

Sydney Harbour Federation Trust
Annual Report 2001–2002





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14 October 2002

The Honourable Dr David Kemp MP
Minister for the Environment and Heritage
Parliament House
CANBERRA ACT 2600

Dear Minister

I present the report on the operations of the Sydney Harbour Federation Trust for the year ended 30 June 2002. 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*. You are required to table the report in each House of the Parliament as soon as practicable.

Yours sincerely

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

Kevin McCann
Chair

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Executive Director's Summary

The Harbour Trust has made significant progress in preparing a comprehensive plan for its sites on the foreshores of Sydney Harbour. Following commencement of the *Sydney Harbour Federation Trust Act 2001* in September last year, the Harbour Trust formally began the planning process by calling for submissions from the public, NSW State Government agencies and stakeholder groups. Over 100 submissions were received, from detailed proposals for individual sites and buildings to strategic comments about planning for the whole harbour and the need to address cumulative impacts of future development.

At the same time, studies were commissioned for incorporation into the plan including local and regional planning context studies, baseline flora and fauna studies, traffic studies, defence history studies and hazardous materials surveys. Determining the significance of each site, defining the parameters for future uses and public access, and preparing policies for site conservation and management, were among the many activities also undertaken to establish a framework for the plan.

To reflect the whole harbour approach to planning, the Harbour Trust established a Community Advisory Committee of 77 members drawn from a wide cross-section of people with site-specific skills and experience, and expertise relevant to all seven sites. It includes Federal and State Members of Parliament and representatives of Local Government and community groups. The committee replaced four community consultative committees set up by the Interim Sydney Harbour Federation Trust. The consultative committees made a tangible contribution to the early work of the Harbour Trust to establish a relationship with the community based on a sharing of knowledge and mutual respect.

The Harbour Trust organised a series of public workshops during the year at a number of sites to assist planners with the task of articulating the values underpinning the preparation of the plan. Workshop participants discussed location, landform, vegetation, indigenous and colonial history, traces of former use, community context and possible future uses. Harbour Trust staff attended meetings of community groups throughout the year to explain the role and functions of the Harbour Trust and the Public Programs Officer made presentations to over 30 special interest groups such as Probus and Rotary.

From May to September 2001, the Harbour Trust's Sites Unseen exhibition at Customs House attracted approximately 35,000 visitors. Designed to generate interest in, and discussion about, the future of Harbour Trust sites, the exhibition also provided a useful snapshot of the categories of people interested in the issues.

The exhibition was one of a number of events organised by the Harbour Trust to engage the broad Sydney community in planning the future of the sites. Each demonstrated the enthusiasm of Sydneysiders to visit hitherto prohibited sites on the harbour's foreshores and to enjoy their views and amenities. In December 2001, more than 3,000 people attended an event to celebrate 100 years since the official opening of Woolwich Dock. On Australia Day 2002, a similar number attended a concert at the School of Artillery, North Head following a local citizenship ceremony. An estimated 5,000 people attended a seafood day at Chowder Bay in April 2002, with many joining tours of the site and the recently opened walking track from Chowder Bay to Middle Head Road.

Guided tours of Cockatoo Island and open days at Macquarie Lighthouse have become a popular part of the Harbour Trust's public information program. All Harbour Trust programs and events focus on the future potential of the sites and include planning presentations and exhibitions, and opportunities for public feedback.

Market research conducted by the Harbour Trust has confirmed the attachment of the people of Sydney to the harbour and the importance placed on access and public ownership of foreshore land.

The year ahead will be one of consolidation as work continues on the repair, maintenance and environmental management of sites. A significant milestone will be submission of the draft comprehensive plan to the Minister for the Environment and Heritage, following its public exhibition and the Harbour Trust's consideration of submissions. Progressively, more of the sites will be opened to the public. A walking track through Woolwich Dock and guided tours of Middle Head-Georges Heights will soon be available, each demonstrating the natural, indigenous, built and other cultural heritage of these landmark sites on Sydney Harbour. The interim leasing of buildings and facilities on a number of sites will meet community needs and serve to test their suitability for varying uses.

Members of the Harbour Trust were appointed by the Minister for the Environment and Heritage in September 2001, following proclamation of the Act. There are eight members including the Chairman, Mr Kevin McCann, two nominees of the NSW Government, one member representing the interests of indigenous people and one member from a council area containing a Harbour Trust site.

The Hon Dr David Kemp MP became the new Minister for the Environment and Heritage, following the Federal election in November 2001. Dr Kemp and his predecessor, the Hon Senator Robert Hill, have shown a keen interest in the work of the Harbour Trust.

The Harbour Trust's team of volunteers has made a considerable contribution to the public information program. The volunteers have become an integral part of Harbour Trust events and are enthusiastic ambassadors for the organisation.

The Harbour Trust in a short time has developed a professional, innovative and inclusive culture. The calibre and commitment of its staff are invaluable assets that, combined with hard work and strong team spirit, are more than capable of meeting the challenges ahead.

Geoff Bailey



1. The Harbour Trust

Objectives

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

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

Functions

The functions of the Harbour 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, the Hon Dr David Kemp MP, is the responsible minister.

Organisational Structure

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

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

Trust				
Executive Director				
Corporate Services	Estate Management	Planning, Architecture and Environment	Communications and Events	Business Development
Architecture and Projects		Environment	Planning	Community Consultation

Members

Mr Kevin McCann, Chair

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

Mr Robert Conroy

Mr Conroy is a non-executive director, nominated by the NSW Government. Mr Conroy is Director of the Greater Sydney Metropolitan Area, NSW National Parks and Wildlife Service. Mr Conroy holds a Master of Management, Bachelor of Arts and a Diploma in Environmental Studies. Through his 26 years with national parks Mr Conroy has been committed to the protection and improved management of Australia's environment.

Dr Deborah Dearing

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

Clr Susan Hoopmann

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

Mr Peter Lowry

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

Dr John Moriarty AM

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

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 has a Diploma of Arts, Military Studies. Brigadier O'Brien has studied the military and defence history of Australia and assisted in the restoration of heritage defence sites. He has advised on, and edited a book about, the defence of Sydney Harbour during World War II. Brigadier O'Brien was a Member of the Interim Sydney Harbour Federation Trust for 2½ years. He is also the Chair of the Harbour Trust's Military Heritage Committee, a member of the Harbour Trust's Audit Committee and the Members' representative on the Tender Review Committee.

Mr Justice Barry O'Keefe AM

Justice O'Keefe is a lawyer and judge in the Supreme Court of NSW. For ten years he held the position of Mayor of Mosman and in 1994 was appointed as Commissioner of the Independent Commission Against Corruption. Justice O'Keefe is president of the National Trust (NSW). Justice O'Keefe was a Member of the Interim Sydney Harbour Federation Trust for 2½ years.

Outcome and Output Structure

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

Environment and Heritage Portfolio Outcome 1

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

Harbour Trust Sub Outcome

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

The following outputs will facilitate achievement of the required outcomes:

Trust Plans

The preparation of a plan for the future use and management of Harbour Trust sites is a major element of the Harbour Trust's operations. The plan will be prepared after a process of extensive community consultation. Consultation includes exhibitions, workshops, site visits and inviting comments on the draft plan.

Public Information

Informing the public about the sites, how and when access may be possible and activities of the Harbour Trust. Sites will be progressively made more accessible as essential safety and maintenance work is done and temporary measures or other works are put in place. Open days and events will be conducted to provide opportunities for public input into the planning process and to promote access to the sites.

Site Conservation

The sites will be conserved, made safe and maintained to protect them from further deterioration. This is particularly important until plans for their future are prepared and implemented, and it will also enable public access and interim use of various facilities.

2. Achievements and Initiatives

Trust Plans

Performance Indicators

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

The Harbour Trust is preparing a comprehensive plan for the sites that it intends to submit to the Minister for the Environment and Heritage at the end of 2002. The plan will have five main functions:

- articulate the vision and core values that will guide all of the Harbour Trust activities;
- identify land use and environmental outcomes for each site;
- provide a framework for implementation through policies, detailed plans and projects;
- provide a process for the assessment of Harbour Trust activities;
- provide a framework for the future management of the Harbour Trust sites.

The plan takes a 'whole of harbour' approach with specific outcomes being identified for each of the sites. Consultation with the community is occurring throughout the process.

The Plan

In November 2001 the Harbour Trust advertised the formal commencement of the planning process and called for submissions on the scope of the comprehensive plan, including issues and policies it should consider. One hundred and fifty letters were sent to State and Commonwealth Government Agencies and Members of Parliament, Local Government, professional institutions, universities and major stakeholder groups seeking input. Information was also sent to people on the Harbour Trust mailing list (2,000 recipients) and advertisements were placed in metropolitan and suburban newspapers.

Over 100 submissions were received, ranging from detailed proposals for individual sites and buildings, to strategic comments about planning for the whole harbour, and the need to address cumulative impacts of future development. Issues raised in the submissions are being taken into account and incorporated into the plan.

Information Gathering

Significant research has been carried out into the history of the sites, from Aboriginal use to early European occupation. The use of the sites in the defence of Sydney and in establishing a maritime city has been investigated. Numerous existing reports and studies have been reviewed.

