



SYDNEY HARBOUR FEDERATION TRUST

Corporate Plan 2026–2030

ACKNOWLEDGEMENT

We acknowledge and respect the traditional custodians whose ancestral lands we work the Borogegal, Birrabirragal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal peoples. We pay our respects to Elders, past, present and emerging. We acknowledge the deep feelings of attachment and relationship of Aboriginal and Torres Strait Islander peoples to Country and waters. We also pay respects to the cultural authority of Aboriginal and Torres Strait Islander peoples who we engage with at the Harbour Trust.



Australian Government
Sydney Harbour Federation Trust

Harbour
Trust

Statement of preparation

We, as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust), present the 2026 Sydney Harbour Federation Trust Corporate Plan covering the reporting periods 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the provisions of the *Sydney Harbour Federation Trust Act 2001*.

Professor Timothy Entwisle AO, Chair

EXECUTIVE DIRECTOR FOREWORD



It is my privilege to present the Sydney Harbour Federation Trust Corporate Plan for 2026 to 2030 – a document that outlines our strategic direction and key priorities for the years ahead. This plan marks a significant point in our organisation’s story, as we carry forward the achievements of recent years while turning our attention to the opportunities and challenges that lie before us.

Sydney Harbour is one of Australia’s great national treasures. Our destinations draw people in through their extraordinary natural beauty, their historic landmarks and their deep connection to our country’s shared heritage. As custodians of some of the harbour’s significant places, we hold a lasting responsibility to protect and enrich these places for the generations who will come after us.

Recent years have brought meaningful change to the Harbour Trust. The work we have done has safeguarded our heritage assets and brought new life to places that over 2 million visitors now regularly enjoy. This year we will continue to complete the programs of repairs and maintenance that have been underway for several years. However, there remains more to do – we know it’s important to ensure that everyone can access our rich history and natural environment in full, and that we can create appropriate and sustainable revenue opportunities to enable the Harbour Trust to thrive for many years to come.

With strong foundations now in place, we are looking to build collaborations and partnerships needed to take a ‘whole of harbour’ approach – one that benefits all Australians. Unlocking the extraordinary potential of the unutilised sections of our places will depend on bringing meaningful capital investment to Cockatoo Island / Wareamah and North Head Sanctuary. Now that the Harbour Trust has received deductible gift recipient status, it’s important to find the right balance of government,

private sector and philanthropic support to make this possible. In 2026, we will be seeking new opportunities to activate and encourage investment in our places guided by new risk management framework and processes.

At the heart of everything we do is our relationship with our First Nations communities and our commitment to a Country-led approach. Sydney Harbour holds over 20,000 years of First Nations connection and knowledge, woven through our shared history. In 2026, we will continue to seek guidance through our First Nations Advisory Group and also support the capability of staff and volunteers, particularly around First Nations cultural awareness and competency, as we move into phase 2 of the First Nations strategy.

In 2026, we will progress the Middle Head / Gubbuh Gubbuh Master Plan implementation by completing the assessment process under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and then once a decision has been received, working on design and delivery which will open up the Middle Head / Gubbuh Gubbuh precinct. We will also undertake design of the Cockatoo Island / Wareamah slipways project that will bring vibrancy to a quieter end of our World Heritage site, by encouraging swimming and kayaking off the Island.

We remain focused on our organisational capabilities and in 2026, we will implement a new digital transformation roadmap that will enable us to deliver more effectively on our purpose, while meeting the evolving expectations of our communities. In 2026, I am looking forward to increasingly working with volunteers to enhance the volunteer program.

I extend my sincere gratitude to our dedicated Members of the Trust, staff, volunteers and partners whose passion and commitment drive our success. Together, we will continue to create extraordinary places that celebrate the natural and cultural significance of Sydney Harbour, connecting people with its stories and inspiring its care for generations to come.



Janet Carding, Executive Director

Cover: A steam crane, Cockatoo Island / Wareamah.

Current page: Janet Carding at Georges Heights, Mosman. Credit: Sammer Affridi.

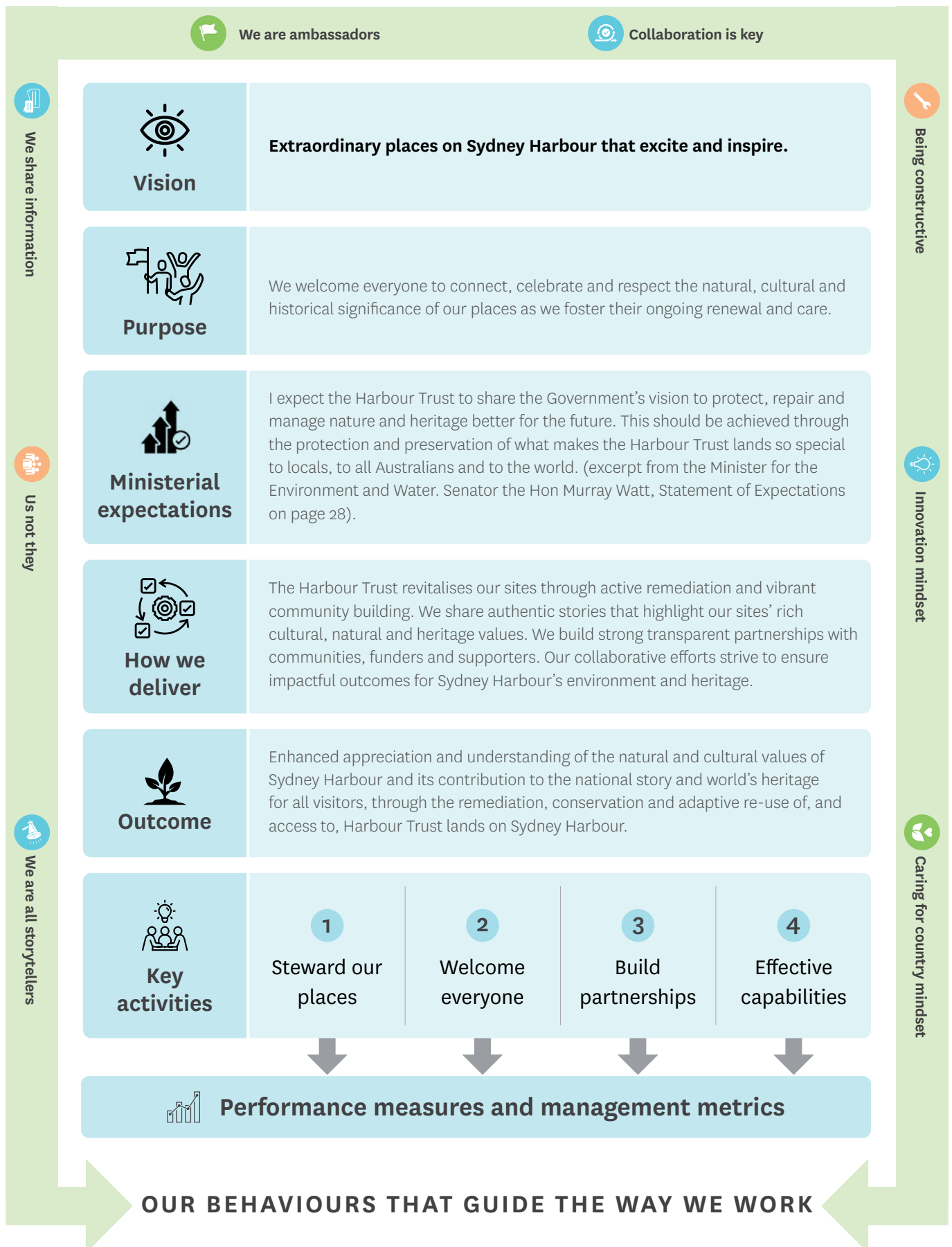
Opposite page: A family at Frenchy’s Cafe, Georges Heights Precinct in Headland Park.



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CORPORATE PLAN ON A PAGE



NUMBER OF TENANCIES

224

NUMBER OF VISITS

2.45M



ICONIC LAND ON
SYDNEY HARBOUR

145 ha

TOTAL VISITORS
TO OUR WEBSITES

464,497

10^(b)

SITES IN TOTAL

(b) including Snapper Island



ADAPTIVE REUSE
OF BUILT ASSETS

79%^(c)

(c) of built assets with potential for adaptive reuse

19.6k

VOLUNTEER HOURS



\$24M^(a)

ANNUAL REVENUE

(a) Unaudited figure as at July 2026





Patrons at Cockatoo Overboard, Cockatoo Island / Wareamah.

ABOUT US

Our vision and purpose drive us to deliver our objectives and outcome for all Australians.

Objectives

The Harbour Trust is tasked with the stewardship of sites of nationally and internationally significant cultural, natural, industrial and heritage value located around Sydney Harbour. These places not only encapsulate the rich narratives of our nation's origins but also showcase the ongoing connection to First Nations culture and heritage. They are key to understanding Australia's early defence fortifications, colonial and industrial history, and are recognised at Commonwealth, National and World Heritage listing levels. Additionally, they serve as vital ecological links between marine habitats and the remaining bushlands of Sydney, positioned in the heart of one of Australia's largest cities.

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

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

Vision

Create extraordinary places on Sydney Harbour that excite and inspire.

Purpose

Welcome everyone to connect, celebrate and respect the natural, cultural and historical significance of our places as we foster their ongoing renewal and care.

Outcome

Our target outcome is the enhanced appreciation and understanding of the natural and cultural values of Sydney Harbour and its contribution to the national story and world's heritage for all visitors, through the remediation, conservation and adaptive re-use of, and access to, Harbour Trust lands on Sydney Harbour.

Throughout the life of this plan, we will achieve this outcome by actively researching and making accessible knowledge of our multi-layered history and stories, including their importance to First Nations communities. Through remediation and use, both the sites and their buildings will be enlivened through the creation of communities which encourage a sense of place and belonging.

Over the next four years, the Harbour Trust will continue to expand its relationships and collaborations with community organisations, partners, volunteers, funders and supporters. Fostering long-term relationships requires the Harbour Trust to be responsive, transparent and consistent in its discussions with stakeholders. These relationships and collaborations are also important as the Harbour Trust must currently raise all revenue necessary to sustain our activities in operating our network of sites.

Previous page, from top to bottom:

Column one: View from walking track, Chowder Bay Precinct, Headland Park; Visitor services volunteer with visitor, Cockatoo Island / Wareamah;

School children on the Northern Apron Park, Cockatoo Island / Wareamah.

Column two: Macquarie Lightstation; Fitzroy boat in Fitzroy Dock, Cockatoo Island / Wareamah; Echidna, North Head Sanctuary.

Column three: Mode Festival, Cockatoo Island / Wareamah; Restoration volunteers, North Head Sanctuary.

Operational mission

To establish a clear connection between our overarching vision, purpose, target outcome and the more tangible daily operational tasks, we have formulated and implemented an operational mission comprised of eight fundamental tenets:

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

These eight tenets inform the specific initiatives and objectives within this corporate plan and our plans for 2026–2030.

