

# Sydney Harbour Federation Trust Corporate Plan 2018 – 2022



We, as the accountable authority of the Harbour Trust, present the 2019 Sydney Harbour Federation Trust Corporate Plan covering the reporting periods 2018-19 to 2021-22, as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the provisions of the *Sydney Harbour Federation Trust Act 2001*.

## ACKNOWLEDGEMENT

The Harbour Trust acknowledges the Traditional Custodians of the lands and waters of Sydney Harbour, and of the sites under our stewardship: the Borogeggal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal People.

## INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

We, as the accountable authority of the Harbour Trust, present the 2018 Sydney Harbour Federation Trust Corporate Plan covering the reporting periods 2018-2019 to 2021-2022, as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the provisions of the *Sydney Harbour Federation Trust Act 2001*.

The Harbour Trust's ambition is to create extraordinary places that are inspiring loved and shared.

The sites for which we are responsible span the Harbour and lands of Traditional Custodians: from Cockatoo Island to Headland Park, from Macquarie Lightstation to North Head Sanctuary, and tell the stories of our nation.

Through the remediation, rehabilitation and adaptive reuse of our bushlands, parklands and buildings, places that were locked away are now accessible and open to the people of Australia.

Our places reveal the rich stories of these lands, of the Traditional Owners, places of early contact between Aboriginal and non Aboriginal people, convict incarceration, colonial development, defence and maritime industries.

Our activities are guided by the *Sydney Harbour Federation Trust Act. 2001*, Comprehensive Plans and associated Management plans. The corporate strategy sets out ambitious targets, consistent with the Plans to broaden and deepen our work and impact.

Amongst our priorities for the coming year is substantial work on the next stage of Sub Base Platypus, modernising and extending our marketing and visitor services, and growing our capacity to achieve long term sustainability.

As land managers we have a particular obligation to champion reconciliation and I am pleased that our new Reconciliation Action Plan is now embedded within our core work through this corporate strategy.

The Harbour Trust looks forward to working with our partners and the broader community in the coming year.

**Mary Darwell,**  
**Chief Executive Officer**





NUMBER OF VISITS  
**1,800,000**



# THE HARBOUR TRUST TODAY

Statistics taken from July 2017–June 2018

NUMBER OF TENANCIES  
**165**



**145.9 ha**  
ICONIC LAND ON  
SYDNEY HARBOUR



**534,000**  
NEW VISITORS TO  
OUR WEBSITES

**74%**  
ADAPTIVE  
REUSE OF ASSETS



**7** PUBLIC SPORTS  
FACILITIES

**89%**  
OF LAND REHABILITATED  
AND OPEN TO THE PUBLIC

**19M**  
EARNED ANNUAL REVENUE

OVER  
**30,000**  
VOLUNTEER HOURS



**10**  
SITES IN TOTAL





## Our Vision

To create extraordinary places on the world's best harbour that are inspiring, loved and shared.

## Our Mission

To bring to life our natural and cultural heritage and provide a lasting legacy for all Australians through conservation, remediation and the adaptive reuse of places in our care.

## Our Values

We are **Open**

We are **Accountable**

We are **Collaborative**

We are **Entrepreneurial**

We are **Creative**

We act with **Integrity**

## Our Objectives

Our purpose, as set out in the *Sydney Harbour Federation Trust Act 2001*, is:

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

We achieve our purpose by vision planning, remediating and enabling the adaptive reuse of Commonwealth lands to create a network of urban parklands for the enjoyment of all Australians.



## OUR OPERATING ENVIRONMENT

The Harbour Trust was established 'to conserve and preserve land in the Sydney Harbour region for the benefit of present and future generations of Australians'.

The Harbour gives Sydney its identity. While Harbour Trust lands occupy only part of the harbour, they embody a wide range of its natural and cultural heritage.

These lands are significant places for traditional owners and contain significant remnant bushland. They also feature the nation's first defence fortifications as well as examples of Australia's colonial infrastructure.

Many of these sites carry Commonwealth, National, and World Heritage listings. These lands are at the edge of wild aquatic habitat and create a connected circuit of harbour and coastal walks.

