID-19 response (no outbreaks within the office), provision of free flu vaccinations and ongoing promotion of health and wellbeing. Significant planning work was undertaken to develop the next WHS three-year strategy.
Senior Manager, WHS	Achieved
2. Support staff and volunteers as we open up and move beyond COVID-19.	Positive behaviours continue to be exhibited by all staff in management of COVID-19.
Chief Financial & Commercial Officer	Partially achieved
3. Implement an updated strategic risk register and create and implement an internal audit plan to inform a proactive managed approach to risk.	Risk register updated and implemented, and internal audit plan scoped with a plan to approach market in Q2 2023–24 for internal audit contract.

ANNUAL PERFORMANCE STATEMENTS

Statement by Members

We, the Members of the Trust – as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust) – are responsible for the preparation of the Harbour Trust’s annual performance statements.

The results and analysis presented in the 2022–23 annual performance statements relate to the performance against the performance measures outlined in the *Sydney Harbour Federation Trust Corporate Plan 2022–2026*.

In our opinion, the information presented in the annual performance statements:

- accurately presents the Harbour Trust’s performance in the year ending 30 June 2023 against the performance criteria detailed in the 2022–2026 Corporate Plan.
- meets the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), specifically sections:
 - 37 (*records about performance of Commonwealth entities*);
 - 38 (*measuring and assessing performance of Commonwealth entities*);
 - 39 (*annual performance statements for Commonwealth entities*).
- meets the requirements of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), specifically sections 16EA (*performance measures for Commonwealth entities*) and 16F (*annual performance statements for Commonwealth entities*).

Signed,



Alison Page
Acting Chair

18 September 2023

Introductory statement

We, the Sydney Harbour Federation Trust Board – as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust) – present the 2022–23 annual performance statements of the Harbour Trust, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In our opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity in the reporting period, and comply with subsection 39(2) of the PGPA Act.

Entity purpose

Enhanced appreciation and understanding of the natural and cultural values of Sydney for all visitors, through the remediation, conservation and adaptive re-use of, and access to, Trust lands on Sydney Harbour (Program 1.1, 2022–23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345).

The Harbour Trust has identified three overarching key activities that encompass the performance measures in its Corporate Plan for 2022–2026. Collectively these key activities ensure all priority actions and measures contribute to achieving our purpose and performance information as published in the Portfolio Budget Statements 2022–23 and the Corporate Plan 2022–2026.

Corporate plan and performance measures

In 2022, the Members of the Trust approved the *Sydney Harbour Federation Trust Corporate Plan 2022–2026* (Corporate Plan) which set out the specific performance criteria for 2022–23, as well as the key performance measure targets out to 2025–26. The Annual Performance Statements report on the Harbour Trust’s performance in 2022–23 against the information published in the Corporate Plan as at 30 June 2023.

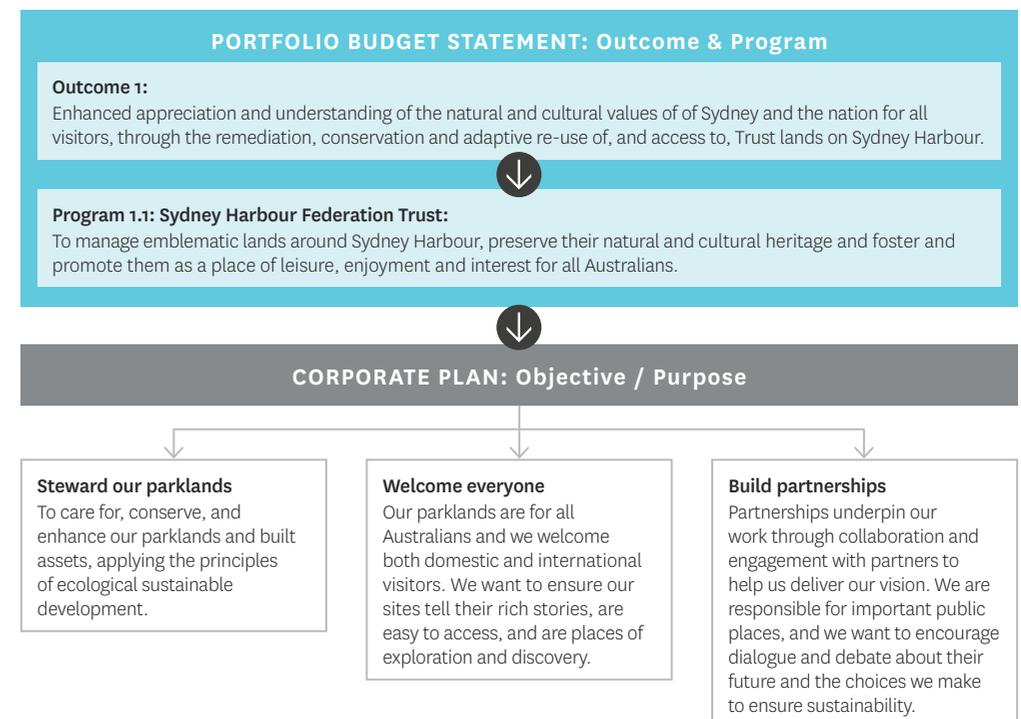


Figure 1: Alignment between the Harbour Trust’s 2022–23 PBS and Corporate Plan.

ANNUAL PERFORMANCE STATEMENTS

In 2022–23 the Harbour Trust achieved 5 of the 7 performance measure targets outlined in the Corporate Plan. Results and analysis against each performance measure are detailed below.

Performance criterion: Steward our parklands

To care for, conserve, and enhance our parklands and built assets, applying the principles of ecological sustainable development.

Criterion source

- Program 1.1, 2022–23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345
- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Steward our parklands – p. 17.

Key performance measures

PERFORMANCE MEASURES	2021–22 ACTUAL	2022–23 TARGET	2022–23 ACTUAL
% of our land open to the public	90%	90%	90%

Source data: Internal precinct spatial maps and database.

Methodology: Measured by total land and the percentage open to the public. Measured quarterly and reported annually.

Data source quality, assurance and management: The performance measure relies heavily on the extent to which project funding is available. Although the Harbour Trust can petition for funds, sums received are external to Harbour Trust controls.

The internal database is manually updated and therefore accuracy could be compromised. A number of control mechanisms, such as password controls, a data custodian and a managerial review and sign off procedure, have been implemented to maintain the integrity of the database. The Harbour Trust proposes to investigate the feasibility of existing or new ERP systems to remove the manual collation and record of data, through a direct download.

% of our built assets in active use	77%	77%	77%
-------------------------------------	-----	-----	-----

Source data: Internal asset register.

Methodology: Register of built assets and whether in use, manually updated and calculated with data obtained from the Harbour Trust Project, Planning and Property teams. Measured quarterly and reported annually.

Data source quality and management: The internal register is manually updated and therefore accuracy could be compromised. A number of control mechanisms, such as password controls, a data custodian and a managerial review and sign off procedure, have been implemented to maintain the integrity of the database. The Harbour Trust proposes to investigate the feasibility of existing or new ERP systems to remove the manual collation and recording of data, through a direct download.

PERFORMANCE MEASURES	2021–22 ACTUAL	2022–23 TARGET	2022–23 ACTUAL
Visitor satisfaction with the public domain	82%	>90%	87%

Source data: Online and SMS surveys conducted for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus.

Methodology: Surveys of visitor satisfaction with the public domain (for example, the quality of the parkland, tracks, and visitor amenities), measured as a percentage-based approval score. Surveys are conducted online – and via an AI-driven SMS service – with visitors to the Harbour Trust’s main sites; namely, Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.

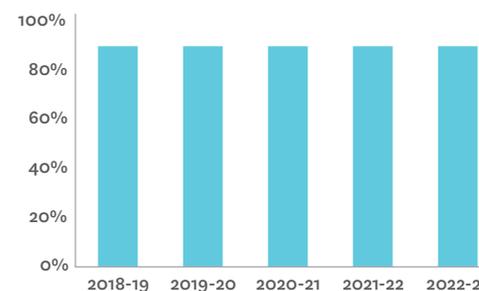
Data source quality, assurance and management: Surveys are promoted for Harbour Trust’s key sites and therefore there is potential for satisfaction levels of smaller sites to be under-represented. The Harbour Trust will review feasibility and cost effectiveness of promoting surveys at lesser frequented Harbour Trust sites to reduce data bias. Additionally, the measure relies on visitors’ motivation to complete the survey, a high non-response rate increases the possibility for having sampling bias. The Harbour Trust will investigate the potential of offering incentives on completion of survey, to increase sample size and reduce data bias.

Analysis of performance

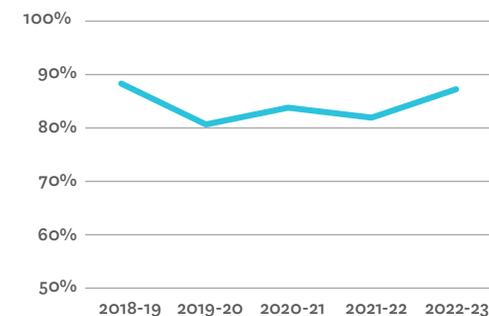
The Harbour Trust achieved 2 of the 3 key performance measure targets.

The Harbour Trust has been able to maintain its land open and assets in active use performance throughout the period by carrying out the necessary backlog capital works program. Delivering a range of projects including residential housing upgrades, repairs and upgrades to infrastructure and building fabric items across our key sites, Cockatoo Island / Wareamah, Headland Park and North Head Sanctuary.

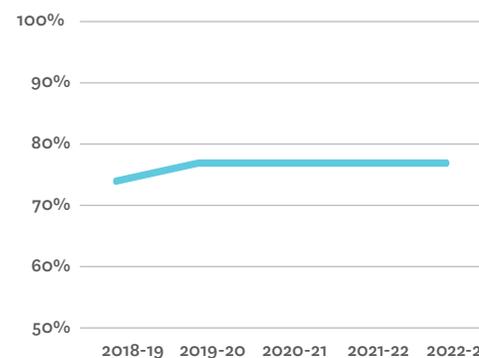
Land open to the public



Visitor satisfaction with the public domain



Built assets in active use



ANNUAL PERFORMANCE STATEMENTS

Other key activities delivered in 2022–23, facilitating the progression of Harbour Trust land open and assets in active use included the progression of the Torpedo Factory Renewal Project at Sub Base Platypus (completion due late 2023), to provide foreshore public parkland, interpretation of the key stories and event and activation opportunities. The finalisation of the strategic asset management plan (SAMP) and securing of Commonwealth funding to implement its first year, ensuring the prioritisation of repairs and maintenance works to safeguard our sites’ heritage and natural biodiversity. The Middle Head / Gubbuh Gubbuh initial draft master plan was completed and made available for public feedback. The draft master plan generated significant public interest. The Harbour Trust reviewed all submissions and compiled a Consultation Outcomes Report, summarising key themes raised and how they will be addressed in a revised master plan. The revised draft master plan will be shared with the public for further feedback, before being presented to the Members of the Trust for approval late 2023.

During the reporting period of 2022–23, events and activations ran throughout the year for the first-time post COVID-19, resulting in increased visitation. It is likely the increased visitation positively correlated with the 67% increase in

survey respondents, compared to the previous reporting period. The substantial increase in survey respondents compared to the previous year indicates a higher level of engagement and interest from visitors in providing feedback and contributing to the Harbour Trust’s improvement efforts.

Notably, this period marked the second year of our wholly digital surveying approach. The continued use of digital survey methods has proven to be a reliable approach, leading to improved measurement accuracy and creating operational efficiencies.

Despite the substantial rise in survey participation and the implementation of the wholly digital surveying approach, visitor satisfaction with the public domain remained relatively consistent year on year, experiencing a marginal decline of 1% point to 87%. This indicates that the Harbour Trust has maintained a consistent level of service quality and visitor experience. However, whilst satisfaction remained high at 87%, the performance target was not met, indicating there might be areas for improvement that the Harbour Trust address can address. The Harbour Trust will seek to understand which areas of the public domain need further improvement to enhance visitor satisfaction with the public domain over the next reporting period.

Minister Plibersek at Cockatoo Island / Wareamah for the Commonwealth funding announcement.



Performance criterion: Welcome everyone

Our parklands are for all Australians and we welcome both domestic and international visitors. We want to ensure our sites tell their rich stories, are easy to access, and are places of exploration and discovery.

Criterion source

- Program 1.1, 2022–23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345
- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Welcome everyone – p. 18.

Key performance measures

PERFORMANCE MEASURES	2021–22 ACTUAL	2022–23 TARGET	2022–23 ACTUAL
Number of visits	1,957,000	1,800,000	2,022,894

Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus.

Methodology: Raw data is collected via multiple methods depending on site infrastructure.

North Head Sanctuary: Daily manual readings from hydraulic vehicle counters and laser pedestrian counters.

Cockatoo Island / Wareamah: Laser pedestrian counters, data collected via a web platform and Transport NSW Opal card readings.

Headland Park: Daily manual readings from hydraulic vehicle counters and laser pedestrian counters.

Sub Base Platypus: Daily manual readings from laser pedestrian counters.

All data is collated and stored in internal databases by a Harbour Trust employee or volunteer. Measured quarterly and reported annually.

Data source quality and management: Due to the geography of the Harbour Trust’s sites, it is not currently feasible to record every visit because of the many potential access points. Furthermore, current data collection methodology limits our ability to assess visitation by domestic or international visitor. The Harbour Trust will investigate technologies and/or tie-ins with existing surveys undertaken to determine feasibility of obtaining improved statistics of the visitor demographics visiting key Harbour Trust sites. Doing so will assist in ensuring the measure is complete with respect to the purpose/objective. Majority of the visitor counters rely on manual readings to be completed and correctly recorded by Harbour Trust employees. A number of control mechanisms, such as password controls, a data custodian and a managerial review and sign off procedure, have been implemented to maintain the integrity of the database. The Harbour Trust will investigate the feasibility of new technologies to be implemented that remove or reduce the manual collation and record of data.

Visitor satisfaction	88%	>90%	86%
----------------------	-----	------	-----

Source data: Online and SMS surveys conducted for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus.

Methodology: Surveys of visitor satisfaction with the public domain (for example the quality of the parkland, tracks and visitor amenities), measured as a percentage-based approval score. Surveys are conducted online – and via an AI-driven SMS service – with visitors to the Harbour Trust’s main sites; namely, Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park, and Sub Base Platypus. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.

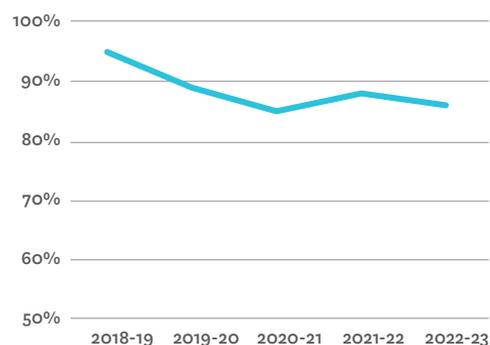
Data source quality and management: Surveys are promoted for Harbour Trust’s key sites and therefore there is potential for satisfaction levels of smaller sites to be under-represented. The Harbour Trust will review feasibility and cost effectiveness of promoting surveys at lesser frequented Harbour Trust sites to reduce data bias. Additionally, the measure relies on visitors’ motivation to complete the survey, creating potential for sample size bias. The Harbour Trust will investigate the potential of offering incentives on completion of survey, to increase sample size and reduce data bias.

Analysis of performance

The Harbour Trust exceeded 1 of the 2 key performance measure targets for the year.

