



Harbour
Trust

ANNUAL REPORT
2023-2024

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



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

Harbour Trust
PO Box 607
Mosman NSW 2088

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

To view this report online, visit the Harbour Trust website at harbourtrust.gov.au or the Australian Government Transparency Portal at transparency.gov.au.

LETTER FROM CHAIR TO MINISTER

23 September 2024

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

Dear Minister,

As representative of the accountable authority, I am pleased to present the annual report on the activities of the Sydney Harbour Federation Trust for the reporting period ending 30 June 2024 in accordance with Section 46(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This annual report was approved at the meeting of the Members of the Trust on 23 September 2024.

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

In accordance with the Commonwealth Fraud Control Policy, during 2024, the Harbour Trust has taken reasonable measures to prevent, detect and deal with fraud related to the Harbour Trust. These measures included regular risk assessments, establishing appropriate mechanisms for preventions, detections, investigations and reporting of fraud incidents, and the alignment of the Harbour Trust’s Fraud Control Policy with that of the Commonwealth’s.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read "Tim Entwisle".

Professor Tim Entwisle
Chair

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and respect the Traditional Custodians on 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.

CONTENTS

- LETTER OF TRANSMITTAL 3
- ACKNOWLEDGEMENT OF COUNTRY 4
- LIST OF TABLES AND FIGURES 7
- CHAIR’S FOREWORD 8
- EXECUTIVE DIRECTOR’S SUMMARY10
- HARBOUR TRUST OVERVIEW 12
 - About us12
 - Legislation and minister 14
 - Organisational structure15
 - Members of the Trust 16
 - Harbour Trust today.....20
 - Harbour Trust sites 22
- RECONCILIATION.....24
- THE YEAR IN FOCUS 26
- STEWARD OUR PARKLANDS28
 - Program of works29
 - Project governance29
 - Bushland and parkland management29
 - Planning.....31
 - Consultation 32
 - Environmental performance33
 - Commercial leasing35
 - Residential leasing35
 - Accommodation36
 - Conferencing36
 - Licensing and venue hire.....36
 - Performance criterion37
- WELCOME EVERYONE39
 - Visitors and engagement 40
 - Media and publicity 41
 - Tours and education 41
 - Advertising and market research44
 - Programming and interpretation.....45
 - Projects, events and partnerships.....46
 - Rangers.....48
 - Performance criterion48

Image, opposite page: Wirra Birra Park at Sub Base Platypus, North Sydney.
Photo by Mike Chorley, reproduced courtesy of Taylor Construction.

CONTENTS

BUILD PARTNERSHIPS	51
Volunteers.....	52
Local partnerships	53
New partnerships and initiatives.....	54
Performance criterion	55
REGULATION	57
Regulatory activities.....	58
Performance criterion	59
EFFECTIVE CAPABILITIES	60
Business operations.....	61
Human resources	61
Executive remuneration	62
Equity, diversity and inclusion.....	62
Disability action plan.....	62
Public interest disclosure	63
Work health and safety	63
Corporate governance	65
Enterprise risk management.....	68
Fraud control	68
Indemnities and insurances.....	68
Procurement	69
Tendering and contracting.....	69
Government policy orders	69
Judicial decisions and reviews by outside bodies	69
Ministerial directions.....	69
Performance criterion	70
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024	72
ANNUAL PERFORMANCE STATEMENTS.....	100
ANNUAL MANAGEMENT METRICS.....	121
APPENDICES	128
Appendix 1: Sydney Harbour Foundation Ltd organisational structure	128
Appendix 2: Maintenance, heritage conservation and environmental management projects.....	129
Appendix 3: Advisory and reference groups.....	131
Appendix 4: Executive remuneration	132
Appendix 5: Audit committee charter	133
Appendix 6: Freedom of information	138
LEGISLATIVE COMPLIANCE	139
PGPA RULE COMPLIANCE	141
ABBREVIATIONS AND ACRONYMS.....	144
INDEX	146

LIST OF TABLES AND FIGURES

Tables

		Page
Table 1	2023–24 Greenhouse gas emissions inventory – location-based method	34
Table 2	Education and public tour attendees for 2023–24	43
Table 3	School student attendees for 2023–24	43
Table 4	External services for advertising agencies, market research organisations, direct mail organisations and media advertising agencies	44
Table 5	Employment type by gender and employment status as at 30 June 2024	62
Table 6	Work health and safety incidents reported and lost time Injuries as of 30 June 2024	63
Table 7	Meetings of the Members of the Trust	65
Table 8	Portfolio Audit Committee membership	66

Figures

		Page
Figure 1	Corporate plan on a page	14
Figure 2	Organisational structure, at 30 June 2024	15
Figure 3	The Harbour Trust today	20
Figure 4	Harbour Trust sites	22
Figure 5	Alignment between the Harbour Trust's 2023–24 PBS and corporate plan	102
Figure 6	Alignment between the organisation's outcome, corporate plan, performance measures and management metrics	122

CHAIR'S FOREWORD

It is with great pride I present the Sydney Harbour Federation Trust 2023–24 Annual Report, my first since joining the organisation last November and a testament to the progress already made in protecting and caring for these special places around Sydney Harbour.

