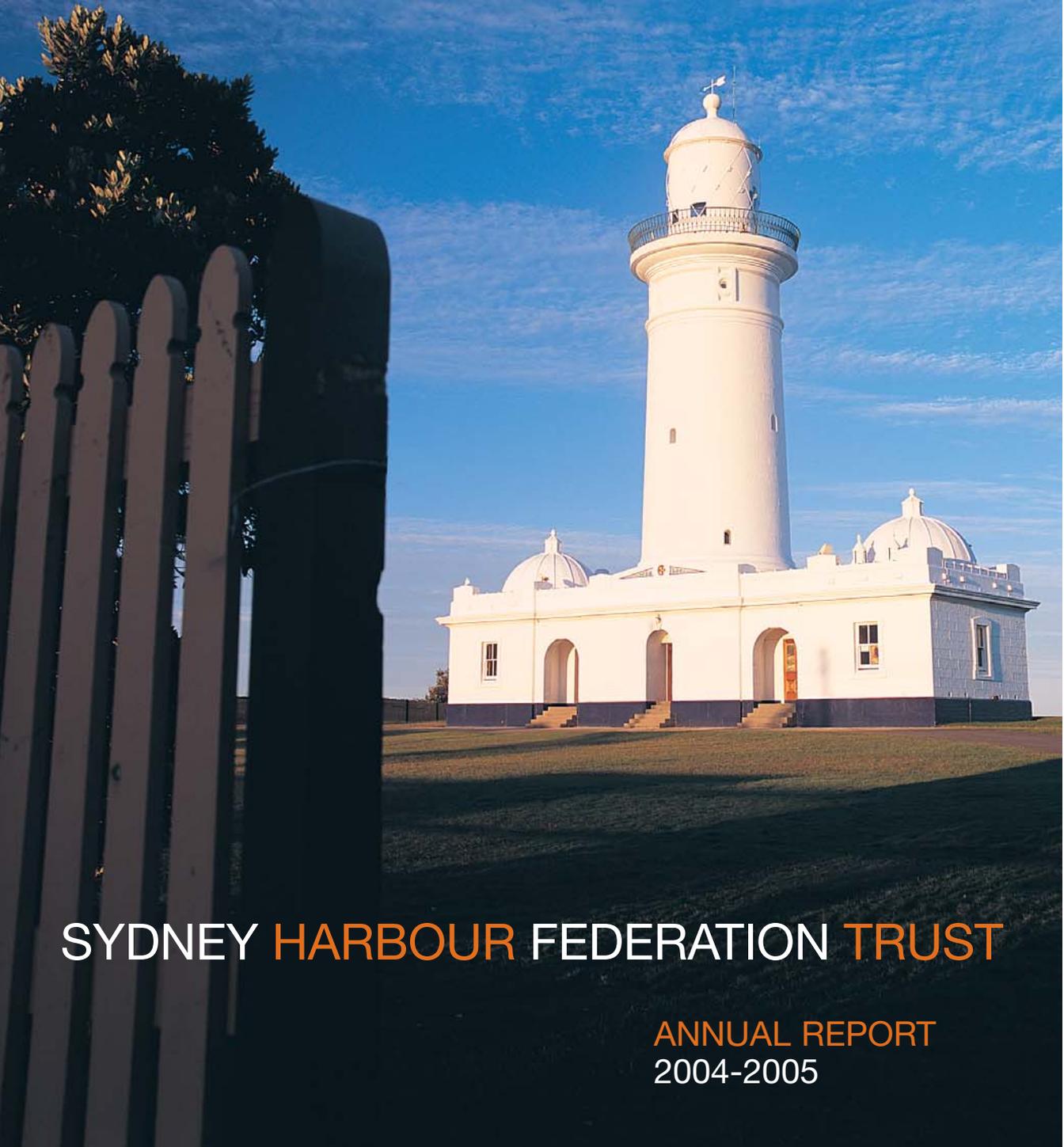




Australian Government
Sydney Harbour Federation Trust



SYDNEY HARBOUR FEDERATION TRUST

ANNUAL REPORT
2004-2005

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7 October 2005

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

Dear Minister

I present the report on the operations of the Sydney Harbour Federation Trust for the year ended 30 June 2005. The report complies with the provisions of section 70 of the *Sydney Harbour Federation Trust Act 2001* and section 9 of the *Commonwealth Authorities and Companies Act 1997*.

Yours sincerely

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

Kevin McCann AM
Chair

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The Sydney Harbour Federation Trust has the responsibility of managing a number of Commonwealth lands around Sydney Harbour formerly used for defence purposes. Each site offers unparalleled visual access to different parts of Sydney Harbour, from North Head at the harbour's entrance to Cockatoo Island at the mouth of the Lane Cove and Parramatta Rivers.

The year has been an active one for the Trust with the preparation of management plans, the roll out of the expressions of interest process, the continued remediation and maintenance of sites and the organisation of a number of community events, most notably the Cockatoo Island music and cultural festival held over the Easter long weekend.

After many years of planning and remediation, a number of sites are almost fully accessible to the community. In the case of Chowder Bay, full public access is now available, while Georges Heights will be fully accessible by the end of the year. The completion of the walking track adjacent to HMAS *Penguin* has linked a number of harbour foreshore tracks, all of which provide outstanding views of the harbour, often filtered through native bushland.

Over the past year, a number of heritage buildings have been restored. We are pleased that at Chowder Bay a number of the buildings have been leased to a consortium of universities which will use the site for marine studies of Sydney Harbour. We expect to announce the tenants of the Woolwich site and the former Marine Biological Station shortly.

The Australian Government also entrusted us this year with the management and restoration of HMAS *Platypus* at Neutral Bay. Community consultation on the future use of the site is about to begin and we are preparing to investigate remediation issues relating to contamination. We are conscious of our responsibility to achieve outcomes commensurate with the significance of this land.

The long-term benefits of preserving harbour foreshore land cannot be over estimated. The population of Sydney places obvious development pressures on available land and at the same time creates expectations of comparable public amenity. The recent history of lands around the foreshores of Sydney Harbour mirrors this dilemma, not least lands managed by the Trust. That these places are significant historically adds to the community's strong sense of ownership and the Trust's responsibility to strike a balance between accessibility and uses that reflect their heritage.

National and international experience has demonstrated the social value of public spaces. In Sydney, public spaces have the capacity to provide active and passive recreation against the spectacular backdrop of Sydney Harbour. The Trust has always been mindful of the potential of its sites to enrich the lives of people for generations to come.

The Prime Minister, The Hon John Howard, who established the Trust in 1998, has been unflinching in his support of our activities.

I would like to thank the Minister responsible for the Trust, Senator the Hon Ian Campbell, Minister for the Environment and Heritage and his Parliamentary Secretary, the Hon Greg Hunt MP for their interest in and support of the Trust's activities.

My fellow Trust members have provided support and enthusiasm for the work of the Trust. Geoff Bailey, Executive Director, and his staff have given unstinting commitment to the Trust. I offer my congratulations on their planning excellence and the great progress made in implementation.

Kevin McCann AM

Executive Director's Summary

The Harbour Trust began the process of attracting long-term lessees to its sites around Sydney Harbour and made significant progress over the year.

Calls for expressions of interest in leasing buildings and facilities at Chowder Bay, Georges Head, Lower Georges Heights, Woolwich Dock and Parklands and the former Marine Biological Station resulted in strong interest and a range of proposed uses compatible with each site's natural and cultural heritage.

The call for expressions of interest for Lower Georges Heights focussed on the arts community and attracted 35 submissions. Of these, 22 were short listed and invited to submit firm proposals. The Woolwich Dock call attracted predominantly maritime interests. The successful applicant to operate a restaurant and function centre at the Gunners' Barracks at Georges Head was announced and announcements on successful applicants for other sites are imminent. Of particular note is a marine studies body to be established at Chowder Bay by a consortium of tertiary institutions.

Expressions of interest are being prepared for the Gunshot Alley terraces at Georges Head, Headquarters Training Command at Georges Heights and Cockatoo Island.

The take-up of leases for buildings and facilities on Harbour Trust lands is a measure of the organisation's shift from largely a planning body to one engaged in implementing an approved plan for opening up the sites to the public, as well as commercial and other interests. However, planning remains a core function.

Over the year, the Trust approved management plans for Woolwich Dock and Parklands and Headquarters Training Command, draft management plans for the Mosman Drill Hall Precinct (Cross Street), North Head and Cockatoo Island, and an amendment to the Georges Head Management Plan to enable a childcare centre to be established in the former 1913 barracks building in Suakin Drive. Management plans provide detailed guidelines for the implementation of broad outcomes for sites or precincts within sites outlined in the Harbour Trust's Comprehensive Plan. The planning process is informed by background studies in areas such as traffic, conservation management, environmental assessments, landscaping and Aboriginal heritage.

A planning issue of note was the requirement to amend the *Sydney Harbour Federation Trust Act 2001* in order to adjust the boundaries of a number of residences in Markham Close, Mosman, to enable the transfer of residential land to parkland and to reconfigure the adjacent scout hall site on Middle Head Road for new residences. During the year, a further four Markham Close houses were sold at auction, following the earlier sale of eight houses, leaving seven blocks yet to be sold. Markham Close is the only land the Harbour Trust is permitted to sell under its legislation.

The increasing use of sites by the public and the adaptive re-use of buildings and facilities by commercial and other lessees has underlined the importance of the works and remediation program. The maintenance and rehabilitation of seven diverse sites around the harbour and the relatively short time the Harbour Trust has to achieve its objectives have driven an ambitious array of projects.

On Cockatoo Island, the decontamination of former industrial workshops and the removal of hazardous materials was a major undertaking. Also completed were essential repairs to the Parramatta Wharf, the island's main point of arrival and departure. Electrical reticulation throughout the island was improved by

the installation of new electrical switchboards linked to the high voltage network, resulting in power and lighting to many of the island's buildings. Other major projects included repairs to the island's water supply and sewerage systems, new safety fencing around cliff tops, remediation and landscaping of the northern apron and the removal of stockpiled waste materials.

At Chowder Bay and Georges Heights, major civil and conservation works prepared the precincts for long-term lessees. The general presentation of the areas has been greatly improved. Notable achievements include landscaping and conservation at Lower Georges Heights, refurbishment of the Gunners' Barracks and Master Gunner's Cottage, the completion of the walking track to Balmoral Beach, and road and parking improvements and upgrading of stormwater, hydraulic and electrical services at Chowder Bay.