Reconciliation

Reconciliation is at the heart of our commitment to acknowledging the profound connection between First Nations peoples and Country, spanning over 20,000 years of continuous cultural heritage and custodianship. We recognise that we have both a responsibility and opportunity to work with First Nations communities and Traditional Custodians of these lands, embracing their deep knowledge and perspectives as essential guides in our journey forward.

The Harbour Trust manages a myriad of places around Sydney Harbour that have deep histories, including First Nations histories. In 2025, on advice from the First Nations Advisory Group, the Harbour Trust finalised a First Nations Strategy that sets out our commitments and responsibilities when working with First Nations peoples, cultures, heritage and Country. In 2026–27, the Harbour Trust will begin delivery of phase 2 of the strategy.

Strategy for empowering First Nations peoples and communities

The Harbour Trust established this three-year strategy to set out our commitments and responsibilities when working with First Nations peoples, cultures and heritage, and Country.

Phase 1 – Strengthening foundations

The first phase focused on increasing cultural competency and awareness at the Harbour Trust and strengthening emphasis and processes around relationship-building.

Phase 2 – Increasing awareness and opportunities

The second phase is centred on creating opportunities to empower First Nations Communities of Country, Communities of Interest and First Nations peoples within the broader cultural landscape. Utilising the Harbour Trust's platform to raise public awareness and to continue to build relationships and education around the shared history of our places.

Phase 3 – Furthering commitments and connections

The third phase seeks to further the Harbour Trust's commitments in our processes and policies, strengthen connections and position the Harbour Trust to enact best practice moving forward

WE ARE
HERE

GOVERNMENT EXPECTATIONS

We maintain a strong and active relationship with Senator the Hon Murray Watt, Minister for the Environment and Water, together with the Department of Climate Change, Energy, the Environment and Water (DCCEEW). This primary relationship is informed by the Minister's Statement of Expectations (see page 28). Our formal response to this statement – our Statement of Intent (see page 31) – guides our governance and administration, ensuring we meet the Minister's expectations and our obligations as a federal agency.

The minister issued the Harbour Trust Statement of Expectations in March 2026, stating:

'I expect the Harbour Trust to share the Government's vision to protect, repair and manage nature and heritage better for the future. This should be achieved through the protection and preservation of what makes the Harbour Trust lands so special to locals, to all Australians and to the world.'

OPERATING CONTEXT

For the Harbour Trust's 2026–2030 corporate plan, it is essential to align our vision and purpose with the operating context, recognising the complex internal and external factors that shape our ability to manage our sites of significant cultural, natural, industrial and heritage value around Sydney Harbour. These factors, while often beyond our direct control, demand a proactive approach to mitigate their impacts and enhance strategic delivery. Understanding these dynamics allows us to navigate a constantly changing landscape, aiming to fulfill our vision and purpose effectively.

Operating environment

1. Climate change and the environmental impact:

As Australia experiences shifts in climate, including rising sea levels, increased extreme weather events and rising temperatures, the stability and resilience of our infrastructure, cultural heritage assets, natural habitats, ecological systems and threatened species within the Harbour Trust's jurisdiction are at risk.

In response, the Harbour Trust developed a comprehensive Strategic Asset Management Plan (SAMP) in 2022, and updated in 2026, which focused on critical works and lifecycle renewal repairs, safeguarding Harbour Trust lands and assets, and preventing further deterioration. Since then with federal funding, we have been able to commence work on \$55 million of the most urgent repairs, maintenance and lifecycle renewal with all projects completed or substantially underway. Our ongoing habitat restoration programs and initiatives aimed at achieving net-zero greenhouse emissions and adoption of sustainable practices such as a solar panel roll-out, are key strategies for mitigating environmental impacts and supporting nature repair.

2. Stakeholder expectations and community engagement:

Public and stakeholder expectations regarding Harbour Trust sites are always evolving particularly when it relates to environmental sustainability, heritage preservation, public access and cultural inclusivity.

The Harbour Trust Stakeholder Engagement Strategy ensures that the diverse voices of our stakeholders, including tenants, First Nations groups, local and the broader Australian community, industry representatives and advocacy organisations, are integral to our decision-making processes. This aligns with our operational mission to foster collaborative and informed outcomes.

3. Economic uncertainty and financial sustainability:

The Harbour Trust is a self-funded corporate Commonwealth entity, relying on income generated from property leasing, holiday accommodation and camping, events and tourism activities to fund its operational needs. The Harbour Trust continuously relies on the Australian Government for ongoing support for capital programs. In the face of an uncertain economic climate, potential downturns could significantly impact these critical revenue streams.

Any prevailing global and domestic economic uncertainties could pose significant challenges to our operational and capital programs. Anticipating potential impacts such as supply chain disruptions, and fluctuating market conditions, the Harbour Trust is committed to rigorous project scoping, budget reassessment and contingency planning to navigate economic variability effectively.

To enhance financial resilience, the Harbour Trust regularly reviews its revenue generating strategies to remain competitive and relevant within the broader property, events, tours and other markets. These strategies will involve diversifying our funding sources by forging new revenue streams, including partnerships, philanthropic support, grants and sponsorships. Additionally, with the completion of the master plans, long-term financial plans have been developed that will support government funded initiatives. Our financial planning is robust and integrated with the broader vision of sustainable site management, enabling the Harbour Trust to continue its stewardship effectively and efficiently.

4. Tourism and visitor trends:

Visitor preferences and tourism patterns are constantly changing, impacted by factors such as tougher economic conditions and trends in the international market. These shifts can significantly impact the demand for, and management of Harbour Trust lands, facilities and experiences.

In 2026–27, the Harbour Trust will leverage insights from its visitor and audience research to develop diverse and enriching experiences, transforming our sites into compelling destinations for our audiences. These efforts will focus on boosting visitation from both domestic and international markets.

5. Legislative and regulatory changes:

Legislative dynamics policy adjustments and regulatory shifts occur from time to time in Australia, particularly in election years.

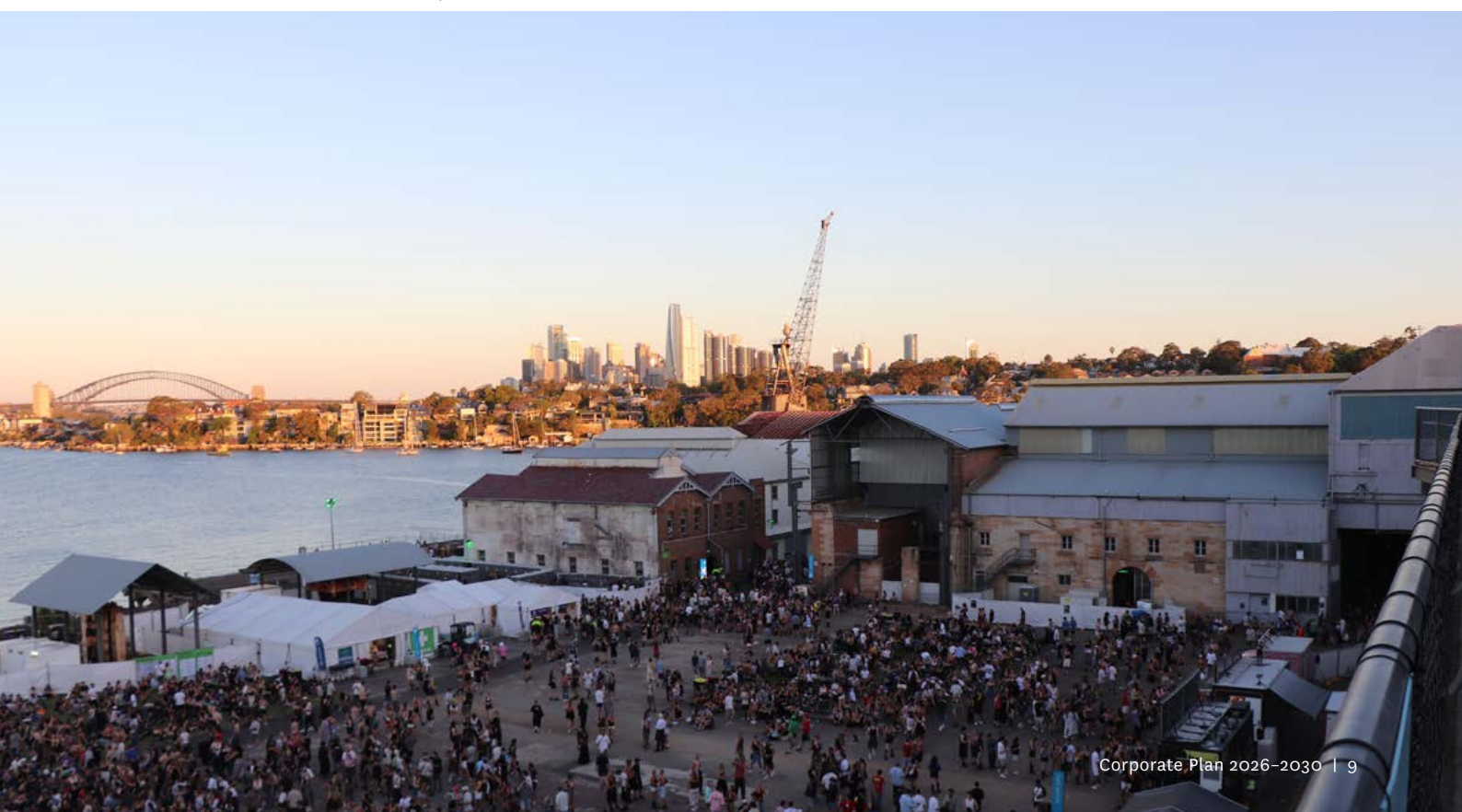
To effectively navigate and conform these evolving regulatory landscapes, the Harbour Trust maintains a close working relationship with federal, state and local government agencies, ensuring we remain informed and agile to respond to evolving regulatory requirements. The Harbour Trust is also committed to maintaining its bipartisan advocacy across the political system.

6. Reconciliation and cultural heritage:

Reconciliation with First Nations peoples remains a critical and ongoing initiative in Australia and continues to influence the operational ethos and strategic objectives of the Harbour Trust.

Over the 2026–2030 period, we are committed to deepening our engagement with First Nations communities, integrating their perspectives more thoroughly into our decision-making processes. This commitment is supported by our active First Nations Advisory Group and our First Nations Strategy. The Harbour Trust will continually progress, monitor and evaluate the delivery of this strategy.

Mode Festival, Industrial Precinct, Cockatoo Island / Wareamah.



2026–2030 Capabilities

As we move forward into the 2026–2030 period, the Harbour Trust continues to build upon the foundational changes initiated in 2022. Our culture, organisational structure, capabilities, systems and processes continue their journeys of being enhanced to better support our long-term strategic initiatives and manage complex projects.

The commitment to evolving our strategic capabilities underpins our strategic objectives, ensuring that our team remains adaptable, skilled and aligned with long-term goals. Our journey towards operational excellence is ongoing, reflecting our dedication to efficiency and effectiveness in delivering our objectives.

People and culture

2026 marked the third and final year of our successful three-year WHS strategy that focused on safety risk management, supporting leadership, and care and engagement. The development of the next WHS strategy will be underway in 2027, supported by the implementation of a new WHS safety management software solution.