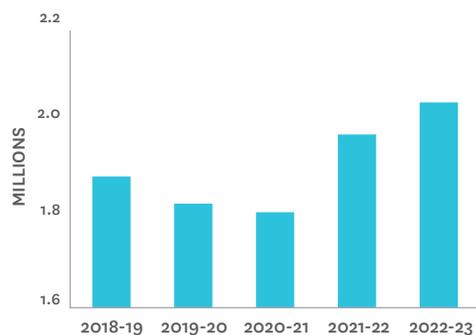
In the past year, the Harbour Trust achieved a record-breaking peak in the number of visits, attracting over 2 million visits to key sites. 2022-23 marked the start of implementation of our Events and Activations Strategy, and the first full year of hosting events and activations post COVID-19 across our sites. Encompassing multi-day events like Night of the Barracks and Opera Australia’s Carmen, along with weddings, photography sessions, conferences and various community/ not-for-profit gatherings (for example, Anzac Day Dawn Service, Defence of Sydney Commemorative Service and Veteran’s Workshop and Exhibition). However, despite this flourishing activity during the reporting period, visitor satisfaction with the visitor experience (including accommodation, tours and general visitor activities) marginally declined (2% points) compared to the previous year. As previously mentioned, the Harbour Trust shifted to a fully digital survey method, resulting in a higher number of respondents (27% for this survey question). Although this marginal decline implies a consistent level of visitor satisfaction with the visitor experience year on year, the recorded satisfaction rate falls short of the Harbour Trust’s target of exceeding 90%. In light of this, the Harbour Trust has recognised the need for improvement and will review areas for enhancement in the upcoming reporting period.

Visitor satisfaction



During the reporting period the Harbour Trust undertook a number of new initiatives to enable future growth in visits and visitor satisfaction; progressed master planning for Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh; piloted a digital walking tour at Middle Head / Gubbuh Gubbuh, and partnered with a First Nations organisation to provide public and school tours.

Number of visits



Performance criterion: Build partnerships

Partnerships underpin our work through collaboration and engagement with partners to help us deliver our vision. We are responsible for important public places, and we want to encourage dialogue and debate about their future and the choices we make to ensure sustainability.

Criterion source

- Program 1.1, 2022-23 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 345
- Sydney Harbour Federation Trust Corporate Plan 2022-2026 – Build partnerships – p. 19.

Key performance measures

PERFORMANCE MEASURES	2021-22 ACTUAL	2022-23 TARGET	2022-23 ACTUAL
Number of volunteer hours	8,760	16,500	20,284

Source data: Volgistics, volunteer management software system.

Methodology: Aggregation of volunteer hours across all sites and business units. Volunteers log in and out using Volgistics at the relevant site. Data aggregated and exported from Volgistics, coupled with data supplied from our partners on site. Measured quarterly and reported annually.

Data source quality and management: Our volunteer data system (Volgistics) ensures rigour over the data entry and analysis process, however good Wi-Fi connection is required at all sites to ensure volunteers can log their hours. The Harbour Trust is reviewing feasibility to improve Wi-Fi connections at the affected volunteer sites. The Harbour Trust does not have visibility or input into the collation of volunteer hours data from partners. The Harbour Trust will investigate the potential for volunteer hours completed for partner organisations to be integrated with the Volgistics system.

Number of significant, multi-year cultural, environmental and heritage partners	10	10	10
---	----	----	----

Source data: Internal central partnership contracts register.

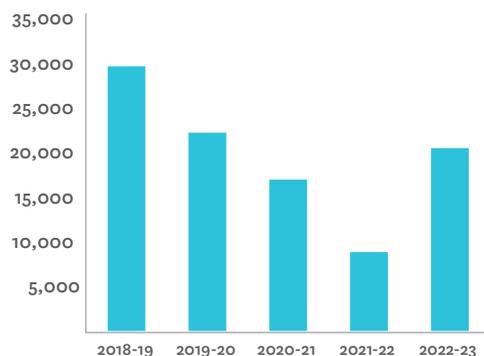
Methodology: Aggregation of the number of long-term partnerships formed with the Harbour Trust. Contracts are held in a central register updated by the Marketing, Communications and Visitor Experience; Planning; and Property Leasing teams.

Data source quality and management: The source data reflects formal partnership agreements between the Harbour Trust and the relevant organisation. However, the measure only indicates the quantum of partnerships not the quality of collaboration and engagement that occurs. The Harbour Trust will investigate potential metrics and performance measures that may assist in capturing the quality dimension, although the qualitative nature of the dimension may preclude this from being feasible.

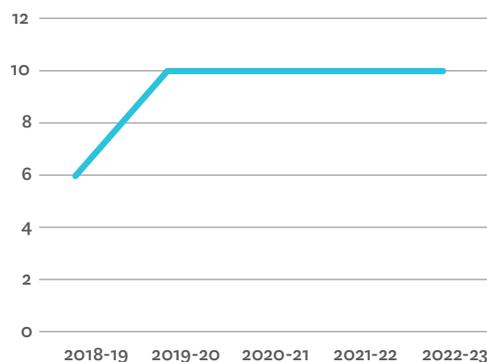
Analysis of performance

The Harbour Trust achieved both of the two key performance measure targets.

Volunteer hours



Significant partners



The Harbour Trust has consistently emphasised the requirement for collaboration with stakeholders to achieve its objectives, fostering a vibrant network of partnerships and volunteers. Volunteers play a crucial role, contributing their skills across a diverse range of functions within the organisation, including acting as tour guides, tending to gardens, staffing visitor centres, and participating in restoration activities. This reporting period marks the first full year of volunteer programs running post COVID-19. We witnessed a renewed confidence and enthusiasm among volunteers to return to the volunteer

program, coupled with improved reporting processes, volunteer hours rose 23% from the previous reporting period to over 20,000 hours.

The Harbour Trust sustained the majority of existing partnerships throughout 2022-23, with only one partner leaving, validating their consideration as long-term, multi-year partnerships in furtherance of the Harbour Trust's objectives. The Harbour Trust also made a new collaboration with Babana Aboriginal Men's Group, who ran events across our network of remarkable locations on Sydney Harbour, addressing crucial social issues, including mental health and well-being, and celebrating the positive values of First Nations culture.

Other significant accomplishments in 2022-23 to support and cultivate future partnerships include; commencing a tender process for a contributory partner to continue the delivery of wildlife management services at North Head Sanctuary, (the tender process will be finalised in 2023-24); progressing the update of a MOU with the North Head Sanctuary Foundation, which is a community group committed to ecological repair and education at North Head Sanctuary (expected to be finalised in 2023-24); collaboration with Bush to Bowl, a First Nations owned and managed social enterprise providing cultural awareness training to our staff and volunteers, whom have subsequently been engaged to provide public and school tours in 2023-24; the implementation of our Stakeholder Engagement Strategy, which has proven instrumental in guiding critical stakeholder consultation projects throughout the reporting period and; lastly the implementation of our updated leasing policy, enhancing governance, accountability and transparency for tenant relations and paving the way for the rental subsidy and partnerships policy review to be carried out in 2023-24.

A note on metrics

The base metrics and performance measures presented in the annual performance statements are shown below. In many cases, factors positively influencing one performance measure may negatively influence another, and regular performance tracking is undertaken throughout the reporting period to better understand this inter-relationship to improve our decision-making.

Land open to the public

The proportion of our sites (all Harbour Trust land as measured in square metres – excluding water rights around Cockatoo Island / Wareamah) that are accessible by the public. It includes both parkland and the footprints of those buildings open to the public for interpretation, visitor facilities, events or food and beverage operations.

This metric is directly affected by capital invested in making land and buildings safe and accessible for public enjoyment.

Built assets (with the potential to be in active use) in active use

The proportion of built assets with the potential for adaptive re-use that is in active use. Examples of built assets that are not considered to have the potential for adaptive re-use include those classified as infrastructure (for example, cranes, utility/service housings and wharves) as well as assets identified for potential removal. Examples of built assets that are considered to be in use or have the potential to be in active use include those leased by tenants and those available for public events and hire including the Turbine Shop on Cockatoo Island / Wareamah.

This metric is dependent on capital investment by us or our partners in re-purposing buildings for appropriate new uses.

Visitor satisfaction with the public domain

An approval score given by visitors to the quality of the parkland, tracks and visitor amenities at Cockatoo Island / Wareamah, Headland Park and North Head Sanctuary, as measured in visitor surveys.

Number of visits

An estimate of the individual number of visits made by visitors to Headland Park, Cockatoo Island / Wareamah, North Head Sanctuary and Sub Base Platypus.

- Cockatoo Island / Wareamah visits are measured by a combination of Opal data supplied by Transport NSW for Parramatta Wharf and pedestrian counters at the Camber and Marina wharves.
- Headland Park visits are measured by car park use multiplied by the number of people per car (calculated from the average people per vehicle counted quarterly in fiscal year 2018), vehicle counters, pedestrian counters and estimated people and vehicle counts calculated from quarterly research in fiscal year 2018.
- North Head Sanctuary visits are measured by a combination of NPWS and Harbour Trust vehicle counters, pedestrian counters and estimated people and vehicle counts calculated from quarterly research in fiscal year 2018.
- Sub Base Platypus is measured by pedestrian counters at Kesterton Park and Kiara Close entrances.

Visitor satisfaction

An approval score derived from responses to questions about the overall visitor experience at Cockatoo Island / Wareamah, Headland Park and North Head Sanctuary, as measured in visitor surveys.

Volunteer hours

A count of the aggregate number of hours volunteered to the Harbour Trust and via the North Head Sanctuary Foundation.

Significant multi-year cultural, environmental and heritage partners

The number of partnerships that the Harbour Trust enters in to on an ongoing, multi-year basis across our sites.

ANNUAL MANAGEMENT METRICS

The management metrics are an important feature of an accountable and transparent public sector organisation.

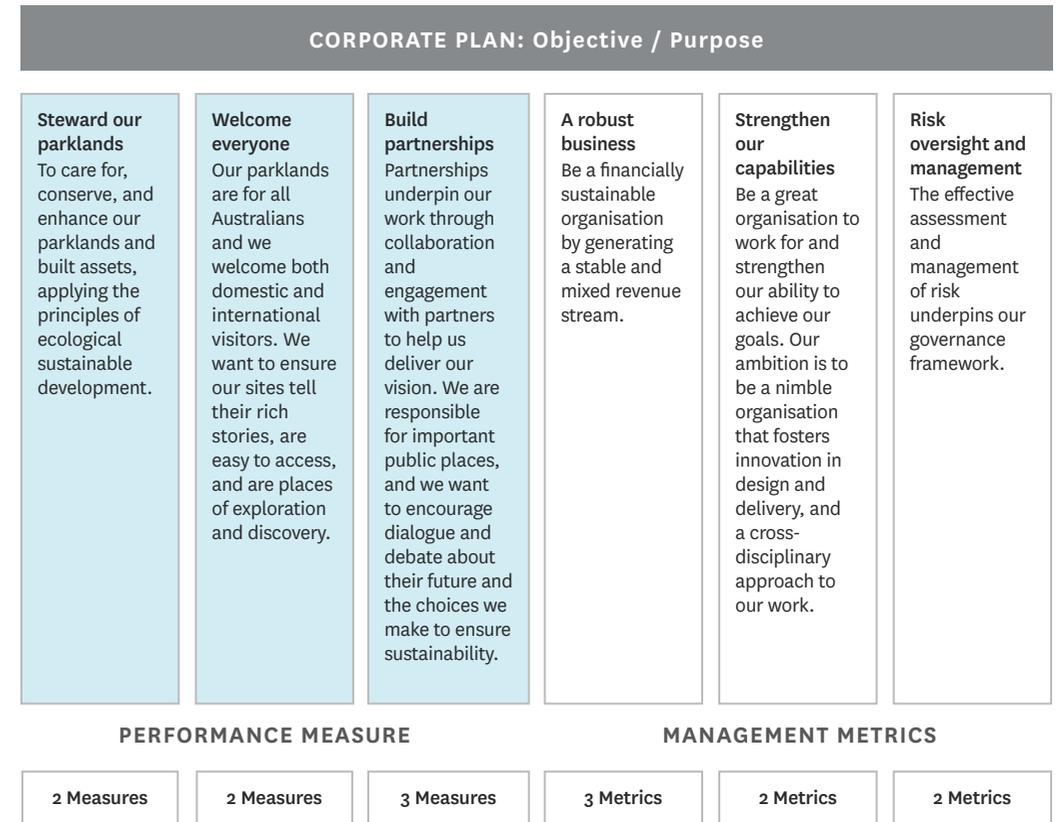
The Harbour Trust identified three overarching management objectives that encompass the activities and metrics as detailed in the Corporate Plan:

- **A robust business;** Be a financially sustainable organisation by generating a stable and mixed revenue stream.
- **Strengthen our capabilities;** Be a great organisation to work for and strengthen our ability to achieve our goals. Our ambition is to be a nimble organisation that fosters innovation in design and delivery, and a cross-disciplinary approach to our work.
- **Risk and oversight management;** The effective assessment and management of risk underpins the Harbour Trust’s governance framework.

Corporate plan and performance measures

The management metrics are strategically important as they support the delivery of the Harbour Trust overall purpose. They monitor the effectiveness and efficiency of organisational capability through ensuring a suitable financial base, a responsive workforce, streamlined policies and processes, and a transparent governance and risk process within the Harbour Trust. Collectively the measures ensure we are agile to change, committed to continuous improvement, assurance and integrity of our work, and meet the operational requirements to achieve our purpose. The management metrics review reports on the Harbour Trust performance in 2022–23 against the information published in the *Sydney Harbour Federation Trust Corporate Plan 2022–2026* (Corporate Plan) as at 30 June 2023.

Alignment between the organisation’s outcome, corporate plan, performance measures and management metrics.



Objectives and associated activities and measures related to achieving our outcome as published in the Portfolio Budget Statements 2022–23.

Visitors enjoying demonstrations of the No. 2 Travelling Steam Crane during Crane Day, Cockatoo Island / Wareamah.



ANNUAL MANAGEMENT METRICS

Performance criterion: A robust business

Be a financially sustainable organisation by generating a stable and mixed revenue stream.

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – A robust business – p. 20.

Key management metrics

MANAGEMENT METRIC	2021-22 ACTUAL	2022-23 TARGET	2022-23 ACTUAL
Leasing revenue	\$11.8m	\$13.9m	\$14.3m

Source data: Financial records.

Methodology: Internal accounting system.

Data source quality and management: Data is highly relevant, reliable and auditable as part of the Harbour Trust's accounting system.

Venue hire revenue	\$0.47m	\$1.0m	\$0.89m
--------------------	---------	--------	---------

Source data: Financial records.

Methodology: Internal accounting system.

Data source quality and management: Data is highly relevant, reliable and auditable as part of the Harbour Trust's accounting system.

Visitor accommodation revenue	\$1.0m	\$2.3m	\$2.1m
-------------------------------	--------	--------	--------

Source data: Financial records.

Methodology: Internal accounting system.

Data source quality and management: Data is highly relevant, reliable and auditable as part of the Harbour Trust's accounting system.

Analysis of performance

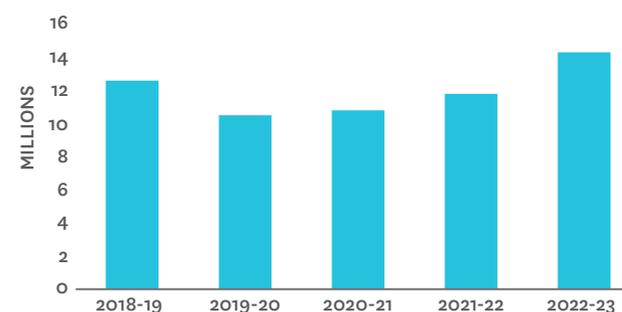
The Harbour Trust achieved 1 of the 3 management metrics in 2022–23.