The incoming Members of the Trust are keen to realise the exciting and ambitious vision outlined in our new master plans, and to wherever possible foster a whole-of-harbour approach to the care and management of Sydney Harbour. To achieve this, the Harbour Trust will be a catalyst for collaboration, engaging and working closely with First Nations, local community, management partners and indeed all Australians.

Which is why this year, the Harbour Trust has strengthened its vision and purpose, reinforcing our commitment to preserving heritage while fostering our connection with communities living near and visiting Sydney Harbour. Our commitment to sustainability and conservation is highlighted by our exciting collaboration with the Sydney Institute of Marine Science (SIMS) on a pilot project for seahorse habitats at Cockatoo Island / Wareamah. Additionally, we have completed our Emissions Reduction Plan to achieve net zero, which we look forward to implementing next year.

Over the past year, we have navigated a challenging economic landscape marked by inflation pressures and supply chain disruptions. Despite these hurdles, we have achieved significant milestones, demonstrating resilience and commitment to our mission.

One of our notable successes this year was the completion of the Torpedo Factory Renewal Project at Sub Base Platypus. This project delivers expanded parklands, new visitor amenities, and First Nations artworks, creating a stunning new public experience. This work has been recognised with the prestigious Australian Institute of Landscape Architects 2024 NSW State Awards in the Cultural Heritage category. At the opening, Minister Plibersek underscored the Harbour Trust's dedication to heritage conservation and education.

With the project's completion, the Sub Base Platypus Community Advisory Group has concluded its work, and I extend my deepest thanks to its members for their invaluable contributions.

This year, we acquired the historic boat *Fitzroy*, built at Cockatoo Island / Wareamah in 1928, further connecting us to Sydney Harbour's rich maritime history. This addition to our collection is another tangible reminder of our commitment to preserving and celebrating our heritage.

Partnerships continue to be a cornerstone of our efforts. We have renewed our long-standing collaborations with the Bondi to Manly Walk, Babana Aboriginal Men's Group, North Head Sanctuary Foundation and the Royal Australian Artillery Historical Company. All are vital in achieving our goals, and I am grateful for their ongoing support.

A clear reflection of our success this year, is the record number of visits again to our sites, with over 2 million this year.

The Members of the Trust issued a Statement of Intent, guiding our strategic priorities and strengthening our commitment to preserving Sydney Harbour's unique heritage. This statement serves as a foundation for our future initiatives and underscores our dedication to be a leader in the management of Sydney Harbour.

Working closely with Minister Plibersek and the Department of Climate Change, Energy, the Environment and Water (DCCEEW) has been instrumental in advancing our objectives. The support and responsiveness from the Minister and her office have been greatly appreciated. I also thank the DCCEEW Audit Committee for its support through performance reporting, financial reporting and general audit expertise.

I would like to extend my gratitude to the departing Members of the Trust, Steven Issa, Pru Goward AO, and Chantelle Fornari for their dedicated service. We welcomed new members Terry Bailey, Ann Sherry AO and Alex O'Mara, whose expertise has already proven invaluable in their roles over the past nine months. My thanks also go to Alison Page for her service as Acting Chair and her continued contribution as Deputy Chair. All members have participated enthusiastically to our meetings, public events and in Harbour Trust committees. My thanks to them for their support and contributions.

In closing, I extend my heartfelt thanks to all our staff, volunteers, partners and the community. Your unwavering support and dedication are the foundation of our success. Together, we can protect and reinvigorate, through careful repair and reuse, these special places on Sydney Harbour.



A handwritten signature in black ink, appearing to read 'Tim Entwisle'.

Professor Tim Entwisle
Chair



Aboriginal smoking ceremony and cultural performance at Sub Base Platypus Community Day, North Sydney.
Image reproduced courtesy of Walangari Karntawarra and Diramu Aboriginal Dance and Didgeridoo.



Tour group near convict grain silos at Cockatoo Island / Wareamah.

EXECUTIVE DIRECTOR'S SUMMARY

Over the past year, we have made substantial progress in strengthening our organisational capabilities, and ensuring our sites flourish as places of cultural significance and natural beauty.

One of our key milestones was the implementation of the first year of our Strategic Asset Management Plan (SAMP). Thanks to \$45.2 million of new funding from the Australian Government, we have begun to address the backlog of essential repairs and upgrade end-of-life systems, ensuring heritage preservation, public safety and accessibility.

Significant advancements were made in developing master plans for our major sites, with North Head Sanctuary and Middle Head / Gubbuh Gubbuh's plans finalised, and Cockatoo Island / Wareamah's plan due for finalisation early next fiscal year. The execution of these plans will transform our sites into thriving destinations that will; provide a lasting legacy for present and future generations; contribute to the broader tapestry of world and national heritage; and create a pathway to self-sustaining operations. The next step is to develop options for investment that will bring these plans to fruition.