Ongoing repair, refurbishment and maintenance occurred at other Harbour Trust sites throughout the year. Contaminated land management and the removal of hazardous materials occurred on a number of sites as part of long-term remediation plans. This work included environmental assessments of soil and groundwater.

Bushland regeneration and the eradication of weeds continued with the assistance of contractors and volunteer groups. The management and monitoring of the root rot fungus, *Phytophthora cinnamomi*, in foreshore bushland remained an important objective. The Harbour Trust co-operated with NSW Parks and Wildlife, NSW Fire Brigades and relevant councils on pest reduction and bushfire management activities.

During the year, the Government approved the transfer from the Department of Defence to the Harbour Trust of HMAS *Platypus* at Neutral Bay, the former base for the Australian Submarine Fleet. Community consultations on the future uses of the site are scheduled to begin soon.

The Cockatoo Island festival, held over three days of the Easter holiday period, was both a major undertaking and a success. Some 18,000 people attended the festival whose program of music and cultural activities included 120 acts on eight stages, exhibitions, a writers' festival, cinema and cabaret. More generally, the Harbour Trust's public program of tours, open days, exhibitions and special events continued to promote the history and heritage of sites. Three new tours of Cockatoo Island were introduced including a regular night tour of the island. Preparatory work was undertaken to expand the schools excursion program to North Head. An illustrated collection of essays on Sydney Harbour, commissioned by the Harbour Trust, was published.

The Harbour Trust's tour guides, teacher guides and volunteers continued to provide a high level of service and to increase the standing of the organisation. Similarly, staff performed at a high level of competence and professionalism. In particular I acknowledge their contribution to the success of the Cockatoo Island festival, not least their can-do attitude and unwavering commitment as the deadline approached.

Members of the Trust were re-appointed by the Government and a new representative of the NSW Government appointed. The members demonstrated their accustomed keen interest in the work of the Trust and provided sound advice on the full range of the organisation's work.

Geoff Bailey



1. The Harbour Trust

Vision

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

Objectives

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

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

Functions

The functions of the Sydney Harbour Federation Trust are to:

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

The Sites



Legislation and Minister

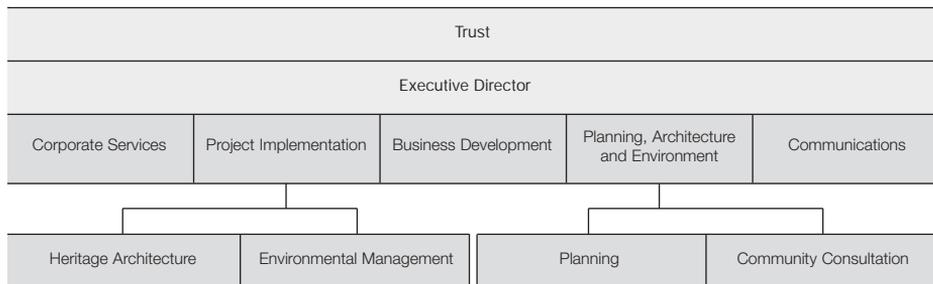
The Harbour Trust was established by section 5 of the *Sydney Harbour Federation Trust Act 2001* which commenced on 20 September 2001.

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

Organisational Structure

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

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



Members



Mr Robert Conroy, The Honourable Barry O'Keefe, AM QC, Mr Kevin McCann AM, Chair, Clr Susan Hoopmann, Mr Peter Lowry OAM, Mr John Moriarty AM, Brigadier Kevin O'Brien CSC (ret)

Mr Kevin McCann AM, Chair

Mr McCann is a non-executive director and a lawyer who until recently was a partner of Allens Arthur Robinson for 35 years and Chairman of the firm for 10 years up to his retirement. He practised in corporate and commercial law. Mr McCann holds a Master of Laws, Bachelor of Laws and a Bachelor of Arts. He is a director of a number of Australian public listed companies and through these positions has experience in finance and commercial matters. Mr McCann was Chair of the Interim Sydney Harbour Federation Trust for 2½ years.

Mr Robert Conroy (outgoing)

Mr Conroy is a non-executive director, nominated by the NSW Government. Mr Conroy is Director Central Branch, Parks and Wildlife Division, NSW Department of Environment and Conservation. He holds a Master of Management, Bachelor of Arts and a Diploma in Environmental Studies. Through his 30 years with national parks Mr Conroy has been committed to the protection and improved management of Australia's environment.

Dr Deborah Dearing (outgoing)

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

Clr Susan Hoopmann

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

Mr Peter Lowry OAM

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

Mr John Moriarty AM

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

Brigadier Kevin O'Brien CSC (ret)

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

The Honourable Barry O'Keefe, AM QC

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

Outcome and Output Structure

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

Environment and Heritage Portfolio Outcome 1

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

Harbour Trust Sub Outcome

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

The following outputs will facilitate achievement of the required outcomes:

Trust Plans

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

Public Information

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

Site Conservation

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

2. Achievements and Initiatives

Trust Plans

Performance Indicators

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

Management Plans

Two management plans were prepared, exhibited publicly and adopted by Trust members during the year. The plans were for Headquarters Training Command in Mosman and Woolwich Dock and Parklands.

Management plans build on the proposals identified in the Trust's Comprehensive Plan for each of its seven sites and describe specific outcomes for individual precincts within sites.

Previously adopted Management Plans for Georges Head and Markham Close were amended and adopted during the year. The Georges Head Management Plan was amended to permit the use of the 1913 Barracks as a childcare centre and was also updated with the inclusion of additional information relating to the site's Commonwealth Heritage Values to reflect amendments to the *Environment Protection and Biodiversity Conservation Act 1999*. The Markham Close Management Plan was amended to allow the Trust to change the boundaries of a number of residences in Markham Close to allow them to be incorporated into the Headland Park.

A Draft Management Plan for Cockatoo Island was prepared and will be placed on public exhibition soon. The plan has been informed by a number of studies including a transport management plan for the island that identifies the most suitable land bases for transport of goods and people. Conservation management plans for the convict era and dockyards are underway and their findings will be incorporated into the final plan. The exhibition of the Draft Management Plan will occur in parallel with the expressions of interest process for Cockatoo Island.

A Draft Mosman Drill Hall Management Plan was prepared and is currently on public exhibition. The draft plan presents two concept designs for the Drill Hall precinct, both including multi-purpose outdoor courts and one an indoor sports facility. The plan was prepared in consultation with Mosman Council and with reference to the conservation management plan for the site and with regard to bushfire and traffic implications.

Planning has commenced for the former School of Artillery (North Head) Management Plan. Supporting studies include a transport management plan and an updated conservation management plan for the buildings on the site.

Sale of Markham Close

The *Sydney Harbour Federation Trust Act 2001* permits the sale of 19 properties at Markham Close, Mosman, and the revenue from their sale to be used to improve and maintain the quality of all Harbour Trust sites.

Eight houses were sold in the previous reporting period and a further four properties were sold at public auction on 18 November 2004.

North Head Sanctuary

The North Head Scientific Committee has been meeting regularly and has recommended a number of scientific projects to commence as part of working towards development of the sanctuary. The first phase of projects aims to gather baseline data and include grid mapping of North Head, invertebrate surveys and a bird survey.

Other projects that commenced during this year include a volunteer bushcare program and rabbit monitoring and rabbit warren mapping. It is envisaged that many of the projects will become ongoing monitoring projects with the help of volunteers.

Background studies

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

Community Consultation

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

The Harbour Trust's Community Advisory Committee (CAC) continued to provide advice in support of the planning processes. The CAC newsletter was produced in July 2004 and February 2005 to provide members with information about current Harbour Trust activities and initiatives, and to encourage feedback and communication between the members and the Trust.

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

Consultation open days were held during the year for Headquarters Training Command at Mosman, Cockatoo Island, and the former School of Artillery at North Head. Each open day incorporated a site tour with an outline of proposed outcomes and provided opportunities for stakeholders to have input into the management plan process.

Draft management plans for Headquarters Training Command, Woolwich Dock and Parklands, Mosman Drill Hall Precinct and the amended Georges Head Management Plan were also placed on public exhibition for a period of 28 days at local libraries, council offices, the Harbour Trust's offices in Mosman and on the website. The Harbour Trust planning team considered submissions received, and community input and suggestions were incorporated into the final management plans.

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

Staff Membership of External Committees

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

Public Information

Performance Indicators

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

Communication Program

The Harbour Trust's public programs, events and other communications activities promoted public awareness of sites and opportunities to visit them. Increasingly, the sites are assuming the shapes envisaged in the Comprehensive Plan and the adaptive re-use of buildings and facilities by long-term lessees is changing the character of previously unoccupied precincts. These changes are being reflected in the Harbour Trust's communications program.

Media Relations

Media coverage of the Harbour Trust has been positive and reflects the Sydney media's interest in the harbour and its foreshores. The Cockatoo Island festival attracted considerable coverage during the marketing of the event and outstanding coverage during the event itself. More generally, suburban newspapers and magazines have maintained their interest in specific sites and regularly covered the Harbour Trust's activities.

Advertising and Market Research

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

The Harbour Trust, as a member of the Sydney Urban Parks Research and Education (SUPER) Group, commissioned market research into Sydneysiders' use of parks and gardens. The SUPER Group consists of eight organisations responsible for the management of urban parks and gardens.

Partnerships

The Harbour Trust, in partnership with other government agencies and organisations, took part in the activities of Sydney Harbour Week (4-13 March 2005), the National Trust Heritage Festival (9-17 May 2005), the summer events program of Sydney Coastal Councils and the Healthy Parks Healthy People initiative. As part of the call for expressions of interest for Woolwich Dock and Parklands, the Harbour Trust installed a temporary display in Vienna Cottage in Hunters Hill, an historic house owned by the National Trust.

The Sydney Writers' Festival (23-29 May 2005) and the Harbour Trust collaborated to hold a festival event on Cockatoo Island. The Harbour Trust facilitated the annual Anzac Day ceremony at Chowder Bay and installed a memorial plaque on Cockatoo Island to mark the contribution of the Friends of Cockatoo Island, particularly Jack and Mary Clark, to the preservation of the island.

The collaboration with the Royal Australian Artillery National Museum to conduct guided tours of military lands on North Head continued throughout the year. The Harbour Trust commissioned Sculpture by the Sea Incorporated to prepare a proposal to establish a sculpture trail as part of the creation of the Headland Park at Chowder Bay-Georges Heights-Middle Head.