During the reporting period, the Harbour Trust achieved a significant milestone by surpassing its lease revenue target, exceeding expectations by \$0.4 million. Notably, this marks the highest annual leasing revenue, totalling \$14.3 million. The increase in revenue can be attributed to several factors. Among these, additional tenant at Sub Base Platypus and the reintroduction of two additional buildings at North Head Sanctuary into the leasing pool increasing earning potential at the site. In addition, two client-facing tenants have taken up relatively substantial leases at North Head Sanctuary, bolstering our financial outlook. The strategic efforts have yielded positive outcomes, including the expansion of licensing options for those interested in occupying commercial premises on a trial basis before committing to long-term agreements. To optimise our residential management, we have successfully brought it in-house. This strategic shift has enabled us to implement rent adjustments, reduce vacancies, and eliminate agent fees. These measures have collectively contributed to enhancing our overall financial position.

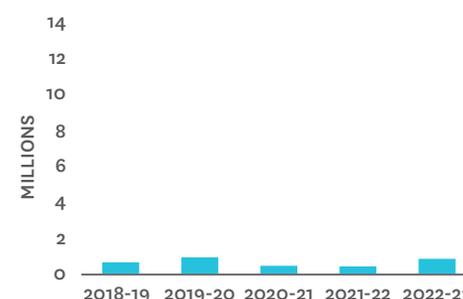
Venue hire narrowly missed its target of \$1 million but achieved the second highest annual revenue figure to date. The result's highlight the successful implementation of the Harbour Trust's Events and Activations Strategy, hosting a variety of large multi-day events such as Night at the Barracks and smaller gatherings throughout the year.

Similarly, while accommodation revenue fell \$0.2 million short of its \$2.3 million target, it marked a significant improvement from previous years, with the highest earnings on record since 2017–18. Strategic collaborations, such as with Opera Australia's Carmen, introduced innovative offerings for large events and drove increased bookings during traditionally quieter periods, bolstering off-peak season revenue. Additionally, a resurgence in school bookings post-COVID contributed to record accommodation bookings during the year, with the accommodation team securing multi-year bookings.

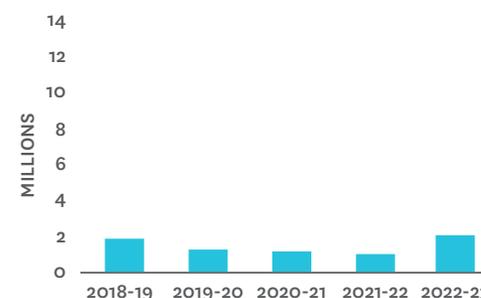
Leasing revenue



Venue hire revenue



Accommodation revenue



Performance criterion: Strengthen our capabilities

Be a great organisation to work for and strengthen our ability to achieve our goals. Our ambition is to be a nimble organisation that fosters innovation in design and delivery, and a cross-disciplinary approach to our work.

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Strengthen our capabilities – p. 21

Key management metrics

MANAGEMENT METRIC	2021–22 ACTUAL	2022–23 TARGET	2022–23 ACTUAL
Average employment engagement score*	64%	80%	63%

Source data: External annual organisational culture survey.

Methodology: Korn Ferry and Qualtrics System conduct the employee engagement survey on behalf of the Harbour Trust. Korn Ferry develop a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in Q4 of the year.

Data source quality and management: Relevance, reliability and quality of the data are high. Repeating the survey annually helps to benchmark progress internally and against industry averages.

% of employees with effective personal development plans linked to Corporate Plan	95%	100%	90%
---	-----	------	-----

Source data: Internal human resources professional development records.

Methodology: On an annual basis, the Harbour Trust’s Human Resources function conducts a process to set performance plans for each employee. In consultation with their manager, each employee prepares a performance plan for the coming year which sets a series of objectives; the role the employee is to play; how performance will be measured and actioned; as well as how an individual’s objectives link to those of the Harbour Trust’s as set out in the Corporate Plan. The Human Resources function maintains a copy of each employee’s performance plan, as well as a register of any outstanding plans yet to be received. On a quarterly basis, the Human Resources function calculates a percentage of how many performance plans have been finalised as a proportion of the Harbour Trust’s employee base.

Data source quality and management: The internal statistic is manually collated and aggregated and therefore accuracy could be compromised. Investigating the feasibility of the new HR management system for the collation and recording of this data, through a direct download.

Analysis of performance

The Harbour Trust did not meet either of the management metrics targets for the reporting period.

Following the 2021–22 average employment engagement score of 64%, which in terms of benchmark, was in line with the average organisation, but below high performing organisations, the Harbour Trust undertook a comprehensive review of strategies to enhance our workforce to attain organisational objectives. 2022–23 has been a pivotal year central to our progress, implementing a number of initiatives:

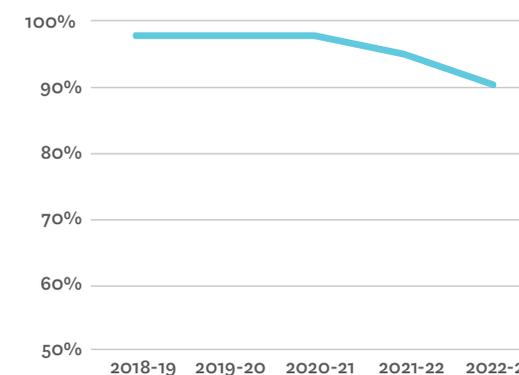
- Information and communications strategy: The Harbour Trust has upgraded the asset management system with an expanded property and leasing function, alongside the successful implementation of a human resources management system. Further initiatives commenced to upgrade the finance and infringement systems. Collectively these upgrades have simplified processes, reduced manual handling, and enhanced internal and external customer service.

- Organisational reshaping: The Harbour Trust created and appointed the role of Chief Operating Financial Officer (COFO), restructuring reporting lines to enhance organisational efficacy. Additionally key appointments were made including; a People and Culture Manager, to elevate organisation capabilities in line with our operations mission; and a dedicated Head of Property and Leasing, elevating the significant revenue generating function within the Harbour Trust’s strategic management.
- Harbour Trust behaviours: During 2022–23 the Harbour Trust incorporated the Harbour Trust behaviours (a comprehensive set of behavioural expectations and values deemed essential to roles at the Harbour Trust) into personal development plans to embed and actualise these expectations and values.

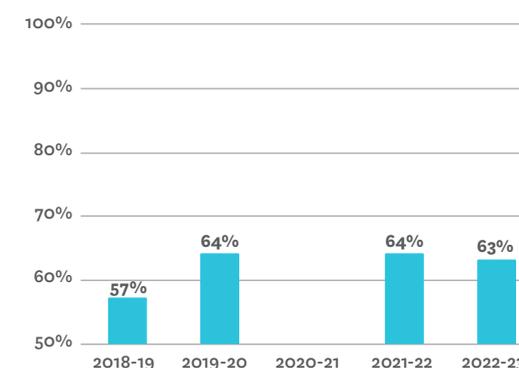
In 2022–23 the Harbour Trust average employment engagement score stood at 63% for 2022–23, marking a 17% deviation from the 80% target. This figure aligns with previous annual results recorded, indicating consistent performance in this aspect, but highlighting the 2022–23 initiatives are yet to be fully realised within the workforce.

The Harbour Trust achieved 90% of employees with effective personal development plans aligned without organisation objectives in 2022–23. While our target was 100% the minor shortfall can be attributed to six employees who did not complete their plans within the stipulated timeframes. However, 90% of employees with effective personal development plans lays the foundation for the gradual permeation of the Harbour Trust behaviours across the organisation.

Employees with personal development plans



Average employee engagement score



Note: *Due to budgetary constraints brought about by COVID-19, the annual organisational culture survey was not performed in 2020–21.

Performance criterion: Risk oversight and management

The effective assessment and management of risk underpins the Harbour Trust’s governance framework. It is critical to the control environment for which the Members of the Trust (as the accountable authority) has responsibility under the *Public Governance, Performance and Accountability Act 2013*.

The Harbour Trust utilises the relevant parts of the Commonwealth Risk Management Policy in setting the risk framework to identify, assess and manage its risks. The risk management framework is also informed by the principles and guidelines articulated in the Australian Risk Management Standard (AS/NZS ISO 31000:2018).

The risk management framework includes policies, procedures, guidelines and operational tools to support informed decision making for the management of risks.

The Harbour Trust has an organisation-wide risk register which is reviewed at least on a quarterly basis or as new risks arise or when review is otherwise required. The organisational risk register is provided quarterly to the Portfolio Audit Committee and is reported to the Board.

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2022–2026 – Risk oversight and management – p. 22

Key management metrics

MANAGEMENT METRIC	2021-22 ACTUAL	2022-23 TARGET	2022-23 ACTUAL
% of accepted audit recommendations (through the PAC internal audit program) actioned within agreed timeframes	n/a	90%	n/a
Source data: Audit Committee audit actions outstanding report.			
Note: During both 2021–22 and the current reporting period 2022–23, there were no applicable open internal or external audit findings, as at 30 June 2023.			
Employee engagement survey responses to two key safety culture questions:			
(1) We have a proactive safety culture that identifies and manages risks, and is responsive to my concerns;	75%	85%	81%
(2) I am encouraged to raise safety concerns, and these are listened to and acted on.	92%	90%	88%

Source data: Annual organisational culture survey.

Methodology: Korn Ferry and Qualtrics System conduct the employee engagement survey on behalf of the Harbour Trust. Korn Ferry develop a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in Q4 of the year. Repeating the survey annually helps to benchmark progress internally and against industry averages.

Data source quality and management: Relevance, reliability and quality of the data are high. Repeating the survey annually helps to benchmark progress internally and against industry averages.

Analysis of performance

One of the management metrics was not applicable for this reporting period, and the other the Harbour Trust did not meet.

During the reporting period the audit committee did not provide the Harbour Trust with any recommendations to action and therefore this target was not applicable.

The continuous improvement approach to safety has allowed the Harbour Trust to embed and enhance our proactive safety culture within the Harbour Trust, reflected by the increase from 75% to 81% in employee perceptions of a pro-active safety culture within the Harbour Trust, that identifies and manages risks, and is responsive to my concerns. This fiscal year the WHS team completed the review and update the safety management system and was subsequently independently reviewed. The findings supported the Harbour Trust system noting the reporting system was of high standard. Overall staff completed a total 764 online safety modules and received face to face training on 27% of Harbour Trust safety procedures. The WHS team continued to promote health and wellbeing strategies including men’s and women’s health weeks, safety month, COVID-19 response (no outbreaks within the office), provision of free flu vaccinations and ongoing promotion of health and wellbeing. Lastly, significant planning work was undertaken to develop the next WHS three-year strategy. Nevertheless, there was a 4% decline in employees’ perceptions of encouragement to raise safety concerns, that are listened to and acted on. The WHS team is reviewing the employee survey results, to see where they can cultivate improvements to encourage employees to raise safety concerns.

Employee engagement survey responses to two key safety culture questions



Note: The annual organisational culture survey measure was added in 2018–19 therefore there are limited historical results available. Furthermore, due to budget constraints arising from COVID-19 the annual organisational culture survey was not carried out in 2020–21.

A note on metrics

The management metrics presented in this management metric review are shown below. In many cases, factors positively influencing one performance measure may negatively influence another, and regular performance tracking is undertaken throughout the reporting period to better understand this inter-relationship to improve our decision-making.

Earned annual revenue

Our self-generated income comprising leasing, venue hire, accommodation, parking, tours and merchandise and bank interest. Project-specific grant funds from government are excluded.

- Leasing revenue comprises rents received from residential and commercial leases (including contributory partners).
- Venue hire revenue comprises licence fees received from the use of land and buildings for events, conferences and filming activity.
- Visitor accommodation revenue comprises income from the Cockatoo Island / Wareamah campground and holiday houses.

The leasing, venue hire and visitor accommodation revenue streams are closely interconnected.

For example, investing in re-purposing unused assets will increase our revenue, but without new capital investment, increasing leasing stock may necessarily require reducing the number of venues for hire; hosting a major public event may reduce the availability of venues for hire, but it may increase visitor accommodation revenue; increasing the number of contributory partners may reduce our leasing revenue.

Employee engagement score

An approval score derived from responses to questions about overall staff engagement with the Harbour Trust, as measured by an employee engagement survey conducted by an external company.

Employees with effective personal development plans linked to corporate plan

A percentage measuring the proportion of staff that have a personal development plan outlining their specific performance objectives for the given period, which are linked to the Harbour Trust's goals and objectives set in the Corporate Plan.

Accepted audit recommendations actioned within agreed timeframes

A measure of the proportion of audit recommendations (through the Portfolio Audit Committee audit program) – that have been accepted by the Harbour Trust – that have been actioned and addressed within the agreed timeline for implementation to occur.

Survey responses to two key safety culture questions

An approval score derived from responses to two key safety culture questions contained in the employee engagement survey conducted by an external company. The first question assesses employee perceptions on the effective operation of the Harbour Trust's safety culture, whereas the second question assesses employee perceptions of the response to concerns raised.

REGULATOR PERFORMANCE FRAMEWORK

Reporting against KPIs

KPI 1 – Regulators do not unnecessarily impede the efficient operation of regulated entities

Harbour Trust metrics

- Regular, ongoing review of policies, procedures and requirements, including through consultation and engagement with stakeholders.
- Documented established communication mechanisms with regulated entities, including feedback from existing complaint mechanisms.

Results at 30 June 2023

- Stakeholder meetings held during the 2022–23 reporting period:
 - 7 statutory General and Sub Base Platypus Community Advisory Committee meetings;
 - 2 First Nations Cultural Framework Workshops;
 - 6 Middle Head / Gubbuh Gubbuh Stakeholder meetings;
 - 5 North Head Sanctuary Draft Master Plan workshops;
- The Harbour Trust's formal complaints process is published on the organisation's website.

KPI 2 – Communication with regulated entities is clear, targeted and effective

Harbour Trust metrics

- Demonstrated effective mechanisms for responding to stakeholder engagement/complaint.
- Estimated timeframes for complaint handling are published, including maximum time for acknowledgement and average time for decisions.
- Decisions are accompanied by a statement of reasons and advice about relevant review or appeal mechanisms, where appropriate.

Results at 30 June 2023

The Harbour Trust's complaint handling data logs are maintained, which incorporate the number of complaints received and the response times.

- The *formal complaints process* details the timeframes for handling complaints.
- Reasons for determinations on permit applications are available to applicants, where appropriate. An external review/appeal mechanism for decisions is in place.

KPI 3 – Actions undertaken by regulators are proportionate to the regulatory risk being managed

Harbour Trust metrics

- Demonstrated engagement with regulated entities to inform them of the regulator’s expectations. Risk management plans are provided by regulated entities.

Results at 30 June 2023

- A ‘Guide to the Planning Permit and Assessment Process’ is available to all applicants on the Harbour Trust website. Eleven planning permits were granted to external applicants in 2022–23. A further two variations to current planning permits were granted.
- Liquor permit applicants can access guidance information and relevant requirements on the Harbour Trust’s website. Thirty-nine liquor permits were granted during the year. Eighteen were for special events and 14 were for new tenants or existing tenant annual renewals. A further seven minor, short term variations to current permits were granted.
- Applicants for service approval permits for early childhood education services are provided with all relevant information about meeting and maintaining requirements. One service approval permit was issued during the year. The Harbour Trust also carried out a review of the policies and procedures of the early childhood centres on Harbour Trust land.
- Where requested, all tailored risk management plans have been received.