This year also saw the commencement of our First Nations Strategy development, guided by our new First Nations Advisory Group. Our dedication to building deep, meaningful relationships with First Nations communities is further reflected in our ongoing cultural awareness training with Bush to Bowl and the extension of our partnership with Babana Aboriginal Men's Group to support local First Nations initiatives.

Our volunteer program has seen significant contributions with a record 21,000 volunteer hours recorded across various valuable activities, from guided tours and heritage restoration to ecological conservation. The development and implementation of our first Volunteer Strategy will provide better support for our volunteers and foster growth in volunteering, ensuring that this vital part of our community continues to thrive.

Our organisational capabilities have been strengthened with the introduction of a new HR information system, which is part of our broader ICT Strategy. This strategy includes new systems for facilities, assets, and property management as we set up this newly permanent organisation for the long-term. These advancements will modernise our operations and improve efficiency, ensuring our workforce is capable, engaged and aligned with our vision and values.

Internally, we have focused on enhancing our organisational structure and workforce development. We implemented a comprehensive People and Culture Strategy, finalised our new three-year enterprise agreement, and introduced a new three-year Work Health and Safety Strategy. These initiatives are designed to attract, develop, and retain talent, foster a positive work culture, and ensure the health and well-being of our workforce. Our dedicated and passionate workforce is critical to achieving our objectives, and these initiatives will play an important role in positioning the Harbour Trust as an employer of choice, helping us continue to improve recruitment and retention.

As we navigate the road ahead, our resolve to preserve and celebrate Sydney Harbour remains steadfast. The continued improvement of our capabilities, systems and processes ensures that we will be a high-performing and responsive organisation, delivering the extraordinary experiences for all Australians.

I invite you to explore the accomplishments within these pages and join us as we continue to build a future for our special sites that is as significant as their past.