Given their significance, we take a whole of Harbour Trust approach to the stewardship of these lands and their waters. This means considering their internal focus, relationship to each other and to the harbour, and to sites beyond our responsibility.

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Sydney is a global financial centre and the regional headquarters for many of the world's leading businesses. It generates a quantity of Australia's GDP. With a population of more than 5 million people it is also in a period of change with significant infrastructure development underway and pressures on choices that are made about public open spaces. Harbour Trust lands form a critical part of Sydney's green grid.

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Sydney is a premier tourism destination, welcoming over 13 million domestic and international visitors each year. Many come especially to experience the beauty and wonder of the harbour.

Based on current industry projections, significant growth in Chinese and Indian tourists is expected to continue, complementing traditional visitors from the USA, Europe, Canada, and New Zealand. Importantly, cultural and heritage travellers represent almost 65 per cent of international visitors to Sydney, and, are a growing proportion of all visitors.

As our sites continue to draw up to 1.8 million local and international visitors each year, we need to understand visitor trends and expectations, so we can provide outstanding experiences.

**Sydney Harbour  
is treasured  
by Australians  
and the world  
community**

**Sydney:  
A global city**

**The visitor  
economy**

## Working with the community

As an authority with responsibility for some of Sydney's most precious and most pressured sites, we expect a high level of scrutiny on our activities.

We work closely with our Community Advisory Committees, our extraordinary volunteers, Indigenous custodians, and veteran organisations.

Our work with all levels of government, the Greater Sydney Commission, and the Committee for Sydney, ensure our decisions support economic vitality and improve liveability.

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## Reconciliation

The Harbour Trust is proud of launching its Reconciliation Action Plan in 2018 and looks forward to working closely with the NSW Government and broader community, to meet the plans objectives.

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## Stewardship of Land

There has been a significant change in the circumstances, community expectations, and financial arrangements for the Harbour Trust since its foundation.

Over time, the Harbour Trust's role has broadened substantially. Originally, it was a planning and rehabilitation agency. Today, it is responsible for the long-term management and programming of heritage buildings, cultural sites, bushland and open space for community enjoyment and recreation.

Unlike other cultural and parkland agencies, the Harbour Trust does not receive ongoing financial support from Government. It was established to be self-funded by revenue generated from commercial activity on Harbour Trust sites. The Harbour Trust has demonstrated that the self-sustaining model works when given sufficient government investment.

The Harbour Trust is also an early pioneer of partnerships that produce major projects, consistent with our objectives; for example, the Biennale of Sydney and the Sydney Festival.

We have capacity to expand these relationships and explore innovative financing initiatives and philanthropic opportunities to drive outcomes which add to, and are valued by, the community.

Nevertheless, we continue to experience financial pressure to remain self-sufficient.

Substantial additional capital investment is required to enable the preservation, rehabilitation, and adaptive reuse of our assets and maintenance of our sites. This is particularly important on Cockatoo Island where our UNESCO World Heritage-listed Convict Precinct requires repair, restoration, and interpretation to meet its potential.

Our leasing portfolio also faces significant competition from the wider property market, and we will need to continue supplying high quality leasing opportunities which keep pace with market expectations.

A strategic priority for this coming year is working closely with Government to ensure the Harbour Trust continues to achieve sustainability in the management of unique public sites on Sydney Harbour foreshore.

## OUR APPROACH

The 2018 Corporate Plan outlines the important actions and services the Harbour Trust will deliver over the next five years. This is a combination of new initiatives, capital works, and business-as-usual activity. In 2018/19, our top priorities are:

- **Open Sub Base Platypus:**  
Implement the next stage of Sub Base Platypus, with the refurbished Buildings 2 and 10 opening progressively throughout the calendar year 2019.
- **Strengthen the profiles of the Harbour Trust and our principal sites:**  
Increase recognition and endorsement of the Harbour Trust by promoting all our sites and links to each other through digital enhancements and engagement.
- **Sustainability:**  
Grow our capacity to ensure the long-term care of our sites by working with Government on achieving financial sustainability.
- **Reconciliation Action Plan:**  
Embed our approach to reconciliation throughout our work.