KPI 4 – Compliance and monitoring approaches are streamlined and coordinated

Harbour Trust metrics

- Demonstrated effort to reduce the number and crossover of information requirements imposed on regulated entities.
- Demonstrated effort to share and receive information among regulators, where appropriate.
- Regular review and assessment of agreed monitoring and compliance strategies, including the use of earned autonomy approaches.

Results at 30 June 2023

- The Harbour Trust has regard for NSW Liquor Licensing Laws (for liquor permits) and abides by the Education and Care Services National Regulations (for early education services) which assists in reducing the number and crossover of information requirements.
- The Harbour Trust maintains ongoing relationships with the NSW Government agencies (such as the NSW Department of Education, NPWS, Liquor & Gaming NSW, and the NSW Food Authority), as well as neighbouring local councils.
- Monitoring and compliance strategies for regulatory activities are reviewed and assessed to ensure efficient processes are maintained. An earned autonomy approach is evident for monitoring and compliance, particularly with respect to liquor permits.

KPI 5 – Regulators are open and transparent in their dealings with regulated entities

Harbour Trust metrics

- Responses to requests from regulated entities are provided within specified timeframes.
- Performance information is made publicly available, where appropriate.
- Advice and guidance is widely available to stakeholders, with feedback mechanisms in place to support and inform continuous improvement.

Results at 30 June 2023

- The Harbour Trust has documented and published the formal complaints process with specified timeframes. During 2022–23, two complaints with regard to regulatory activity were received. All complaints were responded to within the required timeframe. Both complaints were resolved within the required timeframe.
- The Harbour Trust publishes information and fact sheets on the planning permits and liquor permit application processes on the organisation’s website. Feedback mechanisms are in place via our formal complaints process. There are planned, regular inspections for early childhood education services and food and beverage premises.

KPI 6 – Regulators actively contribute to the continuous improvement of regulatory frameworks

Harbour Trust metrics

- Documented procedures are in place to allow active and regular engagement with stakeholders.
- Stakeholder events are held regularly.

Results at 30 June 2023

- The Harbour Trust carries out surveys as appropriate. Records of stakeholder meetings are maintained.
- Board meetings in public were held twice during 2022–23 – in December 2022 and June 2023. Both meetings were hybrid meetings (held in person and via webinar).
- Summaries of the notes from the Community Advisory Committee meetings held during the reporting period were published on the Harbour Trust’s website.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023



CONTENT OF THE NOTES TO THE FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT	96
STATEMENT BY MEMBERS, EXECUTIVE DIRECTOR AND CHIEF OPERATING AND FINANCIAL OFFICER	98
STATEMENT OF COMPREHENSIVE INCOME.....	99
STATEMENT OF FINANCIAL POSITION	100
STATEMENT OF CHANGES IN EQUITY.....	101
CASH FLOW STATEMENT.....	102
OVERVIEW	103
Note 1: Summary of significant accounting policies	104
Note 2: Events after the reporting period.....	105
FINANCIAL PERFORMANCE.....	106
Note 3: Expenses	106
Note 4: Own-source revenue	107
FINANCIAL POSITION	110
Note 5: Financial assets	110
Note 6: Non-financial assets.....	111
Note 7: Payables	114
PEOPLE AND RELATIONSHIPS.....	115
Note 8A: Provisions	115
Note 8B: Key management personnel remuneration	116
OTHER INFORMATION	117
Note 9: Financial instruments.....	117
Note 10: Current/non-current distinction for assets and liabilities	119
Note 11: Contingencies.....	119
Note 12: Related party disclosures.....	120
Note 13: Consolidated entity – Sydney Harbour Foundation Management Ltd	121
Note 14: Consolidated entity – Sydney Harbour Conservancy	121

Opposite: Macquarie Lightstation lit up in blue and green for World Maritime Day.

INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

To the Minister for the Environment and Water

Opinion

In my opinion, the financial statements of the Sydney Harbour Federation Trust and its consolidated entities (together the 'Consolidated Entity') for the year ended 30 June 2023:

- comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- present fairly the financial position of the Consolidated Entity as at 30 June 2023 and its financial performance and cash flows for the year then ended.

The financial statements of the Consolidated Entity, which I have audited, comprise the following as at 30 June 2023 and for the year then ended:

- Statement by Members, Executive Director and Chief Operating and Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Consolidated Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Consolidated Entity, the Trust Members ('Members') are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Members are also responsible for such internal control as the Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Members are responsible for assessing the ability of the Consolidated Entity to continue as a going concern, taking into account whether the Consolidated Entity's operations will cease as a result of an administrative restructure or for any other reason. The Members are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707 CANBERRA ACT 2601
38 Sydney Avenue FORREST ACT 2603
Phone (02) 6203 7300 Fax (02) 6203 7777

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Consolidated Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Bradley Medina
Executive Director
Delegate of the Auditor-General

Canberra
19 September 2023

STATEMENT BY MEMBERS, EXECUTIVE DIRECTOR AND CHIEF OPERATING AND FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2023 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

This statement is made in accordance with a resolution of the Members.

Signed,



Alison Page
Chairperson

19 September 2023

Signed,



Janet Carding
Executive Director

19 September 2023

Signed,



Bernadette Or
Chief Operating and Financial Officer

19 September 2023

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2023

		2023	2022	ORIGINAL BUDGET
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	3A	8,080	7,507	9,178
Suppliers	3B	15,554	12,153	18,595
Depreciation and amortisation	6A	3,638	3,490	3,569
Finance costs	3C	1	1	3
Write-down and impairment of other assets	3D	240	-	19
Total expenses		27,513	23,151	31,364
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	4A	3,384	1,922	3,442
Fines	4B	109	110	104
Interest	4C	2,021	247	1,128
Rental income	4D	15,069	12,257	14,145
Other revenue	4E	1,104	319	42
Total own-source revenue		21,687	14,855	18,861
Gains				
Reversal of write-downs and impairment of assets	4F	-	228	-
Total gains		-	228	-
Total own-source income		21,687	15,083	18,861
Net (cost of) services				
		(5,826)	(8,068)	(12,503)
Revenue from government				
Revenue from government	4G, 1.3	1,048	2,465	1,003
Surplus/(deficit) on continuing operations		(4,778)	(5,603)	(11,500)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Change in asset revaluation reserve		7,402	29,776	-
Total other comprehensive income		7,402	29,776	-
Total comprehensive income/(loss)		2,624	24,173	(11,500)

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

STATEMENT OF FINANCIAL POSITION

as at 30 June 2023

Notes	2023 \$'000	2022 \$'000	ORIGINAL BUDGET \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	5A 5,159	13,449	14,019
Investments	5B 50,920	50,095	23,844
Trade and other receivables	5C 261	1,229	1,323
Total financial assets	56,340	64,773	39,186
Non-financial assets			
Land and buildings	6A 368,124	360,849	360,885
Infrastructure, plant and equipment ¹	6A 42,964	42,361	41,431
Heritage and collections	6A 62,339	53,697	74,523
Intangibles	6A 241	253	218
Inventories	6B -	27	27
Other non-financial assets	6C 90	124	125
Total non-financial assets	473,758	457,311	477,209
Total assets	530,098	522,084	516,395
LIABILITIES			
Payables			
Suppliers	7A 1,494	2,053	2,411
Other payables	7B 5,228	5,006	4,793
Total payables	6,722	7,059	7,204
Interest bearing liabilities			
Leases	7C 265	300	300
Total interest bearing liabilities	265	300	300
Provisions			
Employee provisions	8A 1,672	1,576	1,576
Total provisions	1,672	1,576	1,576
Total liabilities	8,659	8,935	9,080
Net assets	521,439	513,149	507,315
EQUITY			
Contributed equity	311,048	305,382	311,048
Reserves	203,626	196,224	196,224
Retained surplus	6,765	11,543	43
Total equity	521,439	513,149	507,315

1. Right-of-use assets are included in the line item: Infrastructure, plant and equipment.
The above statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2023

	RETAINED SURPLUS		ASSET RENEWAL RESERVE		ASSET REVALUATION RESERVE		CONTRIBUTED EQUITY		TOTAL EQUITY	
	2023 \$'000	BUDGET 2022 \$'000	2023 \$'000	BUDGET 2022 \$'000	2023 \$'000	BUDGET 2022 \$'000	2023 \$'000	BUDGET 2022 \$'000	2023 \$'000	BUDGET 2022 \$'000
Opening balance	11,543	17,145	5,331	5,331	190,893	161,117	305,382	303,072	513,149	486,665
Balance carried forward from previous year										
Adjustment for errors or changes in accounting policies	1	-	-	-	-	-	-	-	-	1
Balance carried forward from previous year	11,543	17,146	5,331	5,331	190,893	161,117	305,382	303,072	513,149	486,666
Comprehensive income										
Other comprehensive income (Deficit)/surplus for the year	(4,778)	(5,603)	7,402	29,776					7,402	29,776
Total comprehensive income	(4,778)	(5,603)	7,402	29,776					(4,778)	(5,603)
Transactions with owners										
Equity injection - appropriations										
Total transactions with owners									2,624	(11,500)
Closing balance as at 30 June	6,765	11,543	5,331	5,331	190,893	190,893	305,382	311,048	521,439	507,315

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

Accounting policy

Equity injections

Funding received from the Department of Climate Change, Energy, the Environment and Water designated as equity injections for a year are recognised directly in contributed equity in that year.

Asset renewal reserve

The Harbour Trust established an asset renewal reserve in 2012-13 to set aside funds for the future asset renewal of its significant asset base. Prior to 2017-18, the asset renewal reserve was being supplemented at the end of each financial year by an amount equivalent to a minimum of 100% of the annual depreciation expense, subject to a review of the asset renewal plans. In 2017-18 the reserve funds were drawn down to fund \$2.918 million of major capital renewal works. There has been no transfer from the Harbour Trust's accumulated results to a general equity reserve since 2017-18. Deficits for any year were approved by the Minister for Finance.

CASH FLOW STATEMENT

for the year ended 30 June 2023

Notes	2023 \$'000	2022 \$'000	ORIGINAL BUDGET \$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from government	1,048	2,465	1,003
Sales of goods and rendering of services	3,092	2,344	3,442
Rent income	15,863	12,322	14,152
Interest	28	-	1,128
Other revenue	361	33	120
Net GST received	794	279	-
Total cash received	21,186	17,443	19,845
Cash used			
Employees benefits	(7,935)	(7,247)	(9,178)
Suppliers	(15,590)	(11,060)	(18,450)
Interest payments on lease liabilities	(1)	(1)	(3)
Total cash used	(23,526)	(18,308)	(27,631)
Net cash from/(used by) operating activities	(2,340)	(865)	(7,786)
INVESTING ACTIVITIES			
Cash received			
Investments	1,164	172	26,156
Total cash received	1,164	172	26,156
Cash used			
Purchase of property, plant and equipment	(12,743)	(6,216)	(23,445)
Total cash used	(12,743)	(6,216)	(23,445)
Net cash from/(used by) investing activities	(11,579)	(6,044)	2,711
FINANCING ACTIVITIES			
Cash received			
Contributed equity	5,666	2,310	5,666
Total cash received	5,666	2,310	5,666
Cash used			
Principal payments of lease liabilities	(37)	(16)	(21)
Total cash used	(37)	(16)	(21)
Net cash from financing activities	5,629	2,294	5,645
Net increase/(decrease) in cash held	(8,290)	(4,615)	570
Cash and cash equivalents at the beginning of the reporting period	13,449	18,064	13,449
Cash and cash equivalents at the end of the reporting period	5,159	13,449	14,019

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

OVERVIEW

Objectives of Sydney Harbour Federation Trust (the “Harbour Trust”)

The Harbour Trust was established by the *Sydney Harbour Federation Trust Act 2001*.

The Harbour Trust is structured to meet the following outcome:

Outcome 1: Enhanced appreciation and understanding of the natural and cultural values of Sydney and the nation for all visitors, through the remediation, conservation and adaptive re-use of, access to and sharing stories of the Harbour Trust lands.

Note 1: Summary of significant accounting policies

1.1 New accounting standards

Two amending standards (AASB 2021-2 and AASB 2021-6) were adopted earlier than the application date as stated in the standards. These amended standards have been adopted for the 2022-23 reporting period.

The following amending standards were issued prior to the signing of the statements by the accountable authority and chief financial officer, and were applicable to the current reporting period.

STANDARD / INTERPRETATION	NATURE OF CHANGE IN ACCOUNTING POLICY, TRANSITIONAL PROVISIONS, AND ADJUSTMENT TO FINANCIAL STATEMENTS
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates (AASB 2021-2)	AASB 2021-2 amends AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The amending standard requires the disclosure of material, rather than significant, accounting policies, and clarifies what is considered a change in accounting policy compared to a change in accounting estimates.
AASB 2021-6 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards (AASB 2021-6)	AASB 2021-6 amends the Tier 2 reporting requirements set out in AASB 1049, AASB 1054 and AASB 1060 to reflect the changes made by AASB 2021-2. The details of the changes in accounting policies and adjustments are disclosed below and in the relevant notes to the financial statements. This amending standard is not expected to have a material impact on the entity’s financial statements for the current reporting period or future reporting periods.

1.2 Basis of preparation of the financial statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* and are general purpose financial statements.

The financial statements have been prepared in accordance with:

- Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations, – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.*

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Note 1: Summary of significant accounting policies – continued

Unless an alternative treatment is specifically required by an Accounting Standard or the FRR, assets and liabilities are recognised in the statement of financial position when and only when it is probable that future economic benefits will flow to the Harbour Trust or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executory contracts are not recognised unless required by an accounting standard.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the statement of comprehensive income when, and only when, the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

Consolidation and associated company

The financial statements show information for the economic entity only; this reflects the consolidated results for the parent entity, the Harbour Trust, and its controlled entities, Sydney Harbour Foundation Management Ltd and Sydney Harbour Conservancy (“Conservancy”). The results of the parent entity do not differ materially from the economic entity and have therefore not been separately disclosed. The Conservancy is a trust for which Sydney Harbour Foundation Management Ltd (company limited by guarantee) is Trustee (refer to Note 13 & Note 14 for further details).

The accounting policies of the Sydney Harbour Foundation Management Ltd and Conservancy are consistent with those of the Harbour Trust and its assets, liabilities and results have been consolidated with the parent entity accounts in accordance with the accounting standards. All internal transactions and balances have been eliminated upon consolidation.

1.3 Revenue recognition

The Harbour Trust recognises revenue as follows:

Appropriation received from the Department of Climate Change, Energy, the Environment and Water is recognised as revenue from government by the Harbour Trust in the period in which it is received. Funding for infrastructure and capital projects is recognised as an equity injection. Where the funding profile and the expenditure profile are mismatched, this can cause material fluctuations to the reported operating surplus/(deficit).

The Harbour Trust also derived its own-source income from commercial and residential leasing, the provision of short term accommodation, parking facilities and events venue hire and the sale of goods and services.

Major income is from leasing contracts entered into with tenants and are enforceable contracts within the scope of AASB 15.