Events, Displays and Open Days

The major event during the year was Cockatoo Island 2005, a three day music and cultural festival held over Easter. The festival involved a considerable undertaking by the Harbour Trust to prepare the island for a large event, not least public safety requirements, and to manage approximately 6,000 people a day. The festival program included 120 acts on eight stages, cinema, galleries, exhibitions, markets, bars and restaurants.

The Harbour Trust mounted an exhibition of works from the 'convict series' of artist Ralph Trafford Walker. The exhibition, held in the Submarine Miners' Depot at Chowder Bay, highlighted the link between the harbour, its foreshores and islands, and the convict history of the city. The 'convict series' works were also catalogued by the Harbour Trust. Preparations began for a display on the history of the military presence at Chowder Bay, to be located in the Sergeant Major's cottage.

During the year, open days were organised as part of the preparation of management plans for Headquarters Training Command, Mosman, Cockatoo Island and the former School of Artillery, North Head.

The Member for Warringah, the Hon Tony Abbott, officially opened the extension of the Chowder Bay to Middle Head walking track at a ceremony at Balmoral.

Public Programs

The Harbour Trust's ongoing program of guided tours of Cockatoo Island, Chowder Bay-Georges Heights and military lands on North Head continued throughout the year, as did bi-monthly open days at Macquarie Lighthouse. Three new tours of Cockatoo Island were introduced after successful trials over summer – a night tour, convicts of Cockatoo tour and a shipbuilding tour. Tours of Woolwich Dock and Parklands were conducted over a number of months during the construction of the maxi yacht *Nicorette* in the sawtooth shed.

Tours, open days, displays and schools' activities were ably supported by the Harbour Trust's team of guides and volunteers. The Harbour Trust's bush regeneration program at Middle Head and North Head is dependent on the commitment of volunteers. The team underwent a number of training and refresher courses during the year including a tour guiding techniques workshop for volunteers.

The production of temporary and permanent signage contributed to the public accessibility of sites and their interpretation.

Harbour Trust communications staff made a total of 29 presentations to community groups, primarily Rotary and Probus, on the work of the organisation and its public programs.

Schools Education Program

The first full year of school excursions to Cockatoo Island was successful, with approximately 2,250 primary and secondary school students visiting the island as part of their curriculum studies. Teachers focus groups and skills workshops were conducted in preparation for the introduction of trial excursions to North Head. Popular holiday activities for school children were conducted at Macquarie Lightstation and Chowder Bay in January. Activities included storytelling, craft, tours and nature walks.

Publications

The Harbour Trust published a book of essays on Sydney Harbour as a complement to the Comprehensive Plan for the future uses of its seven sites around the harbour. A number of the essays are by prominent authors and reflect a diversity of views about the harbour. The book is being sold through the Harbour Trust as well as a number of commercial outlets around Sydney.

Two issues of the Harbour Trust's Update newsletter and four issues of the What's On brochure were distributed to the mailing list, libraries, schools, tourist outlets and other food and entertainment venues. Marketing brochures were produced and distributed in support of the calls for expressions of interest process.

Website

The Harbour Trust participated in an online satisfaction survey of its website, as part of portfolio-wide research commissioned by the Department of Environment and Heritage.

The Harbour Trust website received 44,766 visits during the year, averaging 4.29 pages per visit.

Site Conservation

Performance Indicators

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

Maintenance and Heritage Conservation

The Harbour Trust continued its ongoing maintenance program to prevent further deterioration of the sites and as part of the implementation of the Comprehensive Plan. Providing safe public access was a major focus of maintenance and heritage conservation as new areas were opened to the public. Ongoing work included security, upkeep of grounds and maintenance of fire safety systems.

A list of maintenance and heritage conservation projects undertaken by the Harbour Trust in 2004-05 is provided in Appendix 4.

Former School of Artillery, North Head

The former School of Artillery, North Head, contains a collection of buildings surrounding the parade ground, sporting facilities and a large area of remnant bushland. The site is currently vacant and the buildings generally structurally sound although there is some deterioration of the building fabric.

During the year, work on the Gun Park Shed included repairs to the roof, wall cladding, windows and doors. The Cutler Club, Sergeants' Mess and Officers' Mess buildings were refurbished including Building Code of Australia compliance works. The water mains and stormwater reticulation system required ongoing repairs and maintenance.

Middle Head, Georges Heights and Chowder Bay

The Middle Head, Georges Heights and Chowder Bay precincts feature former training facilities, fortifications, depots, barracks and housing surrounded by remnant Sydney Harbour bushland. Together they form the Headland Park. Major works on the public areas of these sites were undertaken during the year.

At Chowder Bay, the entry road and car park were reconstructed and stormwater, electrical and hydraulic services upgraded. Extensive soft landscape planting was undertaken, a new pedestrian path and boardwalk built and the parade ground refurbished. Conservation work to buildings in the former Submarine Miners' Depot cluster was completed and Building Code of Australia compliance work was carried out on the offices of the Harbour Trust in preparation for their long-term leasing. Public amenities for the precinct were constructed in barracks block 2 and provided access for people with disabilities.

The principal project undertaken at Lower Georges Heights was the upgrade of the former 30 Terminal precinct. This comprised extensive civil works, building conservation, remediation of contaminated soils and landscaping. The conservation and repair of the Master Gunner's cottage and grounds were also significant outcomes. The completion of the extension to the Chowder Bay to Middle Head walking track from Middle Head Road to Balmoral Park added another segment to harbour foreshore trails. Together these works constituted stage 1 of the Headland Park.

At Georges Heights, in the precinct known as Headquarters Training Command, former World War I buildings were conserved, refurbished and adapted for use as office accommodation for the Harbour Trust. The works removed asbestos-cement roofing and cladding and replaced it with traditional galvanized steel sheets. External repairs and repainting work was undertaken on a majority of the buildings in the precinct. Design and documentation work began for new car parks in the precinct and for the surrounds of Middle Head Road.

The Gunners' Barracks at Georges Heights was re-roofed in slate following the removal of asbestos-cement sheeting. Air-conditioning was installed and stone flagging in the courtyard repaired. The decontamination of the camouflaged fuel tanks in the precinct involved the removal of residual heavy fuel oil from the bases of the tanks. The Suakin Drive tennis court was re-surfaced and re-fenced and a new car park was constructed behind the Gunshot Alley buildings. Construction work also commenced on a new lookout at Georges Heights adjacent to the Gunners' Barracks.

At Middle Head, the freestanding cottage at the former School of Pacific Administration was refurbished prior to leasing while elsewhere in the precinct repairs were carried out on leaking water mains and valves.

Woolwich Dock

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

During the year, the administration building was gutted and its asbestos cement roof sheeting removed. The fitout of the building included air-conditioning, re-wiring, new amenities for future tenants and public amenities on the lower level for visitors to the site. Repair work on two Balin sheds included new guttering, windows and lighting. Construction commenced on a dockside walkway. When completed, the walkway will provide access to the entire perimeter of the dry dock. The temporary bridge over the dock will be removed. Geotechnical investigations have begun on the proposed new lookout above the dock.

Cockatoo Island

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

The Cockatoo Island music and cultural festival provided the impetus for an extensive program of repair works on the island: resurfacing of roads and footpaths; reconstruction of stone walls in the convict precinct; replacement of 1100 broken panes of window glass; repair of roofs and gutters on workshop buildings; removal of trip hazards; repainting of the entry buildings; installation of safety railings and fencing; extensive repairs to decks and bridges of workshops at the upper level of the island; weed control; and tree improvement works. An adjustable platform was constructed on the Bolt Wharf to facilitate the berthing of Freshwater class (Manly) ferries during the festival.

Stockpiled waste materials on the northern apron were removed and initial remediation carried out by capping with clean fill and landscaping. A tertiary sewage irrigation field was installed under clean topsoil spray-seeded with drought tolerant grass.

A major project was the removal and abatement of hazardous materials from former industrial workshops. Works included the removal of asbestos-cement sheeting, sludge from machine sumps and lead-based paint from sandstone surfaces and exteriors of buildings. Heritage machinery within the workshops was cleaned and dusts and other hazardous materials removed.

Parramatta Wharf pontoon and jetty, the principal entry point to the island, was repaired and refurbished to make it safer for public access and to extend its service life. New pile sleeves and fendering to the pontoon were installed, corroded and spalling concrete repaired, and gangway connections from wharf to pontoon installed.

An audit of the island's electrical, sewerage and water supply services was conducted. Work was undertaken to prevent leaks in the water supply network and sewerage services were inspected, cleared and repaired. A number of buildings were connected to the island's electrical network.

Preliminary conservation works on the powerhouse began with an inventory of artefacts and machinery, and basic repairs to roof and gutters. The flooded basement was pumped out.

General maintenance on the island included repairs to the cladding, guttering, roofs and windows of buildings.

Snapper Island

Snapper Island is notable for its makeshift timber and corrugated iron waterfront buildings, slipway and jetties. The structures are in very poor condition and the island is closed to the public. Tenders were received for repairs to the wharves.

Macquarie Lightstation

Macquarie Lightstation is still used as a navigational aid. During the year, archaeological investigations into the remnants of the 1818 lighthouse, retaining wall and other remains were carried out.

Former Marine Biological Station

The former Marine Biological Station is a residential house at 31 Pacific Street in Watsons Bay. A tendering process was conducted for the construction of a new foreshore park on the site. The work will include new planting, an entry from Victoria Street, pathways, steps to the beach and interpretive material.

Environmental Management

Bushland Management

The Harbour Trust continued the North Head Rabbit Control Program with NSW National Parks and Wildlife (NPWS) and other landholders at North Head, with the first round of Pindone poison baiting achieving an estimated 85 percent reduction in the rabbit population on Trust land in early 2005. As part of the program, Harbour Trust volunteers participated in a rabbit warren mapping project to facilitate the ongoing management of warrens and to help determine rabbit distribution on the headland. The Harbour Trust also joined NPWS and councils throughout the northern Sydney region in the regional Fox Control Program at North Head and Middle Head. Rabbit and bandicoot monitoring have continued in collaboration with NPWS, the University of NSW and the Australian Catholic University.