People and Culture focused on the bench strength of staff and volunteers including delivering phase 2 of the manager capability training program, cultural awareness training as part of the First Nations Strategy and supporting the delivery of phase 2 of the Volunteer Strategy.

Harbour Trust behaviours

Our organisational culture is shaped by a set of behaviours that are essential to our success. These include fostering a Caring for Country mindset, prioritising collaboration, being constructive in our engagements and embracing our roles as storytellers and ambassadors. These behaviours are integral to our performance framework, ensuring staff members and volunteers are aligned with our vision and purpose and contribute effectively to our strategic objectives.



Information and communications technology

Recognising the limitations of our current information and communications technology (ICT) systems, the Harbour Trust has been on a journey to transform our information, communications and technology capabilities.

The end of 2025–26 saw the completion of the first Digital Transformation Roadmap, with significant landmarks marked by implementation of new solutions such as an enterprise resource planning system to streamline core business processes, a digital asset management system, an events management and booking system, and a customer relationship management (CRM) system. The Harbour Trust is currently seeking to be established as a records authority in its own rights, which will allow the organisation to make decisions about management of its own records. The next chapter for leveraging technology capabilities will be the focus of the next iteration of the Digital Transformation Roadmap as the Harbour Trust seeks continuous improvement and long-term benefits from our investments in technology.

Figure 1 provides an overview of the new four-year ICT strategy.

ICT strategy key objectives

REQUIREMENTS	FOCUS	2026–27	OUTCOMES
Consolidate	REDUCE COMPLEXITY WHIST MAINTAINING CAPABILITY. The Harbour Trust will review its application landscape to reduce the overall number of systems while maintaining required business capabilities. This will simplify the operating environment, reduce complexity and costs, and strengthen data management, integration and reporting across the organisation.	Assess capabilities and plan practical migration across all systems	Resilient systems
			Improved system management overheads
Improve/Enhance	OPTIMISE EXISTING SYSTEMS The Harbour Trust has invested in modern systems that provide strong foundational capabilities across finance, engagement, and bookings, while also enabling access to advanced Microsoft technologies through its core operating environment. Our focus is now on maximising the value of these investments by optimising operations, strengthening data management and enhancing business reporting to drive greater efficiency, insight and organisational performance.		Reduce technical debt and overall risk
		Continual improvement across processes and system constraints	Increase efficiency and accuracy across digital processes
		Increasing end-to-end digital workflows and eliminating unnecessary handoffs, duplication and paper-based tasks	Reduce technical friction for customers, users and systems
		Build centralised business performance reporting capabilities	Access high quality actionable insights and data Improved user experience

Cooperation

As a small agency, the quality of our relationships is fundamental to delivering community benefits and fulfilling our purpose. As stewards of significant and iconic lands rich in natural, cultural and heritage assets, we recognise the importance of proactively engaging a diverse range of partners, stakeholders and collaborators to effectively serve all Australians. Key relationships for the Harbour Trust include:

Federal, state and local governments

The Harbour Trust optimises efficiency by fostering partnerships and collaboration with our parent department, DCCEEW, as well as engaging with the broader spectrum of federal, state and local governments. Close cooperation by the Harbour Trust across all levels of government enables the coordinated management of Sydney Harbour as well as access to funding and resources. Further, it ensures we align with government policies, prioritise public interests and needs, and can leverage expertise and support during stakeholder engagement.

Community

The Harbour Trust is committed to community engagement in accordance with the Act. The Act requires the Harbour Trust to involve and consult stakeholders, ensures the establishment of a Community Advisory Committee and allows for the formation of technical committees, as required. Our comprehensive Stakeholder Engagement Strategy articulates how, through these mechanisms, as well as broader consultation efforts, the Harbour Trust actively seeks and considers the community's advice and input to inform our work.

Partner organisations

The Harbour Trust collaborates with partner organisations to deliver community benefit. Partner organisations can include non-governmental organisations (NGOs), businesses and other government agencies. The Harbour Trust's collaborations with



New war grave headstone, Third Quarantine Cemetery, North Head Sanctuary.

partner organisations enable us to leverage resources, expertise and support that complement our capabilities, deliver shared objectives and diversify stakeholder engagement. Overall, this strengthens the Harbour Trust's capacity and ability to deliver for all Australians.

First Nations peoples

Respecting First Nations perspectives is integral to our work. We actively collaborate with First Nations organisations and communities to ensure we incorporate their insights into our endeavours (see page 7 for more information on specific initiatives).

Volunteers

Our volunteers are at the heart of everything we do. Together, we strengthen our ability to care for and share the remarkable places of Sydney Harbour; welcoming visitors, caring for our places and extending the reach of our impact. In 2026–27, the Harbour Trust will accelerate phase 2 of the Volunteer Strategy by implementing new ways of working, recruiting for diverse new roles and projects, and expanding opportunities and relationships for volunteer involvement.

First Nations Walk and Weave Tour led by Koori Kinnections, North Head Sanctuary.





Battery Observation Post, North Head Sanctuary.

Risk and oversight

The Harbour Trust takes a proactive and comprehensive approach to risk management and oversight to ensure the effective and responsible management of its assets, operations and projects. The Harbour Trust recognises that managing a range of risks is vital to achieving its objectives while safeguarding the natural, cultural and heritage values of Sydney Harbour.

The Harbour Trust Enterprise Risk Management Framework outlines four guiding principles for applying effective risk management practices. It sets out our model for embedding risk management into our culture, work practices and decision making:

Risk culture:

The Harbour Trust fosters a risk culture which influences our behaviours, decisions and how we identify, assess and respond to risk. A positive risk culture is one where staff at every level appropriately apply risk management to achieve their business objectives and incorporate risk management into their everyday decisions and actions.

Risk strategy:

Once risks are identified, the Harbour Trust establishes systems of risk oversight, management and internal control that are appropriate to our work. To achieve this, we must integrate risk management into our planning and decision-making, including those made by the Members of the Trust and executive. We must integrate risk practices that enable staff, decision-makers and stakeholders to consider the range of influencing factors that inform the breadth and context of our risk assessments.

Risk governance:

Robust and appropriate risk governance that encompasses leadership, direction, control and accountability, helps the Harbour Trust achieve its objectives in a way that provides confidence in our internal decisions, actions, policies and procedures. The Harbour Trust has adopted an integrated approach to governance, accountability and escalation utilising the 'Three Lines Model' which describes a structured and principle-based approach to roles and responsibilities for risk and control management and assurance.

Risk management practices:

The practices and procedures applied to identify, assess and manage risks across the Harbour Trust are consistent and aligned with best practice. This is fundamental to embedding effective risk management, as this provides staff and stakeholders with a better understanding of risk exposure, ensuring appropriate and effective controls are in place and improves the allocation of resources to manage risks.

Compliance and regulatory framework:

The Harbour Trust's risk approach is aligned with the requirements of the PGPA Act. To implement our risk management approach the Harbour Trust utilises the relevant components of the Commonwealth Risk Management Policy and follows the principles and guidelines outlined in the Australian Risk Management Standard (AS ISO 31000:2018), ensuring compliance with statutory requirements and best practices in risk management.

By adopting a proactive and integrated approach to risk management and maintaining robust oversight mechanisms, the Harbour Trust ensures the responsible stewardship of Sydney Harbour's precious natural and cultural assets while delivering on its purpose and commitments to the community and stakeholders.



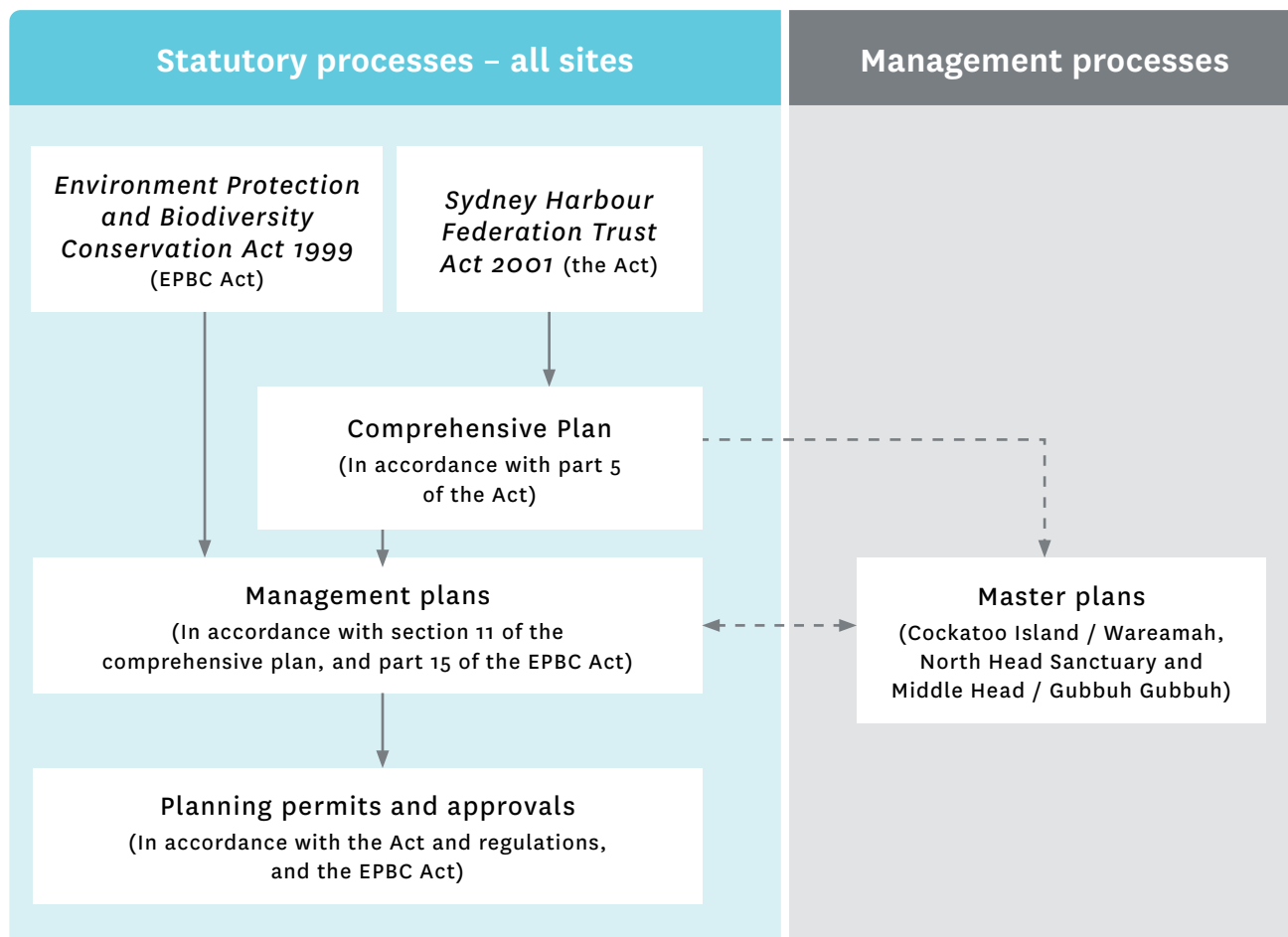
Mosman Farmers Markets, Georges Heights Precinct, Headland Park

HARBOUR TRUST SITE OVERVIEWS

The Harbour Trust is both the planning authority and the manager of the lands in its care. Our Comprehensive Plan was approved in 2003 in accordance with the Act. The Comprehensive Plan sets out the values and broad outcomes for each site and provides a framework for their ongoing use. Detailed management plans have been prepared for each site to address the requirements of both the Comprehensive Plan and the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Management plans identify desired outcomes, suitable land uses, and how sites' environmental and heritage values will be protected and interpreted.