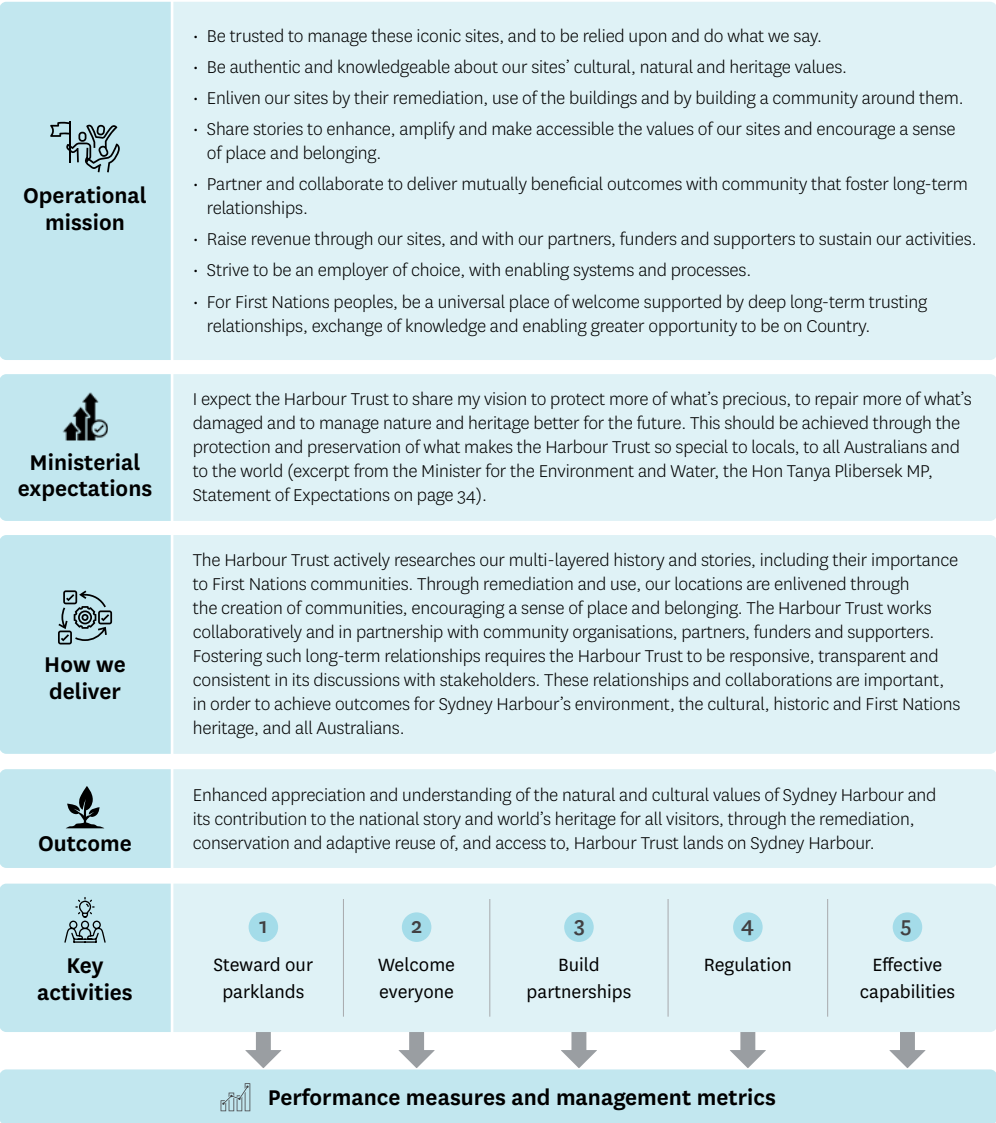
Janet Carding
Executive Director

HARBOUR TRUST OVERVIEW

About us

The Harbour Trust is responsible for the management of sites of nationally and internationally significant cultural, natural, industrial and heritage values located around Sydney Harbour. These places reveal our nation’s rich stories, their ongoing connection to First Nations history, provide examples of Australia’s first defence fortifications, as well as the nation’s colonial and industrial past. Many carry Commonwealth, National, and World Heritage listings. They also provide critical links between the marine harbour habitat and the remnant bushland of Sydney. Our 2023–2027 Corporate Plan has guided us in delivering our outcome (see Figure 1).

Figure 1: Corporate plan on a page



Third Quarantine Cemetery at North Head Sanctuary, Manly.

Since the implementation of the 2023–2027 Corporate Plan, the Harbour Trust has developed an updated vision and purpose statement.

Our vision

Extraordinary places on Sydney Harbour that excite and inspire.

Our 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.

Our objectives

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

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

Our outcome

Our target outcome is 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 reuse of, and access to, Harbour Trust lands on Sydney Harbour.

How we deliver

We actively research and make 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 are enlivened through the creation of communities which encourage a sense of place and belonging.

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

HARBOUR TRUST OVERVIEW

Our work

We deliver our objectives and associated outcome through our key activities:

- 1. Steward our parklands
- 2. Welcome everyone
- 3. Build partnerships
- 4. Regulation
- 5. Effective capabilities

Operational mission

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

- 1. Be trusted to manage these iconic sites, and to be relied upon and do what we say.
- 2. Be authentic and knowledgeable about our sites’ cultural, natural and heritage values.
- 3. Enliven our sites by their remediation, use of the buildings, and by building a community around them.
- 4. Share stories to enhance, amplify and make accessible the values of our sites and encourage a sense of place and belonging.

- 5. Partner and collaborate to deliver mutually beneficial outcomes with community, that foster long-term relationships.
- 6. Raise revenue through our sites, and with our partners, funders, and supporters to sustain our activities.
- 7. Strive to be an employer of choice, with enabling systems and processes.
- 8. For First Nations, 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 outlined within our 2023–2027 Corporate Plan.

Legislation and Minister

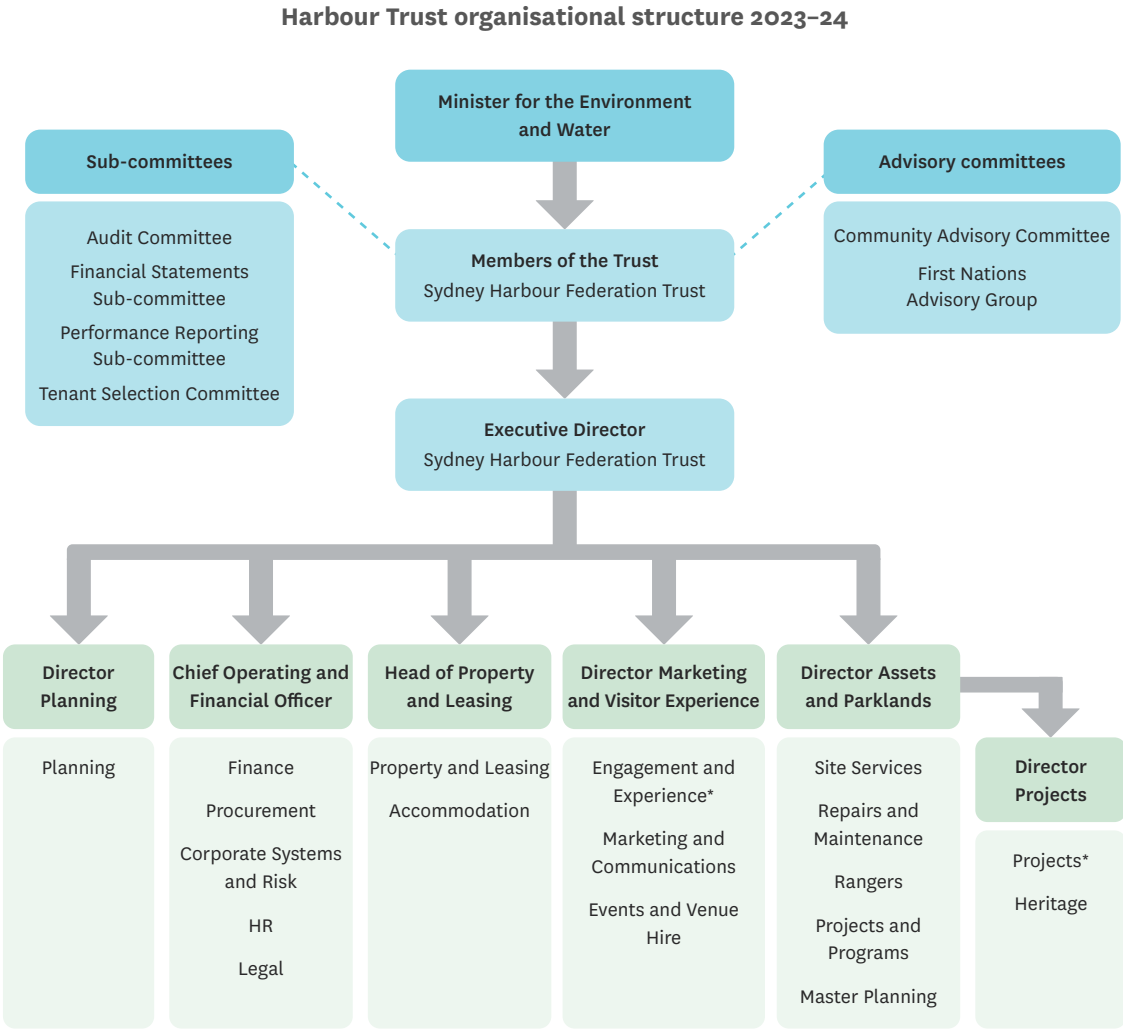
The Harbour Trust was established under Section 5 of the *Sydney Harbour Federation Trust Act 2001* (Harbour Trust Act), which commenced on 20 September 2001.