Bush regeneration at Middle Head, Georges Heights and Chowder Bay continued with both contractor and volunteer programs working across an area of approximately three hectares involving some 3,500 person hours of work. Twenty four fortnightly volunteer bush regeneration days were held by the Headland Park Bushcare Group. The programs removed weeds, revegetated disturbed areas, stabilised edges, cleared drains and cut back overgrown vegetation adjacent to built assets to reduce the bushfire hazard.

At North Head, a new volunteer bushcare group was set up in early 2005 with monthly Sunday weeding sessions helping restore an area of 0.5 hectares adjacent to the Stone Arch. This was supplemented by a contractor project at North Head, with a program of treating Pampas Grass, Giant Paspallum, African Love Grass, Lantana and exotic ferns.

Corporate volunteers from American Express planted 200 local native seedlings in September 2004 to help restore the weedy edges of Middle Head Oval.

The Harbour Trust continued to take an active role in managing the spread of *Phytophthora cinnamomi* (Pc), the water mould that causes root-rot of susceptible plants, and is a contributing factor in tree dieback at Middle Head. Activities included a volunteer dieback monitoring program, Pc mapping and soil testing, staff induction and training, controls for contractors and risk assessment and monitoring of specific projects. The volunteer tree injection program continued at Middle Head with results being monitored by local volunteers. Ninety five trees have been injected and monitored in 2004-05.

The Harbour Trust also participated in a regionally based 'Sydney Harbour Dieback Working Group', established to coordinate responses to Pc and dieback in the lower north shore public area bushland. The group has developed draft regional guidelines for dieback management and held a public forum to discuss the issue and initiatives undertaken since formation of the group in 2003.

Bushfire Management

The Trust participates in the Manly – Mosman District Bushfire Management Committee, which is convened by the NSW Fire Brigades under the *Rural Fires Act (1997)*.

The Harbour Trust prepared a Bushfire Management Plan to guide its activities to mitigate the risk of fire at Middle Head, Georges Heights and Chowder Bay and continued hazard reduction activities in accordance with this plan during the year. The Harbour Trust has also assisted in the development of a combined landholder Bushfire Management Plan for North Head. Hazard reduction works were undertaken around natural and cultural heritage assets on both sites before and during the 2004-05 fire season. Strategic fire management zones have been maintained around the historic 3rd Quarantine Station Cemetery, stone walls, buildings, and other cultural assets. The Harbour Trust assisted the North Head Sanctuary Foundation in the preparation of a grant application to monitor the regeneration of Eastern Suburbs Banksia Scrub after fire. At Georges Heights and Chowder Bay, strategic fire management zones were maintained.

Remediation

The Harbour Trust undertook a range of projects to manage and remediate contamination on its sites.

Remediation occurred as part of a major landscaping project at Lower Georges Heights in preparation for the leasing of buildings and facilities. Supplementary environmental assessments were carried out for the Georges Head and Headquarters Training Command precincts, a remediation plan being prepared for the latter, and a site audit report was prepared for the Mosman Drill Hall site and Middle Head.

A site audit report was prepared for Woolwich Dock and Parklands to inform remediation and management requirements. This led to a supplementary environmental assessment of soils, groundwater and sediments, among other issues.

On Cockatoo Island, an environmental monitoring program for groundwater and surface water commenced. Environmental assessments were carried out to determine the extent of hydrocarbon contamination in buildings 32 and 33 (former pipe laundry) and soil contamination in the plateau precinct. An investigation was undertaken to determine the presence of asbestos in surface soils on the island. A hazardous material audit was undertaken and a management plan prepared for the powerhouse precinct buildings.

In preparation for the Cockatoo Island festival, a range of environmental projects was carried out: a clean up of general wastes and sediments from around the island, and particularly the plateau area; the removal from the island and disposal of stockpiled and project generated wastes; decontamination of the former industrial and convict era buildings in the plateau precinct including hazardous materials abatement, removal of wastes and building contaminants to allow public access; the removal and disposal of visually identified surface soils containing fragments of asbestos; temporary surface treatments; installation of a clean fill cap and grass over part of the northern apron to prepare the surface for camping and general use; and improvements to enable efficient use of treated effluent for irrigation.

Remediation Action Plans for the northern apron and plateau precinct are currently in preparation.

Ecologically Sustainable Development

The principles of ecologically sustainable development (ESD) constitute a key policy objective of the Harbour Trust, underpinning site conservation, planning and public information activities. The Comprehensive Plan contains a commitment to ESD, and all Harbour Trust activities are considered fundamental to its achievement.

During the year, the preparation of management plans for sites and precincts within sites, and conservation management plans, safeguarded the heritage values of lands in accord with the requirements of the *Environment Protection and Biodiversity Conservation (EPBC) Act 1999* and the Harbour Trust's ESD policy. Public programs and community consultation continued to emphasise the importance of heritage and the adaptive re-use of Harbour Trust lands in ways that protect and conserve the natural environment and promote ecological responsibility. The Cockatoo Island Festival, for example, demonstrated the compatibility of large public events and the amenity of surrounding suburbs (minimal noise and light pollution). The remediation of the island's buildings and open spaces for festival venues was a major step in the ongoing remediation program for the island.

Site conservation and environmental projects have established a sound basis for sustainable development and adaptive re-use. Bushland regeneration, landscaping, the monitoring and management of *Phytophthora cinnamomi*, stormwater management including the installation of water tanks to capture re-use roof run-off, will minimise the impact of Harbour Trust land on Sydney's resources and help to manage environmental degradation. The biodiversity and ecological health of Harbour Trust sites will also benefit from these measures, especially on North Head.

The long-term leasing of buildings and facilities will contribute to the economic sustainability of Harbour Trust lands, promote public access and interaction, and ensure inter-generational equity.

Public Access

Public access to Harbour Trust sites continued to play an important role in determining planning and project priorities. The accessibility of sites is an object of the Harbour Trust's legislation. During the past year, the combination of civil works, public amenities, events, tours and new pathways has led to more people visiting sites. The leasing of buildings and facilities will add a permanent layer of people occupying the sites and contribute to the interpretation of their natural and cultural heritage.

Interim Use

Harbour Trust properties continued to be used for interim uses including events, functions, filming, boat building and storage. A full list of interim uses is provided in Appendix 5.

Long-Term Use

Adaptive re-use of buildings is a key element of Harbour Trust policy to weave its sites back into the life of Sydney. Long-term leasing of properties is subject to expressions of interest and request for proposal procedures, both key elements of the Harbour Trust's Leasing Policy. During the year a number of long-term tenants were identified through these processes.

At Chowder Bay, a newly created marine research studies body has committed in principle to occupying at least three buildings for the purposes of temperate zone marine research. Established as a joint venture between a number of tertiary institutions, the body will be developing public as well as research driven programs at Chowder Bay accompanied by education and interpretation facilities. Additional uses are being sought for the remaining buildings at Chowder Bay that complement this anchor tenancy.

The Gunners' Barracks at Georges Head in Mosman has been leased to the Tea Room Pty Limited to provide both function centre and tearoom facilities. Public access will be maintained through public tours to this important heritage building.

Lower Georges Heights in Mosman consists of a diverse range of nine buildings that will now be adaptively re-used to form an artists' colony. Organisations and individuals who specialise in producing works of art or undertake art teaching have been selected from a request for proposal process to occupy these buildings. Public viewing and community access to individual studios was an important pre-requisite for prospective tenants.

The Former Marine Biological Station at Watsons Bay was leased during the year as a residence following a competitive request for proposal process involving over 100 applicants. The successful tenant will be carrying out restoration works to the property under the guidance of a heritage architect.

During the year the Trust commenced a request for proposal process to identify a suitable childcare operator to provide long day care for 0-5 year olds at the 1913 former barracks building at Georges Head in Mosman.

Woolwich Dock was also the subject of both expressions of interest and request for proposals during the year, and Cockatoo Island commences expressions of interest in July 2005.

3. Operational Aspects

Corporate Governance

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

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

- Community Use of Trust Land;
- Tenant Selection Procedure;
- Rejected Applicants Procedure.

Members' Meetings

There were nine meetings of the Harbour Trust in the 2004-2005 financial year, two of which were open to the public. Under the Harbour Trust's enabling legislation the Harbour Trust must meet at least four times a year and at least two of the meetings have to be open to the public. Members attended as follows:

<i>Member</i>	<i>Number of meetings attended*</i>
Mr K McCann, Chair	9
Mr R Conroy	1
Dr D Dearing	2
Clr S Hoopmann	8
Mr P Lowry	8
Dr J Moriarty	8
Brigadier K O'Brien	8
The Hon B O'Keefe	9

* The terms of all Members expired on 26 September 2004. Commonwealth Members were re-appointed for a further three years from 27 September 2004. NSW Government nominees were appointed in July 2005: Mr Robert Conroy was re-appointed and Ms Diana Talty replaced Dr Deborah Dearing.

Audit and Risk Management Committee

The functions of the Audit and Risk Management Committee include:

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

The members of the Audit and Risk Management Committee during the 2004-2005 financial year were:

Mr P Lowry

Trust member and Chair of the committee.

Clr Susan Hoopmann

Trust member.

Brigadier Kevin O'Brien (ret.)

Trust member.

Mr Phillip Glyde/Mr Stephen Maynes

Chief Finance Officer, Department of Environment and Heritage.

There were seven Audit and Risk Management Committee meetings held during the 2004-2005 financial year with members attending as follows:

<i>Member</i>	<i>Number of meetings attended</i>
Mr P Lowry, Chair	7
Clr S Hoopmann	7
Brigadier K O'Brien (ret)	7
Mr P Glyde	1
Mr S Maynes	1

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

- Contract administration review;
- Cockatoo Island festival review.

There were no significant issues arising from the audits.

Aboriginal Issues Committee

The Committee did not meet during the reporting period.

Community Advisory Committee

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

Tender Review Committee

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

The Tender Review Committee, which considers tenders estimated to be in excess of \$100,000, reviewed 12 tenders during the reporting period.

Defence History Steering Committee

The Committee did not formally meet during the reporting period, although site visits were conducted by committee members.

North Head Scientific Committee

The Committee met five times during the reporting period.

Fraud Control

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

Indemnities and Insurance Premiums for Officers

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

The Harbour Trust did not provide any indemnities to directors or officers in respect of liabilities or claims against them during 2004-2005.

Financial Performance

The Harbour Trust received total Government appropriation of \$21.637m comprising \$5.137m in departmental appropriation and \$16.5m capital equity injection.