For our more complex and larger sites such as Middle Head / Gubbeh Gubbeh, North Head Sanctuary and Cockatoo Island / Wareamah, master plans set out the vision and design approach for how the Harbour Trust aims to remediate, reinvigorate and activate them over time. All of these plans are developed through extensive community consultation.

Harbour Trust planning framework



Cockatoo Island / Wareamah, Sydney Harbour

Cockatoo Island / Wareamah is Sydney Harbour's largest island. In 2010, it was inscribed on the UNESCO World Heritage List as one of Australia's 11 convict sites. Cockatoo Island / Wareamah intersects the homelands of the Wallumedegal, Wangal, Cammeraygal and Gadigal peoples. It retains an incredible legacy across its multi-layered history, for First Nations peoples' traditional and continuing connection to it, and its pivotal role in Australia's convict, defence and industrial past. Since passing to the Harbour Trust, Cockatoo Island / Wareamah has developed a new direction through its use as a base for major events and cultural activity. The master plan was approved in June 2024. The Cockatoo Island / Wareamah Master Plan has been recognised at the 2024 Australian Institute of Landscape Architects NSW and National Awards for 'Cultural Heritage' and at the 2025 Australian Urban Design Awards for 'Strategic Design and Policy'. Funding for swimming and kayaking at the slipways, a feature of the master plan, was announced in May 2025 and planning for implementation has commenced with design to be finalised in 2026.

Headland Park, Mosman (comprising Chowder Bay / Gooree, Georges Heights and Middle Head / Gubbuh Gubbuh)

Connecting the former Defence bases Chowder Bay / Gooree, Georges Heights and Middle Head / Gubbuh Gubbuh, the 40 hectare Headland Park is the homeland of the Borogegal people and boasts a remarkable vantage point from which to view the outer harbour. It has been progressively opened to the public following the rehabilitation of landscapes and restoration of heritage buildings and facilities which are now adaptively reused across a range of uses. The Middle Head / Gubbuh Gubbuh Master Plan was approved in December 2023. With funding in place for the first stage, the Harbour Trust is going through the planning assessment and approval process for its proposal to establish an accessible loop path around the plateau, highlight the site's rich and layered heritage through interpretive elements, enhance the landscape and public spaces, and improve arrival points and wayfinding.

Macquarie Lightstation, Vaucluse

Located on Sydney Harbour's southern headland, along the scenic Federation Cliff Walk at Vaucluse, the lightstation covers an area of approximately 2.2 hectares in total. The lighthouse is one of a small number of prominent landmarks on Sydney Harbour, that demonstrate Australia's relationship with the sea. It is still used as a guiding light for ships coming into the safe waters of the harbour. The Macquarie Lightstation precinct is of significant heritage importance, with convict built foundational structures still extant. New interpretation for the interior of Macquarie Lighthouse, which is regularly opened to the public for guided tours, was installed in early 2025. The historically significant Greenway Wall has undergone significant conservation and interpretation works and was opened in August 2025.

Former Marine Biological Station, Camp Cove

Located in Birrabirragal Country at Camp Cove, the former Marine Biological Station was one of the first buildings established in Watsons Bay. Much of the site is now a public park, providing access to Camp Cove Beach, while the building Marine Biological Station has been conserved and adapted as a private residence. The Harbour Trust holds occasional open days where the interior of the building is available for the public to view. The exterior can also be viewed by visitors to Camp Cove Beach who can access the nearby open reserve, including people undertaking the Bondi to Manly Walk.

North Head Sanctuary, Manly

Sydney's natural escape on the city's doorstep, where threatened flora and fauna are actively protected and bush regeneration is a priority, North Head was the backdrop for some of the earliest interactions between First Nations peoples and Europeans. The site holds significance to the Traditional Owners and Custodians of the land, the Gayamagal people. North Head was used to quarantine people with infectious diseases, as well as containing important fortifications for the defence of Sydney Harbour (and hence Australia) during the Second World War. The master plan was approved in February 2024, which provides a strategic roadmap to protect and revitalise the destination's natural, cultural and built heritage. It will guide future decisions on projects, priorities and funding and ensure future work complies with the relevant statutory requirements. The Harbour Trust and the NSW Government are pleased that an updated deed extension has been agreed until 2123, ensuring that North Head Sanctuary will remain under the long-term care and stewardship of the Harbour Trust.



Campground, Cockatoo Island / Wareamah.

Sub Base Platypus, North Sydney

Sub Base Platypus in North Sydney is a contemporary place for community recreation and work, where its historic spaces are revealed, reimagined and reused. Located in Cammeraygal, as a 19th gasworks, the site played a key role in the urbanisation of the North Shore and from the 1940s onwards the defence of Australia as a torpedo assembly and maintenance facility and submarine base. The site was opened to the public in 2018, with subsequent improvements including the Torpedo Factory in 2023, and the associated foreshore park in 2024. The Torpedo Factory was awarded the 'Cultural Heritage' award at the 2024 Australian Institute of Landscape Architects State Awards and 2026 Green Good Design Award for Green Urban Planning/Landscape Architecture.

Woolwich Dock and Parklands, Woolwich

Located on the harbour foreshore opposite Cockatoo Island / Wareamah, Woolwich Dock and Parklands is a precinct steeped in maritime history. Due to its placement at the confluence of Parramatta and Lane Cove Rivers, the Traditional Owners – the Wallumedegal people – know the area as Moocooboola, which means 'the meeting of the rivers'. The centrepiece of this destination is Woolwich Dock, a dry dock which dates back to

1901. Woolwich Dock continues to operate a boatyard, offering boat repairs and maintenance services. Local attractions include the popular monthly French markets, the ample picnic space afforded by Goat and Horse Paddocks, the Deckhouse Cafe and the harbour view from Woolwich Lookout. The Harbour Trust will be updating the management plan for Woolwich Dock and Parklands in 2026-27, and is collaborating closely with Hunter's Hill Council to ensure coordinated planning along these foreshore parklands.

Snapper Island (yet to be formally transferred)

Snapper Island is currently managed by the Department of Finance. The Harbour Trust's Comprehensive Plan, made in 2003, sets out a framework for the renewal of Snapper Island, based on the anticipated transfer of the island to the Harbour Trust. The relationship of Snapper Island to Cockatoo Island / Wareamah is also addressed in the Cockatoo Island / Wareamah Master Plan. The Department of Finance has prepared a draft Heritage Management Plan for the island, as required under the EPBC Act, which is pending final approval. Negotiations for the possible transfer of Snapper Island to the Harbour Trust remain ongoing.

Boats at heritage dock, Woolwich Dock and Parklands.



PERFORMANCE

The Harbour Trust continues to strengthen the performance information we provide to Parliament, the public and stakeholders. The 2026–2030 Corporate Plan further develops and embeds this commitment.

Performance framework

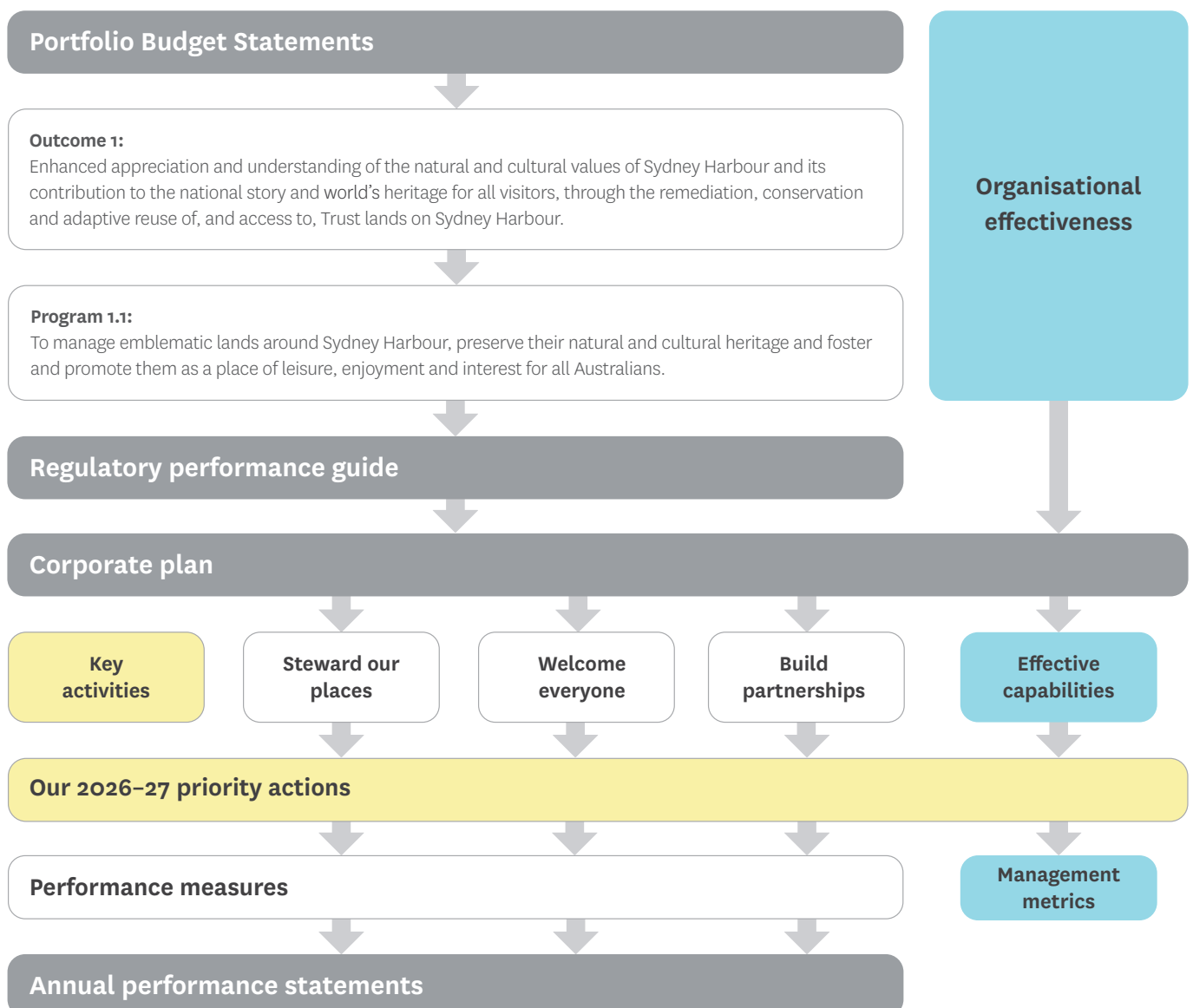
Performance reporting requirements are part of the Commonwealth Performance Framework established by the *Public Governance, Performance and Accountability Act 2013*. The performance framework provides a clear line of sight across our outcome, program, key activities, and performance measures through the Portfolio Budget Statements (PBS), Corporate Plan and Annual Performance Statements (APS).