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

Organisational structure

The management and operations of the Harbour Trust are led by Janet Carding the Executive Director, with an executive team that heads up six divisions. In 2023–24, the organisation continued to operate from its head office at Georges Heights at Headland Park in Mosman, Sydney.

Figure 2: Organisational structure, at 30 June 2024



*Shared leadership of volunteers.

The Harbour Trust is the sole member of the Sydney Harbour Foundation Ltd (previously known as the Sydney Harbour Conservancy Ltd) (ACN 141 006 975), see **Appendix 1** – page 128.

Harbour Trust Executive Director Janet Carding and Deputy Chair Alison Page with the Hon Tanya Plibersek MP and SIMS staff at Chowder Bay / Gooree. Credit: SIMS.



Members of the Trust (as at 30 June 2024)

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



Professor Tim Entwisle (Chair)

Professor Tim Entwisle is an author, botanist and former botanic gardens director. Until 2023, Tim was Director and Chief Executive of Royal Botanic Gardens Victoria for ten years, following two years in a senior role at Royal Botanic Gardens Kew in London, and eight as head of Royal Botanic Gardens and Domain Trust in Sydney. Tim recently published a memoir about his life in botanic gardens and continues to write on a range of botanical subjects. Over the last few decades, he has contributed to a wide range of open space and environmental committees, and has contributed regularly to Australian radio, print and social media. Tim is currently an Honorary Professorial Fellow at The University of Melbourne and Chair of the Public Open Space Advisory Panel for the Suburban Rail Loop project in Melbourne.

Tim brings to the Harbour Trust expertise in environmental and heritage conservation, interpretation, land planning and management, business, financial and asset management, tourism and marketing, as well as extensive experience as a manager of public open space. As a further connection, he had a rare seaweed, *Entwisleia bella*, named after him in recognition of his extensive research career with algae.

Appointed November 2023.



Alison Page (Deputy Chair)

Representing the interests of Indigenous peoples

Alison Page is a Dharawal and Yuin artist and designer whose award-winning work over 25 years promotes the creative expression of Aboriginal identity in public art, design and film. In 2015, Alison was inducted into the Design Institute of Australia's Hall of Fame. She appeared for eight years as a regular panelist on the ABC TV show, *The New Inventors* and was the winner of the 2022 Interior Design Excellence Awards Gold Medal.

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

Alison is the founder of Saltwater Freshwater Arts Alliance; the National Aboriginal Design Agency; and co-founder of creative agency, Zakpage. In 2021 she co-authored *Design, Building on Country with Paul Memmott*, published by Thames and Hudson Australia as part of their First Knowledges Series. She is an Associate Dean at the University of Technology, Sydney; a Councillor for the Australian National Maritime Museum; Director of Aboriginal Hostels Limited; Director with the National Australia Day Council; and Director with the National Trust (NSW).

Appointed March 2022; Acting Chair June to November 2023; Deputy Chair November 2023 to present; reappointed March 2024.



Terry Bailey

NSW Recommended Member

Terry Bailey has 35 years' experience working in the environment and heritage fields. Terry has gained a thorough understanding of planning legislation and policies through executive leadership roles in the New South Wales and Australian governments – his most recent public sector appointment being Chief Executive of the New South Wales Office of Environment and Heritage.