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

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

Financial Outcomes

Operating Outcome

During the financial year 2004-2005, operating revenues including revenue from the Government, were \$16m and operating expenses were \$15.6m resulting in an operating surplus of \$0.4m.

Operating Revenue

Total operating revenue of \$16m was \$7.5m above budget (PBS 2004-2005). This was due to the inclusion of revenue from property sales that were not included in the budget.

Equity

The Harbour Trust's total equity increased by \$22m to \$96.6m.

Assets

The value of Harbour Trust's assets increased by \$21.8m to \$97.6m primarily due to building works undertaken during the year and an increase in cash held.

Total Liabilities

The Harbour Trust's total liabilities decreased by \$0.1m from the previous year to \$1.1m.

Cashflow Statement

Overall, there was an increase in the Harbour Trust's cash balance of \$14.9m to \$23.9m as at 30 June 2005. The Harbour Trust holds cash to meet existing liabilities and fund commitments for works.

Purchasing

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

Consultants and Competitive Tendering and Contracting

The Harbour Trust engaged 64 consultants at a cost \$1.7m to provide specialist advice on planning, business matters, community consultation, conservation, design, environmental, finance and risk management, communications and other technical aspects relating to the sites. The nature of the sites, buildings and equipment mean that it is not possible to employ staff with the wide variety of specialist skills that are required.

Staffing

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

Staff are engaged on terms and conditions contained in Harbour Trust Determination No.1 of 2004 that are similar to those in public sector certified agreements.

The Harbour Trust's staffing level for the year was 58 comprising 38 full-time, 8 part-time and 12 casual staff with a turnover of ongoing staff of 8.62 percent. The staffing profile of the staff employed as at 30 June 2005 is as follows:

<i>Classification</i>	<i>Male</i>	<i>Female</i>	<i>Full time</i>	<i>Part time</i>	<i>Ongoing</i>	<i>Non - ongoing</i>	<i>Casual</i>
Executive Director	1	0	1	0	0	0	0
Senior Executive	4	1	5	0	5	0	0
Executive Level 2	6	3	8	1	8	1	0
Executive Level 1	1	6	6	1	6	1	0
Level 6	3	5	7	1	6	2	0
Level 5	3	2	5	0	5	0	0
Level 4	0	0	0	0	0	0	0
Level 3	4	9	5	1	4	2	7
Level 1-2	3	7	1	4	3	2	5
Total	25	33	38	8	37	8	12

Staff Training

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

- Occupational Health and Safety – Manual Handling and Office Safety;
- First Aid;
- Fire Safety – Evacuation Procedures;
- Asbestos Awareness and Identification;
- Heritage Conservation;
- Information Technology Training.

Access and Safety

Risk Assessment and Management

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

Occupational Health and Safety

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

- Staff received training in manual handling and workplace safety;
- Ten staff members undertook senior first aid training;
- Staff received training in asbestos awareness and identification;
- Regular site safety inspections were carried out;
- Risk assessments were conducted for all events held.

There were six recorded OH&S incidents in the period, which were mainly of a minor nature, requiring minimal treatment or first aid only. There were four compensable injuries: one commuting incident; one lunchtime activity incident; and two minor on-site incidents. All incidents were reviewed to identify and implement relevant preventative action. Two compensable injuries required time off work.

Providing Access to People With Disabilities

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

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

Judicial Decisions and Reviews by Outside Bodies

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

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

Effects of Ministerial Directions

The Sydney Harbour Federation Trust Act 2001 requires that the annual report must include “the text of all directions, and reasons for directions, given by the Minister to the Harbour Trust under section 9 during the period to which the report relates.”

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



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To the Minister for the Environment and Heritage

Scope

The financial statements and directors' responsibility

The financial statements comprise:

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

of the Sydney Harbour Federation Trust (the Trust) for the year ended 30 June 2005.

The Members of the Trust are responsible for preparing the financial statements that give a true and fair view of the financial position and performance of the Trust, and that comply with Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, accounting standards, and other mandatory financial reporting requirements in Australia. The Members of the Trust are also responsible for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial statements.

Audit approach

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

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

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

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

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

Independence

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

Audit Opinion

In my opinion, the financial statements of the Sydney Harbour Federation Trust:

- (a) have been prepared in accordance with Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*; and
- (b) give a true and fair view of the Sydney Harbour Federation Trust's financial position as at 30 June 2005 and of its performance and cash flows for the year then ended, in accordance with:
 - (i) the matters required by the Finance Minister's Orders; and
 - (ii) applicable accounting standards and other mandatory financial reporting requirements in Australia.

Australian National Audit Office



P Hinchey
Senior Director
Delegate of the Auditor-General

Sydney
21 September 2005



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In our opinion, the attached financial statements for the year ended 30 June 2005 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*.

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

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

Signed



Kevin McCann AM
Chair
21 September 2005

Signed



Peter Lowry OAM
Member
21 September 2005

Signed



Geoff Bailey
Executive Director
21 September 2005

Signed



Robyn Ephgrave
Director Corporate Services
21 September 2005

Statement of Financial Performance

for the year ended 30 June 2005

	Notes	2005 \$'000	2004 \$'000
REVENUE			
Revenues from ordinary activities			
Revenues from Government	5A	5,137	6,027
Goods and services	5B	8,392	14,326
Interest	5C	1,065	335
Other	5D	1,466	1,226
<i>Revenues from ordinary activities</i>		16,060	21,914
EXPENSE			
Expenses from ordinary activities			
Employees	6A	3,920	3,425
Suppliers	6B	11,301	15,713
Depreciation	6C	393	386
<i>Total expenses from ordinary activities</i>		15,614	19,524
Operating surplus from ordinary activities		446	2,390
Net surplus		446	2,390
Total changes in equity other than those resulting from transactions with the Australian Government as owner			
		446	2,390

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

Statement of Financial Position

as at 30 June 2005

	Notes	2005 \$'000	2004 \$'000
ASSETS			
Financial assets			
Cash	12B	23,947	8,998
Receivables	7	1,170	11,708
Total financial assets		25,117	20,706
Non-financial assets			
Land and buildings	8A	49,580	27,997
Infrastructure, plant & equipment	8B	986	868
Heritage and collections	8C	14,092	14,004
Inventories	8E	7,947	12,245
Prepayments	8F	17	-
Total non-financial assets		72,622	55,114
Total assets		97,739	75,820
LIABILITIES			
Provisions			
Employees	9	818	601
Total provisions		818	601
Payables			
Suppliers	10A	301	611
Other payables	10B	23	22
Total payables		324	633
Total liabilities		1,142	1,234
NET ASSETS		96,597	74,586
EQUITY			
Parent entity interest			
Contributed equity	11	88,985	67,420
Accumulated results	11	7,612	7,166
Total parent entity interest	11	96,597	74,586
Total equity	11	96,597	74,586
Current assets		33,081	32,951
Non-current assets		64,658	42,869
Current liabilities		878	1,132
Non-current liabilities		264	102

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

Statement of Cash Flows

for the year ended 30 June 2005

	Notes	2005 \$'000	2004 \$'000
OPERATING ACTIVITIES			
Cash received			
Sales of goods and services		19,075	3,191
Appropriations		5,137	6,027
Interest		998	309
GST Received from ATO		1,920	675
Other		1,492	1,227
Total cash received		28,622	11,429
Cash used			
Employees		3,703	3,264
Suppliers		9,353	7,787
Total cash used		13,056	11,051
Net cash from operating activities	12A	15,566	378
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		17,117	4,601
Total cash used		17,117	4,601
Net cash used by investing activities		17,117	4,601
FINANCING ACTIVITIES			
Cash received			
Appropriations – Contributed equity		16,500	9,000
Total cash received		16,500	9,000
Cash used			
Capital use charge paid		-	180
Total cash used		-	180
Net cash from financing activities		16,500	8,820
Net increase in cash held		14,949	4,597
Cash at the beginning of the reporting period		8,998	4,401
Cash at the end of the reporting period	12B	23,947	8,998

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

Schedule of Commitments

as at 30 June 2005

	2005 \$'000	2004 \$'000
BY TYPE		
Capital commitments		
Buildings ¹	3,148	5,164
Total capital commitments	3,148	5,164
Other Commitments		
Operating leases ²	8	17
Project commitments ³	468	1,051
Other commitments ⁴	1,156	1,647
Total other commitments	1,632	2,715
Commitments receivable	(435)	(716)
Net commitments by Type	7,163	7,163
BY MATURITY		
Capital Commitments		
One year or less	3,148	5,164
From one to five years	-	-
Total Capital Commitments	3,148	5,164
Operating lease commitments		
One year or less	8	12
From one to five years	-	5
Total Operating Lease Commitments	8	17
Other commitments		
One year or less	1,624	2,698
From one to five years	-	-
Total Other Commitments	1,624	2,698
Commitments receivable	(435)	(716)
Net commitments by Maturity	4,345	7,163

NB: Commitments are GST inclusive where relevant.

¹ Outstanding contractual payments for remediation of buildings.

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

Nature of lease	General description of leasing arrangement
-----------------	--

motor vehicles	– no contingent rentals exist
	– there are no renewal or purchase options available to the Trust.

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

⁴ Other commitments are amounts payable under supply contracts.

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

Schedule of Contingencies

as at 30 June 2005

There were no contingencies required to be disclosed for the years ended 30 June 2005 or 2004.

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

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

Notes to and Forming Part of the Financial Statements

for the year ended 30 June 2005

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

Note 1: Summary of Significant Accounting Policies

1.1 Basis of Accounting

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

The statements have been prepared in accordance with:

- Finance Minister's Orders (being the *Commonwealth Authorities and Companies Orders [Financial Statements for reporting periods ending on or after 30 June 2005]*);
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board; and
- Urgent Issues Group Abstracts.

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

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

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

1.2 Changes in Accounting Policy

The accounting policies used in the preparation of these financial statements are consistent with those used in 2003-04.

1.3 Revenue

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

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

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

Interest revenue is recognised on a time proportionate basis that takes into account the effective yield on the relevant asset.

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

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

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

Revenues from Government – Output Appropriations

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

1.4 Transactions by the Government as Owner

Equity Injections

Amounts appropriated by the Parliament as equity injections are recognised as ‘contributed equity’ in accordance with the Finance Minister’s Orders.

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

1.5 Employee Entitlements

Benefits

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

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

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

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

Leave

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

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

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2005. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

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

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

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

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

1.6 Leases

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

The Trust has no finance leases.