## PRINCIPAL SITE VIEW

Our Comprehensive Plan, approved by the Minister for the Environment and Energy, sets out the values and broad outcomes for each site. Detailed Management Plans have been prepared for each site under the Comprehensive Plan and also under the *Environment Protection and Biodiversity Conservation Act 1999 (EPBC) Act*. Each plan has been developed through extensive community consultation and inspires our vision for the sites.



Weave Cockatoo Island into the life of the city as an internationally renowned cultural and visitor destination.



Reveal Sydney's natural escape on the city's doorstep and to more widely share the Indigenous significance and the military history of the area.

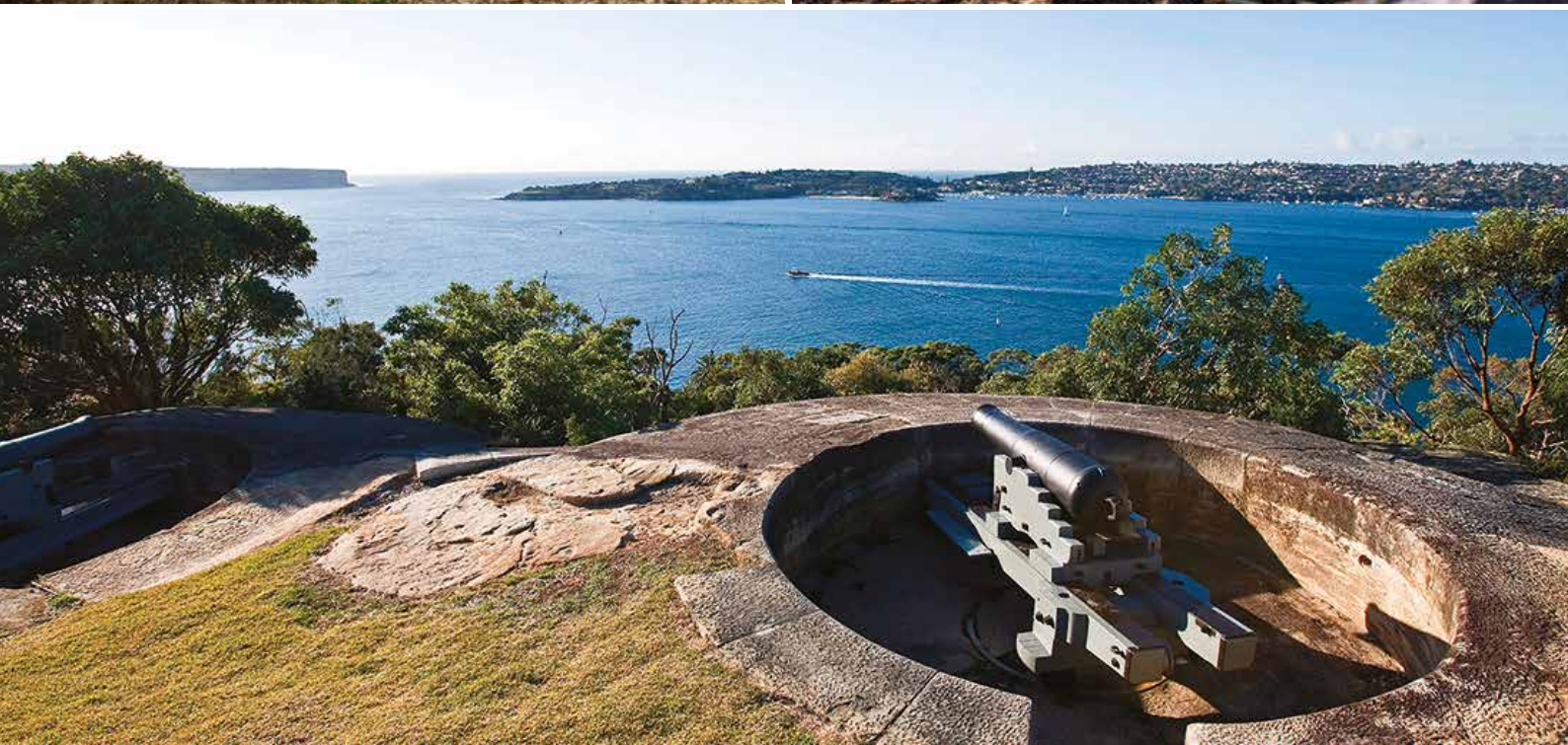


Maintain a spectacular harbour-side parkland that offers opportunities for culture, recreation, education, and enterprise.