Terry is the Executive Dean of the College of Sciences and Engineering at the University of Tasmania and a former Executive Director of the Institute for Marine and Antarctic Studies. Terry is a reporter under the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* to the Federal Minister for the Environment, a Commissioner on the New South Wales Independent Planning Commission and Chair of the Tasmanian National Parks and Wildlife Advisory Council.

Terry has worked extensively with Aboriginal and Torres Strait Islander peoples. His interest and passion, including joint management of protected areas, was developed in Kakadu where he worked in various roles, including as Park Manager. Between 2004 and 2010, Terry prepared world heritage nominations for the Australian Government, including the Ningaloo Coast, the Australian Convict Sites and the Sydney Opera House. Terry is an expert advisor in world heritage to the Western Australia, South Australia and Queensland governments.

Appointed November 2023.



Alexandra O'Mara

NSW Recommended Member

Alex O'Mara has over 20 years of experience leading strategy development, execution and delivery of results in different spheres of the public and private sectors, providing strategic advice as the Director and Founder of Sustainable Solutions Advisory which focuses on sustainability, impact, policy and strategy, places and precincts, engagement and leadership. Alex is a Board Member of Place Management NSW, a member of the Placemaking NSW Advisory Committee and Chair of the White Bay Power Station Adaptive Reuse Committee. Alex is also a Non-Executive Director of St George Community Housing, a not for profit social and affordable housing provider, and of Tracey Brunstrom and Hammond Australia, an independent project management consultancy and has held a range of other board roles in the past. Alex is a Member of the Science Advisory Council of UNSW and is an independent strategic advisor to the Urban Transformation Research Centre of Western Sydney University. Alex is a planning and environmental lawyer with a masters in public law and policy. Alex has worked across planning, environment, sustainability, natural resource management, safety, infrastructure and culture in legal, policy and senior executive roles in the NSW Government. Alex was a Deputy Secretary in the NSW Government for over 5 years, as Deputy Secretary, Create NSW and Group Deputy Secretary, Place Design and Public Space.

Appointed November 2023.

HARBOUR TRUST OVERVIEW



Ann Sherry AO

Ann Sherry AO is one of Australia’s leading business executives with a career that spans government, banking and cruise tourism. She has a passion for improving opportunities and removing barriers for women in STEM and sport and supporting opportunities for Indigenous Australians.

Ann is an Adviser, the former Chairman and was Chief Executive Officer of Carnival Australia for a decade. Carnival Australia is the largest cruise ship operator in the Australia/Pacific region. She has also held several other executive and non-executive positions at significant corporations and public sector bodies.

Appointed November 2023.



Steven Issa

Providing a local government perspective and experience

Steven is a driven executive with experience in a variety of public and private sector contexts. He has built a comprehensive understanding and proven delivery of governments, digital strategy, transformation, human centred design and customer experience, technology and data driven insight achieved through a range of roles. Steven is a Chief Digital Officer an Australian Government agency in Digital Health. He was a former Director of Service NSW as it transformed how citizens interact with government. Steven has also had roles as a Lecturer at the University of Sydney, and was a Management Consultant.

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

Appointed November 2021; cessation of term November 2023.

Cockatoo Island’s Eastern Apron cliff lit up in green and gold to celebrate the Matilda’s Round 16 success at the FIFA Women’s World Cup.



Pru Goward AO

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

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

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

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

Appointed April 2022; cessation of term March 2024.



Chantelle Fornari

Providing a local government perspective and experience

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

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

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

Appointed April 2022; cessation of term April 2024.

Note: The Harbour Trust member position to provide a ‘local government perspective and experience’ was vacant as at 30 June 2024.

Images on p. 20–21, from top to bottom:
Column one: A ranger with visitors at Georges Heights, Mosman. Column two: Storytelling space, Torpedo Factory Precinct at Sub Base Platypus, North Sydney. Credit: triggerdesign.com.au; Macquarie Lightstation, Vaucluse. Column three: Aerial view of Chowder Bay, Mosman; Visitors arriving by ferry at Cockatoo Island / Wareamah; Visitors arriving by ferry at Cockatoo Island / Wareamah. Column four: Eastern Apron of Cockatoo Island / Wareamah with view of Sydney Harbour; Visitor service volunteers assisting people at Cockatoo Island / Wareamah; Third Quarantine Cemetery at North Head Sanctuary, Manly.

THE HARBOUR TRUST TODAY

Statistics taken from July 2023 to June 2024

NUMBER OF VISITS

2m^(a)

(a) m = million



NUMBER OF TENANCIES

197

\$15m^(b)

ANNUAL REVENUE

(b) own source revenue.



ICONIC LAND ON SYDNEY HARBOUR

145ha

TOTAL VISITORS TO OUR WEBSITES

444,649



10^(c)
SITES IN TOTAL

(c) including Snapper Island.

21k
VOLUNTEER HOURS



ADAPTIVE RE-USE OF BUILT ASSETS

79%^(d)

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



HARBOUR TRUST OVERVIEW

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



Harbour Trust Sites

Yet to be formally transferred from the Department of Finance

Precincts of Headland Park

RECONCILIATION

Throughout the 2023–24 financial year, the Harbour Trust has continued to build on its reconciliation efforts, reflecting our deep commitment to honouring and integrating First Nations perspectives and contributions within our operations.