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

1.7 Cash

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

1.8 Other Financial Liabilities

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

1.9 Acquisition of Assets

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

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

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

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

Asset recognition threshold

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

Revaluations

Basis

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

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

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

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

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

All valuations are conducted by an independent qualified valuer.

Depreciation and Amortisation

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

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

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

	2005	2004
Buildings*	10-100 years	10-100 years
Plant & Equipment	3-20 years	3-20 years
Infrastructure	3-100 years	3-100 years

* Certain buildings held by the Trust have been re-classified as Heritage assets. As there is no foreseeable limit to the period over which these assets will be held or used they are not depreciated.

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

1.11 Impairment of Non-Current Assets

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

Non-current assets carried at cost, which are not held to generate net cash inflows, have been assessed for indications of impairment. None were found to be impaired.

1.12 Inventories

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

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

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

1.13 Taxation

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

Revenues, expenses and assets are 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.

1.14 Insurance

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

1.15 Rounding

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

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

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

The Australian Accounting Standards Board has issued replacement Australian Accounting Standards to apply from 2005-06. The new standards are the Australian Equivalents to International Financial Reporting Standards (AEIFRS). International Financial Reporting Standards (IFRS) are issued by the International Accounting Standards Board. The new standards cannot be adopted early.

AEIFRS contain certain additional provisions that will apply to not-for-profit entities, including the Trust. Some of these provisions are in conflict with IFRS and therefore the Trust will only be able to assert that the financial report has been prepared with Australian Accounting Standards.

AAS 29 *Financial Reporting by Government Departments* will continue to apply under AEIFRS.

Accounting Standard AASB 1047 *Disclosing the Impact of Adopting Australian Equivalents to International Financial Reporting Standards* requires that the financial statements for 2004-05 disclose:

- an explanation of how the transition to the AEIFRS is being managed;
- a narrative explanation of the key differences in accounting policies arising from the adoption of AEIFRS;
- any known or reliably estimable information about the impacts on the financial report had it been prepared using the AEIFRS; and
- if the impacts of the above are not known or reliably estimable, a statement to that effect.

Management of the transition to AEIFRS

The Trust has taken the following steps for the preparation towards the implementation of AEIFRS:

- The Trust's Audit & Risk Management Committee is tasked with oversight of the transition to and implementation of AEIFRS. The Director Corporate Services is formally responsible for the project and reports regularly to the Audit & Risk Management Committee on progress against the formal plan approved by the Committee.
- To date, all major accounting and disclosure differences have been identified.

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

Major changes in accounting policy

The first financial report prepared under AEIFRS i.e. 30 June 2006, will be prepared on the basis that the Trust will be a first time adopter under AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards*. Changes in accounting policies under AEIFRS are applied retrospectively, i.e. as if the new policy had always applied except in relation to the exemptions available and prohibitions under AASB 1. This means that an AEIFRS compliant balance sheet has to be prepared as at 1 July 2004. This will enable the 2005-06 financial statements to report comparatives under the AEIFRS.

Management's review of the quantitative impacts of AEIFRS represents the best estimate of the impacts of the changes as at reporting date. The actual effects of the impacts of AEIFRS may differ from these estimates due to:

- continuing review of the impacts of AEIFRS on The Trust's operations;
- potential amendments to the AEIFRS and AEIFRS Interpretations; and
- emerging interpretation as to the accepted practice in the application of AEIFRS and AEIFRS Interpretation.

There are no significant changes to accounting policies under AEIFRS.

Note 3: Economic Dependency

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

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

Note 4: Events Occurring after Reporting Date

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

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

There are no other events that have occurred after the balance date that would have an effect on the Trust's 2004-2005 financial statements other than those that are already reflected in the financial statements.

Notes to and Forming Part of the Financial Statements

	2005 \$'000	2004 \$'000
Note 5: Operating Revenues		
<i>Note 5A – Revenues from Government</i>		
Appropriations for outputs	5,137	6,027
<i>Total revenues from government</i>	<u>5,137</u>	<u>6,027</u>
<i>Note 5B – Sales of Goods and Services</i>		
Property sales	6,600	12,423
Property rentals and short-term hire	1,677	1,815
Events	101	65
Other	14	23
Total sales of goods and services	<u>8,392</u>	<u>14,326</u>
Provision of goods to:		
Related entities	-	-
External entities	6,600	12,423
	<u>6,600</u>	<u>12,423</u>
Rendering of services to:		
Related entities	161	498
External entities	1,631	1,405
	<u>1,792</u>	<u>1,903</u>
Cost of property sales	<u>4,538</u>	<u>8,972</u>
<p>In accordance with the <i>Sydney Harbour Federation Trust Act 2001</i>, certain land sites in Schedule 2 to the Act were sold in 2005. The costs of the sites include their value at vesting and remediation and services costs (Notes 1.10 and 1.13). The Trust may be required to return \$14.162 million from the sales proceeds to the Official Public Account, but as at 30 June 2005 no arrangements had been made to enable this to occur.</p>		
<i>Note 5C – Interest</i>		
Deposits	1,065	335
<i>Note 5D – Other Revenue</i>		
Grant from Related Entity	1,000	1,000
Other revenue from Related Entity	466	226
Total other revenue	<u>1,466</u>	<u>1,226</u>

	2005 \$'000	2004 \$'000
Note 6: Operating Expenses		
<i>Note 6A – Employee Expenses</i>		
Wages and Salaries	3,146	2,771
Superannuation	383	325
Leave and other entitlements	348	302
Other employee benefits	-	2
Total employee benefits expenses	3,877	3,400
Workers compensation premiums	43	25
Total employee expenses	3,920	3,425
<i>Note 6B – Supplier Expenses</i>		
Goods from related entities	4,538	8,972
Goods from external entities	449	291
Services from related entities	731	953
Services from external entities	5,544	5,479
Operating lease rentals	39	18
Total supplier expenses	11,301	15,713
<i>Note 6C – Depreciation</i>		
Depreciation of property, plant and equipment	393	386
Total depreciation	393	386
The aggregate amounts of depreciation expensed during the reporting period for each class of depreciable asset are as follows:		
Buildings	334	334
Plant and equipment	59	52
Total depreciation	393	386

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

Notes to and Forming Part of the Financial Statements

	2005 \$'000	2004 \$'000
Note 7: Financial Assets		
<i>Note 7 – Receivables</i>		
Goods and services	571	11,368
Interest receivable	110	43
GST receivable	481	263
Other receivables	8	34
Total receivables	1,170	11,708
Receivables (gross) are aged as follows:		
Not overdue	1,111	11,459
Overdue by:		
Less than 30 days	5	1
30 to 60 days	-	51
60 to 90 days	-	197
More than 90 days	54	-
	59	249
Total receivables	1,170	11,708
Receivables for Goods & Services		
Credit terms are net 30 days (2004: 30 days) except for sales of property which are due on settlement.		
Note 8: Non-Financial Assets		
<i>Note 8A – Land and Buildings</i>		
Freehold land		
– at cost	6,326	-
– at fair value (2003)	26,326	21,349
Total freehold land	32,652	21,349
Buildings		
– at cost	5,735	164
– Accumulated depreciation	(6)	(3)
	5,729	161
– work in progress - at cost	9,241	4,198
– at fair value (2003)	2,622	2,622
– Accumulated depreciation	(664)	(333)
	1,958	2,289
Total buildings	16,928	6,648
Total Land & Buildings	49,580	27,997

Valuations were conducted by an independent valuer (Colliers International Consultancy and Valuation Pty Ltd) in 2003. The values were reviewed in 2004 and 2005 to ensure that they did not differ materially from up to date fair values.

	2005 \$'000	2004 \$'000
<i>Note 8B – Infrastructure, Plant and Equipment</i>		
Plant and equipment		
– work in progress - at cost	89	89
– at cost	1,074	896
– Accumulated depreciation	(177)	(117)
	<u>897</u>	<u>779</u>
Total Infrastructure, Plant and Equipment	<u>986</u>	<u>868</u>
<i>Note 8C – Heritage and Collections</i>		
Heritage assets		
– at fair value (2003)	14,092	14,004
Total heritage assets	<u>14,092</u>	<u>14,004</u>

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

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

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

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

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

The valuations in 2003 were conducted by an independent valuer Colliers International Consultancy and Valuation Pty Ltd. The values were reviewed in 2004 and 2005 to ensure that they did not differ materially from up to date fair values.

Note 8D – Analysis of Property, Plant and Equipment

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

Item	Land	Buildings on	Total	Infrastructure	Heritage &	TOTAL
	\$'000	Freehold Land	Land & Building	Plant & Equipment	Collections	\$'000
As at 1 July 2004						
Gross book value	21,349	6,984	28,333	985	14,004	43,322
Accumulated depreciation	-	(336)	(336)	(117)	-	(453)
Net book value	21,349	6,648	27,997	868	14,004	42,869
Additions						
By purchase	6,326	10,614	16,940	177	-	17,117
Assets transferred in ¹	4,977	-	4,977	-	88	5,065
Depreciation expense	-	(334)	(334)	(59)	-	(393)
As at 30 June 2005						
Gross book value	32,652	17,598	50,250	1,162	14,092	65,504
Accumulated depreciation	-	(670)	(670)	(176)	-	(846)
Net book value	32,652	16,928	49,580	986	14,092	64,658

¹ The former Marine Biological Station at 31 Pacific Street Watsons Bay was vested in the Trust by the Minister for the Environment and Heritage under Section 21 of the Sydney Harbour Federation Trust Act 2001.