Create a series of waterfront public spaces with a hub of innovation and creative enterprise at its heart, bringing together community, business and culture.





# STEWARD OUR PARKLANDS

## Our approach

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

## We will

### **Be a leader in the conservation, interpretation, and adaptive reuse of heritage assets, and progressively bring more spaces back to life.**

- Implement a Strategic Asset Management Plan that protects and preserves our built and natural assets.
- Prepare capital development plans and business cases for investment in, and renewal of, under-utilised assets of heritage significance.
- Carry out major capital works projects to open new public domain and facilitate the adaptive reuse of buildings.

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### **Partner with Indigenous custodians to care for the land.**

- Implement our Reconciliation Action Plan and through this mechanism explore ways to deepen our relationship with Indigenous custodians across all functions of our organisation, including ecological and heritage management.

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### **Rehabilitate and preserve our natural environment.**

- Continue to invest in making our sites accessible while respecting their environmental values.
- Maintain the management of the natural environment in collaboration with stakeholders and neighbouring land managers.
- Support and facilitate the appropriate re-introduction of native species, bush regeneration and ecological burns.
- Continue to remove (or register and safely manage) remnant contaminants in line with accepted remediation protocols.



## In 2018/2019 we will

- Finalise and start to implement the Strategic Asset Management Plan so that we protect and preserve our built and natural assets in a prioritised, timely, and cost-effective manner.
- Implement the Reconciliation Action Plan.
- Substantially complete the next phase of renewal works of Sub Base Platypus.
- Finalise the Recreation Strategy to facilitate increased active recreation on our sites.
- Work closely with stakeholders and neighbouring land managers, particularly NSW National Parks and Wildlife Service on its plans for Middle Head.
- Review and update Asbestos and Hazardous Material Manuals for North Head Sanctuary, Headland Park and Cockatoo Island.

## Measuring Our Success

PERFORMANCE MEASURES	BASE	2018-2019	2019-2020	2020-2021	2021-2022
% of our land open to the public	89%	90%	90%	90%	90%
Source Data: Precinct spatial maps					
% of our built assets in active use	74%	81%	84%	88%	89%
Source Data: Asset register					
Visitor satisfaction with the public domain	>87%	>88%	>90%	>90%	>90%
Source Data: Visitor Survey Cockatoo Island, North Head Sanctuary and Headland Park					

# WELCOME EVERYONE

## Our approach

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

## We will

### **Make our places ones of discovery and delight that draw visitors.**

- Work with trusted partners and tenants on a program of events and experiences.
- Expand opportunities for students to learn about and experience our places.
- Explore and implement, compatible opportunities for new permanent visitor experiences.
- Create ambitious and compelling interpretation of the rich stories of our places, using new media and technologies.
- Create new opportunities for passive and active recreation.

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### **Make our parks more widely known.**

- Expand our marketing, including through digital strategies to reach out to new audiences, and ensure our marketing is evidence based.
- Champion our parklands and achievements, as central to the Sydney cultural, recreation and tourism experience, and explore partnerships with Tourism Australia, Destination NSW and the Committee for Sydney.
- Work with our tenants and partners to promote our parklands.

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### **Strengthen ties with those with a deep connection to our sites, including Indigenous custodians, military families and veterans, and the industrial workforce of Cockatoo Island.**

- Grow our oral history program to record and preserve the stories of the past.
- Work with Indigenous custodians to reflect and record their connection to the land and their continuing, contemporary relationship.
- Partner with veteran's organisations to deliver commemorative events and public programs to honour their continuing contribution to our society.

**Make visiting our places a great experience.**

- Welcome everyone through our visitor centres, orientation and volunteer programs.
- Offer a range of opportunities for visitors to eat, drink, stay, and share their experiences with others.
- Improve accessibility for visitors of all ages and all abilities.
- Develop access strategies and work with our transport partners to improve connectivity to the sites.
- Through our asset strategies ensure an accessible, enjoyable and safe public domain, with easily understood wayfinding.
- Increase our services and experiences for non-English speaking visitors.