The transaction price is the total amount of consideration to which the Harbour Trust expects to be entitled in exchange for transferring promised goods or services to a tenant/customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

1.4 Significant accounting judgements and estimates

In the process of applying the accounting policies listed in this note, the Harbour Trust has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of land has been taken to be the market value of similar properties as estimated by the Harbour Trust and reviewed by an independent valuer taking into consideration the restrictions on sale and use imposed by the *Sydney Harbour Federation Trust Act 2001*. Buildings have been valued using depreciated replacement cost and therefore the valuer has verified the Harbour Trust’s estimate with respect to the replacement cost.
- The provision held for trade and other receivables is based on overdue receivables greater than 90 days where an arrears agreement has not been finalised or where it has been assessed that the debt is unlikely to be recovered.
- No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next reporting period.

1.5 Taxation

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

Revenues, expenses and assets are recognised net of GST:

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

1.6 Major budget variances

The original budget figures were reported in the 2022–23 Portfolio Budget Statements published in October 2022. The Harbour Trust considers a major variance between budget and actuals is greater than 10% and \$250,000 of the original estimate or it is considered important for the reader’s understanding.

EXPLANATIONS OF MAJOR VARIANCES	AFFECTED LINE ITEMS (AND STATEMENT)
Investments balance for the year was significantly higher than that budgeted for 2022–23 due to delays in rolling out infrastructure repairs projects funded by the Australian Government in prior years.	<p>Statement of comprehensive income Suppliers</p> <p>Statement of financial position Cash and cash equivalents Heritage and collections Retained Surplus</p> <p>Cash flow statement Suppliers Investments Purchase of property, plant and equipment</p>
Own-Source Income – A stronger than anticipated return to normalcy following the COVID-19 pandemic has underpinned revenue performance. This is particularly evident within the Harbour Trust’s commercial tenancy business.	<p>Statement of comprehensive income Rental Income</p> <p>Statement of financial position Cash and cash equivalents Retained surplus</p> <p>Cash flow statement Rent income</p>
Interest revenues have been strong during the financial year due to elevated interest rates and higher levels of investment capital.	<p>Statement of comprehensive income Interest</p> <p>Statement of financial position Cash and cash equivalents Investments Retained surplus</p> <p>Cash flow statement Investments</p>
Annual valuation adjustments to align with market indices have delivered substantial increases across the Harbour Trust’s asset portfolio, reflecting current market sentiment and scarcity of building supplies.	<p>Statement of comprehensive income Change in asset revaluation reserve</p> <p>Statement of financial position Land and buildings</p>

Note 2: Events after the reporting period

There are no events that have occurred after the reporting period that would have an effect on the Harbour Trust’s 2022–23 financial statements other than those that are already reflected in the financial statements.

FINANCIAL PERFORMANCE

Note 3: Expenses

Note 3A: Employee benefits

	2023 \$'000	2022 \$'000
Wages and salaries	6,995	6,484
Superannuation		
Defined contribution plans	762	667
Defined benefit plans	49	57
Leave and other entitlements	208	293
Separation and redundancies	60	1
Other employee costs	6	5
Total employee benefits	8,080	7,507

Accounting policy

Accounting policies for employee related expenses is contained in the 'People and relationships' section (Note 8A).

Note 3B: Suppliers

Goods and services supplied or rendered

	2023 \$'000	2022 \$'000
Corporate overheads	3,715	2,489
Marketing, programming and events	1,284	858
Management of environment	176	117
Site maintenance and planning	8,224	6,723
Audit fee	61	60
Security	1,091	1,041
Accommodation management	799	397
Property management	132	403
Total goods and services supplied or rendered	15,482	12,088

Goods supplied	372	268
Services rendered	15,110	11,820
Total goods and services supplied or rendered	15,482	12,088

Other supplier expenses

Workers compensation premiums	72	65
Total other supplier expenses	72	65
Total supplier expenses	15,554	12,153

Accounting policy

The Harbour Trust has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The Harbour Trust recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term which is representative of the pattern of benefits derived from the leased assets.

Note 3C: Finance costs

	2023 \$'000	2022 \$'000
Interest on lease liabilities	1	1
Total finance costs	1	1

Note 3D: Impairment on other assets

	2023 \$'000	2022 \$'000
Impairment on trade receivables	240	-
Total impairment on other assets	240	-

During 2021–22 the Harbour Trust funded a COVID-19 rent relief program which was accounted as reduction in leasing revenue and not impairment to debt owed to the Trust. The balance for 2022–23 represents assessment of impairment of trade balances receivables.

Note 4: Own-source income

Note 4A: Revenue from contracts with customers

	2023 \$'000	2022 \$'000
Sale of goods	22	6
Rendering of services	3,362	1,916
Total revenue from contracts with customers	3,384	1,922

Disaggregation of revenue from contracts with customers

Major product/service line:

Service delivery	3,362	1,916
Sales of inventory	22	6
Total	3,384	1,922

Note 4B: Fines

Parking fines for infringements	109	110
Total fees and fines	109	110

Note 4C: Interest

Term deposits	1,990	247
Operating bank accounts	31	-
Total interest	2,021	247

Note 4D: Rental income

Property rentals and short-term hire	15,069	12,257
Total rental income	15,069	12,257

Operating leases

The Harbour Trust manages a portfolio of commercial tenancies and residential properties across its various sites. Rental income from operating leases is recognised on a straight-line basis over the lease term. Recognition of lease income on a straight-line basis is consistent with AASB 16 requirements.

Maturity analysis of operating lease income receivables:

	2023 \$'000	2022 \$'000
Within 1 year	10,816	7,352
1 to 2 years	8,099	6,089
2 to 3 years	5,565	5,063
3 to 4 years	4,033	3,530
4 to 5 years	2,050	2,247
More than 5 years	3,693	4,982
Total undiscounted lease payments receivable	34,256	29,263

FINANCIAL PERFORMANCE – CONTINUED

Note 4E: Other revenue

DA fees, liquor licences, donations
Resources received free of charge – volunteer services
Total other revenue

2023 \$'000	2022 \$'000
408	27
696	292
1,104	319

Volunteer services

The Harbour Trust engages volunteers who assist the Harbour Trust in delivering its objectives.

Accounting policy

Volunteers perform a variety of roles including visitor services, tour guides, public speaking, restoration and gardening services, oral history, events and other administrative roles to assist Harbour Trust staff.

On the initial recognition of volunteer services as an asset or an expense, the Harbour Trust recognises any related amounts in accordance with the relevant standard. The Harbour Trust recognises the excess of the fair value of the volunteer services over the recognised related amounts as income immediately in the income statement.

Note 4F: Reversal of write-downs and impairment

Movement in stock provision
Reversal of impairment losses

Total reversals of previous asset write-downs and impairments

2023 \$'000	2022 \$'000
-	16
-	212
-	228

Note 4G: Revenue from government

Corporate Commonwealth entity payment item
Funding from Department of Climate Change, Energy, the Environment and Water
Total revenue from government

2023 \$'000	2022 \$'000
1,048	2,465
1,048	2,465

Accounting policy

Own source revenue

a. Revenue from contracts with customers

Revenue from contracts with customers is recognised when:

- the contract is approved and the parties are committed to performing their respective obligations;
- each party's rights are identifiable;
- payment terms are identifiable;
- the contract has commercial substance; and
- it is probable that the consideration under the contract is collectable.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- The amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- The probable economic benefits associated with the transaction will flow to the Harbour Trust.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

The transaction price is the total amount of consideration to which the Harbour Trust expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. All unrealised performance obligations under revenue contracts with customers have an original expected duration of one year or less.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

b. Fines

Fines include infringement penalties issued under the *Sydney Harbour Federation Trust Regulations 2021*, and the *Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017* that apply to the Harbour Trust. Under Section 6, approved regulatory charging activity means an activity provided by a corporate Commonwealth entity:

- that has Australian Government policy approval; and
- for which there is statutory authority to charge.

To satisfy the requirements of the *Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017* – Section 7 (d) measure, assess and document financial and non-financial performance of the regulatory activity, the Harbour Trust has incurred expenses of \$235 (2022: \$2,122) pertaining to this approved regulatory charging activity.

c. Interest

Interest revenue is recognised using the effective interest method as set out in AASB 9 *Financial Instruments*.

d. Rental income

Rental revenue for operating leases is recognised on a straight line basis over the term of the lease, except when an alternative basis is more representative of the pattern of service rendered through the provision of the leased premises. Lease incentives offered under operating leases are amortised on a straight line basis in the profit or loss over the life of the lease.

e. Gains

Sale of assets

Gains from disposal of non-current assets are recognised when control of the asset has transferred to the buyer.

FINANCIAL POSITION

Note 5: Financial assets

Note 5A: Cash and cash equivalents

Cash at bank	5,158	13,448
Cash on hand	1	1
Total cash	5,159	13,449

Note 5B: Investments

Term deposits	50,920	50,095
Total investments	50,920	50,095

The balance of term deposits is in short term deposits readily convertible to cash.

Accounting policy

Cash and cash equivalents include cash on hand and demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

Note 5C: Trade and other receivables

Goods and services		
Goods and services	432	1,432
Total receivables for goods and services	432	1,432
Other receivables		
Interest receivable	3	-
Other receivables	51	52
Total other receivables	54	52
Total trade and other receivables (gross)	486	1,484
Less impairment allowance account	(225)	(255)
Total trade and other receivables (net)	261	1,229

Accounting policy

Trade and other receivables

Trade and other receivables are held for the purpose of collecting the contractual cash flows where cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance. Interest receivable is recognised by applying the effective interest rate.

Impairment of financial assets

Financial assets are assessed for impairment at each reporting period.

Note 6: Non-financial assets

Note 6A: Analysis of infrastructure, plant, equipment and intangibles

Reconciliation of the opening and closing balances of infrastructure, plant, equipment and intangibles (2022-2023)

	Freehold land \$'000	Buildings on freehold land \$'000	Infrastructure, plant and equipment \$'000	Heritage and collections \$'000	Intangibles \$'000	Total \$'000
As at 1 July 2022						
Gross book value	276,296	84,553	48,198	53,697	984	463,728
Accumulated depreciation /amortisation	-	-	(5,837)	-	(731)	(6,568)
Total as at 1 July 2022	276,296	84,553	42,361	53,697	253	457,160
Additions:						
Purchase	58	4,574	141	7,893	77	12,743
Revaluations and impairments recognised in other comprehensive income	-	4,178	2,475	749	-	7,402
Depreciation/amortisation expense	-	(1,535)	(1,978)	-	(90)	(3,603)
Depreciation on right-of -use asset	-	-	(35)	-	-	(35)
Total as at 30 June 2023	276,354	91,770	42,964	62,339	241	473,668
Total as at 30 June 2023 represented by:						
Gross book value	276,354	91,772	49,340	62,339	1,061	480,866
Accumulated depreciation/ amortisation	-	(2)	(6,376)	-	(820)	(7,198)
	276,354	91,770	42,964	62,339	241	473,668
Carrying amount of right-of-use assets	-	-	250	-	-	250

Accounting policy

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. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income 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 recognised as contributions by owners at the amounts at which they were recognised in the transferor authority's accounts immediately prior to the restructuring.

Property, plant and equipment

Asset recognition threshold

Purchases of infrastructure, 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.

FINANCIAL POSITION – CONTINUED

Accounting policy – continued

Fair value and revaluations

Fair value for each class of asset equals the total of the most recent revalued amounts and capital expenditure at cost subsequent to the last valuation.

Fair values of each class of asset are determined as shown below:

Asset Class	Fair value measured at
Land	Market appraisal
Buildings excl leasehold improvements	Depreciated replacement cost
Leasehold improvements	Depreciated replacement cost
Infrastructure, plant and equipment	Depreciated replacement cost
Heritage and cultural assets	Market appraisal

Following initial recognition at cost, infrastructure, plant and equipment are carried at fair value less accumulated depreciation and accumulated impairment losses.

Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The Members of the Trust resolved that a full independent valuation would be completed every five years due to the infrequent market sales of open space lands. In the period between full independent valuations, the Harbour Trust undertakes internal valuations that are reviewed by an independent valuer against market indices and prevailing market conditions.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Lease right-of-use (ROU) assets

Lease ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received.

On initial adoption of AASB 16 the Harbour Trust has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Depreciation

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

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

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

	2023	2022
Buildings on freehold land	10 to 125 years	10 to 125 years
Infrastructure	5 to 50 years	5 to 50 years
Plant and equipment	3 to 20 years	3 to 20 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2023. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Harbour Trust were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of infrastructure, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Accounting policy – continued

Heritage and collection assets

The Harbour Trust owns and manages buildings, monuments and structures that have significant heritage and cultural value (with an aggregated fair value of \$62.3 million (2022: \$53.7 million)). The Harbour Trust has classified them as heritage and collection assets as they were primarily used for purposes that relate to their cultural significance. The Harbour Trust has adopted appropriate curatorial and preservation policies for these heritage assets and the items are deemed to have indefinite useful lives and hence are not depreciated. The Harbour Trust's curatorial and preservation policies are publicly available within the Harbour Trust's management plans at harbourtrust.gov.au/en/corporate/planning.

Intangibles

The Harbour Trust's intangibles comprise software purchased externally for internal use. These assets are carried at cost less accumulated amortisation and impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Harbour Trust's software is 3 to 7 years (2022: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2023.

Note 6A (Cont'd) Fair value measurements, valuation techniques and inputs used

Fair value measurements	2023 \$'000	2022 \$'000
Non-financial assets		
Land	276,354	276,296
Buildings	91,770	84,553
Infrastructure, plant and equipment	42,964	42,361
Heritage and collections	62,339	53,697
Total non-financial assets	473,427	456,907

An independent evaluation was conducted by an external valuer in 2020. Since then The Harbour Trust has been conducting in-house desktop revaluations for certain classes of assets on annual basis. These internal revaluations are reviewed independently, taking movements in the property market into considerations. The next formal independent evaluation is scheduled to be conducted for June 2025.

Any revaluation changes are taken up in the asset revaluation reserve by asset classes.

	2023 \$'000	2022 \$'000
Note 6B: Inventories		
Finished goods at cost	-	75
Impairment allowance for obsolete stock	-	(48)
Total inventories	-	27

Accounting policy

Inventories for example, merchandise and clothing held for sale are expensed at the time of purchase due to their low values.

Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

FINANCIAL POSITION – CONTINUED

Note 6C: Other non-financial assets

Lease incentives
Prepayments

Total other non-financial assets

2023	2022
\$'000	\$'000
58	92
32	32
90	124

Note 7: Payables

Note 7A: Suppliers

Trade creditors

Total supplier payables

2023	2022
\$'000	\$'000
1,494	2,053
1,494	2,053

Settlement is usually made within 30 days.

Note 7B: Other Payables

Salaries and wages
Accrued expenses/suppliers
Bonds and security deposits
Unearned revenue

Total other payables

2023	2022
\$'000	\$'000
230	181
765	212
1,981	1,839
2,252	2,774
5,228	5,006

The Harbour Trust also holds 50 bank guarantees (2022: 50) as security for tenants on long term leases. The total value of those bank guarantees is \$2.546 million (2022: \$2.494 million).

Accounting policy

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities. Financial liabilities are recognised and derecognised upon trade date.

Other financial liabilities

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Note 7C: Leases

Right-of-use asset

Total leases

2023	2022
\$'000	\$'000
265	300
265	300

Total cash outflow for leases for the year ended 30 June 2023 was \$36,458 (2022: \$29,670).