TABLE B – Assets at valuation

Item	Land \$'000	Buildings on Freehold Land \$'000	Total Land & Buildings \$'000	Heritage & Collections \$'000	TOTAL \$'000
As at 30 June 2005					
Gross book value	26,326	2,622	28,948	14,092	43,040
Accumulated depreciation	-	(664)	(664)	-	(664)
Net book value	26,326	1,958	28,284	14,092	42,376
As at 30 June 2004					
Gross book value	21,349	2,622	23,971	14,004	37,975
Accumulated depreciation	-	(333)	(333)	-	(333)
Net book value	21,349	2,289	23,638	14,004	37,642

TABLE C – Assets under construction

Item	Buildings \$'000	Infrastructure Plant & Equipment \$'000	TOTAL \$'000
Gross Value at 30 June 2005	9,241	89	9,330
Gross value at 30 June 2004	4,198	89	4,287

Notes to and Forming Part of the Financial Statements

	2005 \$'000	2004 \$'000
Note 8: Non-Financial Assets (cont.)		
<i>Note 8E – Inventories</i>		
Finished goods (cost)	8	-
Land held for sale (cost)	7,931	12,241
Inventories held for sale	7,939	12,241
Inventories not held for sale (cost)	8	4
Total inventories	7,947	12,245
All inventories are current assets.		
<i>Note 8F – Other non-financial assets</i>		
Prepayments	17	-
Total other non-financial current assets	17	-
All prepayments are current.		
Note 9: Provisions		
<i>Employees</i>		
Salary and wages	192	178
Leave	626	409
Superannuation	-	14
Aggregate employee entitlement liability	818	601
Employee provisions are categorised as follows:		
Current	554	499
Non-current	264	102
Aggregate employee entitlement liability	818	601

	2005 <u>\$'000</u>	2004 <u>\$'000</u>
Note 10: Payables		
<i>Note 10A – Suppliers</i>		
Trade creditors	276	197
Accrued expenses	<u>25</u>	<u>414</u>
Total supplier payables	<u>301</u>	<u>611</u>

All supplier payables are current.

Trade Creditors

Settlement is usually made net 30 days.

Note 10B – Other payables

Bond monies	<u>23</u>	<u>22</u>
Total other payables	<u>23</u>	<u>22</u>

All bond monies are current.

Note 11: Equity

Note 11A – Analysis of Equity

Item	Notes	Accumulated Results		Asset Revaluation		Total Contributed Equity		Total Equity	
		2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Opening balance as at 1 July		7,166	4,776	-	-	67,420	58,420	74,586	63,196
Net surplus/deficit		446	2,390	-	-	-	-	446	2,390
Transactions with owner:									
Contributions by owner:									
Appropriations (equity injections)		-	-	-	-	16,500	9,000	16,500	9,000
Other (assets transferred in):									
Land and buildings	8D	-	-	-	-	4,977	-	4,977	-
Heritage & collections	8D	-	-	-	-	88	-	88	-
Total equity attributable to the Australian Government		7,612	7,166	-	-	88,985	67,420	96,597	74,586

	2005 \$'000	2004 \$'000
Note 12: Cash Flow Reconciliation		
<i>Note 12A – Reconciliation of Operating Surplus to Net Cash from Operating Activities:</i>		
Operating surplus	446	2,390
Non-Cash Items		
Depreciation and amortisation	393	386
Changes in Assets and Liabilities		
(Increase) / decrease in receivables	10,538	(11,510)
(Increase) / decrease in inventories	4,298	8,711
(Increase) / decrease in prepayments	(17)	-
Increase / (decrease) in employee provisions	217	161
Increase / (decrease) in supplier payables	(310)	239
Increase / (decrease) in other payables	1	1
Net Cash from operating activities	15,566	378

Note 12B – Reconciliation of Cash

Cash balance comprises:

Cash at bank	23,945	8,996
Cash on hand	2	2
Total cash	23,947	8,998
Balance of cash as at 30 June shown in the Statement of Cash Flows	23,947	8,998

Cash

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

Note 13: Contingent Liability

Unquantifiable Contingencies

At 30 June 2005 the Trust had a number of contracts in progress, the final costs of which are dependent on latent conditions and other variables. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these contracts.

Notes to and Forming Part of the Financial Statements

	<u>2005</u> <u>Number</u>	<u>2004</u> <u>Number</u>
Note 14: Members' Remuneration		
The numbers of members of the Trust included in these figures are shown below in the relevant remuneration bands		
• \$10,001 - \$20,000	2	4
• \$20,001 - \$30,000	2	3
• \$30,001 - \$40,000	2	1
Total number of members of the Trust	<u>6</u>	<u>8</u>
	<u>\$</u>	<u>\$</u>
Aggregate amount of superannuation payments in connection with the retirement of members	15,736	11,002
Other remuneration received or due and receivable by members of the Trust	143,170	155,323
Total remuneration received or due and receivable by members of the Trust	<u>158,906</u>	<u>166,325</u>

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

- Mr H K McCann AM (Chair) (re-appointed 27 September 2004)
- Mr R Conroy (term expired 26 September 2004)
- Dr D Dearing (term expired 26 September 2004)
- Clr S Hoopmann JP (re-appointed 27 September 2004)
- Mr P Lowry OAM (re-appointed 27 September 2004)
- Dr J Moriarty AM (re-appointed 27 September 2004)
- Brigadier K O'Brien CSC, (Retired) (re-appointed 27 September 2004)
- The Hon Barry O'Keefe AM QC (re-appointed 27 September 2004)

All members were appointed on 27 September 2001 for a term of three years expiring on 26 September 2004.

Note 15: Remuneration of Officers

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

	<u>2005</u> <u>Number</u>	<u>2004</u> <u>Number</u>
• \$120,000 to \$129,999	1	-
• \$130,000 to \$139,999	-	1
• \$140,000 to \$149,999	1	1
• \$150,000 to \$159,999	-	1
• \$170,000 to \$179,999	3	-
• \$200,000 to \$209,999	1	-
• \$210,000 to \$219,999	-	1
	<u>6</u>	<u>4</u>
	<u>\$</u>	<u>\$</u>
The aggregate amount of total remuneration of officers shown above.	<u>1,003,140</u>	<u>643,763</u>

The officer remuneration includes all officers concerned with or taking part in the management of the Trust during 2004-05.

Note 16: Remuneration of Auditors

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

The fair value of services provided was:	<u>35,000</u>	<u>35,000</u>
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No other services were provided by the Auditor-General during the reporting period.

	<u>Number</u>	<u>Number</u>
Note 17: Average Staffing Levels		
The average staffing level for the Trust during the year was	43.6	39.9

Notes to and Forming Part of the Financial Statements

Note 18: Financial Instruments

Note 18A – Terms, conditions and Accounting Policies

Financial Instrument	Notes	Accounting Policies and Methods <i>(including recognition criteria and measurement basis)</i>	Nature of Underlying Instrument <i>(including significant terms & conditions affecting the amount, timing and certainty of cash flows)</i>
Financial Assets			
		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash at bank	12B	Deposits are recognised at their nominal amounts. Interest is credited to revenue as it accrues.	Interest is earned on the daily bank balances at the prevailing daily rate for money on call and is paid at or immediately after month end.
Receivables for goods and services	7	These receivables are recognised at nominal amounts due less any provision for bad and doubtful debts. Provisions are made when collection of the debt is judged to be less rather than more likely.	Credit terms are variable up to 30 days.
Accrued interest	7	Interest is accrued as it is earned.	The interest rate is based on the bank rate and is paid monthly.
Financial liabilities			
		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
Trade creditors	10	Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).	Settlement is usually made net 30 days.

Note 18: Financial Instruments

Note 18B – Interest Rate Risk

Financial Instrument

Notes	Floating Interest Rate – maturing in one year or less		Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 %	2004 %
Financial Assets								
Cash at bank	12B	23,945	8,996	-	23,945	8,996	4.4	4.4
Cash on hand	12B	-	-	2	2	2	-	-
Receivables for goods and services	7	-	11,110	571	571	11,368	-	2.0
Accrued interest	7	-	4	110	110	43	-	0.2
Other receivable	7	-	-	489	489	297	-	-
Total		23,945	20,110	1,172	25,117	20,706		
Total Assets					97,739	75,820		

Notes	Floating Interest Rate		Non-Interest Bearing		Total		Weighted Average Effective Interest Rate	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 %	2004 %
Financial Liabilities								
Trade creditors	10A	-	-	197	276	197	-	-
Other Payables	10A,B	-	-	48	48	436	-	-
Total		-	-	324	324	633		
Total Liabilities					1,142	1,234		

Notes to and Forming Part of the Financial Statements

Note 18: Financial Instruments (cont.)

Note 18C – Net Fair values of Financial Assets and Liabilities

	Note	2005		2004	
		Total carrying amount	Aggregate net fair value	Total carrying amount	Aggregate net fair value
		\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash at Bank	12B	23,945	23,945	8,996	8,996
Cash on hand	12B	2	2	2	2
Receivables	7	571	571	11,368	11,368
Accrued interest	7	110	110	43	43
Other receivable	7	489	489	297	297
		<u>25,117</u>	<u>25,117</u>	<u>20,706</u>	<u>20,706</u>
Financial Liabilities					
Trade creditors	10A	276	276	197	197
Accrued expenses	10A	25	25	414	414
Other payables	10B	23	23	22	22
		<u>324</u>	<u>324</u>	<u>633</u>	<u>633</u>

Financial assets

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

Financial liabilities

The net fair values for trade creditors, accrued expenses and other payables being short-term in nature, approximate their carrying amounts.

Note 18D – Credit Risk Exposures

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

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

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

Note 19: Appropriations

Particulars	Departmental Outputs		Equity		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Year ended 30 June						
Balance carried forward from previous year	-	-	-	-	-	-
Appropriation Acts 1 and 3	5,137	6,027	-	-	5,137	6,027
Appropriation Acts 2 and 4	-	-	16,500	9,000	16,500	9,000
Available for payment of CRF	5,137	6,027	16,500	9,000	21,637	15,027
Payment made out of CRF	5,137	6,027	16,500	9,000	21,637	15,027
Balance carried forward to next year	-	-	-	-	-	-
Represented by:						
Appropriations Receivable	-	-	-	-	-	-

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

Notes to and Forming Part of the Financial Statements

Note 20: Reporting by Outcomes

Note 20A – Outcomes of the Trust

The Trust is structured to meet one outcome:

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

There are three Outputs identified for the Outcome:

- Output 1.1: Management plans consistent with the Harbour Trust's Comprehensive Plan are prepared for Harbour Trust lands following community consultation
- Output 1.2: The public is informed of the environmental and heritage significance of the Harbour Trust lands and has access to them
- Output 1.3: Harbour Trust lands are progressively rehabilitated, conserved and made publicly accessible

Note 20B – Net Cost of Outcome Delivery

	Outcome 1	
	2005	2004
	<u>\$'000</u>	<u>\$'000</u>
Departmental expenses	15,614	19,524
Total expenses	<u>15,614</u>	<u>19,524</u>
<i>Costs recovered from provision of goods and services to the non-government sector</i>		
Departmental	6,600	13,828
Total costs recovered	<u>6,600</u>	<u>13,828</u>
<i>Other external revenues</i>		
Departmental		
Sale of goods and services – to related entities	161	498
Interest	1,065	335
Other – from related entities	1,466	1,226
<i>Total Departmental</i>	<u>2,692</u>	<u>2,059</u>
Total other external revenues	<u>2,692</u>	<u>2,059</u>
Net cost of outcome	<u>6,322</u>	<u>3,637</u>