Establishment of the First Nations Advisory Group

A pivotal step in our reconciliation journey has been the establishment of the First Nations Advisory Group. This group provides critical insights and guidance on all aspects of our operations, ensuring that First Nations perspectives are central to our decision-making processes.

Embedding First Nations guidance in master plans

Continuing from previous years, the Harbour Trust has embedded Caring for Country principles into the master plans for North Head Sanctuary and Middle Head / Gubbuh Gubbuh. Additionally, we have developed a draft master plan for Cockatoo Island / Wareamah, which has been reviewed by Traditional Owners and First Nations stakeholders as part of the consultation process. This ensures that the rich cultural heritage and knowledge of First Nations peoples are respected and reflected in our long-term strategic planning.



Black cockatoo at North Head Sanctuary, Manly.

Beginning of the First Nations Strategy

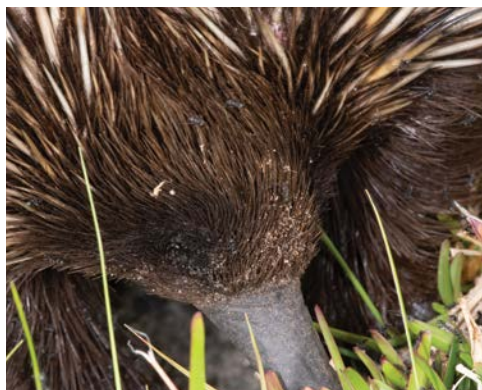
This year marked the early stages of our First Nations Strategy. We have completed the initial brief and contracted a strategy consultant to guide this important work. This strategy outlines our long-term commitment to reconciliation, including specific goals and actions to enhance our engagement with and support for First Nations communities.

Extended partnership with Babana Aboriginal Men's Group

Our extended partnership with Babana has been a cornerstone of our reconciliation activities. This collaboration has facilitated numerous community engagement initiatives on Cockatoo Island / Wareamah, strengthening the ties between the Harbour Trust and the local First Nations communities across Sydney and New South Wales.

Expansion of the Bush to Bowl initiative

The Bush to Bowl initiative, which promotes the use of native plants and traditional ecological knowledge, has seen further growth this year. This programme not only educates the broader community about the significance of native flora but also provides a platform for First Nations voices and practices to be celebrated and shared.



Echidna at North Head Sanctuary, Manly.

DanceRites partnership with Sydney Opera House

We were a major partner for DanceRites, welcoming 200 First Nations performers to Cockatoo Island / Wareamah. This partnership supports cultural celebration and engagement, and discussions are underway for an ongoing collaboration.

Opening of Torpedo Factory Precinct and Dennis Golding artwork

The opening of the Torpedo Factory Precinct at Sub Base Platypus was marked by the unveiling of the *Around the Curve* artwork by renowned First Nations artist Dennis Golding. This artwork has been very well received, serving as a powerful visual representation of First Nations culture and heritage within our public spaces.



Images, opposite page: The Hon Tanya Plibersek MP with Dennis Golding at the unveiling of Golding's artwork, *Around the Curve*, at Sub Base Platypus, North Sydney.

THE YEAR IN FOCUS

During 2023–24, the Harbour Trust key activities and deliverables were underpinned by four specific initiatives;

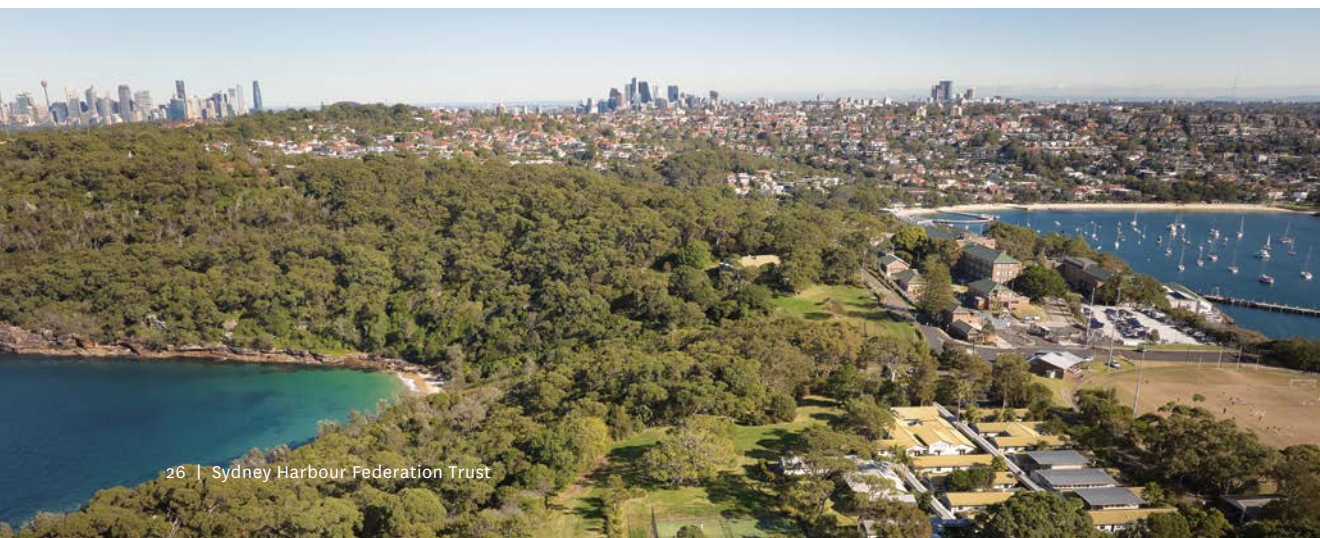
1 Executing the \$45.2 million Commonwealth funded infrastructure renewal program