Maturity analysis – contractual undiscounted cash flows for lease payments

Within 1 year
1 to 5 years
More than 5 years

Total leases

2023	2022
\$'000	\$'000
30	31
128	131
107	144
265	306

Accounting policy

For all new contracts entered into, the Harbour Trust considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

PEOPLE AND RELATIONSHIPS

Note 8: People and relationships

Note 8A: Employee provisions

Leave
Discretionary benefits

Total employee provisions

2023	2022
\$'000	\$'000
1,632	1,536
40	40
1,672	1,576

The discretionary element relates to a provision for a performance component in accordance with the Executive Director's employment contract. No payment in relation to this component was made in 2022–23.

Accounting policy

Employee benefits

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

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of the reporting period are measured at their nominal amounts.

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

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Superannuation

Certain employees of the Harbour Trust are members of the Public Sector Superannuation scheme ("PSS") or the PSS accumulation plan ("PSSap").

The PSS is a defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Harbour Trust makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the government. The Harbour Trust accounts for the contributions as if they were contributions to defined contribution plans.

Employer superannuation contributions for employees who are not members of the 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.

PEOPLE AND RELATIONSHIPS – CONTINUED

Note 8A: Employee provisions – continued

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

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

The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

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

Separation and redundancy

Provision is made for separation and redundancy benefit payments. The Harbour Trust recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Note 8B: Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. The Harbour Trust has determined the key management personnel to be the Members of the Trust and Executive Director. The remuneration for key management personnel is reported in the table below.

Note 8B: Key management personnel remuneration

	2023	2022
	\$	\$
Short-term employee benefits:		
Base salary	511,151	458,385
Other benefits and allowances	107,297	52,850
Total short-term employee benefits	618,448	511,235
Post-employment benefits:		
Superannuation	59,631	59,308
Total post-employment benefits	59,631	59,308
Other long-term benefits:		
Long-service leave	9,214	5,234
Total other long-term benefits	9,214	5,234
Total key management remuneration expenses*	687,293	575,777

Pursuant to Section 43 of the *Sydney Harbour Federation Trust Act 2001*, the Harbour Trust sets the conditions of employment for the Executive Director, but first must seek advice from the Australian Government Remuneration Tribunal in respect of remuneration and allowances. Any incoming Executive Director's remuneration needs to be approved by a resolution of the Trust and is set out in the appointment instrument.

*The above key management personnel remuneration excludes the remuneration and other benefits of the portfolio minister. The portfolio minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Harbour Trust.

There are 9 individuals in the group of key management personnel (2022: 13 individuals) with only 7 were remunerated during 2022-23 (2022: 9).

OTHER INFORMATION

Note 9: Financial instruments

Note 9A: Categories of financial instruments

Financial assets at amortised cost

	2023	2022
	\$'000	\$'000
Investments	50,920	50,095
Cash and cash equivalents	5,158	13,448
Cash on hand	1	1
Trade receivables	432	1,432
Interest receivable	3	-
Other receivables	51	52
Total financial assets at amortised cost	56,565	65,028

Financial liabilities

Financial liabilities measured at amortised cost

Trade creditors	1,494	2,053
Accrued expenses/suppliers	765	212
Bonds and security deposits	1,981	1,839
Total financial liabilities measured at amortised cost	4,240	4,104

Trade receivable are shown at their gross value before taking into account the impairment allowance (see Note 5C).

Note 9B: Net gains or losses on financial assets

Financial assets at amortised cost

	2023	2022
	\$'000	\$'000
Interest revenue (see Note 4C)	2,021	247
Impairment (see Note 4F)	-	212
Net gain on financial assets at amortised cost	2,021	459

Note 9C Net gains or losses on financial liabilities

There was no net income or expense from financial liabilities for the year ended 30 June 2023 (2022 – Nil).

OTHER INFORMATION – CONTINUED

Note 9A: Financial instruments – continued

Accounting policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the Harbour Trust classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets measured at amortised cost.

The classification depends on both the entity’s business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Comparatives have not been restated on initial application.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities ‘at fair value through profit or loss’ or other financial liabilities. Financial liabilities are recognised and derecognised upon ‘trade date’.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Note 10: Current/non-current distinction for assets and liabilities

	2023 \$'000	2022 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	5,159	13,449
Investments	50,920	50,095
Trade and other receivables	261	880
Other non-financial assets	36	67
Total no more than 12 months	56,376	64,491
More than 12 months		
Trade and other receivables	-	349
Land and buildings	368,124	360,849
Infrastructure, plant and equipment	42,964	42,361
Heritage and collections	62,339	53,697
Intangibles	241	253
Inventories	-	27
Other non-financial assets	54	57
Total more than 12 months	473,722	457,593
Total assets	530,098	522,084
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,494	2,053
Other payables	4,140	3,663
Leases	30	31
Employee provisions	700	676
Total no more than 12 months	6,364	6,423
More than 12 months		
Suppliers	-	-
Other payables	1,088	1,343
Leases	235	269
Employee provisions	972	900
Total more than 12 months	2,295	2,512
Total liabilities	8,659	8,935

Note 11: Contingencies

Schedule of contingencies

There were no contingent assets or liabilities required to be disclosed as at 30 June 2023 (2022 – Nil).

Accounting policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an existing liability or asset in respect of which settlement is not probable or the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

OTHER INFORMATION – CONTINUED

Note 12: Related party disclosures

Related party relationships

The Harbour Trust is an Australian Government controlled entity. Related parties to this entity are its members, Key Management Personnel (“KMP”) including the portfolio minister and Executive, and other Australian Government entities including the Department of Climate Change, Energy, the Environment and Water.

Given the breadth of government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

The Harbour Trust transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. These are not considered individually significant to warrant separate disclosure as related party transactions.

The following were the transactions with related parties that occurred during the financial year:

1. The Harbour Trust had a commercial tenancy agreement with an individual related to Joseph Carrozzi, the Chair of the Harbour Trust until 30 June 2023. The transaction occurred at arm’s length and like other tenancy agreements, were approved by the Tenant Selection Committee in accordance with the Harbour Trust leasing policy. Mr Carrozzi declared the interest at the time of the tenancy application and had no involvement in the Tenant Selection Committee proceedings and its decision making.
2. The Harbour Trust is a fee-paying member of the Committee for Sydney of which a Member of the Trust is the Chair. The membership fee paid is in line with fees paid by the other members of the organisation and is therefore considered at arm’s length.

Note 13: Sydney Harbour Foundation Management Ltd

As disclosed at Note 1 ‘Consolidation and Associated Company’, the Sydney Harbour Foundation Management Ltd (“Company”), a Company limited by guarantee, is the Trustee for the Conservancy, and was established on 8 December 2009 and is controlled by the Harbour Trust. The Company was originally incorporated on 8 December 2009 as an Australian Government corporation limited by guarantee for the specific purpose, at that time of serving as Trustee for the conservancy. The Company’s constitution was amended on 26 June 2019 to clarify that the object of the Company is to benefit the Harbour Trust. The Company changed its name from Sydney Harbour Conservancy Ltd to Sydney Harbour Foundation Management Ltd with effect from 15 July 2019.

Expenses of the Company are met by the Harbour Trust.

Note 13: Sydney Harbour Foundation Management Ltd – continued

The cash position of the Company is as follows:

	2023	2022
	\$	\$
OPERATING ACTIVITIES		
Cash received		
Donations	-	-
Grants	-	-
Total cash received	-	-
Cash used		
Suppliers	-	-
Total cash used	-	-
Net cash from operating activities	-	-
INVESTING ACTIVITIES		
Net cash from/(used by) investing activities	-	-
FINANCING ACTIVITIES		
Cash received		
Funds received for Sydney Harbour Federation Trust	-	-
Total cash received	-	-
Cash used		
Fund transferred to Sydney Harbour Federation Trust	-	-
Total cash used	-	-
Net cash from/(used by) financing activities	-	-
Net increase/(decrease) in cash held	-	-
Cash and cash equivalents at the beginning of the reporting period	-	-
Cash and cash equivalents at the end of the reporting period	-	-

Note 14: Sydney Harbour Conservancy

As disclosed at Note 1 ‘Consolidation and Associated Company’, the Conservancy, a trust for which the Sydney Harbour Foundation Management Ltd is Trustee, was established on 10 December 2009 and is controlled by the Harbour Trust.

The objectives of the Conservancy are to:

- Preserve the natural environmental value of the Harbour Trust sites including activities such as weed and feral animal control, waste minimisation, revegetation of native flora, protection of native biodiversity, the conservation of habitat, soil stabilisation and erosion control;
- Encourage and promote enjoyment of recreation and activity within natural surrounds of Harbour Trust sites;
- Recognise and appreciate the natural and historical significance of Harbour Trust sites; and
- Provide information, education and research about the natural environment.

OTHER INFORMATION – CONTINUED

Note 14: Sydney Harbour Conservancy – continued

The cash position of the Conservancy is as follows:

	2023	2022
	\$	\$
OPERATING ACTIVITIES		
Cash received		
Donations	-	-
Grants	-	-
Total cash received	-	-
Cash used		
Suppliers	(150)	(120)
Total cash used	(150)	(120)
Net cash from/(used by) operating activities	(150)	(120)
INVESTING ACTIVITIES		
Net cash from/(used by) investing activities	-	-
FINANCING ACTIVITIES		
Cash received		
Funds received for Trustee Company	-	-
Total cash received	-	-
Cash used		
Funds transferred to Trustee Company	-	-
Total cash used	-	-
Net cash from/(used by) financing activities	-	-
Net increase/(decrease) in cash held	(150)	(120)
Cash and cash equivalents at the beginning of the reporting period	6,607	6,727
Cash and cash equivalents at the end of the reporting period	6,457	6,607

Opposite: Woolwich Dock and Parklands at sunset. Credit: Graham Izod.



APPENDICES

Appendix 1: Sydney Harbour Foundation Management Ltd

Officeholders and Directors

Kevin McCann Chair / Non-Executive Director

Sandra Hook Non-Executive Director

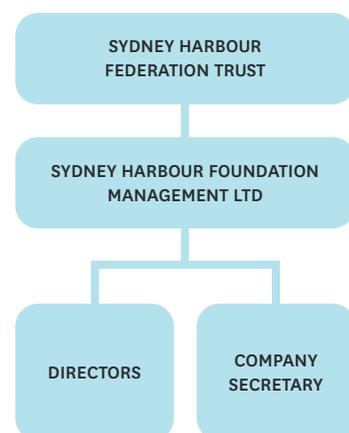
Janet Carding* Non-Executive Director

Jessica Keen Non-Executive Director

Justin Bock Company Secretary

**Janet Carding was appointed Non-Executive Director of the Sydney Harbour Foundation Management Ltd on 22 August 2022.*

Organisational structure



Appendix 2: Maintenance, heritage conservation and environmental management projects

Cockatoo Island / Wareamah

- Department of Defence loan of an historic Mark 8 torpedo to Cockatoo Island / Wareamah from Spectacle Island for future location and interpretation in the Torpedo Factory, Sub base Platypus
- Rectification of termite infestation to the historic Powerhouse
- Structural assessment of cranes
- Repairs to underground services following rupture of water mains
- Ongoing repairs to the Dog Leg Tunnel
- Maintenance of the finger wharves to the Camber Wharf Jetty
- Installation of a new shade sail in the campground
- Upgrade of the amenities block in the campground
- Repair and refurbishment of holiday houses including fitouts
- Repairs to the Sutherland Wharf and Building 74
- Installation and maintenance of netting to deter roosting by silver gulls and pigeons
- Building 10 lift shaft inspection and minor rectification works
- Straight Tunnel remediation works
- Restoration of timber windows to building 10
- Structural assessment of Industrial precinct roofs to assess future repair works
- Conservation of historic machinery and planting of gardens by Harbour Trust volunteers

Headland Park

- Renovation of residential properties at 3 Imperial Avenue and 1204 Middle Head Road
- Roof repairs to commercial properties
- Planting of a 'Lone Pine' specimen and installation of interpretive signage
- BCA compliance works to Building 7 at 10 Terminal to enable use for public assemblies
- Repairs to timber decking at the Artists' Precinct
- Upgrade to street and car park lighting
- Fire safety program: lifecycle replacement of detectors/FIP's
- Upgrade to the back of house area for the 'Burnt Orange' cafe
- Completion of upgrade of fire safety measures for commercial buildings
- Contract bush regeneration
- Feral animal control
- Minor internal fit-outs and refurbishment of commercial suites by tenants
- Mechanical and manual bushfire hazard reduction works
- External and internal painting of tenanted buildings

Appendix 2: Maintenance, heritage conservation and environmental management projects – continued

North Head Sanctuary	<ul style="list-style-type: none"> Repairs to drainage following burst water mains Renovation of residential properties at 4 Artillery Drive and 7 North Head Scenic Drive Conservation works to the historic stone wall Completion of remedial concrete repairs to the historic Observation Posts Fit out of a new meeting room to complement the Harbour Trust satellite office Building 1 Conversion of three dorms to change room facilities Conservation and reconstruction of historic military equipment including the Battery Observation Post by heritage restoration volunteers Propagation and planting of local species by the North Head Sanctuary Foundation Mechanical and manual bushfire hazard reduction works Minor internal fit-outs by tenants Ongoing repairs to tenanted residential and commercial buildings, including paintwork, carpentry and plumbing Feral animal control
Woolwich Dock	<ul style="list-style-type: none"> Landscape maintenance and weed removal
Sub Base Platypus	<ul style="list-style-type: none"> Completion of demolition of the harbour-side portion of the Torpedo Factory Commencement of landscaping works to the foreshore park Renovation of two residential properties in the Gatehouse Installation of new directional and interpretive signage Installation and maintenance of netting to deter roosting by silver gulls Retort building materials investigation consultancy Internal fit-outs of commercial suites by tenants Upgrades to site services Weed removal and replanting
Macquarie Lightstation	<ul style="list-style-type: none"> Archaeological investigations into the location of the north-east Greenway corner lodge Weed removal and replanting
Former Marine Biological Station	<ul style="list-style-type: none"> Weed removal and replanting

Appendix 3: Advisory and reference groups

General Community Advisory Committee

December 2022 – Present

Ex-Officio Members

The Hon Anthony Albanese MP, Prime Minister and Member for Grayndler

Anne Clarke

Cathy Griffin

Chido Mauwa

Commander Michael Nipperess

Glyn Evans

Cr Zac Miles, Mayor of Hunter's Hill

Jeremy Kenna

Cr Carolyn Corrigan, Mayor of Mosman

Linda O'Malley

Cr Zoë Baker, Mayor of North Sydney

Lisa Trueman

*Cr Michael Regan, Mayor of Northern Beaches, resigned 16 May 2023

Peter Doukas

Rebecca Cardy

Cr Sue Heins, Mayor of Northern Beaches,

Sheila Foliaki-Singh

elected 16 May 2023

Yolande Stone

Zali Steggall MP, Member for Warringah

Trudy Phelps, commenced 17 May 2023

Cr Susan Wynne, Mayor of Woollahra

Geraldine Paton, resigned 11 April 2023

Kylea Tink MP, Member for North Sydney

*The term of the General Members of the General Community Advisory Committee expired in August 2022 with expressions of interest and an appointment of new general members from December 2022.

Allegra Spender MP, Member for Wentworth

General Members

**July 2022 – August 2022*

Rob Crawford

Sub Base Platypus Community Advisory Committee

Ex-Officio Members

Sarah Dinning

Cr Zoë Baker, Mayor of North Sydney

Kate Eccles

Kylea Tink MP, Member for North Sydney

Kate Evers

Paul Forward

Colleen Godsell

Julie Goodsir

General Members

Victoria Black, (maternity leave)

Geoffrey Lambert

Phil Burfurd

Peter Lawrence

Tammy Dodd

Beth Lawsen

Paul Forward

Robyn Lewis

Matthew Lorrimer

Jill L'Estrange

Neil Schafer

Malcolm Moir

Jessica Keen

Matthew Rafferty

Miles Lockwood

Stuart Sprott

Christopher Stapleton

John Tropman

Ken Williams

Appendix 4: Executive remuneration

Information about remuneration for Executive Director and Members of the Trust as at 30 June 2023.