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

	Outcome 1						Total 2005 \$'000	2004 \$'000
	Output 1.1		Output 1.2		Output 1.3			
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000		
Operating expenses								
Employees	1,275	1,219	889	798	1,756	1,408	3,425	
Suppliers	780	819	639	666	9,882	14,228	15,713	
Depreciation	29	56	22	40	342	290	386	
Total operating expense	2,084	2,094	1,550	1,504	11,980	15,926	19,524	
Funded by:								
Revenues from Government	2,084	2,088	1,436	1,422	1,617	2,517	6,027	
Goods and services	-	6	114	82	8,278	14,238	14,326	
Interest	-	-	-	-	1,065	335	335	
Other	-	-	-	-	1,466	1,226	1,226	
Total operating revenues	2,084	2,094	1,550	1,504	12,426	18,316	21,914	

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

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

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

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

Categories of Documents

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

Requests

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

Requests should be sent to:

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

Reporting

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

Cockatoo and Snapper Islands

Damian Copley-Finch
Gary Ferres
Joe Glascott
Tony Hardy
Peter Head
John Jeremy
Michael McMahon
Alan Mitchell
Clr Maire Sheehan
Ian Smith
John Smith
Gary Stewart
Bill Wallace

Middle Head

Tony Abbott MP
Guy Alexander
John Allen
Peter Caldwell
Anne Cook
Ian Henderson
Piers Chatterton Cmdr RAN
Peter Deakin
Edward Elsom
Don Goodsir
Clr Shirley Jenkins
Max Keogh
Audrey Lenning
Giampaolo Pertosi
George Shirling
Jillian Skinner MP
Clr Martin Skipper

North Head

David Barr MP
Ian Shields Brown
Nina Burridge
Brian Hamer
Mike Laurence
Ray Mathieson
Jennie Minifie
Armstrong Osborne
John Platt
Judy Reizes
Clr Sue Sacker
Douglas Sewell

Woolwich

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

South Head

David Caldwell
Allan Coker
John Comino
Peter Debnam MLA
Will Jones
Peter Poland
Michael Rolfe
Bruce Thom

- Sustainability on Cockatoo Island
- Noise Assessment for Cockatoo Island Festival
- To Build a Ship – Construction of HMAS *Success*
- Safe to Dive – Description of Submarine Refitting Program, Cockatoo Island
- Review of Access and Parking Options, Headquarters Training Command, Mosman
- Cross Street Drill Hall site – Conservation Management Plan
- Parramatta Wharf Entry Design Study, Cockatoo Island
- Public Domain Elements Manual for Trust Lands
- Mosman Aboriginal Heritage Study
- Conservation Management Plan – Former School of Artillery, North Head
- Conservation Management Plan – Woolwich Dock, Woolwich
- Transport Management Plan for North Head
- Transport Planning Assessment for use of Barracks Buildings, Georges Heights, for Childcare
- Archaeological Investigation of rear wall at Gunshot Alley
- Archaeological Survey of Trust lands at Middle Head, Georges Heights and Chowder Bay
- Archaeological investigation of A84 Gun Battery, Georges Heights, Mosman

All Sites	<p>Feral animal control program</p> <p>Volunteer groups bush regeneration</p> <p>Planting program – 30 Terminal, Georges Heights, Gunshot Alley</p> <p>Monitoring of tree injection for <i>Phytophthora cinnamomi</i> control</p> <p>Grounds maintenance</p> <p>Fire systems maintenance</p>
Chowder Bay	<p>Completion of conservation works to the submarine miners' buildings – Numbers 10, 11 and 17</p> <p>Building Code of Australia compliance works to Harbour Offices prior to leasing</p> <p>Repair of brick buildings – Numbers 19, 20 and 2</p> <p>New entry road and car parking including bus turning circle</p> <p>New pedestrian pathway and refurbishment of parade ground</p> <p>Extensive soft landscape works to the precinct</p> <p>Refurbishment of timber barracks including construction of new public amenities</p> <p>Replacement of fire hydrant system</p> <p>Installation of a new low voltage electrical system that includes a new main distribution board along with metered switchboards for individual buildings</p>
Headquarters Training	<p>External repairs and painting to all buildings</p>
Command	<p>Hazardous materials removal, including asbestos-cement wall and roof sheeting, from buildings 26,28 and 29</p> <p>Installation of traditional galvanized iron roof sheeting, including rolled and dressed lead ridges and flashings, to buildings 26 and 29</p> <p>Conservation, refurbishment and adaptive reuse of building 28 for new Trust offices</p>
Lower Georges Heights	<p>Remediation of contaminated lands at 30 Terminal</p> <p>Construction of Stage 1 of the Headland Park at 30 Terminal</p> <p>Construction of a new amenities block at 30 Terminal</p> <p>Completion of boardwalk linking Middle Head Road to Balmoral Park</p>
Georges Heights	<p>Repairs to the Gunners' Barracks including selective replacement of stone flagging in the courtyard and the repair and repointing of the stone retaining walls</p> <p>Removal of asbestos roof sheeting</p> <p>Structural repairs to the roof framing and the installation of a new slate roof</p> <p>The installation of air conditioning</p> <p>Refurbishment of the Suakin Drive tennis court</p> <p>Removal of heavy bunker fuel and decontamination of the three camouflage fuel tanks</p> <p>Construction of new car park and associated pedestrian pathways at Gunshot Alley</p> <p>Stage 1 renewal of fire, water and data services</p> <p>Commencement of construction of a new lookout and interpretation works at the Georges Head gun emplacements</p>

10 Terminal, Middle Head	Completion of the refurbishment of the ASoPA cottage
Cockatoo Island	<p>Reconstruction of stone walls at the gaol precinct</p> <p>Installation of interpretive and building signage</p> <p>Decontamination Zone B (workshops at the top of the island)</p> <p>Structural audit – selected buildings</p> <p>Road and footpath resurfacing</p> <p>Upgrading of the connection of the pontoon access ramp to the Parramatta Wharf</p> <p>Commencement of conservation work to buildings 57 and 58</p> <p>Preparation of an artefact inventory of buildings 57 and 58</p> <p>Installation of netting along the northern seawall for seagull control</p> <p>Replacement of leaking valves in the main water supply system on the Southern Apron</p> <p>CCTV inspection of, clearing of, and repairs to sewer system for use during the Cockatoo Island Festival</p> <p>Investigation and service of all plumbing fixtures, hot water services and drainage systems in buildings used during the Cockatoo Island Festival</p> <p>Repairs to roofs, gutters and cladding on buildings 6,10,12,13, and 15</p> <p>Repairs to window frames and glazing on buildings 6,10,12,13 and 15</p> <p>Connection of buildings to electrical substations</p>
Woolwich Dock	<p>Refurbishment of building 6</p> <p>Construction of a new boardwalk around the head of the dry dock</p>
North Head	<p>Clearance of blocked stormwater mains around the parade ground</p> <p>Renewal of stormwater lines from the Sergeants' Mess</p> <p>Repair of leaking hydrant mains in Scenic Drive</p> <p>Repair of boundary picket fence on Scenic Drive</p> <p>Roofing repairs on building 6</p> <p>Replacement of gates and fencing at boundary with North Fort and Sydney Harbour National Park</p>
Watsons Bay	<p>Aboriginal Heritage Survey</p> <p>Construction of a new park linking Pacific St and the beach</p>

<i>Site</i>	<i>Occupant</i>	<i>Date</i>	<i>Term</i>	<i>Use</i>
Chowder Bay	Sydney Harbour Wooden Boats	1.07.2004	12 Months	Wooden Boat Repair
Chowder Bay	Woodcraft Boats	1.07.2004	12 Months	Wooden Boat Repair
Chowder Bay	Lucinda McCann	19.03.2005	1 Day	Wedding
Chowder Bay	Zosia Jeffereys	5.03.2005	1 Day	Wedding
Chowder Bay	Urbis Keys Young	21.06.2005	1 Day	Conference
Middle Head	Crackerjack Productions Pty Ltd.	9.11.2004	1 Day	Filming
Middle Head & George Heights	Mosman Council	1.07.2004	12 Months	Oval Hire
Macquarie Lighthouse	Waverley Amateur Radio Club	21.08.2004	1 Day	Amateur Radio Communication Station
Middle Head	Mosman Lions Club	23.07.2004	11 Months 8 Days	Storage
Middle Head	National Art School	4.04.2005	3 Days	Storage & Working Space
North Head	Courage Films Pty Ltd.	19.03.2005	2 Days	Filming
North Head	Australian Catholic University	13.07.2005	1 Day	Field Experiment
North Head	Gordon Hockey Club	14.11.2004	1 Day	Gym Hire
North Head	Manly Warringah Hockey	5.10.2004	11 Days	Gym Hire
North Head	North Shore Women's Hockey	29.01.2005	3 Days	Gym Hire
North Head	North Shore Hockey	30.01.2005	1 Day	Gym Hire
North Head	Paul Murgatroyd	7.07.2005	22 Days	Gym Hire
North Head	St Paul's College, Manly	18.10.2004	39 Days	Gym Hire
North Head	Sydney University Hockey Club	29.09.2004	2 Days	Gym Hire
North Head	Manly Junior Hockey Club	19.07.2004	6 Days	Gym Hire
North Head	Jim Frecklington	1.07.2004	12 Months	Workshop
North Head	John Wright	30.05.2005	3 Months	Painting & Sculpture Studio
North Head	Matthew O' Connor	21.01.2005	2 Days	Wedding
North Head	Southern Star	26.07.2004	9 Months	Filming
North Head	Southern Star	16.04.2005	3 Months	Storage
North Head	Radical Media Pty Ltd	1.07.2004	4 Days	Filming
North Head	St Paul's College, Manly	1.04.2005	6 Months	Gym Hire
Woolwich Dock	Pure Sailing Pty Ltd.	1.07.2005	6 Months	Construction of Super Maxi "Nicorette"
Woolwich Dock	Pure Sailing Pty Ltd	1.01.2005	3 Months	Storage
Horse Paddock	Flying Fish Pty Ltd	1.02.2005	10 Days	Filming – TV Commercial

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Australian Government

Sydney Harbour Federation Trust