**In 2018/2019 we will**

- Deliver a marketing Customer Relationship Management system and new consumer facing website to reach out to new audiences and improve visitors experiences of our sites.
- Increase our profile by executing the brand and communications strategy and growing publicity through increased media and digital channels.
- Celebrate the 200<sup>th</sup> anniversary of Macquarie Lightstation — Australia’s first lighthouse and update site interpretation. Achieve National Heritage listing.
- Develop new cultural partnerships at Cockatoo Island. Commence restoration works on the early 20th Century Powerhouse.
- Review and develop initiatives to ensure each principal site includes substantive interpretation of Aboriginal and Torres Strait Islander peoples’ relationship with those places (RAP initiative).

**Measuring Our Success**

PERFORMANCE MEASURES	BASE	2018-2019	2019-2020	2020-2021	2021-2022
Number of visits	1,800,000	1,750,000	1,850,000	1,800,000	1,900,000
Source Data: Visitor numbers data for Cockatoo Island, North Head, Headland Park and Sub Base Platypus					
Visitor Satisfaction	88%	90%	90%	90%	90%
Source Data: Visitor Survey Cockatoo Island, North Head Sanctuary and Headland Park					



## BUILD PARTNERSHIPS

### Our approach

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

### We will

**Work openly with the community and other stakeholders as we plan our work and implement our vision.**

- Engage broadly with the community as we review and refresh our Management Plans for the sites.
- Champion our places in NSW and continue to explore how we can integrate our plans with broader plans for Sydney and Australia.

**Extend and build philanthropic and commercial partnerships.**

- Devise and implement a philanthropic partnership program.
- Explore opportunities for commercial sponsorship of projects, assets, programs, and events.
- Continue to encourage donations and bequests to support our programs.

**Enable public benefit use of our assets through our rental subsidies to better deliver the vision.**

**Support and grow our volunteer activities in the fields of natural and built environment, visitor experience, and administrative support.**

Image credit: Ai Weiwei, *Law of the Journey*, 2017, reinforced PVC with aluminium frame, 3 x 60 x 6 m. Courtesy the artist. The piece featured on Cockatoo Island for the 21st Biennale of Sydney, 2018.



## In 2018/2019 we will

- Lead and contribute to discussions on cultural heritage and the public domain, sharing stories of our success.
- Continue to work and strengthen our relationships with the community, consult frequently with our Community Advisory Committee to broaden its membership, support and grow our volunteer network, and engage and partner with our Aboriginal and Torres Strait Islander Advisory Group.
- Create an environment where our tenants are strong advocates for the Harbour Trust's tenancy services and properties.
- Develop and launch a philanthropy strategy.

## Measuring Our Success

PERFORMANCE MEASURES	BASE	2018-2019	2019-2020	2020-2021	2021-2022
Number of volunteer hours	30,450	30,500	30,500	30,500	30,500
Source Data: Volunteer Manager Records					
Number of significant, multi-year cultural, environmental and heritage partners	6	7	8	9	10
Source Data: Marketing, Communications and Visitor Experience Records, Property Commercial Leasing					
Value of philanthropic and sponsorship contributions	\$6k	\$7.5k	\$20k	\$50k	\$50k
Source Data: Financial records					

# A ROBUST BUSINESS

## Our approach

Be an operationally self-sufficient and financially sustainable organisation by generating a stable and mixed revenue stream. Over time, seek to be self-reliant without the need for capital injections.

## We will

**Safeguard and grow our residential and commercial leasing revenue by developing commercial strategies for each site and attracting and nurturing quality tenants to help us deliver our vision and service the community.**

- Be consistent and accountable for leasing decisions.
- Manage the leased portfolio professionally, with good client service and according to commercial principles.
- Attract and grow tenancies that support the delivery of our vision and link with the community.
- Continue to offer, and review periodically, rental subsidies to not-for-profit organisations that help deliver our objectives.
- Be responsive to compatible new commercial opportunities that align with our Management Plans.