The Harbour Trust has commissioned a number of studies that provide valuable background information for the preparation of the plan, including:

- Local and regional planning context studies;
- Baseline flora and fauna studies;
- Defence history study;
- Baseline transport study;
- Bushfire studies;
- Hazardous materials surveys (Cockatoo Island and Middle Head);
- Phytophthora (root rot) study (Middle Head);
- Marine biology study (Chowder Bay);
- Conservation management plans;
- 30 Terminal underground survey;
- Site surveys, including condition of services; and
- Geophysical survey at Georges Heights (30 Terminal).

Community Consultation

A program of consultation activities is integrated into the planning process, including committee meetings, public meetings, exhibitions of plans, workshops, discussions and open days.

The Harbour Trust also developed and implemented specific strategies to consult with key stakeholders, including Local Government and community organisations.

Committees

Four community consultative committees were formed by the Interim Sydney Harbour Federation Trust in November 2000 to provide a 'sounding board' for the Harbour Trust on local issues relating to planning for the sites. These committees met a total of 25 times.

Following commencement in September of the *Sydney Harbour Federation Trust Act 2001* a single Community Advisory Committee was established to reflect the whole harbour approach to planning. The committee has 77 members drawn from a wide cross-section of people with skills and expertise relevant to the sites. The local Federal and State Members of Parliament are on the committee as well as representatives from Local Government and community groups. Every 12 months one third of the committee will be retired and new appointments made. Current membership of the committee is provided in Appendix 2.

The Community Advisory Committee met for the first time on 11 April 2002 and discussed its role and functions in relation to preparation of the plan. At future meetings of the committee, attendees will be divided into groups for discussion on specific site-related matters.

Sites Unseen Exhibition

From 26 May to 2 September 2001 the Harbour Trust displayed early planning ideas for the sites with an exhibition, 'Sites Unseen: exploring the future of Trust lands on Sydney Harbour' at Customs House. The exhibition aimed to encourage discussion and debate about the future of the sites by the broader Sydney community.

An estimated 35,000 people attended the exhibition and over 1,000 completed questionnaires on the exhibition and planning ideas. Results from the questionnaires show that 96% of respondents found the exhibition exciting, interesting or informative. There was overwhelming support for protecting and enhancing bushland, providing walking tracks, conserving and interpreting cultural heritage and providing public access to the sites.

Community Workshops

From June to December 2001 the Harbour Trust ran five public planning workshops to develop statements of significance for each of the sites. As part of each workshop, respective sites were open for inspection and a planning presentation delivered. Workshop participants provided information on what they consider are important values of the sites, including location, landform, vegetation, history, traces of former use, harbour context and community.

The workshops were to guide the Harbour Trust in identifying what people value about the sites and to assist in developing statements of significance that will form the basis for setting policy objectives for the sites.

Ongoing Consultation Activities

In order to understand issues associated with each of the sites, the Harbour Trust regularly meets with key stakeholder groups, government agency staff, councils, local members, community organisations and individuals. A comprehensive list of these briefings, meetings and presentations, as well as meetings of the Harbour Trust's committees is provided in Appendix 3.

Aboriginal Consultation

The Harbour Trust met with the Manager of the Local Metropolitan Aboriginal Land Council, a descendant of Bungaree and a representative of the Aboriginal Tent Embassy to seek advice on Aboriginal heritage studies, establishing ongoing consultation with the Aboriginal community and ways of recognising and interpreting Aboriginal heritage associated with the Harbour Trust sites. The Local Metropolitan Aboriginal Land Council and the Harbour Trust have agreed to form a steering group to advise on Aboriginal issues related to planning for the sites. The Harbour Trust will also provide regular briefings and updates to the Land Council.

The Harbour Trust is part of the Sydney Harbour Dreaming Working Group, which comprises Aboriginal project officers from a range of Commonwealth and NSW Government agencies. The group is involved in a number of initiatives aimed at increasing community understanding of the ancient cultural heritage of the harbour.

Public Information

Performance Indicators

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

Communication Strategies

The Harbour Trust commissioned a communications strategy from Jenni Carbins Marketing to take the organisation through its initial communication phase. The strategy was implemented from July 2001 to April 2002 and included a comprehensive media relations campaign and a program of events at the sites.

A communications strategy has been prepared for the 2002-03 financial year that is designed to build on achievements to date, the significance of forthcoming major milestones and the ongoing promotion of public access to sites. Increased public awareness of the Harbour Trust and participation in the planning process are key principles underpinning the strategy.

Advertising and Market Research

The Harbour Trust engaged Urbis Keys Young, a market research company, to undertake baseline qualitative and quantitative market research to establish the level of community awareness, attitudes and values in relation to Harbour Trust responsibilities. The research results will inform communications activities and messages and set a benchmark against which subsequent research may be compared.

The Harbour Trust has utilised non-campaign advertising to promote open days, events, guided tours of sites and opportunities for public input into the planning process.

Media Relations

The Harbour Trust regularly distributes media releases on a range of issues including restoration and repair of sites, community uses of sites' facilities, new activities and opportunities to become involved in the planning process. The media has shown considerable interest in the Harbour Trust and a good relationship exists with metropolitan print, television and radio outlets, magazines and suburban newspapers. A list of media releases issued in 2001-2002 is provided in Appendix 4.

The marketing and promotion of Harbour Trust planning initiatives and events are supported by media activities. Generally, the management of issues in the public domain involves the development of a media handling strategy.

Open Days and Events

The Harbour Trust held a number of open days and events at the sites during 2001-2002 to generate public awareness and to encourage community participation in the planning process. The events also provided the Harbour Trust's planners with insights into practical issues such as public access to, and use of, the sites.

In conjunction with the Sites Unseen exhibition at Customs House, three ferry tours were conducted in July and August 2001 to explain early planning ideas for the Harbour Trust sites.

The restored historic timber boat, 'Sydney', was launched in September 2001 by the then Minister for Employment Services, Workplace Relations and Small Business, The Hon Tony Abbott MP and Director of the Australian National Maritime Museum, Ms Mary-Louise Williams. This vessel was donated to the Harbour Trust by the Navy and restored under a Work for the Dole program, making use of boat shed facilities at the Chowder Bay site.

A ceremony in October 2001 marked the handover of the former Marine Biological Station at Watsons Bay from the Defence Housing Authority to the Harbour Trust. The event involved the local community as well as members of the Russian community and marine scientists. Speakers included The Hon Senator Robert Hill MP, then Minister for the Environment and Heritage, The Hon Dr Brendan Nelson MP, then Parliamentary Secretary to the Minister for Defence, Mr Peter King, then Chairman of the Australian Heritage Commission and Mr Keith Lyon, Managing Director of the Defence Housing Authority.

A highly successful celebratory breakfast and oyster and prawn market was held at Woolwich Dock in December 2001 to commemorate 100 years since the opening of the dock. The event attracted more than 3,000 people who picnicked on the foreshore, explored the site, and viewed planning displays on the potential future of the dock.

The North Head Sunset Swing Concert, held at the former School of Artillery on Australia Day in 2002 attracted an estimated 3,000 people. The event was held in conjunction with Manly Council's citizenship ceremony and the Harbour Trust organised site tours and displayed planning ideas for the site.

In April 2002 the Harbour Trust held a Seafood Day at Chowder Bay that attracted around 5,000 people. Seafood stalls, music, planning displays and other entertainment were provided. Guided tours of both the site and the walking track from Chowder Bay to Middle Head Road were also conducted.

A full list of the Harbour Trust's events, open days and displays is provided in Appendix 5.

Displays

During 2001-2002 the Harbour Trust mounted displays at community events, including the Hunters Hill Fair, 'Moocooboola', the NSW National Parks and Wildlife Service's Middle Head Open Day and

the National Maritime Museum's Classic and Wooden Boat Festival. A permanent display on the Harbour Trust and planning concepts for all of the sites was mounted in the former Sergeant Major's Cottage at Chowder Bay.

The Harbour Trust mounted a display and information booth at Sydney on Sale, a trade show for the meetings and events industry.

Public Programs and Interpretation

The Harbour Trust's public programs are designed to provide an enhanced experience for visitors to the sites, most notably emphasising their history and special features.

Guided tours of Cockatoo Island commenced in August 2001, with four tours every weekend, utilising Sydney Ferries inner harbour services. The popularity of the tours prompted an extension of the program to a weekday tour for a trial period of three months, commencing in May 2002.

Macquarie Lighthouse open days were held in September 2001 and April and June 2002. Activities included guided tours of the site and the tower. In January 2002, a school holiday activity program, 'Kids Day at Macquarie Lighthouse' was held over two days. The children completed a range of craft and story-telling activities with parents encouraged to participate.

Interpretive signage was produced for the walking track from Chowder Bay to Middle Head Road.

Volunteers

The Harbour Trust has recruited and trained a team of 50 volunteers to assist with public programs and events. They have assisted in conducting tours during open days, staffing information booths, crowd control duties and generally welcoming visitors and providing them with information. The volunteer team is a much valued asset for the Harbour Trust, bringing a wealth of experience and enthusiasm.

Publications

The Harbour Trust has produced four 'What's On' brochures to inform the community of upcoming events and activities, and opportunities for input into the planning process. These are distributed widely to museums, visitor centres, schools, libraries, and to some 2,000 people and organisations on the Harbour Trust's mailing list.