Name	Position title	SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS	TERMINATION BENEFITS	TOTAL REMUNERATION
		Base salary (\$)	Bonuses (\$)	Other benefits and allowances (\$)	Superannuation contributions (\$)	Long service leave (\$)	Termination benefits (\$)	Total (\$)
Janet Carding	Executive Director	314,986	40,500	66,797	39,049	9,214	0	470,545
Joseph Carozzi	Chairman	54,165	0	0	5,693	0	0	59,858
Michael Rose	Board Member	27,087	0	0	2,847	0	0	29,935
Alison Page*	Board Member	33,651	0	0	3,501	0	0	37,152
Pru Goward	Board Member	0	0	0	0	0	0	0
Steven Issa	Board Member	0	0	0	0	0	0	0
Chantelle Fornari-Orsmond	Board Member	27,087	0	0	2,847	0	0	29,935
Bradley Manera	Board Member	27,087	0	0	2,847	0	0	29,935
Carolyn McNally	Board Member	27,087	0	0	2,847	0	0	29,935
Total		511,151	40,500	66,797	59,631	9,214	0	687,293

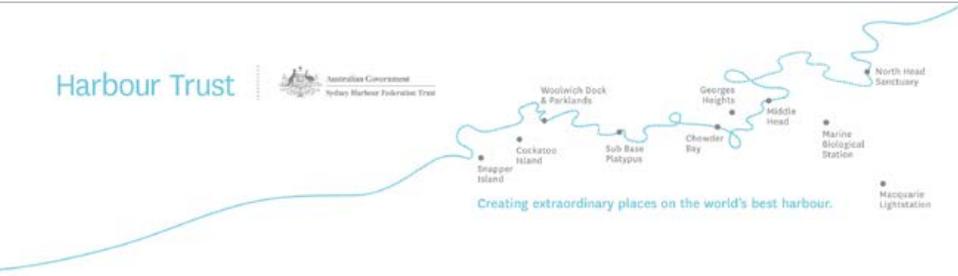
*Period covered – Mar 22 to June 23.

Information about remuneration for senior executives as at 30 June 2023.

Total remuneration bands	Number of senior executives	SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS		TERMINATION BENEFITS	TOTAL REMUNERATION
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0-\$220,000	3	88,649	0	100	10,063	1,994	6,134	38,916	145,856
\$220,001-\$245,000	1	197,332	0	0	20,742	4,960	15,261	0	238,295
\$245,001-\$270,000	1	214,649	0	502	22,563	5,458	16,795	0	259,716

*Note this includes two senior executives who have left the Harbour Trust during the reporting period.

Appendix 5: Audit Committee Charter



AUDIT COMMITTEE CHARTER
Sydney Harbour Federation Trust (the Harbour Trust)

ESTABLISHMENT

The Audit Committee (the *Committee*) is established by the Harbour Trust as the accountable authority in compliance with subsection 45(1) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

FUNCTIONS

The Harbour Trust has determined the functions of the *Committee* as set out in this charter, in compliance with subsection 45(2) of the *PGPA Act* and subsections 17(1) and 17(2) of the *Public Governance, Performance and Accountability Rule 2014 (the Rule)*.

The *Committee* reviews the appropriateness of the following for the Harbour Trust:

- financial reporting
- performance reporting
- system(s) of risks oversight management and reporting
- system(s) of internal control.

FINANCIAL REPORTING

The *Committee* will review and provide advice on the appropriateness of the Harbour Trust's:

- annual financial statements
- processes and systems for preparing financial reporting information
- financial record keeping
- processes in place to allow the entity to stay informed throughout the year of any changes or additional requirements in relation to the financial reporting.

The *Committee* will provide a statement to the Harbour Trust on:

- whether the annual financial statements, in the *Committee's* view, comply with the PGPA Act, the PGPA Rules, the Accounting Standards and supporting guidance;
- whether additional entity information (other than financial statements) required by Finance for the purpose of preparing the Australian Government consolidated financial statements (including the supplementary reporting package) comply with the PGPA Act, the PGPA Rules, the Accounting Standards and supporting guidance;
- in respect of the appropriateness of the entity's financial reporting as a whole, with reference to any specific areas of concern or suggestions for improvement.

Audit Committee Charter 1

OFFICIAL



AUDIT COMMITTEE CHARTER
Sydney Harbour Federation Trust (the Harbour Trust)

PERFORMANCE REPORTING

The *Committee* will review and provide advice on the appropriateness of the Harbour Trust's systems and procedures for assessing, monitoring and reporting on achievement of the Harbour Trust's performance.

In particular, the *Committee* will seek evidence to satisfy itself that the Harbour Trust's:

- Portfolio Budget Statements and corporate plan contain appropriate details of how the Harbour Trust's performance will be measured and assessed
- approach to measuring performance throughout the financial year against the performance measures included in its Portfolio Budget Statements and corporate plan is appropriate and in accordance with the *Commonwealth performance framework*
- systems and processes are appropriate for preparation of its annual performance statement and inclusion of the statement in its annual report.

The *Committee* will review the annual performance statements and provide advice to the Harbour Trust on their appropriateness to the entity.

The *Committee* will provide a statement to the Members of the Harbour Trust on whether, in their view, the Harbour Trust's annual performance statements and performance reporting as a whole is appropriate, with reference to any specific areas of concern or suggestions for improvement.

SYSTEM(S) OF RISKS OVERSIGHT MANAGEMENT AND REPORTING

The *Committee* will review and provide advice on the appropriateness of the Harbour Trust's:

- enterprise risk management policy framework and the necessary internal controls for the effective identification and management of the Harbour Trust's risks, as required by Section 16 of the PGPA Act
- approach to managing the Harbour Trust's key risks
- process for developing and implementing the Harbour Trust's fraud control arrangements consistent with the fraud control framework, and satisfy itself that the Harbour Trust has adequate processes for detecting, capturing and effectively responding to fraud risks
- articulation of key roles and responsibilities relating to risk management and adherence to them by officials of the entity.

The *Committee* provide a statement to the Members of the Harbour Trust whether in their view, the Harbour Trust's system of risk oversight and management as a whole is appropriate and any specific areas of concern or suggestions for improvement.

SYSTEMS OF INTERNAL CONTROL

The *Committee* will review and provide advice on the appropriateness of the Harbour Trust's internal control framework, including:

- management's approach to maintaining an effective internal control framework, relevant policies and procedures and legislative compliance, security posture and business continuity and disaster recovery, internal audit coverage, and external scrutineers, including reviewing the implementation of agreed recommendations from Australian National Audit Office (ANAO) audits or Joint Committee of Public Accounts and Audit (JCPAA) and other parliamentary committee reports directed to the entity.

Audit Committee Charter 2

OFFICIAL

Appendix 5: Audit Committee Charter – continued

The *Committee* provide a statement to the Members of the Harbour Trust on whether the Harbour Trust's system of internal control is appropriate for the entity, with reference to any specific areas of concern or suggestions for improvement.

MEMBERSHIP

The *Committee* will consist of at least three (3) independent members, where independent is defined by the Department of Finance guidance. Collectively, members will have suitable skills and experience relevant to the operations of the Harbour Trust. At least one member will have accounting or related financial management experience, with an understanding of accounting and auditing standards in a public sector environment.

Members are appointed by the Secretary of Climate Change, Energy, the Environment and Water for a term determined by the Secretary and agreed by the Harbour Trust.

A member may resign at any time by giving written notice to the Secretary of Climate Change, Energy, the Environment and Water and copied to the Harbour Trust. The resignation will take effect when the notice is received, or later if stated in the notice.

Members of the Harbour Trust, and employees of the Harbour Trust or other APS agencies are not considered to be independent and cannot be appointed as members of the *Committee* but may assist as observers of the *Committee*.

Members of the *Committee* will declare any conflict of interest (actual or perceived) and will complete a written conflict of interest declaration annually.

Members of the *Committee* must operate in the best interests of the entity and understand and observe the legal requirements of the *PGPA Act* and *PGPA Rule* and any official guidance relevant to performing their functions.

SUB-COMMITTEES

Sub-committees may be established by the *Committee* in consultation with the Harbour Trust to assist the *Committee* in meeting its responsibilities.

The Chair of any sub-committee must be independent. APS employees with suitable experience and knowledge may be appointed as members of sub-committees.

The responsibilities, membership and reporting arrangements for each sub-committee will be documented and approved by the *Committee*.

The sub-committees do not assume any management functions. Management must not exert inappropriate influence over the work of sub-committees.

AUTHORITY

The Harbour Trust authorises the *Committee*, within the scope of its role and responsibility, to:

- obtain information from any official, employee or external party (subject to legal obligation to protect information)
- discuss any matters with internal or external auditors (subject to confidentiality considerations)
- refer Internal Audit reports or other information to management committees or the Members of the Harbour Trust as required
- request the attendance of any official or employee, including an accountable authority or external party, at meetings

- obtain independent legal or other professional advice to meet its responsibilities, if necessary, at the Harbour Trust's expense and approved by the Harbour Trust or delegate.

CONDUCT OF THE COMMITTEE

The *Committee* is responsible to the Harbour Trust for the performance of its functions.

It has no executive powers in relation to the operations of the Harbour Trust. The *Committee* may only review the appropriateness of particular aspects of Harbour Trust operations, consistent with its functions and advise the Harbour Trust accordingly.

To support the entity to achieve better business outcomes, the *Committee* will engage with management in a timely, constructive and professional manner in discharging its advisory responsibilities and formulating advice to the Harbour Trust.

The Harbour Trust will assist the *Committee* to discharge its responsibilities by providing access to all internal audit reports.

The *Committee* may request attendance or reporting from management at meetings, within the scope of its functions.

REPORTING

The *Committee* will report annually to the Harbour Trust. The annual report will include the *Committee's* operation and activities including that all functions outlined in this Charter have been satisfactorily addressed.

The *Committee* may report as often as necessary to the Members of the Harbour Trust on its view on the appropriateness of the functions it reviews. The *Committee* may report (collectively or individually) to the Harbour Trust at any time on any matter it deems sufficiently important. The Chair and Chair of the Harbour Trust provide regular updates to each other on relevant issues after meeting, as required and requested.

CONSULTATION

The *Committee* will develop and maintain open and constructive relationships with the Harbour Trust Executive management and the *Committee* secretariat. The *Committee* will collaborate to ensure a strategic approach is taken to provide assurance on the appropriateness of the Harbour Trust's accountability and control frameworks, appropriate to its size and scope of responsibility.

ADMINISTRATIVE ARRANGEMENTS**MEETINGS**

The *Committee* will meet at least four times a year. Special meetings may be held to review annual financial statements and performance statements or to meet other specific responsibilities.

The Chair will call a meeting if asked to do so by the Harbour Trust and decide if a meeting is required if requested by another member, Internal Audit or the ANAO.

QUORUM

A quorum is at least two (2) members. The quorum must be in place at all times during the meeting.

Appendix 5: Audit Committee Charter – continued

ATTENDANCE

Members of the Trust, key staff including the Executive Director, Chief Operating and Finance Officer, Finance Manager, and Strategy Officer may attend meetings as observers or advisers, as determined by the *Committee*.

Members of the DCCEEW senior executive who are appointed as advisors to the departmental Audit Committee are welcome to attend Harbour Trust Audit Committee meetings as observers.

Representatives of the ANAO may attend as observers.

PLANNING

The *Committee* will contribute to, and approve, an annual work plan and meeting schedule that includes the date, location, and proposed agenda items for each meeting for the forthcoming year and covers all the functions outlined in the *Audit Committee Charter*.

ASSESSING PERFORMANCE

The *Committee's*, sub-committees' and member performance, will be reviewed at least every two years. The review, conducted on a self-assessment basis, will seek input from *Committee* members, advisors and observers, senior management and any other relevant stakeholders.

REVIEW OF THE CHARTER

At least once a year, the *Committee* will review this Charter. Any substantive changes will be recommended by the *Committee* and provided to the Members of the Harbour Trust for review and approval.

SECRETARIAT

The Department of Climate Change, Energy, the Environment and Water (DCCEEW) will provide secretariat services to the *Committee* in accordance with an agreement with the Harbour Trust.

The secretariat will ensure the agenda for each meeting is approved by the Chair; the agenda and supporting papers are circulated, where possible, at least one week before the meeting; and ensure that minutes of the meeting are prepared and maintained.

Minutes must be forwarded in a timely manner to the Chair and members for review and provided to *Committee* advisers and observers at the next meeting of the *Committee*.

SIGNED


Sydney Harbour Federation Trust

13 /06 /2023

Appendix 6: Freedom of Information

The *Freedom of Information Act 1982* provides the public with a general right of access to documents, subject to some exemptions, held by Australian Government agencies including the Harbour Trust. General information about our Freedom of Information (FOI) procedures including how to make an FOI request is available at:

www.harbourtrust.gov.au/en/freedom-of-information

or by contacting the FOI Officer at:

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

Information Publication Scheme

Under Part 2 of the *Freedom of Information Act 1982*, the Harbour Trust is required to publish information to the public as part of the Information Publication Scheme (IPS). An agency plan showing the information the Harbour Trust has published under IPS requirements is available on the Harbour Trust website under Freedom of Information:

www.harbourtrust.gov.au/en/freedom-of-information

For more on the Information Publication Scheme, visit the Office of the Australian Information Commissioner www.oaic.gov.au

Reporting

The Harbour Trust received one application under the Act during the reporting period.