The Harbour Trust performance framework provides substantial detail on how we measure progress in achieving our purpose by identifying:

- priority actions under each of the four key activities
- performance measures that reflect the outcome these activities are intended to achieve
- targets for each performance measure to assess achievements over time, and
- methodologies to monitor quality and assurance of results and track overall progress.

Figure 1 outlines the clear line of sight and relationship between the Harbour Trust’s performance reporting, key activities and our current PBS program.

Figure 1 Harbour Trust performance framework





A tour group inside the Turbine Shop, Cockatoo Island / Wareamah.

KEY HIGHLIGHTS FROM OUR 2026–27 PRIORITY ACTIONS

The Harbour Trust's priority actions under each key activity are not mutually exclusive, collectively our priority actions and key activities contribute to achieving our program and outcome.

1 Innovative strategic transformation

In 2026–27, a primary focus will be working to secure the long-term financial sustainability of the Harbour Trust. The Harbour Trust faces significant challenges due to insufficient revenue, which has led to a critical backlog of maintenance and limited access to, activation of and interpretation of our sites' heritage, cultural and natural significance. This impacts our ability to meet legislative requirements and deliver public benefit.

To address these issues, comprehensive master plans have been prepared for our key sites – Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh. These plans, developed through extensive consultation and strategic planning, outline a vision for transforming these sites into thriving destinations, addressing current organisational shortfalls and creating a lasting legacy for present and future generations.

Implementation of master plans will require significant investment, but they will provide a pathway to long-term financial sustainability through diversifying our revenue raising opportunities, attracting more diverse audiences and offering more diverse experiences, adaptive re-use of our heritage buildings and spaces, and attracting and retaining tenants and partners that align with our vision and values.

In 2026–27, the Harbour Trust will continue to think innovatively and aspirationally about the future, particularly where it relates to the optimisation of revenue and to enhance the cultural, natural and First Nations significance of our sites for current and future generations.



2 First Nations Strategy delivery

The Harbour Trust is committed to honouring and recognising the cultural heritage and ongoing connection of First Nations peoples to the lands and waters we manage. In 2026–27, we will continue delivering our approved First Nations Strategy. The First Nations Strategy provides a clear roadmap for the Harbour Trust with actionable steps, embedding the Connecting to Country framework by place and location, building cultural awareness and capacity for staff and volunteers, and considering the cultural landscape across Sydney Harbour.

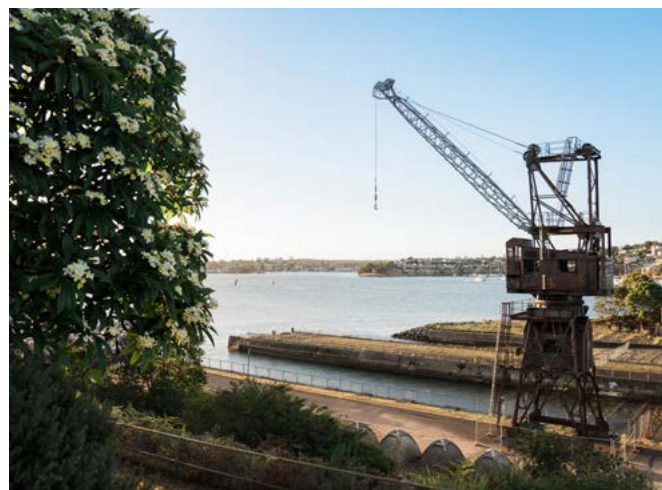
3 Exceptional placemaking

A focus on placemaking and curation in 2026–27 acknowledges the harbour’s significance beyond mere physical infrastructure. Through thoughtful curation of individual sites and prioritising placemaking initiatives, the Harbour Trust is over time transforming underutilised spaces into vibrant, connected destinations that honour the harbour’s rich cultural heritage while meeting contemporary community needs.

In 2026–27, the Harbour Trust will enhance the curation of its sites to ensure a dynamic mix of activation, tenants and storytelling. This approach not only enhances visitor experiences and strengthens local identity, but also supports the sustainable activation of heritage assets, creating economic opportunities through increased visitation and engagement.

4 Consolidation and completion of maintenance and infrastructure renewal program

The successful completion of existing federally funded programs is a priority for the Harbour Trust in 2026–27 as it will establish a foundation for securing further tranches of financial support for repairs, maintenance and increased activation of our sites. By demonstrating accountable stewardship and measurable outcomes from current initiatives, the Harbour Trust aims to further strengthen its position as a reliable partner for Federal Government investment.



Heritage crane by the slipways, Cockatoo Island / Wareamah.

KEY ACTIVITY 1

Steward our places

Our approach

To care for, conserve and enhance our parklands and built assets, applying the principles of ecologically sustainable development and working with First Nations peoples in partnership.

Intended result

- 1 Establish the Harbour Trust as a leader in the contemporary management of heritage landscapes.
- 2 Conserve, interpret and activate our heritage assets, progressively bringing our sites back to life.
- 3 Rehabilitate, preserve, enhance and sustainably manage our natural environment and its precious biodiversity, ecosystems, environment and heritage, to create green spaces that are cherished by the community.
- 4 Build an accessible resource of the knowledge, stories and oral histories about our sites.
- 5 Maintain a competitive market position by aligning leasing strategies, pricing and asset presentation with prevailing market conditions across both commercial and residential offerings.

2026–27 Priority actions

- I. Work towards obtaining approval under the EPBC Act for the Middle Head / Gubbuh Gubbuh Renewal Project, to enable delivery of stage 1 of the precinct master plan.
Relates to intended result: 1 2 3
- II. Complete delivery of marine package works across Cockatoo Island / Wareamah, Woolwich Dock and Parklands, and Sub Base Platypus as the final stage of Commonwealth-funded infrastructure renewal program (\$45.2 million).
Relates to intended result: 1 2
- III. Continue to implement our plan to reduce the Harbour Trust's net emissions to zero by 2030 through a range of measures including a transition to green energy as part of the whole of Australian Government electricity procurement scheme and switching our small fleet of vehicles to EVs when the petrol vehicles are due to be replaced.
Relates to intended result: 3
- IV. Continue implementation of the Cockatoo Island / Wareamah Master Plan through the development of detailed designs and plans for adapting the slipways for swimming and kayaking.
Relates to intended result: 1 2 3
- V. Update the Heritage Strategy and Management Plan for Woolwich Dock and Parklands, in close collaboration with community and stakeholders.
Relates to intended result: 4
- VI. Identify and deliver priority building upgrades within specific sites that improve asset presentation, functionality and infrastructure capacity supporting long term leasing outcomes and long term asset utilisations acknowledging opportunities at North Head Sanctuary in buildings 16 and 17.
Relates to intended result: 5

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2025–26 Actual	2026–27	2027–28	2028–29	2029–30
1.1 Percentage of our land open to the public Relates to intended result: 1 3	90%	90%	90%	90%	90%
Type of measure: Output and efficiency Rationale: Measure provides a good indication of the extent to which the Harbour Trust’s objective of caring for, conserving and enhancing parklands is progressing. Assumes funding not secured for Cockatoo Island / Wareamah and North Head Sanctuary master plans. Source data: Internal precinct spatial maps and database. Methodology: Measured by total land and the percentage open to the public. Measured quarterly and reported annually.					
1.2 Percentage of our built assets (with the potential to be in active use), in active use Relates to intended result: 2 5	79%	79%	79%	79%	79%
Type of measure: Output and efficiency Rationale: Measure provides a good indication of the extent to which the Harbour Trust’s objective of caring for, conserving and enhancing built assets is progressing. Source data: Internal asset register. Methodology: Register of built assets, and whether in use, manually updated and calculated with data obtained from the Harbour Trust Project, Planning and Property teams. Measured quarterly and reported annually.					
1.3 Visitor satisfaction with the parklands, including its public amenities, facilities and attractions Relates to intended result: 3 4	92%	>90%	>90%	>90%	>90%
Type of measure: Output Rationale: Measure is highly relevant to the objective/purpose as it provides a direct indication of the public’s assessment of the performance of the Harbour Trust in caring for, conserving and enhancing parklands and built assets, as well as abiding by the principles of ecologically sustainable development. Source data: Online surveys and Hello Lamp Post. Methodology: Data is collected via online surveys and Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using signs, QR codes and an AI driven web chatbox. This tool has the ability to collect responses to performance measure questions as well as direct visitors to complete the online visitor survey. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit. Respondents are invited to rate their visit based on a 5-point rating scale; Very Satisfied, Satisfied, Neutral, Dissatisfied or Very Dissatisfied. A percentage-based satisfaction score is calculated by dividing the total number of Very Satisfied and Satisfied ratings by the total number of responses. The Harbour Trust Marketing team collates all data and calculates the final result from all surveys. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.					
1.4 Leasing revenue Relates to intended result: 5	\$16m	\$15m	\$15.2m	\$15.2m	\$15.5m
Type of measure: Efficiency Rationale: Leasing activities form the core stream of revenue generated by the Harbour Trust, providing funding for the Harbour Trust to care, conserve and enhance Harbour Trust parklands and built assets Source data: Financial records. Methodology: The value of leasing revenue – comprising rent received from residential and commercial leases (including contributory partners) – is measured as the monetary value sitting within the Harbour Trust’s accounting system and is obtained from the Harbour Trust Finance team, via an Excel download from the accounting system.					

KEY ACTIVITY 2

Welcome everyone

Our approach

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

Intended result

- 1 Make our places destinations of discovery and delight that draw more first time and repeat visitors from Greater Sydney and beyond.
- 2 Build national and international awareness of our places, their significance and their stories for all Australians.
- 3 Improve our customer focus and inclusivity, to ensure all those who visit, work or live at our places have a great experience.
- 4 Differentiate our places under strong individual branding, so that users and visitors can understand the different experiences and stories that make up the Harbour Trust.
- 5 Strengthen ties with those with a deep connection to our places, including First Nations Custodians, military families and veterans, and the industrial workforce of Cockatoo Island / Wareamah.
- 6 Grow financially viable events and increase revenue through our short-term accommodation strategies, aligned with our vision and the heritage and environmental values of our places.
- 7 Position Sub Base Platypus as a competitive and desirable precinct, resulting in increased tenant demand, improved occupancy and enhanced long-term leasing outcomes.