Two issues of the Harbour Trust Update newsletter were produced and distributed through the mailing list.

A general brochure outlining the role of the Harbour Trust and explaining the sites was produced, as was a brochure on the history and special features of Cockatoo Island.

Website

The Harbour Trust's website (www.harbourtrust.gov.au) is regularly updated with details of progress with the planning process, minutes of board and committee meetings, notice of open days, tours, public programs and events.

Site Conservation

Performance Indicators

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

Site Condition

The former Artillery School on North Head contains a collection of buildings surrounding the parade ground, including barracks, mess halls, lecture rooms, offices, warehouses and storerooms as well as sporting facilities including tennis courts, an oval and gymnasium. The site includes a large area of remnant bushland that provides habitat for endangered species. The site is currently vacant and the buildings are generally structurally sound although there is some deterioration of building fabric. The services, particularly sewerage and water, are in poor condition.

The former Defence lands at Middle Head-Georges Heights include various remnants from military use, including training facilities, fortification systems, depots, barracks and housing. The past isolation and restriction of the area means the sites have retained their bushland character despite the collection of built elements and cleared areas. The shoreline has also remained relatively undisturbed. The Harbour Trust offices are at Chowder Bay and the Army still occupies parts of Georges Heights. Many of the buildings have deteriorated from exposure to rain, rising damp and termites. The bush is affected by weed infestation, previous land-fill practices, altered drainage and runoff.

Woolwich Dock remains, carved into the cliff face. Tucked between parklands by the water are groupings of sheds, factories and hardstand. The site has been vacant for some time and repairs are required on all facilities, including the cliff face of the dock.

Cockatoo Island holds a vast array of empty facilities and spaces: industrial workshops, courtyards, the prison barracks precinct, underground grain silos, residences, a powerhouse, cranes, water towers, rail tracks and tunnels, and two dry docks. It is close to 10 years since Cockatoo Island was used. Many of the buildings and structures on the island are deteriorating from lack of maintenance, exposure to rain, rising damp and termites. Some areas hold contamination and industrial hazards. The island is largely without electricity, water and sewerage.

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

Macquarie Lighthouse, the head lighthouse keeper's quarters and semi-detached assistant keeper's quarters remain at the lightstation site. The lighthouse is still used as a navigational aid. The site contains remnants of the colonial 1818 lighthouse, retaining wall and various archaeological remains.

The former Marine Biological Station remains as a residential house at 31 Pacific Street in Watsons Bay. The timber house is without floors and requires considerable conservation work.

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

Maintenance and Heritage Conservation

The Harbour Trust has an ongoing program of maintenance to prevent further deterioration of buildings and structures at all of the sites, to ensure heritage items are conserved and to provide safe public access. Only minor and essential restoration work is being undertaken while the plan for the sites is being prepared. The plan will determine necessary improvements and conservation works to prepare the sites for their long-term uses.

A full list of maintenance and heritage conservation projects undertaken by the Harbour Trust is provided in Appendix 6.

All Sites

The Harbour Trust has prepared a maintenance strategy to identify and prioritise work to be carried out on all of the sites, providing a standard method for assessing the condition of buildings and structures and required maintenance. The overall aim is to get all buildings and structures on the sites to a stage where routine cyclical maintenance can occur.

The Harbour Trust is undertaking a comprehensive survey of the service infrastructure of all the sites - power, water, sewerage, gas, fuel and telephones, to determine the type, location, condition and level of availability.

Comprehensive pest inspections have been undertaken on the sites, involving the identification, reporting and initial treatment of active and inactive termite damage.

The Harbour Trust has assumed responsibility for services previously provided through the Defence Department, notably the security of sites and grounds maintenance.

North Head Artillery School

The Harbour Trust has carried out waterproofing and roofing repairs to the buildings at the former School of Artillery. The sewage and water reticulation systems have undergone repair and cleaning to keep them operational. The grounds of the school are maintained on a regular basis.

Middle Head-Georges Heights

Repairs were done on the Chowder Bay wharf to enable it to be used for public access to the site and to conserve heritage items, particularly the 1890s Derrick crane which underwent conservation of the cast iron body and structural repairs to the timber jib.

Vital repairs to buildings at 10 Terminal, 30 Terminal and the former Australian School of Pacific Administration on Middle Head were completed to halt decay from water and to stabilise the buildings.

Timber, stone and metal repairs were commenced on the main building of the Submarine Miners' Depot at Chowder Bay, and the associated seawall, cable pit, perimeter fence and balustrades.

The Harbour Trust has converted the former Army Maritime School garage and storeroom at Chowder Bay into a shopfront. This includes a reception area, display space, meeting room, library and archive area.

Woolwich Dock

The Harbour Trust has cleared the site around the dock to reveal the original stone gutter and a series of timber bollards originally used in the docking process. The bollards and other dockside fittings are being conserved. The historic rock cliff face cutting of the dock was mapped to identify areas of instability and stabilisation work is being carried out.

An unsafe substation has been demolished and the electrical supply relocated underground.

Cockatoo Island

A survey was carried out on the condition of all buildings on the island and from this a scope of works drawn up and implemented for repairs to arrest water damage and secure historically significant buildings.

Conservation and repairs have been undertaken on the caisson used to seal the historic Fitzroy Dock. The caisson from the Sutherland Dock has undergone a survey to determine its condition.

Repairs and conservation works have been done on the sandstone and metals of the convict built workshops and dock area.

The fire station was repaired and is being utilised by security staff, contractors and consultants.

A geotechnical assessment was done of the extensive rock cuttings and tunnels on Cockatoo Island and subsequent stabilisation works carried out to ensure safety.

Measured drawings have been done of the entire island to assist in planning for the island's future.

The 38 cranes on the island have been assessed for their condition and safety, and options identified for repair and stabilisation. Repairs were carried out on those that required immediate attention to ensure safety and prevent deterioration.

The eastern apron has been levelled and an area provided for use as a temporary recreation / events space.

The large pile of timber previously in the turbine shop has been sorted and stacked for potential re-use in repair and building projects on the island.

Extensive repairs have been done on the historic shipwright's shed, including detailed conservation of the timber joinery.

Investigations were carried out on the island's services and the Harbour Trust is working with Energy Australia on reinstating the island's power supply. A ring main system is being installed and should be operational by January 2003.

The fire hydrant services and fire sprinkler systems on the island have been recommissioned.

Buildings on the eastern and southern aprons have been repaired and waterproofed, the interiors cleaned and hazardous materials removed.

A survey of the historic gardens has been done to guide future interpretation and conservation.

The condition of wharves, slipways and seawalls on the island has been assessed and required works identified.

Environmental Management

Bushland Management

Significant areas of the Harbour Trust's land contain remnant native bushland, particularly Middle Head-Georges Heights and North Head. There is also valuable marine habitat surrounding some of the Harbour Trust sites.

Bush regeneration work has been undertaken along the foreshore areas of the Chowder Bay site and in conjunction with the construction of the walking track from Chowder Bay to Middle Head Road. This has included weed removal, the collection of native seed, propagation and planting of approximately 10,000 seedlings, and landscaping of previously open areas. Weeds have also been removed from gardens in and around the former Army Maritime School. A group of local volunteer bush regenerators is assisting with this work. A wetland area has been created at the former 30 Terminal Army Depot on Georges Heights to absorb and filter runoff from paved areas, preventing stormwater from running down the slope.

The Harbour Trust has commissioned a study into the extent and spread of *Phytophthora* at the Middle Head-Georges Heights site.

Sydney University Research Centre for the Ecological Impact of Coastal Cities is studying the effects of 'habitat enhancement' whilst removing rubbish around the Chowder Bay wharves.

Feral animal control programs have been carried out in conjunction with the NSW National Parks and Wildlife Service at both North Head and Middle Head-Georges Heights sites to manage fox and rabbit numbers.

Bush fire management is being reviewed for the Middle Head-Georges Heights and North Head sites, and appropriate management systems and mitigation activities are being implemented.

Remediation

Industrial and defence use of the sites has left considerable areas of contamination in the form of hazardous materials as well as soil contamination from previous land uses. The Harbour Trust's approach to remediation is to apply current best practice guidelines and processes to achieve the planned land use and environmental outcomes. Decisions regarding remedial action are to conform to the principles of Ecologically Sustainable Development (ESD). The Harbour Trust is reviewing all available information and commissioning further studies where required to determine future remedial action and management requirements. These requirements will be incorporated into the comprehensive plan for the sites.

The Harbour Trust has carried out a number of hazardous materials assessments on Cockatoo Island as well as at Middle Head-Georges Heights.

Hazardous materials removal and abatement projects have been carried out for a number of buildings on Cockatoo Island. Hazardous materials comprising contaminated sub-floor sediments are being removed from the former Submarine Miners Depot at Chowder Bay to enable necessary building conservation works.

An independent environmental auditor has been appointed to provide an independent review of the assessment and remediation process for Cockatoo and Snapper Islands.

Environmental management plans are being prepared where there are issues relating to the management of contamination. These plans include procedures for managing disturbed soils, hazardous materials, controlling erosion and drainage, and airborne contaminants, and meeting health and safety requirements.