LEGISLATIVE COMPLIANCE

The Harbour Trust has complied with the legislated reporting requirements of the following instruments:

REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
Sydney Harbour Federation Trust Act 2001				
Section 70	Annual Report	The annual report prepared by the members and given to the Minister under section 46 of the <i>Public Governance, Performance and Accountability Act 2013</i> for a period must also include:	Mandatory	
(a)	Steward our parklands, Appendix 2	a description of the condition of plan areas at the end of the period to which the report relates; and		34, 74-76, 125-126
(b)	Risk oversight and management	the text of all directions, and reasons for directions, given by the Minister to the Trust under section 9 during the period to which the report relates		70
Public Governance, Performance and Accountability Act 2013				
Section 46		Annual report for Commonwealth entities	Mandatory	
(1)	Letter of transmittal	... the accountable authority of the entity must prepare and give an annual report to the entity's responsible Minister...		3
(3)	Compliance index	The annual report must comply with any requirements prescribed by the rules.		136
Work Health and Safety Act 2011				
Schedule 2, Part 4	Risk and oversight management	Annual reports		70
Environment Protection and Biodiversity Conservation Act 1999				
Section 516A		Annual reports to deal with environmental matters	Mandatory	
(1)	Steward our parklands	The accountable authority of a Commonwealth entity (within the meaning of the <i>Public Governance, Performance and Accountability Act 2013</i>) must ensure that an annual report prepared under section 46 of that Act complies with subsection (6) of this section.		37-38
Freedom of Information Act				
Division 2		Information to be published	Mandatory	
8 (2)	Appendix 6	The agency must publish the following information: (a) the plan prepared under subsection (1); ... (h) contact details for an officer (or officers) who can be contacted about access to the agency's information or documents under this Act;		135

REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
Public Interest Disclosure Act 2013				
Section 44		Giving notice of the allocation decision	Mandatory	
(1A)	Strengthen our capabilities	The authorised officer must also inform: (a) if the disclosure is allocated to an agency that is not the Ombudsman, the IGIS or an intelligence agency—the Ombudsman; or (b) if the disclosure is allocated to an intelligence agency—the IGIS; of the matters of which the principal officer of the agency must be informed under subsection (1).		64
Section 50A		Notification to Ombudsman or IGIS of decision not to investigate	Mandatory	
(1)	Strengthen our capabilities	If: (a) the principal officer of the agency has decided under section 48 or 49 not to investigate the disclosure under this Division, or not to investigate the disclosure further; and (b) the agency is not the Ombudsman, the IGIS or an intelligence agency; the principal officer must inform the Ombudsman of the decision, and of the reasons for the decision.		64
Section 76		Annual report	Mandatory	
(3)	Strengthen our capabilities	The principal officer of an agency must give the Ombudsman such information and assistance as the Ombudsman reasonably requires in relation to the preparation of a report under this section.		64
Commonwealth Electoral Act 1918				
Section 311A		Annual returns of income and expenditure of Commonwealth departments	Mandatory	
(1)	Welcome everyone	... the principal officer ... must attach a statement to its annual report setting out particulars of all amounts paid by, or on behalf of, the Commonwealth department during the financial year to: (a) advertising agencies; (b) market research organisations; (c) polling organisations; (d) direct mail organisations; and (e) media advertising organisations; and the persons or organisations to whom those amounts were paid.		44

PGPA RULE COMPLIANCE

The Harbour Trust has complied with the reporting requirements of the *Public Governance Performance and Accountability Rule 2014*. This includes the requirement to provide the list of requirements and references to where found in this report (as set out in Schedule 2A and incorporated in this table):

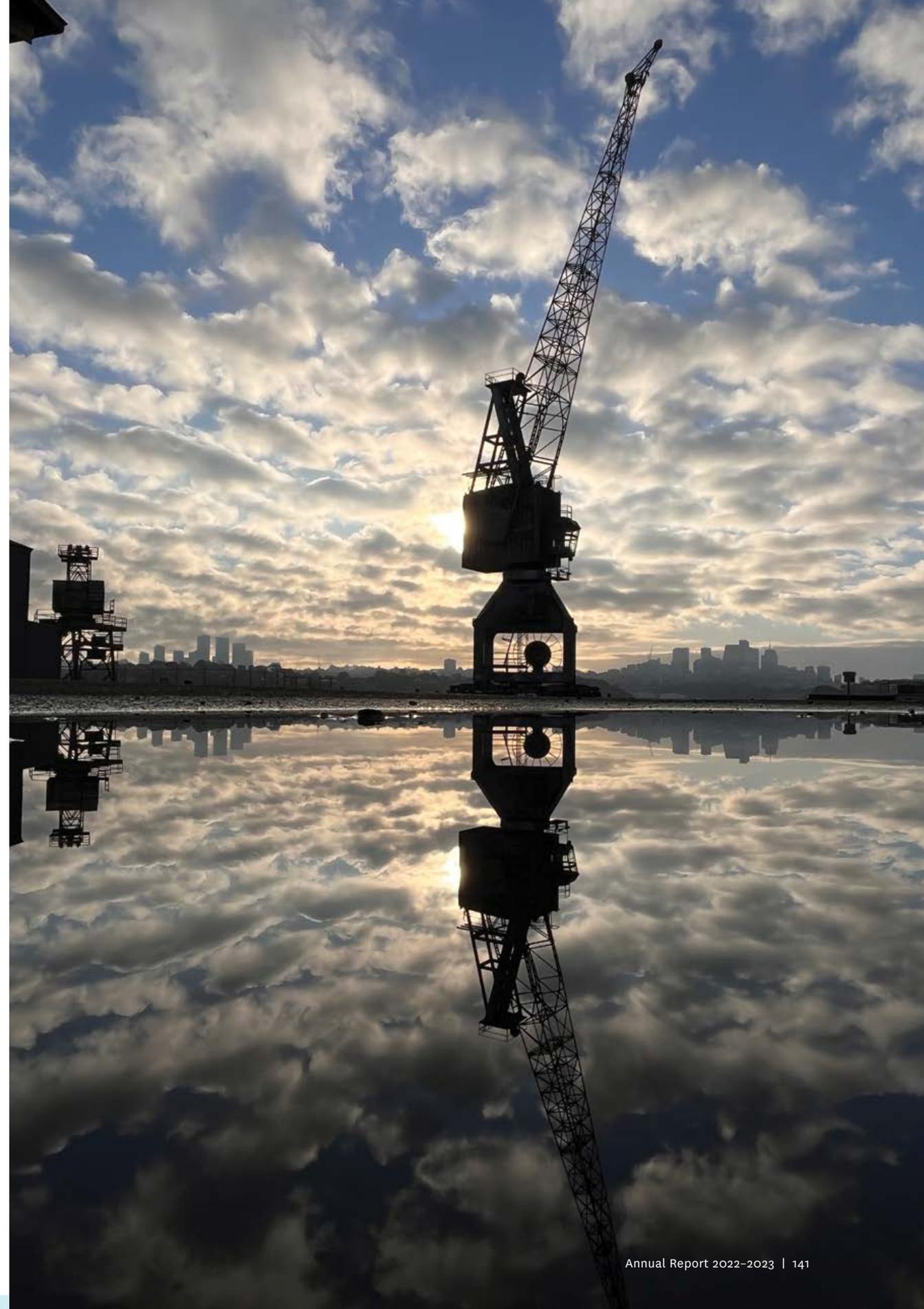
PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
17BE	Contents of annual report			
17BE(a)	Harbour Trust overview	Details of the legislation establishing the body.	Mandatory	12
17BE(b)(i)	Harbour Trust overview	A summary of the objects and functions of the entity as set out in legislation.	Mandatory	12
17BE(b)(ii)	Harbour Trust overview, Annual performance statements	The purposes of the entity as included in the entity's corporate plan for the reporting period.	Mandatory	12–14, 72–93
17BE(c)	Harbour Trust overview	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Mandatory	13
17BE(d)	Risk oversight and management	Directions given to the entity by the Minister under an Act or instrument during the reporting period.	If applicable, mandatory	70
17BE(e)	Risk oversight and management	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory	69
17BE(f)	n/a	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory	n/a
17BE(g)	Annual performance statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule.	Mandatory	72–93
17BE(h), 17BE(i)	n/a	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance.	If applicable, mandatory	n/a
17BE(j)	Harbour Trust overview	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	Mandatory	16–19
17BE(k)	Harbour Trust overview, Appendix 1	Outline of the organisational structure of the entity (including any subsidiaries of the entity).	Mandatory	14, 124
17BE(ka)	Strengthen our capabilities	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory	63

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
17BE(l)	Harbour Trust overview	Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	Mandatory	15
17BE(m)	Risk oversight and management	Information relating to the main corporate governance practices used by the entity during the reporting period.	Mandatory	67–70
17BE(n), 17BE(o)	Financial statements	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	If applicable, mandatory	95–112
17BE(p)	Risk oversight and management	Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	If applicable, mandatory	70
17BE(q)	Risk oversight and management	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	If applicable, mandatory	70
17BE(r)	Risk oversight and management	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner.	If applicable, mandatory	70
17BE(s)	n/a	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.		n/a
17BE(t)	Risk oversight and management	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs).	If applicable, mandatory	69
17BE(taa)	Risk oversight and management	The following information about the audit committee for the entity: (a) direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee.	Mandatory	68–69
17BE(ta)	Strengthen our capabilities, Appendix 4	Information about executive remuneration.	Mandatory	63, 128–129

PGPA RULE COMPLIANCE

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
17BF	<i>Disclosure requirements for government business enterprises</i>			
17BF(1)(a)(i)	n/a	An assessment of significant changes in the entity's overall financial structure and financial conditions.	If applicable, mandatory	n/a
17BF(1)(a)(ii)	n/a	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions.	If applicable, mandatory	n/a
17BF(1)(b)	n/a	Information on dividends paid or recommended.	If applicable, mandatory	n/a
17BF(1)(c)	n/a	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations.	If applicable, mandatory	n/a
17BF(2)	n/a	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise.	If applicable, mandatory	n/a

Opposite: Heritage steam crane, Cockatoo Island / Wareamah. Credit: Graham Izod.



INDEX

Numbers

10 Terminal 34, 39, 125

A

Access and safety 69

Accommodation 14, 29, 35, 44, 47, 49, 55, 59–61, 78, 84–85, 90, 104, 106

Advertising and market research 44

Annual performance statements 72–74, 76, 78, 80–81, 131, 138

Auditor's report 96–97

Australian Wildlife Conservancy 35

B

Bushfire management 34

C

Campground 90, 125

Capital works 28, 34, 40, 75

Carbon emissions 37

Carbon dioxide 38

Chair's foreword 8–9

Chowder Bay / Gooree 22–23, 34

Cockatoo Island / Wareamah 10, 29, 34–36, 38, 42–45, 47–49, 52–55, 59, 75, 77, 125

Commonwealth Electoral Act 1918 44, 137

Commonwealth Procurement Rules 69

Communications 58, 79, 86

Community Advisory Committee 9, 14, 36, 55, 91, 93, 127

Community consultation 55

Complaints process 91, 93

Compliance index 136

Consultants 24–25, 40, 69

Contracting 69

Corporate governance 67, 139

Corporate Plan 13, 39, 48–49, 54, 60, 64, 71–74, 77, 79, 82–84, 86, 88, 90, 113, 131, 138

D

Department of Climate Change, Energy, the Environment and Water 9, 67–68, 101, 104, 108, 120, 134

Development applications 69

Disability action plan 63–64

Draft master plan 10, 29, 36, 39, 48, 49, 76, 91

E

Ecologically sustainable development 34, 37

Education 8, 42–44, 46, 49, 53, 55, 70, 80, 92–93, 120–121

Employees 63, 65, 77, 86–87, 89–90, 102, 115, 116, 132, 138

Engagement 9 – 10, 14, 19, 25, 29–30, 34, 42, 49, 53, 55, 69, 73, 76, 79–80, 83, 86–93

Environmental assessments 35

Environmental performance 37

Environment Protection and Biodiversity Conservation Act 1999 37, 136

Executive Director 10–11, 14, 16–17, 40, 48, 56, 61, 63, 65, 98, 115 – 116, 124, 128, 134

Events and Activations Strategy 45, 46, 49, 78, 85

F

Financial management 132

Financial performance 69, 106, 108–110, 112, 114

Financial statements 14, 67–68, 70, 94–121, 130, 133, 139–140

First Nations 8–9, 12–13, 24–27, 36, 39–40, 45–46, 48–50, 53–55, 69, 78, 80, 91

Former Marine Biological Station 126

Fraud control 3, 68, 131

Freedom of Information 135–136

Functions 12, 80, 130–134, 138–139

G

Georges Heights 15, 22–23, 34, 49

Greenhouse gas emissions 37

H

Headland Park 15, 22–23, 34–35, 45, 47, 49, 52–54, 75, 77, 81, 125

Human resources 32, 63, 65, 86

I

Independent Review 29

Information communication and technology (ICT) 11, 30, 31, 32, 64, 65

Interpretation 8, 16, 24, 30, 37, 44, 49–50, 65, 69, 79, 81, 103, 125

J

Judicial decisions and reviews by outside bodies 70

K

Key performance indicators (KPIs) 91–93

L

Landscape 35, 39, 58, 126

Leasing 8–9, 11, 14, 30, 36, 42, 56, 58, 60–61, 65, 79–80, 84–87, 90, 104, 120

Leasing policy 9, 11, 36, 56, 80, 120

Legislation 13, 69, 71, 138

Licensing 59, 84, 92

M

Macquarie Lightstation 34–35, 47, 53, 55, 126

Management plans 34–35, 92, 113

Marketing 14, 16, 19, 42, 44, 49–50, 54–55, 58, 60, 65, 69, 79, 106

Members of the Trust 3, 14, 16, 26, 36, 39, 55–56, 63, 67–68, 71–73, 76, 128, 134

Middle Head / Gubbuh Gubbuh 10, 22–23, 25, 29, 34, 36, 39, 46, 49, 52, 55, 76, 78, 91, 125

Minister for the Environment 3, 13, 14

Ministerial directions 70

N

Net zero 37

North Fort 53

North Head Sanctuary 10, 25, 29, 34–36, 38, 42, 45–46, 48–49, 52–54, 59, 75, 77–78, 80–81, 126

North Head Sanctuary Foundation (NHSF) 35, 53, 80–81, 126

NSW National Parks and Wildlife Service (NPWS) 35, 46, 49, 53, 81, 92

O

Objectives 3, 12–13, 31, 37, 53, 55, 61, 65, 80, 82–83, 86–87, 90, 103, 108, 121

Operations 37, 47, 64, 69–70, 81, 87, 99, 120, 132–133, 139–140

Organisational structure 11, 14, 124, 138

P

Partnerships 10, 17, 25, 39, 46, 49, 51–56, 61, 73, 79–81, 83

Photovoltaic arrays 37–38

Portfolio Audit Committee 68, 88, 90

Project control group 34

Project governance 34

Public Governance, Performance and Accountability Act 2013 3, 69, 72–73, 88, 98, 103, 109, 130, 136

Public interest disclosure 64, 137

Public Interest Disclosure Act 2013 64, 137

Purpose 3, 12–13, 44, 73, 77, 82–83, 103, 110, 113, 120, 130, 138

R

Rangers 14, 48

Reconciliation Action Plan (RAP) 24, 40

Regulator performance framework 91–93

Renewable energy 38

Risk management 34, 69, 71, 88, 92, 131

S

Snapper Island 21

Staff 3, 9, 11, 24–25, 26, 30, 36, 38, 42–43, 58, 63, 65, 69–71, 80, 89, 90, 108, 134, 138

Stakeholder engagement strategy 9, 10, 29, 55, 80

Strategic asset management plan 10, 28, 40, 76

Sub Base Platypus 8–9, 14, 24, 28, 34–37, 39, 46, 49–50, 53, 55, 75–77, 81, 91, 125–127

Sub Base Platypus Community Advisory Committee 36, 91, 127

Sydney Harbour Conservancy 15, 104, 120–122

Sydney Harbour Federation Trust Act 2001 3, 12–13, 16, 37, 63, 103–104, 109, 116, 136

Sydney Harbour Foundation Management 15, 104, 120–121, 124

T

Tenants 11, 36, 54 – 55, 58, 60, 70, 81, 84, 92, 104, 107, 114, 125–126

Tendering 69

Torpedo Factory Renewal Project 8, 28, 39, 76

Tours 17, 24, 35, 42–47, 49, 52, 54–55, 78, 80, 90

V

Venue hire 14, 59, 84 – 85, 90, 104

Vision 10, 18, 29, 35, 42, 44, 48, 54, 60, 71, 73, 79, 83, 89, 100, 103–104, 108–109, 112, 115–116, 119, 136–137

Visitor experience 8, 14, 49–50, 54–55, 60, 65, 76, 78–79, 81

Volunteers 3, 9, 11, 14, 24, 36, 52 – 54, 69–71, 79–80, 108, 125–126

W

Waste generation 38

Water consumption 38

Woolwich Dock and Parklands 34–35

Work Health and Safety Act 2011 136

Work health and safety (WHS) 31, 65, 70, 71, 89