2026–27 Priority actions

- I. Deliver stage 1 interpretation including relevant storytelling and place activation at Middle Head / Gubbuh Gubbuh to increase community understanding of the place's heritage values, including First Nations cultural heritage.
Relates to intended result: 1 5
- II. Implement phase 2 of the First Nations Strategy by creating opportunities to empower First Nations peoples to play a role as a part of the design and development of Middle Head / Gubbuh Gubbuh Master Plan stage 1 and slipways and kayaking at Cockatoo Island / Wareamah.
Relates to intended result: 3 5
- III. Plan and deliver the North Head Sanctuary Open Day, improve visitor orientation through enhanced wayfinding and information, and establish new partnerships and flagship events that broaden audience reach and strengthen engagement with diverse visitors.
Relates to intended result: 2 3 6
- IV. Commence delivery of the updated Cockatoo Island / Wareamah education program in 2027 and expand education network promotion.
Relates to intended result: 1 3 5
- V. Deliver a joint wayfinding strategy which prioritises Harbour Trust entry points and digital wayfinding at North Head Sanctuary in conjunction with NSW National Parks and Wildlife Service, as first stage of master plan implementation.
Relates to intended result: 3 4
- VI. Review and implement targeted marketing and leasing campaigns for Sub Base Platypus to reposition the site in the marketplace to attract new tenants, increase occupancy and promote the precinct as a premier destination.
Relates to intended result: 7

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2025–26 Actual	2026–27	2027–28	2028–29	2029–30
2.1 Number of visits Relates to intended result: 1 2 6	2,450,000	2,450,000	2,475,000	2,500,000	2,525,000
Type of measure: Output Rationale: Levels of visitation to our sites reflect the Harbour Trust's success in ensuring they are open to domestic and international visitors. Ensuring that our sites are easy to access, and filled with attractions to tell stories, explore and discover will be reflected in the number of visits. Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus. Methodology: The number of visits to the Harbour Trust's sites is measured for our key sites, being: Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus. The measure itself consists of the volume of visits made to these sites. It must be noted that this does not reflect the number of unique people that visit the sites, as a person may have multiple entries/exits. As predominantly pedestrian zones, visits to Cockatoo Island / Wareamah and Sub Base Platypus are measured in terms of the number of pedestrian visits. As North Head Sanctuary and Headland Park have both pedestrian and vehicular access, the number of pedestrians and vehicle visits are recorded. Data collection varies by site: North Head Sanctuary and Headland Park: Daily manual readings from hydraulic vehicle counters and laser pedestrian counters. Cockatoo Island / Wareamah: Cloud database collecting data from camera-based people sensors at seven entry points. Sub Base Platypus: Cloud database collecting data from camera-based people sensors at seven entry points. All data is collated and stored in internal databases by a Harbour Trust employee or volunteer. Measured quarterly and reported annually.					
2.2 Interstate visitors Relates to intended result: 1 2 6	5.6%	6%	6.5%	7%	7.5%
Type of measure: Effectiveness Rationale: The measure of interstate visitors to our sites reflect the Harbour Trust's success in ensuring they are open to all Australians Source data: Internal visitation databases for all sites. Methodology: The total number of interstate visitors, expressed as a percentage of total visitors (domestic and international combined), is determined by following these steps: • Total number of interstate respondents to our visitor, stay, tour and events/programming surveys for the relevant quarter • Plus total number of interstate customers in the ticketing system for the relevant quarter • Plus total number of interstate customers in the accommodation booking system for the relevant quarter • Divided by total visitors for the relevant quarter.					
2.3 International visitors Relates to intended result: 1 2 6	3.3%	3.5%	4%	4.5%	5%
Type of measure: Effectiveness Rationale: The measure of international visitors to our sites reflect the Harbour Trust's success in ensuring they are open to international visitors Source data: Internal visitation databases for all sites. Methodology: The total number of international visitors, expressed as a percentage of total visitors (domestic and international combined), is determined by following these steps: • Total number of international respondents to our visitor, stay, tour and events/programming surveys for the relevant quarter • Plus total number of international customers in the ticketing system for the relevant quarter • Plus total number of international customers in the accommodation booking system for the relevant quarter • Divided by total visitors for the relevant quarter					
2.4 Extent of parkland advocacy and loyalty amongst visitors (Net promoter score) Relates to intended result: 3 4 5	60%	68%	69%	70%	71%
Type of measure: Output Rationale: Measuring net promoter score (NPS) allows the Harbour Trust to benchmark itself against similar organisations in terms of measuring customer advocacy and loyalty as it relates to our parklands and visitor experiences. NPS allows us to measure the quality of our offering by determining how likely question respondents are to advocate for our parklands/experiences and refer these offerings to their friends, relatives and work colleagues. Source data: Online surveys. Methodology: Data is collected via online surveys and Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using signs, QR codes and an AI driven web chatbox. This tool has the ability to collect responses to performance measure questions as well as direct visitors to complete the online visitor survey. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit. Respondents are invited to rate the likelihood that they would recommend our parklands out of 10, where 10 is 'extremely likely' and 0 is 'Not at all likely'. A Net Promoter Score is arrived at by determining the total percentage of respondents who are 'promoters' (i.e. respondents who rate us 9/10 or 10/10) and subtracting the percentage of respondents who are detractors (i.e. respondents who rate us 6/10 or lower). The Harbour Trust Marketing team collates all data and calculates the final result from all surveys. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.					
2.5 Percentage of permit applications determined within the Harbour Trust specified time frames Relates to intended result: 3	92%	100%	100%	100%	100%
Type of measure: Output Rationale: Responding within a specified time frame signifies efficient and responsive regulation, enhancing stakeholder engagement and collaboration. Source data: Planning team internal permit application database records. Methodology: The total number of business days required to complete the environmental assessment of applications received by the Harbour Trust. Applications are classified as 'standard' (assessment target: 20 business days) or 'complex' (assessment target: 60 business days). Assessment 'clock' commences following receipt of complete application and payment of the assessment fee. The assessment 'clock' may pause or re-start if unforeseen issues arise during the assessment process, the proposal changes substantially during the assessment process, proposals are referred to external agencies for assessment, proposals are placed on public exhibition, or the application fee has not been paid.					

KEY ACTIVITY 3

Build partnerships

Our approach

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

Intended result

- 1 Partner with the community, government and other stakeholders as we plan our work and implement our vision.
- 2 Support and grow our volunteer activities in the field of natural and built environment, cultural heritage, visitor experience and administrative support.
- 3 Provide exceptional service to our tenants and licensees to support their operational success ensuring business longevity and a successful financial relationship enabling us to deliver on our broader vision.
- 4 Become a universal place of welcome for First Nations peoples, through building deep and long-term relationships.
- 5 Develop and build philanthropic partnerships, creating ambassadors who advocate for our goals.
- 6 Build financial resiliency and sustainability, by raising revenue through our sites and with our partners, funders and supporters.

2026–27 Priority actions

- I. Continue delivery of phase 2 of the Volunteer Strategy with a specific goal to implement new ways of working, recruiting volunteers for diverse roles and projects, and expanding opportunities for volunteer involvement.

Relates to intended result: 2

- II. Increase the number of new partnerships with First Nations communities, ensuring their voices are heard as the Middle Head / Gubbeh Gubbeh Master Plan stage 1 and slipways and kayaking at Cockatoo Island / Wareamah are designed and developed.

Relates to intended result: 1 4

- III. Finalise the philanthropy strategy and commence implementation by identifying initial philanthropic projects and establishing robust governance and processes establishing the basis for long-term success as deductible gift recipients.

Relates to intended result: 1 5

- IV. Develop three new opportunities that raise revenue and increase activation through partnerships.

Relates to intended result: 6

- V. Improve financial performance by enhancing reporting integrity, process automation and systems integration and by establishing a set of key financial performance indicators for built assets across our current portfolio of properties and continue to pursue value for money in commercial activities such as procurement and events partnerships.

Relates to intended result: 3 6

- VI. Work collaboratively with internal stakeholders to deliver improvements identified through the 2026 Harbour Trust Tenant Survey to enhance service delivery, strengthen commercial relationships and encourage long-term occupancy across the portfolio.

Relates to intended result: 3

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2025-26 Actual	2026-27	2027-28	2028-29	2029-30
3.1 Number of volunteer hours Relates to intended result: 2	19,600	20,500	21,000	21,000	21,500
Type of measure: Output Rationale: Volunteer hours demonstrate the Harbour Trust's commitment to partnering with the community to deliver on the future vision of sites under our stewardship. Source data: Volgistics – cloud-based volunteer management software system and North Head Sanctuary Foundation hourly logs Excel spreadsheets. Methodology: Aggregation of volunteer hours across all sites and business units. Volunteers log in and out using a cloud-based volunteer management software (Volgistics) at the relevant site. Data aggregated and exported from Volgistics, coupled with data supplied via Excel spreadsheets from our partner, North Head Sanctuary Foundation. Measured quarterly and reported annually.					
3.2 Number of significant, community, cultural, environmental and heritage partners Relates to intended result: 1 3 4 5 6	13	14	15	16	17
Type of measure: Output Rationale: Collaboration and engagement over the vision of Harbour Trust sites are enabled through partnerships Source data: Internal central partnership contracts register. Methodology: Aggregation of the number of long-term partnerships formed with the Harbour Trust. Contracts are held in a central register updated by the Marketing, Communications and Visitor Experience, Planning and Property Leasing teams.					

* Performance measure to be introduced once DGR status secured.

A children's tour group, Cockatoo Island / Wareamah.



KEY ACTIVITY 4

Effective capabilities

Our approach

Be a great organisation to work for and strengthen our ability to achieve our goals. Our ambition is to build a sustainable organisation that fosters innovation in design and delivery – as well as a cross-disciplinary approach to work – and whose workforce is capable, customer-focused and engaged in their contributions to Harbour Trust's outcomes. As a trusted organisation, provide all staff and volunteers with a safe and secure work environment. Ensure effective controls are in place and that the corporate services, systems and processes are accessible, fit for purpose and enable the Members of the Trust and Harbour Trust staff to govern and manage business and risk appropriately.

Intended result

- 1 Build and retain an outstanding, capable, diverse and engaged workforce and invest in its professional development.
- 2 Shape our organisation to achieve its goals and build its resilience and adaptability by optimising the return from our investment in ICT capacity to enable key focus on customers, safety culture, proactive asset management and building a more contemporary workplace.
- 3 Ensure the culture of our organisation is customer-focused, engaged and contributes to the Harbour Trust's outcome.
- 4 Continue the strong focus on governance, risk management and oversight to ensure that staff and the Members of the Trust comply with all relevant legislation.