Water quality monitoring has been carried out in the waters around Cockatoo Island to determine if contaminants on the island are adversely affecting adjacent harbour waters. Air monitoring is also being done to ensure lead and asbestos dusts are not being released into the air.

Energy Efficiency

As part of the Harbour Trust's commitment to striving for best practice in environmental management, an energy audit of operations is being conducted to identify further energy savings and to provide a model for energy use on all sites. In the past year the Harbour Trust has operated a utility and station wagon powered solely by LPG, resulting in an estimated saving in greenhouse gas (CO₂) emissions of two tonnes per year. The decision to use electric hybrid cars for two other fleet vehicles will equate to an additional saving of about seven tonnes of CO₂ next year. The Harbour Trust also operates an entirely electric vehicle on Cockatoo Island.

A full list of environmental management projects undertaken by the Harbour Trust is provided in Appendix 6.

Public Access and Interim Use

Providing public access to the sites is an important outcome of the plan. It is necessary for the public to become familiar with the sites in order to meaningfully participate in the planning process. In providing public access to the sites, there is considerable preparatory work required to ensure the safety of visitors and protection of the sites.

In February 2002 a walking track was completed that links Chowder Bay with Middle Head Road, providing magnificent vistas of the harbour and access to Defence sites closed off to the public for close to 200 years. Signage has been installed to interpret the area's heritage. A swale was constructed to prevent the ongoing flooding of gun emplacements on Georges Heights and grilles are being custom-built for the fortifications to ensure public safety.

The provision of pedestrian access to Middle Head through the former 10 Terminal army barracks and Australian School of Pacific Administration has enabled people to walk directly to the fortifications on Middle Head.

Pedestrian paths on Cockatoo Island have been improved and barricades and safety signage erected to ensure the safety of participants on guided tours.

A walking track to provide ongoing public access to the Woolwich Dock site is due for completion in late 2002. Construction of the track has involved landscaping, revegetation and the installation of a temporary bridge over the dock.

The Harbour Trust is investigating a range of short-term temporary uses at each of the sites while the plan is being prepared to determine the sites' long-term uses. Short-term use of facilities must be compatible with the site, have minimal impact, and be able to relocate if the use is not consistent with the long-term uses outlined in the plan. Under the *Sydney Harbour Federation Trust Act 2001* the Harbour Trust is unable to enter into leases of longer than 12 months until the plan for the sites has been approved by the Minister.

The Harbour Trust has prepared draft policies for leasing buildings and facilities, and for filming and events. In the 2001-2002 financial year, the Harbour Trust entered into leases across most of the sites for a diverse range of short-term low impact activities including filming, military exercises, community events and training, and the provision of space for parking and fireworks.

Sporting groups from the local area have used the gymnasium at the North Head Artillery School on a regular basis, since October 2001. The State Emergency Service occupied Woolwich Dock to launch rescue vehicles and the Australian National Maritime Museum used the dock in association with its Classic and Wooden Boat Festival. Macquarie Lighthouse and the former 10 Terminal transport depot in Mosman have proved popular locations for filming.

A full list of leases entered into is provided in Appendix 7.



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:

- Audit Committee Charter;
- Code of Conduct;
- Financial Delegations;
- Financial Instructions;
- Personnel Delegations;
- Purchasing Guidelines;
- Terms and Conditions of Employment - Harbour Trust Staff; and
- Terms and Conditions of Employment - Executive Director.

The Harbour Trust established an Audit Committee as required under section 32 of the *Commonwealth Authorities and Companies Act 1997* and members' details are outlined below. A Community Advisory Committee as required under section 57 of the *Sydney Harbour Federation Trust Act 2001* was established on 19 February 2002 and the names of the members are provided in Appendix 2.

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 Harbour Trust formed a Military Heritage Committee, chaired by Brigadier Kevin O'Brien, and it met for the first time on 28 June 2002. The committee will work cooperatively with relevant stakeholders to advise the Harbour Trust on military history of the sites and its interpretation.

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

Member's Meetings

There were seven meetings of the Harbour Trust in the 2001-2002 financial year, four 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	7
Mr R Conroy	4
Dr D Dearing	7
Clr S Hoopmann	7
Mr P Lowry	7
Dr J Moriarty	4
Brigadier K O'Brien	7
Mr Justice O'Keefe	6

Audit Committee

The Audit Committee was established by the Harbour Trust at its first meeting on 8 October 2001. The functions of the audit 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, 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.

Members of the Audit Committee are as follows:

Mr Peter Lowry, Chair

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

Mr Robert Butterworth

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

Clr Susan Hoopmann

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

Dr John Moriarty

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

Brigadier Kevin O'Brien

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

Ms Deborah Page

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

Dr Deborah Dearing was originally appointed to the Audit Committee and agreed to resign so that the number of non-Trust members of the committee could be increased while keeping the committee size manageable. Ms Dearing did not attend any meetings.

There were three Audit Committee meetings held during the 2001-2002 financial year with members attending as follows:

<i>Member</i>	<i>Number of meetings attended</i>
Mr P Lowry, Chair	3
Mr R Butterworth	2
Clr S Hoopmann	2
Brigadier K O'Brien	3
Dr J Moriarty	1
Ms Deborah Page	2*

* Ms Page was not appointed at the time of the first meeting.

An Internal Audit Charter, Internal Audit Risk Assessment and Plan, and a Fraud Risk Assessment and Plan were developed for the Harbour Trust by Walter and Turnbull. Walter and Turnbull has also been engaged to review and advise on the preparation of the financial statements.

IAB Services were engaged to conduct an audit of the Harbour Trust's 2001-2002 budget.

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 insurance covers wrongful acts of a director or officer of the Harbour Trust, including where they hold outside directorships as representatives of the Harbour Trust. Wrongful acts means an error either by omission or commission, misstatement or misleading statement or neglect or breach of duty. The premium was \$21,397.

The Harbour Trust did not provide any indemnities to directors or officers in respect of liabilities or claims against them during 2001-2002.

Financial Performance

A budget of \$14m was set aside for the Harbour Trust for 2001-2002 to be drawn from the Federation Fund that is administered by the Department of Environment and Heritage. The Harbour Trust did not commence operation until 20 September 2001 and some of the \$14m was allocated to the Interim Sydney Harbour Federation Trust, which was then part of the Department of Environment and Heritage. The amount actually drawn down by the Harbour Trust was \$11.2m. The Interim Trust drew down \$1.189m.

The Harbour Trust did not receive any direct appropriation in 2001-2002 and did not have an outcome and output structure in place for that financial year.

Funds set aside in the Federation Fund for allocation to the Harbour Trust	\$14m
Less funds used by the Interim Trust	\$1.189m
Funds actually available to the Harbour Trust on establishment	\$12.811m
Amount drawn down by the Harbour Trust as at 30 June 2002	\$11.2m
Available funds not used	\$1.611m

The primary reason the Harbour Trust did not require all the available funds was due to restrictions on carrying forward any committed but unspent funds from the Federation Fund. The nature of many repairs and conservation works on the Harbour Trust buildings and sites means that some projects have relatively long lead times in the planning and tendering stages.

Expenses related to outputs

Site Plans	\$1,897,661
Public Information	\$1,014,414
Site Conservation	\$6,754,605
Total	\$9,666,680

The difference between expenses and funds drawn down is primarily because some purchases were accounted for as assets.

Non-financial assets

Infrastructure Plant and Equipment	\$766,744
Buildings	\$168,297

Work in Progress

Infrastructure, Plant and Equipment	\$364,274
Buildings	\$595,343
Total Non Financial Assets	\$1,894,658*

* This includes assets transferred to the Harbour Trust on its establishment from the Department of Environment and Heritage at no cost and therefore not reflected in the Harbour Trust's expenses.

Asset Management

The Harbour Trust has non-current assets valued at \$1,894,658 including work in progress of \$959,617. The assets are mainly conservation works on buildings and infrastructure that have been capitalised due to their nature.

The major assets of the Harbour Trust will be the buildings and sites when they are formally transferred to the Harbour Trust. The management of those assets will depend in part on the future uses for sites and buildings outlined in the draft plan currently being prepared. In the meantime only essential repair and conservation work is being undertaken as well as safety works to facilitate safe public access to the sites (in accordance with section 38A of the Trust's Act).

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 79 consultants at a cost \$1,137,170 to provide specialist advice on 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 employed by the Interim Trust when the Harbour Trust was established were transferred to the Harbour Trust on 10 October 2001 by an instrument under section 72(1)(b) of the *Public Service Act 1999*.

Staff are engaged on terms and conditions contained in Trust Determination No.2 of 2001 that are similar to those in public sector certified agreements.

The Harbour Trust's average staffing level for the year was 23.6 with a turnover of ongoing staff of 4%. The staffing profile of the 28 staff employed as at 30 June 2002 is as follows:

Classification	Male	Female	Full time	Part time	Ongoing	Non-ongoing
Executive Director	1	0	1	0	0	1
Senior Executive	6	0	5	1	5	1
Executive Level 2	2	2	2	2	4	0
Executive Level 1	1	3	4	0	3	1
Level 6	1	3	4	0	2	2
Level 5	1	1	2	0	2	0
Level 4	0	1	1	0	1	0
Level 3	1	0	0	1	0	1
Level 1-2	3	2	5	0	3	2
Total	16	12	24	4	20	8

Access and Safety

Risk Assessment and Management

The Harbour Trust is working with its insurers to develop an overall risk assessment and management strategy. Risk assessments have been undertaken for specific activities, events, building and other projects relating to health and safety, the environment, bush fires, financial and fraud risk.