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**Develop a sound understanding of the financial challenges facing the Harbour Trust and explore potential solutions.**

- Present compelling business cases and partnership strategies to Government and other stakeholders for capital investment in, and adaptive reuse of, priority sites, where they are beyond the financial capacity of the Harbour Trust to implement.
- Work with the Government to enable the Harbour Trust to fulfil its vision and intent of the Act, and explore opportunities to remove investment constraints to improve the capacity of the Harbour Trust to be operationally self-sufficient.

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**Implement financially viable events and accommodation strategies.**

- Grow the Venue Hire business in line with our Events Strategy.
- Explore opportunities to expand Harbour Trust or partner-provided visitor accommodation to support our strategic goals for the sites.



## In 2018/2019 we will

- Work with the Department of the Environment and Energy, to ensure the Harbour Trust continues to deliver on its remit.
- Review and reform, as necessary, the Harbour Trust's approach to commercial lease and subsidy arrangements to ensure best practice and deliver on objectives.
- Continue to attract and secure a vibrant tenancy through an appropriate mix of commercial tenants and community partnerships across all our sites. Our focus this year is Sub Base Platypus.
- Explore opportunities for appropriate commercial partnerships.

## Measuring Our Success

PERFORMANCE MEASURES	BASE	2018-2019	2019-2020	2020-2021	2021-2022
Leasing Revenue	\$12.5m	\$12.5m	\$14.5m	\$16.5m	\$17.5m
Source Date: Financial records					
Venue Hire Revenue	\$0.6m	\$0.6m	\$0.6m	\$0.7m	\$0.8m
Source Date: Financial records					
Visitor Accommodation Revenue	\$1.9m	\$1.9m	\$2.0m	\$2.0m	\$2.0m
Source Date: Financial records					



# STRENGTHEN OUR CAPABILITIES

## Our approach

Be a great organisation to work for and strengthen our ability to achieve our goals.

## We will

### **Attract and retain an outstanding, diverse workforce and invest in its development.**

- Support and grow talent through development and learning plans, putting in place measures to manage performance, and reinforce a culture of continual improvement.
- Build greater diversity into the organisation, to more closely reflect the communities we serve.
- Support and grow our volunteer force as a vital component of our team.

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### **Shape our organisation to achieve our goals.**

- Realign the organisation to ensure we can deliver on our ambitious plans, and shift resources to areas with major delivery targets.
- Become a data-driven organisation. Develop metrics and use data to assess our performance and direct future action.

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### **Recognising that our sites are a complex mix of natural, heritage and industrial assets, take all appropriate steps to ensure our workplace and parklands are safe for all by mitigating and managing risks.**

- Maintain a safety and risk-aware culture.
- Implement strategies to heighten knowledge about the nature of our sites and enable safe and comfortable visitation.
- Ensure a safe and healthy work environment.

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### **Ensure the culture of our organisation is focused on visitor and client service, as well as delivering quality and best value outcomes.**

## In 2018/2019 we will

- Continue to support a strong safety culture through leadership and implementing a schedule of staff training to build capability and knowledge.
- Build a responsive, agile and customer focused organisation by focusing on leadership development and customer service training.
- Review and update IT resources to support the implementation of the Corporate Plan.
- Conduct a workplace culture and engagement survey to establish a base line and take steps to address gaps.

## Measuring Our Success

PERFORMANCE MEASURES	BASE	2018-2019	2019-2020	2020-2021	2021-2022
Average employee engagement score	n/a	72%	74%	76%	78%
Source Data: Annual Organisational Culture Inventory Surveys					
% of employees with effective Personal Development Plans linked to Corporate Plan	80%	95%	98%	100%	100%
Source Data: HR Professional Development Records					
WHS Incident Rate	n/a	18.75%	15	12	10.52
Source Data: HR Records					





## CAPABILITIES

Our ambition is to be a nimble organisation that fosters innovation in design and delivery, and a cross-disciplinary approach to our work. With 57 Full Time Employees and annual revenue of \$18M we need to ensure our work is focused on areas of the highest benefit.

### Workforce Planning

We strive to be a workforce strengthened by a diversity of knowledge, experience and backgrounds. In particular, as managers of lands, it is important that our workforce meets and exceeds targets for Indigenous employment.

We seek to ensure the right mix of skills and competencies within our staffing. To achieve our goals, training and development of our people will continue to be a focus. We will also dedicate effort and resources to improving the well-being of our team.