2026–27 Priority actions

- I. Continue to develop and deliver the learning and development program for staff to strengthen management capability.
Relates to intended result: 1 3
- II. Continue to lift staff engagement with the implementation of a shadowing program for staff and volunteers that increases cross-organisation understanding.
Relates to intended result: 1 3
- III. Progress the implementation of the First Nations Strategy, increasing staff and volunteers' First Nations cultural competency through the delivery of cultural awareness training.
Relates to intended result: 1 3
- IV. Development of a new three-year WHS strategy, supported by a new WHS online system.
Relates to intended result: 2 4
- V. Finalise, plan and commence delivery of the new Digital Transformation Roadmap, with a focus on optimisation, integration, targeted adoption of AI that supports long-term goals, managing records appropriately as a records authority, and support revenue growth and customer experience improvements.
Relates to intended result: 2 4
- VI. Develop and implement systems, processes and procedures to support phase 2 of the Volunteer Strategy to embed consistency, quality and desired culture setting in the voluntary workforce.
Relates to intended result: 1 3

MEASURING OUR SUCCESS

MANAGEMENT METRICS	2025–26 Actual	2026–27	2027–28	2028–29	2029–30
4.1 Average employee engagement score	77%	>80%	>80%	>80%	>80%
Type of measure: Output Rationale: The achievement of the goals and objectives of the Harbour Trust is directly dependant on the success of employee engagement. Source data: Annual organisational culture survey. Methodology: Insync conducts the employee engagement survey on behalf of the Harbour Trust. Insync develops a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in quarter four of the year and benchmarked against progress internally and industry averages.					
4.2 Percentage of employees with effective personal development plans linked to corporate plan	100%	100%	100%	100%	100%
Type of measure: Output Rationale: The achievement of the goals and objectives of the Harbour Trust is directly dependant on the performance objectives of employees being aligned to those goals. Source data: People and Culture professional development records. Methodology: A percentage measuring the proportion of staff who have a personal development plan outlining their specific performance objectives for the given period, which are linked to the Harbour Trust's goals and objectives set in the corporate plan. The People and Culture team maintains a copy of each employee's performance plan, as well as a register of any outstanding plans yet to be received. On a quarterly basis, the People and Culture team calculates a percentage of how many performance plans have been finalised as a proportion of the Harbour Trust's employee base.					
4.3 Employee engagement survey responses to two key safety culture questions:					
(1) We have a proactive safety culture that identifies and manages risks, and is responsive to my concerns;	69%	90%	90%	90%	90%
(2) I am encouraged to raise safety concerns and these are listened to and acted on.	77.5%	93%	94%	95%	96%
Type of measure: Output Rationale: To minimise risk exposure and embed best practice of health and safety standards within the Harbour Trust culture. Source data: Annual organisational culture survey. Methodology: Insync conducts the employee engagement survey on behalf of the Harbour Trust. Insync develops a series of questions in partnership with the Harbour Trust.					
4.4 Corrective action completions	64.5%	100%	100%	100%	100%
Type of measure: Effectiveness Rationale: To ensure identified hazards and risks are eliminated or reduced as much as reasonable practicable, maintaining a proactive safety culture and supporting the delivery of key activities Source data: WHS records Methodology: Data recorded from incident and hazards reports and entered into the corrective action register and stored on the WHS SharePoint site. Calculated by dividing the number of incidents occurred that met the agreed completion timeframe each quarter. Collected on a quarterly basis by the WHS safety officer.					

APPENDIX 1 – STATEMENT OF EXPECTATIONS



SENATOR THE HON MURRAY WATT MINISTER FOR THE ENVIRONMENT AND WATER

Ministerial Statement of Expectations to the Sydney Harbour Federation Trust Environment and Water Portfolio

Issued by Senator The Hon Murray Watt on 25 March 2026

Ministerial Statement of Expectations

This Statement outlines my expectations, as the Minister for the Environment and Water, of the Sydney Harbour Federation Trust (the 'Harbour Trust') when carrying out its role and responsibilities, including regulation. It forms part of the Government's commitment to the good governance of statutory authorities.

Introduction

The Harbour Trust was established under section 5 of the Sydney Harbour Federation Trust Act 2001 ('Act'), to protect, manage and care for approximately 145 hectares of former Defence and other Commonwealth lands located around Sydney Harbour. The lands hold nationally and internationally significant cultural, natural, industrial and heritage value. The Harbour Trust ensures these lands remain public spaces open and accessible to all Australians, and its rich history preserved and shared for the benefit of everyone.

As the Government works to address cost of living issues across Australia, the Harbour Trust lands serve a complementary role by providing accessible public spaces in Australia's largest city, supporting communities in higher-density urban environments.

The lands are important for biodiversity and for providing green spaces within an urban environment. The Harbour Trust has a responsibility to comply and deliver on the legislative responsibilities for biodiversity and heritage conservation through the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act).

This statement is addressed to all Members of the Harbour Trust. The Members, collectively, constitute the "Accountable Authority" under the Public Governance, Performance and Accountability Act 2013 (PGPA Act). As such, Members are collectively responsible for the governance and performance of the Harbour Trust.

Ministerial direction

The history of the Sydney Harbour region spans 20,000 years, telling the story of Australia's First Nations connection and culture. It also marks the onset of colonial history along its shores, the strategic establishment of military bases for its defence, and the pivotal arrival point for new Australians.

I expect the Harbour Trust to share the Government's vision to protect, repair and manage nature and heritage better for the future. This should be achieved through the protection

and preservation of what makes the Harbour Trust lands so special to locals, to all Australians and to the world.

Protection and preservation

The Harbour Trust is responsible for protecting, conserving and interpreting the environmental and heritage values of nine iconic sites around the Harbour.

I expect the Harbour Trust to:

- Protect and preserve heritage assets and within the Harbour for future generations.
- Explore innovative opportunities to interpret and activate heritage assets across all sites, including through storytelling, signage and media.

Climate impacts on environmental sustainability

The Harbour Trust should plan for long-term environmental sustainability and environmental resilience.

I expect the Harbour Trust to be carbon neutral by 2030, through year-on-year reductions and offsetting in energy, water, fuel, waste management and green gas emissions and to integrate climate considerations into its planning.

Protect biodiversity and ecological habitats

I expect the Harbour Trust to protect the biodiversity of its sites by continuing to develop their ecological programs, protect their habitats and support community action to:

- Manage and preserve bushland and walking tracks.
- Preserve and regenerate threatened flora and fauna communities and species.
- Provide education and training opportunities.

These measures should contribute to the protection of the nationally significant threatened species and ecosystems and build their resilience.

On cojoined land the Harbour Trust are to engage with NSW Parks and Wildlife with the aim of building a shared vision and pathway to protect, manage and restore Australia's threatened species.

Biodiversity enhancements are to remain a key focus in Harbour Trust planning, in particular to the implementation of the master plan for North Head Sanctuary, a site of high ecological value, and home to the endangered Eastern Suburb Banksia Scrub and endangered Long nosed Bandicoots.

Financial sustainability

As part of the whole-of-government policy objective for Commonwealth regulators to better balance risk mitigation with efficiency, growth and dynamism, I expect the Harbour Trust to strike an appropriate balance between its regulatory and business activities and the expected benefit for the broader community.

In delivering its regulatory functions, I expect the Harbour Trust to consider appropriate performance and service standards measurement for their regulatory activities to align with the Regulator Performance Resource Management Guide (RMG 128).

APPENDIX 1 – STATEMENT OF EXPECTATIONS

Continued

The foundational master plans for Cockatoo Island/Wareamah, North Head Sanctuary and Middle Head/Gubbuh Gubbuh, detail the vision and ambition for each site. The business case outlines how these plans can be delivered through staged investment, becoming more accessible and attractive to national and international tourists, and encouraging more visitors to Harbour Trust sites.

To achieve long-term financial sustainability, the Sydney Harbour Federation Trust should continue to seek revenue generation opportunities through adaptive use of its spaces, commercial partnerships and philanthropy.

Collaboration

The Harbour Trust should continue to:

- Engage and collaborate with First Nations communities, particularly groups who live and work across the Harbour Trust sites.
- Build partnerships with expert organisations, and actively pursue ways to connect with business, community and environmental organisations.
- Look for collaborative opportunities with Commonwealth and State departments, particularly those with a history of association with the Harbour Trust sites.
- Work with members of the community to ensure community perspectives and context are provided, to help shape Harbour Trust programs, policies and services.
- Apply appropriate governance frameworks, data collation and reporting processes, to ensure transparency and integrity while reporting progress against the Harbour Trust goals.

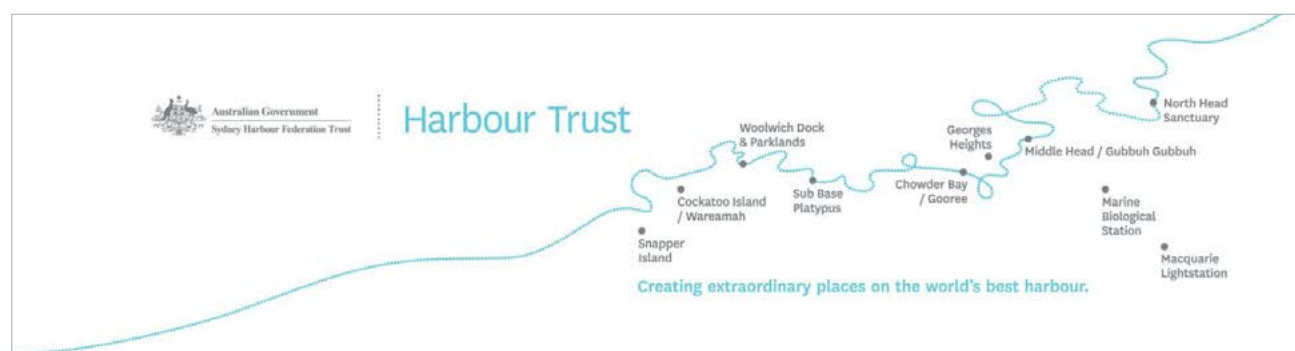
I expect the Harbour Trust to work closely in partnership with the NSW Government, its agencies, and local governments to foster a whole of harbour approach to the sustainable management of Sydney Harbour for community benefit.

Conclusion

The Harbour Trust should carry out its functions in a way that ensures it maintains an effective balance between the requirement to protect and conserve the environmental and heritage values of the land with sensitive adaptive reuse that contributes to maximising public access to Trust land.

I expect the Harbour Trust to respond to my expectations with a Statement of Intent, which clearly articulates how the Harbour Trust will strive to adopt the principles of best practice for Commonwealth agencies and demonstrate delivery against this Statement of Expectations. I expect that the Harbour Trust will integrate this Statement of Expectations and responding Statement of Intent into its performance reporting processes as required under the PGPA Act and as part of its Corporate Plan and Annual Report.

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT



SYDNEY HARBOUR FEDERATION TRUST STATEMENT OF INTENT 2026

Located within what many consider to be the world's most beautiful harbour, the Sydney Harbour Federation Trust (Harbour Trust) manages some of the world's most spectacular waterfront land. Our 9 sites are places of over 20,000 years of documented First Nations connection and culture as Sea Country, intertwined with colonial and military history, a unique biodiversity and the continuing stories of new Australians.

With over 2 million visits per year already, we are ambitious to continue their transformation and activation so that when our sites' full potential is unlocked, they become truly must-visit, must-experience destinations popular with Australians and international visitors alike, as well as vibrant precincts where people live and work.

Our vision is that our sites become extraordinary places that excite and inspire, and to complete their transformation from former military uses to places with lasting natural and cultural values. In doing this the Harbour Trust will work with the Australian Government and partners to achieve financial sustainability, so that it can protect and celebrate these unique parts of Australia and world's heritage in perpetuity.