Occupational Health and Safety

The Harbour Trust has prepared an implementation plan and draft policy in respect of occupational health and safety.

An initial workplace inspection of the Harbour Trust's general office accommodation has occurred and identified hazards are being addressed.

The Harbour Trust manages a number of potentially hazardous sites including disused industrial facilities containing contaminants and hazardous materials. Various tests and remediation measures are underway and further details are provided in Chapter 2 of this report. Contractors are required to include safety policies and plans in tenders for work on those sites. Access to the sites is controlled by security guards.

The Harbour Trust arranges or hosts various events at its sites. The events checklist includes hazard identification and safety measures that need to be put in place.

There were no reportable OH&S incidents during the year.

Providing Access to People With Disabilities

The Harbour Trust is implementing the Commonwealth Disability Strategy in its day to day operations. Specific actions include:

- access ramp to the gymnasium at North Head;
- accessible entrance and toilet at the Harbour Trust's office at Chowder Bay, Mosman;
- accessible temporary toilets provided at Harbour Trust events;
- special parking arrangements for people with disabilities at Harbour Trust events;
- the Harbour Trust's website has a text only version.

The needs of people with disabilities will be taken into account when implementing the plan for the future use of Harbour Trust sites.

Judicial Decisions and Reviews by Outside Bodies

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

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

Effects of Ministerial Directions

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

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



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To the Minister for the Environment and Heritage

Scope

I have audited the financial statements of the Sydney Harbour Federation Trust for the period ended 30 June 2002. The financial statements comprise:

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

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

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

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

Audit Opinion

In my opinion the financial statements:

- i) have been prepared in accordance with Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*; and
- ii) give a true and fair view, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Finance Minister's Orders, of the financial position of the Sydney Harbour Federation Trust as at 30 June 2002, and its financial performance and cash flows for the period then ended.

Australian National Audit Office



Mashelle Parrett
Executive Director
Delegate of the Auditor-General

Canberra
26 September 2002



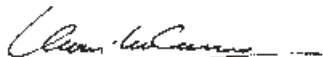
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36	Statement of cash flows
37	Schedule of commitments
38	Schedule of contingencies
39	Notes to and forming part of the Financial Statements

Statement by the Members

In our opinion, the attached financial statements for the year ended 30 June 2002 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*.

Signed



Kevin McCann

Chair

25 September 2002

Signed



Peter Lowry

Member

25 September 2002

Statement of Financial Performance

for the period ended 30 June 2002

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

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

Statement of Financial Position

as at 30 June 2002

	Notes	2002 \$'000
ASSETS		
Financial assets		
Cash	6A	275
Receivables	6B	430
Total financial assets		705
Non - financial assets		
Land and buildings	7A	764
Infrastructure, plant & equipment	7B	1,131
Inventories	7D	22
Total non - financial assets		1,917
Total assets		2,622
LIABILITIES		
Provisions		
Employees	8A	289
Total provisions		289
Payables		
Suppliers	9A	193
Other	9B	7
Total payables		200
Total liabilities		489
NET ASSETS		2,133
EQUITY		
Parent entity interest		
Contributed equity		377
Accumulated surpluses		1,756
Total parent entity interest	10	2,133
Total equity		2,133
Current assets		727
Non-current assets		1,895
Current liabilities		454
Non-current liabilities		35

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

Statement of Cash Flows

for the period ended 30 June 2002

	Notes	9 months ended 30 June 2002 \$'000
OPERATING ACTIVITIES		
Cash received		
Sales of goods and services		
Government		-
Non-government		80
Distributions from Federation Fund		11,200
Interest		26
GST Received from ATO		497
Other		7
Total cash received		11,810
Cash used		
Employees		1,335
Suppliers		8,729
Total cash used		10,064
Net cash from operating activities	12	1,746
INVESTING ACTIVITIES		
Cash used		
Purchase of property, plant and equipment		1,473
Total cash used		1,473
Net cash used by investing activities		(1,473)
FINANCING ACTIVITIES		
Cash received		
Other		2
Total cash received		2
Net cash from financing activities		2
Net increase in cash held		275
Cash at the beginning of the reporting period		-
Cash at the end of the reporting period	6A	275

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

Schedule of Commitments

as at 30 June 2002

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

NB: Commitments are GST inclusive where relevant.

¹ Outstanding contractual payments for building works

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

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

³ Project commitments comprise contracts for repairs to, maintenance of or conservation and environmental works at Trust sites

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

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

Schedule of Contingencies

as at 30 June 2002

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

Schedule of Unquantifiable Contingencies

as at 30 June 2002

There were no unquantifiable contingencies as at 30 June 2002.

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

Notes to and Forming Part of the Financial Statements

Note	Description
1	Summary of Significant Accounting Policies
2	Economic Dependency
3	Events Occurring after Reporting Date
4	Operating Revenues
5	Operating Expenses
6	Financial Assets
7	Non-Financial Assets
8	Provisions
9	Payables
10	Equity
11	Non-Cash Financing and Investing Activities
12	Cash Flow Reconciliation
13	Member Remuneration
14	Remuneration of Officers
15	Remuneration of Auditors
16	Average Staffing Levels
17	Financial Instruments
18	Appropriations
19	Reporting by Outcomes

Note 1: Summary of Significant Accounting Policies

1.1 Basis of Accounting

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

The statements have been prepared in accordance with:

- Finance Minister's Orders (being the Commonwealth Authorities and Companies (Financial Statements 2001-2002) Orders);
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board ("the Board");
- other authoritative pronouncements of the Board; and
- Consensus Views of the Urgent Issues Group.

The statements have been prepared having regard to:

- The Explanatory Notes to Schedule 1, and Guidance Notes issued by the Department of Finance and Administration; and
- Finance Briefs issued by the Department of Finance and Administration.

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

Assets and liabilities are recognised in the Trust Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. Assets and liabilities arising under agreements equally and proportionally unperformed are, however, not recognised unless required by an Accounting Standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

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

The Trust was formally established on 20 September 2001. These are the first financial statements prepared and cover the period 20 September 2001 to 30 June 2002.

1.2 Reporting by Outcomes

The Trust did not receive any funds under the Appropriation Acts in 2001-2002 and did not have an outcome structure in place.

1.3 Revenue

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

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

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

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

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

Revenues from Government - Output Appropriations

The Trust did not receive any Output Appropriation in 2001-2002. The Trust's primary source of revenue was from the Federation Fund administered by the Department of Environment and Heritage.

Resources Received Free of Charge

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

1.4 Transactions by the Government as Owner

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

1.5 Employee Entitlements

Leave

The liability for employee entitlements 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 expected to be more than covered by the annual sick leave entitlements.

The liability for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 2002 and is recognised at the nominal amount.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2002. In determining the present value of the liability, the Trust has taken into account attrition rates and pay increases through promotion and inflation.

Certain employees of the Trust contribute to the Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS). Employer contributions amounting to \$108,089 in relation to these schemes have been expensed in the financial statements.

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

Employer Productivity Superannuation Contributions totalled \$29,140.

Employer superannuation contributions for employees who are not members of the CSS or PSS are expensed in the financial statements.

1.6 Leases

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

The Trust has no finance leases.

1.6 Leases (cont.)

Operating lease payments are expensed on a basis which is representative of the pattern of benefits derived from the leased assets. The net present value of future net outlays in respect of surplus space under non-cancellable lease agreements is expensed in the period in which the space becomes surplus.

1.7 Cash

Cash means notes and coins held and any deposits held at call with a bank or financial institution.

1.8 Financial Instruments

Accounting policies for financial instruments are stated at Note 17.

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.

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, except where they are acquired as part of a transfer of functions from another Government entity, in which case they are recognised as contributed equity at the carrying amount on the books of the transferor.

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

Asset recognition threshold

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

Revaluations

The Trust, being in its first year of operations, is yet to establish a revaluation program.

The Trust did not hold any land during the reporting period.

Any assets which would not be replaced or are surplus to requirements are valued at net realisable value. At 30 June 2002, the Trust had no assets in this situation.

Recoverable amount test

Schedule 1 requires the application of the recoverable amount test to the Trust's non-current assets in accordance with AAS 10 Recoverable Amount of Non-Current Assets. The carrying amounts of these non-current assets have been reviewed to determine whether they are in excess of their recoverable amounts. In assessing recoverable amounts, the relevant cash flows have been discounted to their present values.

Depreciation and Amortisation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Trust using, in all cases, the straight line method of depreciation. Leasehold improvements are amortised on a straight line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

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

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

	2002
Buildings	10 – 100 years
Plant & Equipment	3 – 20 years
Infrastructure	3 – 100 years

The aggregate amount of depreciation allocated for each class of assets during the reporting period is disclosed in Note 5C.