### Engagement

Community interest in, and expectations of, our work is high. Thus, our leadership capability and our ability to communicate our work and engage with citizens is critical to our success. We will ensure that the Community Advisory Committees and the broader community continue to have input into our planning processes.

### Financial Sustainability

As a self-funding government agency, the long-term financial sustainability of the Harbour Trust is based on its capacity to generate revenue. One of our priorities is to develop a business strategy to bridge the gap between capital requirements and available funds.

The organisation will also focus on increasing visitation, collaborations and partnerships, and raising its public profile, to ensure a positive flow-on effect to its commercial leasing, venue hire and accommodation activities. A strengthened knowledge base about our visitors and our impact will assist in this work.

### Asset Management

Our complex asset base requires active management supported by a Strategic Asset Management Plan and a system to review the use and future life of our assets.

The organisation will continue to develop and implement proactive strategies to protect and enhance the asset base.



## Information Communications Technology (ICT)

Growing our ICT capacity will improve our capabilities to better target our investment and ensure best practice, proactive asset management.

We are currently building this capability through the implementation of an Enterprise Resource Planning system, Microsoft Dynamics AX. This system will eventually cater for the IT demands of Finance, Property, and Asset Management.

## Deregulation Agenda

The Government is committed to improving efficiencies and reducing regulatory burden. This commitment aims to strike the best balance between necessary and appropriate regulation while also strengthening the efforts of the Government to remove costly red tape where it is unwarranted or unnecessary.

The Harbour Trust will continue to review its processes around its regulatory tools to ensure they are streamlined, where possible, while ensuring high standards are maintained for the protection of biodiversity, heritage values and the environment. The Harbour Trust's licences, permits and planning approvals are captured under the deregulation agenda.

## Risk Management and Oversight

The effective assessment and management of risk underpins the Harbour Trust's governance framework. It is critical to the control environment for which the Board of Trustees (as the Accountable Authority) has responsibility under section 17 of the *Public Governance, Performance and Accountability Act 2013*.

The Harbour Trust utilises the Commonwealth Risk Management Policy to identify, assess and manage its risks. The risk management framework is also informed by the principles and guidelines articulated in the Australian Risk Management Standard (AS/NZS ISO 31000:2009).

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

The Harbour Trust has an organisation-wide Risk Register and Risk Profile with appropriate treatment plans. Each business unit also has a risk register with appropriate treatment plans. These registers are reviewed on a quarterly basis.



## A NOTE ON METRICS

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

### Base Metrics

#### Number of visits

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

- Cockatoo Island visits are measured by pedestrian counters at the Parramatta, Camber and Marina Wharves.
- Headland Park visits are currently measured by car park use multiplied by the number of people per car (calculated from the average people per vehicle counted quarterly in fiscal year 2018), vehicle counters, pedestrian counters and estimated people and vehicle counts calculated from quarterly research in fiscal year 2018.

- North Head Sanctuary visits are measured by a combination of NPWS and Harbour Trust vehicle counters, pedestrian counters and estimated people and vehicle counts calculated from quarterly research in fiscal year 2018.
- Sub Base Platypus is measured by pedestrian counters at Kesterton Park and Kiara Close entrances.

### Earned annual revenue

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

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

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

### Assets in adaptive reuse

The proportion of buildings with the potential for adaptive reuse that are in active use.

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

### Land rehabilitated and open to the public

The proportion of our sites that are accessible by the public. It includes both parkland and the footprints of those buildings open to the public for interpretation, visitor facilities, events or food & beverage operations.

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

### Public sports facilities

- Formal facilities available for use or hire by the public including sports ovals and courts.
- Visitor satisfaction with the public domain.
- An approval score given by visitors to the quality of the parkland, tracks and visitor amenities at Cockatoo Island, Headland Park and North Head Sanctuary, as measured in visitor surveys.

### Visitor satisfaction

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

### WHS Incident Rate

WHS Incident Rate for employees is calculated by (# of incidents x 100) / No. of Employees

Example: If we were to have 2 WHS incidents in a reporting period the calculation would be  $2 \times 100 = 200$  divided by 60 employees which gives an injury rate of 3.33 incidents per 100 employees during the period.