The Harbour Trust welcomes the Statement of Expectations from Senator the Hon Murray Watt, Minister for the Environment and Water, dated 25 March 2026, and shares the Minister's vision 'to protect, repair and manage nature and heritage better for the future.'

We commit to protect and share all these values, and to be a leader in the responsible management of Sydney Harbour as a key Australian cultural institution, but uniquely one without walls. We will do this through protecting, preserving and sharing our land and waters and, through these sites and our broader partnerships, contribute to the national story and the responsible care of Australia's heritage.

Introduction

The Harbour Trust operates under the *Sydney Harbour Federation Trust Act 2001* (the Act), and we protect, manage and care for approximately 145 hectares of former Defence and other Commonwealth lands located at 9 sites around Sydney Harbour. The lands hold nationally and internationally significant cultural, natural, industrial and heritage value. The purpose of the Harbour Trust is to welcome everyone to connect, celebrate and respect the natural, cultural and historical significance of our places as we foster their ongoing renewal and care.

The Harbour Trust is committed to fulfilling our statutory obligations under the Act and the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act), as well as meeting the expectations of the Minister, the Parliament, and the Australian public. The Harbour Trust will continue

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Continued



Australian Government
Sydney Harbour Federation Trust

Harbour Trust

to operate with transparency, integrity, accountability, and efficiency, and in accordance with the principles of best practice for Government agencies.

This Statement of Intent outlines how the Harbour Trust will respond to the Minister's expectations and priorities. It also sets out the Harbour Trust's strategic objectives and major initiatives for delivering its outcomes both in the short and longer-term as we continue to transform these extraordinary places and create value for our communities. The Statement of Intent will be integrated into the Harbour Trust's performance reporting processes, including our Corporate Plan and Annual Report.

Protection and preservation

The Harbour Trust recognises the importance of protecting and preserving the environmental and heritage values of our sites, all of which are of national and international significance. The Harbour Trust will:

- Preserve heritage while complying with established guidelines and legal requirements and being a leader in heritage conservation.
- Seek significant investment from the Government and partnerships for master plans execution at key sites, protecting their natural and cultural values while achieving full public access and stronger engagement, activation and financial sustainability.
- In the immediate term, deliver the first stage of the Middle Head / Gubbuh Gubbuh Master Plan to provide public parklands and destinations, with lasting community benefit.
- Engage with the community and stakeholders for input on heritage management, fostering ownership and connection.

Climate impacts on environmental sustainability

The Harbour Trust is committed to planning for long-term environmental sustainability and resilience, and to minimising our environmental footprint and greenhouse gas emissions. We will:

- Complete implementation of our Emissions Reduction Plan to achieve net zero greenhouse gas emissions by 2030.
- Integrate climate considerations into our planning to minimise our environmental footprint effectively and increase resilience of our sites and their heritage values.
- Implement all master plans incorporating sustainable design practices, including renewable energy and waste reduction.
- Foster a strong environmental commitment among our staff, volunteers, community and stakeholders, encouraging participation in sustainability initiatives.
- Engage in networks promoting environmental sustainability, collaborating for best practices and knowledge sharing.

Protect biodiversity and ecological habitats

The Harbour Trust values the biodiversity of our sites, which include bushland, grassland, wetland, coastal and marine ecosystems, and provide habitat for a variety of native flora and fauna, some of which are threatened or endangered. The Harbour Trust will:

- Monitor and assess biodiversity at North Head Sanctuary to inform management actions and priorities, safeguarding the community of plants and animals.

- Manage and improve habitats for threatened species through best practices in pest control, fire management and conservation.
- Provide education on biodiversity to increase knowledge and stewardship among visitors and educational groups.
- Collaborate with Indigenous ranger organisations, NSW National Parks and Wildlife Service, local councils, community groups and environmental organisations for a coordinated approach to the conservation of biodiversity and ecological habitats across Sydney Harbour.

The Harbour Trust acknowledges the importance of biodiversity as a key focus in our planning, especially in the implementation of the master plan for North Head Sanctuary, a site of high ecological value and significance, and home to the endangered Eastern Suburbs Banksia Scrub and endangered long-nosed bandicoots. The master plan reflects our commitment to conserving and celebrating the natural heritage of North Head Sanctuary, while creating more opportunities for public access, education and enjoyment.

Financial sustainability

The Harbour Trust, tasked with preserving 9 sites of Sydney Harbour's historical, cultural and natural treasures, faces financial barriers in delivering our vision due to insufficient revenue to fully adaptively reuse and operate our built heritage assets. This has led to an increasing, critical backlog of maintenance, more than 20% of our built assets empty and unable to be used, and a lack of interpretation of our sites' heritage significance.

The Harbour Trust has a goal to deliver on the full potential of all our sites and to play a larger part in the tourism, cultural and property ecosystems. By creating more community and commercial value and activation we aim to achieve long-term financial sustainability and self-sufficiency, while fulfilling our statutory obligations and delivering on our vision.

To create a firm foundation for investment, in 2022 the Harbour Trust completed for the first time a comprehensive audit of our built assets. The Strategic Asset Management Plan (SAMP) identified that a total of \$350 million over 10 years would be required simply to prevent further deterioration of our heritage-listed assets. However, while important, on its own the implementation of the SAMP through periodic injections of capital funds will not help the Harbour Trust reach its full potential or achieve financial sustainability.

Master plans for Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh have been prepared. The plans are the next step in transforming our sites, attracting more diverse audiences and offering more diverse experiences; completing adaptive reuse of our heritage buildings and spaces, and attracting and retaining tenants and partners that align with our vision and values, and that contribute to the vibrancy and diversity of our sites. They provide a comprehensive and evidence-driven route for us to deliver outstanding community outcomes and achieve financial sustainability, and we see that as just the start of what is possible.

Therefore, the Harbour Trust will:

- Work with the Government so that our sites can reach their full potential including exploring complementary funding sources such as partnerships, grants and philanthropy, as we implement our master plans that will conserve and improve the considerable cultural, natural and First Nations significance for current and future generations.

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Continued



Australian Government
Sydney Harbour Federation Trust

Harbour Trust

- Once legislated, use the newly agreed specific DGR listing for the Harbour Trust and the Sydney Harbour Foundation Ltd, to attract philanthropic support with donors now they can make tax-deductible gifts.
- Continue to manage our financial resources and assets prudently and efficiently, in accordance with the PGPA Act and other relevant legislation and standards, with our financial performance transparent and accountable to the Government and the public.
- Conduct regulatory activities in line with the Regulator Performance RMG 128, adopting a risk-based proportionate approach to compliance and enforcement, aligned with the principles of effective and efficient government regulation.

Collaboration

The Harbour Trust recognises the value and importance of collaboration and engagement, including with First Nations communities, stakeholders and partners as well as the general public, to achieve our vision and purpose, and in the delivery of our master plans. The Harbour Trust will:

- Complete implementation of our First Nations Strategy, with Connecting to Country central to our work.
- Continue to engage community and stakeholders, incorporating feedback into our planning and services to maximise public benefit.
- Explore the potential for co-location, co-delivery and co-funding of programs and services to deliver public benefit.
- Foster a whole of harbour approach to the sustainable management of Sydney Harbour, acting as a catalyst for collaborations that deliver tangible improvements to its heritage management, the health of the waters and foreshore, and bring new research and experiences to the community.

Conclusion

The Harbour Trust appreciates the Minister's guidance and direction and is confident that we can meet the Minister's expectations and deliver on our statutory functions and strategic objectives with the support of the Government. The Harbour Trust will carry out our functions to maintain an effective balance between the requirement to protect and conserve the environmental and heritage values of the land with sensitive adaptive reuse that contributes to maximising public engagement on Harbour Trust land.

The Harbour Trust looks forward to working closely with the Minister, the Department of Climate Change, Energy, the Environment and Water, and other relevant agencies and stakeholders, to strive towards our ambitious vision and create a legacy for the people of Australia.

Professor Tim Entwisle AO
Chair
Sydney Harbour Federation Trust

20 August 2026

APPENDIX 3 – REGULATION

Harbour Trust regulatory activities

The Harbour Trust regulates the following activities on its land, in accordance with the Regulatory Performance Framework:

- Issue of Planning Permits for works or activities
- Liquor Permits for the sale or supply of alcohol
- Service approval permits for early childhood education services.

Regulator performance guide

The Australian Government replaced the 2014 Regulator Performance Framework (RPF) with the Regulator Performance Guide (RPG) from 1 July 2021.

The RPG consists of three principles of regulator best practice that all regulators, from 2023–24, are required to report against via their corporate plans and annual reports, as required under the PGPA Act and PGPA Rule.

Regulator best practice principles

Continuous improvement and building trust	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
Risk based and data driven	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way

Our regulatory approach

Under the *Sydney Harbour Federation Trust Act 2001* a set of regulations has been established to manage a range of activities on Harbour Trust sites as Commonwealth land. The Harbour Trust will review the regulations in 2026–27 to ensure they remain fit for purpose. The Harbour Trust adheres to a robust regulatory approach for its regulated activities, aligning with the best practice principles outlined in the Regulatory Performance Guide. We prioritise transparency, accountability and efficiency in our regulatory processes, ensuring that they are fair, consistent and responsive to the needs of stakeholders and the broader community.

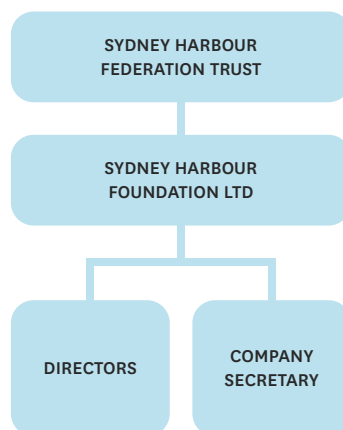
APPENDIX 4 – SUBSIDIARIES

The Sydney Harbour Foundation Ltd is a not-for-profit public company limited by guarantee with the Sydney Harbour Federation Trust as its sole member. It has been granted charitable status by the Australian Charities and Not-for-profits Commission. It is currently the trustee of the Sydney Harbour Conservancy.

Officeholders and directors

Chair	Mr Kevin McCann AO
Director	Ms Sandra Hook
Director	Ms Jessica Keen
Director	Professor Timothy Entwisle AO
Director	Ms Ann Sherry AO
Company Secretary	Mr Simon Allington-Lodge

Organisational structure



APPENDIX 5 – LIST OF REQUIREMENTS

The Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013*; and
- the *Public Governance, Performance and Accountability Act 2013*, rule 2014.

The table details the requirements met by the Harbour Trust's Corporate Plan and the page reference(s) where each requirement has been met.

Requirement	PGPA Rule 2014 Reference	Page(s)
Introduction		
• Statement of preparation	16E (2)	2
• Reporting period for which the plan is prepared		
• Reporting periods covered by the plan		
Purposes		
• PBS	16E (2)	4, 6
• Any enabling or other relevant legislation		
Key activities	16E (2)	4, 20–27
Operating context		
• Environment		
• Capability	16E (2)	6–13, 36
• Risk oversight and management		
• Cooperation		
• Subsidiaries		
Performance and targets	16E (2)	21, 23, 25, 27
Regulator performance reporting	16E (2)	17