1.11 Inventories

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

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

Costs incurred in bringing each inventory item to its present location and condition are assigned as follows:

- raw materials and stores - purchase cost on a first-in-first-out basis; and
- finished goods and works in progress - cost of direct materials and labour plus attributable costs that are capable of being allocated on a reasonable basis.

1.12 Taxation

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

1.13 Capital Usage Charge

The Trust was not subject to a Capital Use Charge in 2002.

1.14 Insurance

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

1.15 Comparative Figures

As stated in Note 1.1 the Trust was established on 20 September 2001 and therefore has no prior year comparative figures.

1.16 Rounding

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

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

Note 2: Economic Dependency

The Trust was established by section 5 of the *Sydney Harbour Federation Trust Act 2001* and is controlled by the Commonwealth of Australia.

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

Note 3: Events Occurring after Reporting Date

Section 21 of the *Sydney Harbour Federation Trust Act 2001* provides for the Minister for Defence to specify that certain 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 must vest in the Trust within a period of 4 years from the commencement of the Act which occurred on 20 September 2001.

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

There are restrictions on the sale of most of the sites and their future use will not be known until a comprehensive draft plan for the sites is developed. The Trust must prepare the draft plan within two years of the commencement of the Act or within two years of vesting for any other lands being vested in the Trust.

The vesting of the lands and completion of the draft plan have the potential to significantly affect the ongoing structure and financial activities of the Trust.

At the time of completion of this report vesting of the lands and completion of the draft plan had not occurred.

There are no events that have occurred after the balance date that would have an effect on the Trust 2001-2002 financial statements other than those that are already reflected in the accounts.

2002
\$'000

Note 4: Operating Revenues

Note 4A - Revenues from Government

Distributions from Federation Fund	11,200
Resources received free of charge	116
	11,316

Resources received free of charge

The Trust's offices located at the former Army Maritime School at Chowder Bay are Commonwealth owned and are available by arrangement with the Department of Defence at no cost. The offices are located on one of the sites to be vested in the Trust.

Note 4B - Sales of Goods and Services

Venue hire	19
Filming permits	18
Cockatoo Island tours	23
Ferry tours	3
Other	12
	75

	2002
	\$'000
<hr/>	
Goods and services were sold to :	
Government	-
Non-Government	75
	<hr/> 75

Note 4C - Interest

Deposits	31
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Note 5: Operating Expenses

Note 5A - Employee Expenses

Remuneration (for services provided)	1,546
Total remuneration	1,546
Other Employee Expenses	9
	<hr/> 1,555

The Trust contributes to the Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS), which provide retirement, death and disability benefits to employees who were members of those funds prior to the establishment of the Trust and who transferred to the Trust from the Department of Environment and Heritage. Contributions to the schemes are at rates calculated to cover existing and emerging obligations. Current contribution rates are 18.9% of salary (CSS) and 11.2 % of salary (PSS). An additional 3% is contributed as Employer Productivity Superannuation Contributions. Employees who commenced employment with the Trust after its establishment are not eligible for membership of CSS or PSS.

Note 5B - Supplier Expenses

Supply of goods and services	8,075
Operating lease rentals	14
	<hr/> 8,089

Note 5C - Depreciation and Amortisation

Depreciation of property, plant and equipment	22
	<hr/> 22

The aggregate amounts of depreciation or amortisation expensed during the reporting period for each class of depreciable asset are as follows:

Buildings	6
Plant and equipment	16
	<hr/> 22

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

Notes to and Forming Part of the Financial Statements

	2002 \$'000
Note 6: Financial Assets	
Note 6A - Cash	
Cash at bank	273
Cash on hand	2
	275
Balance of cash as at 30 June shown in the Statement of Cash Flows	275
Note 6B - Receivables	
Interest receivable	5
GST receivable	418
Other receivables	7
	430
Receivables (gross) are aged as follows:	
Not overdue	430
Note 7: Non-Financial Assets	
Note 7A - Land and Buildings	
Buildings at cost	175
Accumulated depreciation	(6)
	169
Buildings - work in progress	595
Total buildings	764
Total Land & Buildings	764
Note 7B - Infrastructure, Plant and Equipment	
Plant and equipment at cost	783
Accumulated depreciation	(16)
	767
Plant and Equipment - work in progress	364
Total Infrastructure, Plant and Equipment	1,131

Note 7C - Analysis of Property, Plant and Equipment

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

Item	Land	Buildings	Total Land and Buildings	Plant and Equipment	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value as at 20 September 2001	-	-	-	-	-
Additions: purchase of assets	-	733	733	740	1,473
Assets transferred in	-	37	37	407	444
Gross value as at 30 June 2002	-	770	770	1,147	1,917
Accumulated depreciation / amortisation as at 20 September 2001	-	-	-	-	-
Depreciation / amortisation charge for the year	-	6	6	16	22
Assets transferred in	-	-	-	-	-
Accumulated depreciation / amortisation as at 30 June 2002	-	6	6	16	22
Net book value as at 30 June 2002	-	764	764	1,131	1,895
Net book value as at 20 September 2001	-	-	-	-	-

TABLE B - Assets under construction

Item	Land	Buildings	Total Land and Buildings	Plant and Equipment	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2002					
Gross Value	-	595	595	364	959
Accumulated Depreciation/ amortisation	-	-	-	-	-
Net book value	-	595	595	364	959
As at 20 September 2001					
Gross Value	-	-	-	-	-
Accumulated Depreciation/ amortisation	-	-	-	-	-
Net book value	-	-	-	-	-

Note 7D - Inventories

Finished goods (cost)	2
Inventories held for sale	2
Inventories not held for sale (cost)	20
	22

All inventories are current assets.

Notes to and Forming Part of the Financial Statements

2002
\$'000

Note 8: Provisions

Note 8A - Employee Provisions

Salary and wages	90
Annual leave	125
Long service leave	67
Superannuation	6
Other	1
Aggregate employee entitlement liability	289

Employee provisions are categorised as follows:

Current	254
Non - current	35
	289

Note 9: Payables

Note 9A - Supplier Payables

Trade creditors	94
Accrued expenses	99
	193

All supplier payables are current.

Note 9B - Other payables

Bond monies	7
	7

Note 10: Equity

Note 10A - Analysis of Equity

Item	Accumulated Results 2002 \$'000	Contributed equity 2002 \$'000	TOTAL EQUITY 2002 \$'000
Opening balance 20 September 2001	-	-	-
Operating result	1,756	-	1,756
Contribution of equity	-	377	377
Total equity attributable to the Commonwealth	1,756	377	2,133

2002
\$'000

Note 11: Non-Cash Financing and Investing Activities

Non-cash financing and investing activities	
Assets transferred from the Department of Environment and Heritage	444
Less: Liabilities transferred from the Department of Environment and Heritage	(69)
	375

Note 12: Cash Flow Reconciliation

Reconciliation of operating surplus to net cash from operating activities:

Operating surplus	1,756
Depreciation and amortisation	22
Liabilities transferred from Department of Environment and Heritage	(69)
Increase) / decrease in receivables	(430)
(Increase) / decrease in inventories	(22)
Increase / (decrease) in employee entitlements	289
Increase / (decrease) in supplier payables	193
Increase / (decrease) in other payables	7
Net Cash from / (used by) operating activities	1,746

Number

Note 13: Member Remuneration

The number of members of the Trust included in these figures are shown below in the relevant remuneration bands

\$10,001 - \$20,000	6
\$20,001 - \$30,000	2
	\$

Remuneration received or due and receivable by members of the Trust **126,654**

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

- Mr H K McCann (Chair)
- Mr R Conroy
- Dr D Dearing
- Clr S Hoopmann JP
- Mr P Lowry
- Dr J Moriarty AM
- Brigadier K O'Brien CSC, (Ret)
- Mr Justice O'Keefe AM

All members were appointed on 27 September 2001.

Notes to and Forming Part of the Financial Statements

2002
Number

Note 14: Remuneration of Officers

The number of officers who received or were due to receive total remuneration of \$100,000 or more:	
\$140,000 to \$150,000	1
	\$

The aggregate amount of total remuneration of officers shown above.	141,894
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Note 15: Remuneration of Auditors

Remuneration to the Auditor General for auditing the financial statements for the reporting period.	35,000
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No other services were provided by the Auditor-General during the reporting period.

Number

Note 16: Average Staffing Levels

The average staffing level for the Trust during the year was	23.6
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Note 17: Financial Instruments

Note 17A - Terms, conditions and Accounting Policies

Financial Instrument	Notes	Accounting Policies and Methods (including recognition criteria and measurement basis)	Nature of Underlying Instrument (including significant terms & conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash at bank	6A	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	6B	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.
Financial liabilities		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
Trade creditors	9A	Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).	Settlement is usually made net 30 days.

Note 17B - Interest Rate Risk

Financial Instrument	Notes	Floating	Non-	Total	Weighted Average Effective Interest Rate
		Interest	Interest		
		Rate	Bearing		
		2002	2002	2002	2002
		\$'000	\$'000	\$'000	%
Financial Assets					
Cash at bank	6A	273	-	273	4.4
Cash on hand	6A	-	2	2	-
Receivables	6B	-	430	430	-
Total		273	432	705	
Total Assets				2,622	
Financial Liabilities					
Trade creditors	9A	-	94	94	-
Accrued expenses	9A	-	99	99	-
Total		-	193	193	
Total Liabilities				489	

17C - Net Fair values of Financial Assets and Liabilities

	Note	2002	
		Total carrying amount \$'002	Aggregate net fair value \$'001
Financial Assets			
Cash at Bank	6A	273	273
Cash on hand	6A	2	2
Receivables	6B	430	430
		705	705
Financial Liabilities			
Trade creditors	9A	94	94
Accrued expenses	9A	99	99
		193	193

Financial assets

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

Financial liabilities

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

Note 17: Financial Instruments (cont.)

Note 17D - 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 18: Appropriations

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

Note 19: Reporting by Outcomes

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

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

Categories of Documents

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

Requests

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

Requests should be sent to:

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

Reporting

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

Appendix 2 Community Advisory Committee Members

The Hon Tony Abbott MP	Mr Peter King MP
Mr Steven Adams	Major Mike Laurence
Mr John Allen	Ms Audrey Lenning
Mr Tim Allerton	Ms Jill L'Estrange
Mr David Barr MP	Clr Bruce Lucas
Mr Ralph Brading	Mr Ray Mathieson
Mr Chris Branson	Mr Steve Matthews
Ms Nina Burridge	Mr Peter McMahon
Mr Robert Caldwell	Ms Jennie Minifie
Mr Phillip Cannane	Mr Alan Mitchell
Mr & Mrs Jack & Mary Clark	Mr Jack Newton
Mr Allan Coker	Ms Liz Newton
Mr Damian Colby-Finch	Mr Armstrong Osborne
Mr Vratislav Richard Eugene Maria John Baptist of Bejsak (Bayshark) - Colloredo - Mansfeld Coleoptera	Mr Giampaolo Pertosi
Clr John Comino	Col John Platt
Ms Anne Cook	Mr Peter Poland
Mr Peter Deakin	Ms Judy Reizes
Mr Peter Debnam MLA	Mr Michael Rolfe
Clr Carmel Delduca	Ms Alysoun Ryves
Dr Miri Dick	Clr Sue Sacker
Mr Don Dinnie	Clr Jenny Scottford
Mr Edward Elsom	Mr Douglas Sewell
Mr Gary Ferres	Clr Máire Sheehan
Mr David Furlong	Commander John Shevlin ADC
Mr Joe Glascott	Mr Ian Shields Brown
Mr Don Goodsir	Mr George Shirling
Mr Brian Hamer	Mrs Jillian Skinner MP
Mr Tony Hardy	Clr Martin Skipper
Clr Patricia Harvey	Mr Barry Smith
Ms Jean Hay AM	Mr Ian Smith
Mr Peter Head	Mr John Smith
Mr Mal Hiley	Mr John M Smith
The Hon Joe Hockey	Mr Alan Stannard
Clr Virginia Howard	Mr Garry Stewart
Mr Phillip Jenkyn	Prof. Bruce Thom
Mr John Jeremy	Mr Jeff Thompson
Mr Will Jones	Mr Gil Wahlquist
	Mr Bill Wallace
	Mr Richard White

Date	Activity
03.07.01	Meeting of the North Head Community Consultative Committee
05.07.01	Presentation to Sydney Maritime Forum
23.07.01	Meeting of the Middle Head-Georges Heights Community Consultative Committee
28.07.01	Meeting with residents to discuss proposed walking track from Middle Head Road to Balmoral
07.08.01	Meeting of the North Head Community Consultative Committee
27.08.01	Meeting of the Middle Head-Georges Heights Community Consultative Committee
27.08.01	Presentation to Cotswolds Men's Club, Turramurra
30.08.01	Attended Headland Preservation Group Annual General Meeting
01.09.01	North Head Artillery School open day and workshop
06.09.01	Meeting of the Woolwich Dock Community Consultative Committee
26.09.01	Meeting of the Cockatoo and Snapper Islands Community Consultative Committee
30.10.01	Mosman Sports Groups meeting
18.11.01	Cockatoo Island planning workshop - part 1 (site tour)
21.11.01	Cockatoo Island planning workshop - part 2 (discussion)
08.12.01	Middle Head-Georges Heights open day and planning workshop
11.12.01	Presentation to Warringah Rotary
08.01.02	Presentation to staff of NSW Heritage Council
21.01.02	Presentation to West Pennant Hills Rotary
22.01.02	Presentation to Turramurra Rotary
23.01.02	Presentation to Silverwater Rotary
30.01.02	Presentation to Member for Wentworth
04.02.02	Presentation to Kogarah Rotary
04.02.02	Presentation to Little Bay Coastal Centre for Seniors
06.02.02	Presentation to Nepean Probus
06.02.02	Briefing to NSW Heritage Council
08.02.02	Briefing to The Cabinet Office (NSW)
11.02.02	Presentation to Waratah Rotary
15.02.02	Presentation to Women's Club
15.02.02	Meeting with Graduate School of Police Management, North Head
20.02.02	Presentation to Hunters Hill Rotary
01.03.02	Presentation to Sydney Harbour Councils Group
04.03.02	Briefing for NSW Deputy Premier / Minister for Planning
19.03.02	National Trust members tour of Cockatoo Island
27.03.02	Meeting with NSW Waterways re land base for Cockatoo Island
04.04.02	Meeting with residents adjoining proposed HMAS Penguin walking track extension
09.04.02	Presentation to Pittwater Probus
10.04.02	Presentation to Drummoyne Rotary
11.04.02	First meeting of Community Advisory Committee
12.04.02	Presentation to Probus Club of Balgowlah

Date	Activity
15.04.02	Presentation to Campbelltown Ladies Probus
16.04.02	Presentation to Canterbury-Earlwood Probus
16.04.02	Meeting with Mosman Council and NSW NPWS re joint Aboriginal study
01.05.02	Meeting with Mosman Council and NSW NPWS re joint Aboriginal study
17.03.02	Presentation to Soroptimist International Randwick
19.04.02	Meeting with NSW Waterways re Woolwich Dock and Cockatoo Island
23.04.02	Presentation to Sutherland Mens Probus
24.04.02	Presentation to Como-Janali Probus
30.04.02	Presentation to Jewish Care - Burger Centre
01.05.02	Meeting with Aboriginal Tent Embassy
01.05.02	Presentation to Mosman Reconciliation Group
06.05.02	Presentation to Bondi Mixed Probus
07.05.02	Presentation to Hurstville Probus
07.05.02	Briefing with NSW NPWS Sydney Harbour National Park
08.05.02	Meeting of Sydney Harbour Executive
13.05.02	Presentation to Concord Probus
16.05.02	Meeting with Bungaree descendant re Aboriginal history of Middle Head-Georges Heights
20.05.02	Presentation to Bexley Probus
23.05.02	Meeting with Mosman Council re environmental initiatives
28.05.02	Presentation to Uniting Church Lindfield - Seniors Group
03.06.02 – ongoing	Meetings between Community Consultation Manager and members of the Community Advisory Committee re site values and vision
04.06.02	Presentation to Avalon Ladies Probus
04.06.02	Presentation to Eastwood Rotary
05.06.02	Presentation to Kingsgrove Leisure and Learning Group
05.06.02	Meeting with Hunters Hill Council to update on planning
07.06.02	Meeting with Headland Preservation Group re netball on Georges Heights
11.06.02	Presentation to Northbridge Probus
18.06.02	Presentation to National Seniors Association, Penrith
20.06.02	Presentation to Manly Probus
20.06.02	Meeting of Community Advisory Committee members from the Middle Head-Georges Heights area
20-21.06.02	Display at Sydney On Sale
21.06.02	Middle Head-Georges Heights site tour and discussion with Metropolitan Aboriginal Land Council
24.06.02	Presentation to Woollahra Council Urban Plan Committee
25.06.02	Joined Sydney Water's 'Manly Key Stakeholder Forum'
25.06.02	Presentation to Middle Harbour Probus
26.06.02	Presentation to Mosman Probus
28.06.02	Presentation to Eastwood Probus
28.06.02	Formation and first meeting of the Military Heritage Committee
June 02	Meeting of netballers in Mosman

<i>Date</i>	<i>Media Release</i>
12.08.01	A Walking Track.... at Last!
11.09.01	Work for the Dole Gives Historic Boat From HMAS Sydney New Life
01.10.01	Historic Harbour Marine Biological Station to Remain in Public Ownership
08.10.01	Well Qualified Board Members Will Meet Challenge of Planning Harbour Sites
12.10.01	Old Army Gym to be Used for Local Sport
22.10.01	Deterioration on Middle Head Halted
02.11.01	Harbour Trust Welcomes Dynamic New Public Programs Officer
05.11.01	Get Involved in Planning For Your Harbour
09.11.01	A New Life For Derrick
14.11.01	Lighthouse Visits Woolwich
26.11.01	Great Catch for Woolwich Dock Breakfast
26.11.01	What's So Special About Middle Head-Georges Heights?
07.12.01	Kids Day at Macquarie Lighthouse
10.12.01	New Planner Brings Wealth of Experience to Harbour Trust
17.12.01	Plans for Harbour Trust Lands on Display
16.01.02	Kids To Rule Macquarie Lighthouse
31.01.02	Marine Life Flourishes in a "Pile of Junk"
07.02.02	Want to Rave About Sydney Harbour: Harbour Trust Recruits Volunteers
28.02.02	A Spectacular New Harbour Walk
04.03.02	Harbour Trust Starts Work on New Shopfront
11.03.02	Footbridge Arrives at Woolwich Dock
09.04.02	Rare Lighthouse Equipment Under Inspection
15.04.02	Tree Planting Ceremony at Chowder Bay
15.04.02	Macquarie Lighthouse Open to the Public
29.04.02	Woolwich attracts Scouts in Cumberland Gang Show
14.05.02	\$10.5 Million to Return Harbour Lands to Public
03.06.02	Temporary Netball Courts on Harbour Trust Land
05.06.02	Cockatoo Island: Past, Present and Future, Film and Presentation Night
14.06.02	Community Consultation Manager Appointed at Harbour Trust

Appendix 5 Events and displays

Date	Activity
08.07.01	Sites Unseen by Ferry tours, held in conjunction with the exhibition at Customs House
29.07.01	Sites Unseen by Ferry tours, held in conjunction with the exhibition at Customs House
05.08.01	Sites Unseen by Ferry tours, held in conjunction with the exhibition at Customs House
25.08.01	Participation in the Hunters Hill Fair, 'Moocooboola'
11.09.01	Launch of the 'Sydney'
30.09.01	Display at the NSW National Parks & Wildlife Service Middle Head Open Day
01.10.01	Handover of the former Marine Biological Station at Watsons Bay
04.12.01	Woolwich Centenary Breakfast and Oyster Market
26.11.01	Christmas drinks for board and community groups
17.01.02	Kids Day at Macquarie Lighthouse
19.01.02	Kids Day at Macquarie Lighthouse
26.01.02	Sunset Swing Concert at North Head Artillery School
02-03.02.02	Display at the National Maritime Museum's Classic and Wooden Boat Festival
28.02.01	Opening of walking track from Chowder Bay to Middle Head Road
19.03.02	Information night for prospective volunteers
07.04.02	Seafood Day at Chowder Bay
21.04.02	Macquarie Lighthouse Open Day
24.04.02	Planting of Lone Pine at Chowder Bay
02.06.02	Macquarie Lighthouse Open Day
04.06.02	Planting of Lone Pine with General Roberts, Headquarters Training Command (Army) and the Governor
30.06.02	Macquarie Lighthouse Open Day

All sites	<ul style="list-style-type: none"> Master key security locking system Grounds maintenance Security guarding Existing services survey to locate and assess condition of all site services Termite inspection and initial treatment
<hr/>	
North Head Artillery School	<ul style="list-style-type: none"> Essential weed management and bush regeneration works Upgrade of gymnasium including access ramps and BCA compliance Provision of BCA compliant fire safety works to the Barracks building BCA audits of Officers' and Sergeants' Mess Provision of electrical reticulation to parade ground Cleaning and CCTV survey of sewer system Significant repairs to water reticulation system Repairs to heritage boundary fencing Waterproofing and essential brick repairs to the Barracks building Rabbit control program commenced
<hr/>	
Middle Head-Georges Heights	<ul style="list-style-type: none"> Provision of upgraded electrical supply at 10 Terminal and ASOPA Essential repairs to waterproof and stabilise structures at 30 Terminal, 10 Terminal and ASOPA Repairs to water and sewerage systems at 30 Terminal Security grilles to gun emplacements at 30 Terminal Structural report on gun emplacements at 30 Terminal Metal conservation of gun emplacements, structures and fixtures at 30 Terminal Propagation of native seed for 30 Terminal Structural repairs to Chowder Bay wharf Conservation of derrick crane at Chowder Bay Repairs and BCA compliance works to Harbour Trust offices Refurbishment of existing Q stores to provide a publicly accessible 'shopfront' for the Harbour Trust Repairs and modifications to the Sergeant Major's Cottage at Chowder Bay including provision of food preparation facilities for proposed temporary Tea House Repairs to barrack building at Chowder Bay to provide a security office Heritage conservation works to the Submarine Miner's Depot at Chowder Bay, including stone repairs and stabilising of the timber fabric, seawalls, iron fencing and railings Repairs to boatshed security gates at Chowder Bay

Middle Head-Georges Heights Installation of new flagpole at Chowder Bay
(cont.) Rabbit control program at Chowder Bay
Bush regeneration at Chowder Bay
Restoration of the historic Navy launch using Chowder Bay boat shed
Construction of walking track from Chowder Bay to Georges Heights
Bush regeneration adjacent to walking track

Woolwich Dock Provision of temporary vessel docking facility
Installation of temporary bridge and ramps
Essential repairs to fire hydrant system
Rockbolting and scaling of cliff faces for public safety
Essential repointing of heritage stone walls
Materials conservation of dockside fixtures
Construction of walking track
Provision of safety fencing
Removal of dockside contaminates
Upgrading of electrical reticulation
Repairs to sawtooth building
Underwater condition survey of timber wharves

Cockatoo Island Provision of safety barriers and paths for public tours
Upgrade of the Fire Station to provide amenities and site facilities for Trust staff and contractors
Safety and structural inspection report of remaining cranes
Emergency repairs to heritage stiff leg derrick
Refloating and hull repairs to Fitzroy Dock caisson
Corrosion survey of selected concrete wharves
Hull survey of the Sutherland caisson
Conservation management plans for residences
Conservation management plans for drawing offices
Conservation management plans for upper level workshops
Stone documentation of convict gaol and prison precinct
Measured drawings for all buildings
Electrical reticulation network design in conjunction with Energy Australia
Archaeological survey of eastern, southern and northern aprons
Recommissioning of fire sprinkler system
Sorting and salvage of wharf timbers in turbine hall

Cockatoo Island (cont.)

Stabilisation and repairs to office and warehouse buildings 118,120,119,123 and 124 - eastern apron buildings

Stabilisation and repairs to industrial buildings 63,64,67,71,74,78 and 79 - southern apron

Stabilisation and repairs to residential buildings 20,21,23 and 24

Gross cleaning of a number of buildings including removal of hazardous material

Geotechnical safety survey

Rockbolting and scaling of cliff faces for public safety

Stabilisation and timber set repairs to eastern tunnel

Survey and repairs to patrol boat wharves

Heritage conservation of 'Shipwrights Shed'

Remediation and landscaping of eastern apron to provide safe public access

Partial renewal of water and electrical service conduiting

Provision of temporary public amenities and sewerage system

Stone documentation of convict workshops

Essential repairs and sacrificial render to convict workshop and barracks building

Macquarie Lightstation

BCA compliance works for safe access on open days

Repairs to gates and boundary fences

Marine Biological Station

Essential repairs to allow safe access

Provision of security patrols and back to base alarm

Provision of fire monitoring

Repairs to fencing

Appendix 7 Leasing of Harbour Trust Sites

Site	Occupant	Date	Term	Use
Woolwich	State Emergency Service	13.10.01	2 days	Use of boat ramp
Chowder Bay	3rd Mosman Bay Sea Scouts	14.10.01	1 day	Award ceremony for Queen's Scouts
Macquarie Lightstation	Boyd Britten	21.10.01	1 day	Filming a short film for Tropfest
Cockatoo Island	City of Sydney	31.12.01	1 day	Use of north east apron for fireworks display
North Head Gymnasium	Manly Hockey Club	09.01.02	14 days	Indoor hockey
North Head Gymnasium	Northern Schools Junior Kids Indoor Hockey	27.01.02	3 days	Indoor hockey
North Head Gymnasium	International College of Tourism & Hotel Management	29.01.02	60 days	Indoor sports
North Head Gymnasium	Northern Schools Indoor Hockey Competition	13.02.02	23 days	Indoor hockey
Woolwich	Woolwich Marina	28.02.02	5 days	Parking on Horse Paddock in association with Classic & Wooden Boat Festival
Woolwich	Australian National Maritime Museum	01.03.02	4 days	Use of dock in association with Maritime Museum Classic & Wooden Boat Festival
10 Terminal	1 Commando Company	15.03.02	3 days	Military training
10 Terminal	Farscape Productions Pty Limited	17.03.02	9 days	Crew parking and catering for filming in National Parks adjacent
10 Terminal	ABC/Southern Star	20.03.02	43 days	Filming TV series "Bad Cop - Bad Cop"
Chowder Bay	University of New South Wales	22.03.02	2 days	Field trip for architecture students
Woolwich	The Scouts Association of NSW	28.04.02	91 days	Use of building 11 for theatrical rehearsals
Macquarie Lightstation	J Productions	15.05.02	3 days	Filming a commercial for Korean television
North Head	National Art School	06.05.02	4 days	Creation of sculpture from loose materials
North Head	3 Spears Productions	22.05.02	5 days	Filming feature film "Liquid Bridge"

10 Terminal

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

30 Terminal

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

AMSA

Australian Maritime Safety Authority

ASOPA

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

CAC

Community Advisory Committee

CAC Act

Commonwealth Authorities and Companies Act 1997

Caisson

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

CO₂

Carbon dioxide

EA

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

ESD

Ecologically Sustainable Development

Headquarters Training Command

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

LPG

Liquefied Petroleum Gas

Moochooboola

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

Phytophthora

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

SHFT

Sydney Harbour Federation Trust

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