In 2023–24, the Australian Government allocated \$45.2 million to the Sydney Harbour Federation Trust (Harbour Trust) to address a critical backlog of repair works, ensuring public spaces on its World, National and Commonwealth Heritage listed sites remain protected, safe and accessible to all.

The \$45.2 million implements year 1 of the Strategic Asset Management Plan over two years, addressing the remaining critical backlog of works and renewing the most urgent end-of-life infrastructure priorities. Funds are being provided over a two-year period as the heritage sensitivity means some of the works will take more than 12 months to complete.

In July 2023, the Harbour Trust received \$25.6 million. Of this, 22% of the funds were committed within the first six months, with simpler procurement projects completed such as residential asset maintenance upgrades and fire and water services upgrades. Planning for larger projects is progressing. These include the repair of seawalls and wharves at Cockatoo Island / Wareamah. Contractor procurement is in line with our delivery schedule and expected receipt of the remaining funds in July 2024.

Aerial view of Middle Head / Gubbuh Gubbuh, Mosman.



2 Completing master plans for Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh

Draft master plans were completed for three major sites, providing high-level guidance for future activation within the Harbour Trust's management plans and considering natural, cultural and First Nations significance. The master planning process included extensive stakeholder and community engagement, resulting in site-specific plans that enhance community benefit and long-term sustainability.

The Middle Head / Gubbuh Gubbuh Master Plan was adopted in December 2023 and the North Head Sanctuary Master Plan was adopted in February 2024. The Cockatoo Island / Wareamah Master Plan is due for approval in quarter one 2024–25.

In June 2024, the Cockatoo Island / Wareamah Master Plan was awarded the 2024 Australian Institute of Landscape Architects NSW Award of Excellence in Cultural Heritage.



Torpedo Factory Precinct at Sub Base Platypus, North Sydney. Photo by Mike Chorley, reproduced courtesy of Taylor Construction.

3 Completion and opening of Sub Base Platypus Torpedo Factory Precinct

On 15 September 2023, the Minister for the Environment and Water, the Hon Tanya Plibersek MP, officially opened the new Torpedo Factory Precinct at Sub Base Platypus. The opening ceremony included a Welcome to Country by Alison Page (Acting Chair, Harbour Trust) and an address from Commander Sandy Coulson CSM RAN retired. The opening was followed with a community day on 16 September 2023, attracting a large turnout. The new foreshore park, Wirra Birra Park, opened to the public on Good Friday, 29 March 2024.

The new Torpedo Factory Precinct features a vantage point of Neutral Bay, a three-piece artwork by Kamilaroi/Gamilaraay artist Dennis Golding, an event and storytelling space featuring historical artefacts, a car park with electric vehicle charging stations, rainwater capture storage and roof-mounted solar panels.

Since the opening, the Harbour Trust trialled new experiences and partnerships to understand audiences and opportunities. These included tours, an open day, a night cinema, a citizenship ceremony and a clothes swap event. These successful events will inform and shape future programs for public benefit.

The project was shortlisted for the 2024 National Trust (NSW) Heritage Awards in the Education and Interpretation category and won the Australian Institute of Landscape Architects 2024 NSW State Awards in the Cultural Heritage category.

4 Reducing the Harbour Trust's environmental impact

The Harbour Trust is committed to achieving carbon neutrality by 2030. In June 2024, the Members of the Trust approved an Emissions Reduction Plan (ERP) for Harbour Trust operations, in accordance with the Australian Government's Net Zero in Government Operations Strategy. The ERP sets out a range of practical measures for the Harbour Trust to achieve net zero emissions by 2030. The ERP is available on our website.

In 2023–24, the Harbour Trust has implemented a number of environmentally sustainable initiatives such as, electric vehicle charging stations, rainwater capture storage and roof-mounted solar panels at Sub Base Platypus. For more information on our environmental initiatives undertaken during 2023–24, see page 33.



Harbour Trust Chair, Professor Tim Entwisle (left) with former Sub Base Platypus Community Advisory Committee members, Jessica Keen and Phil Burford, formally opening Wirra Birra Park at Sub Base Platypus, North Sydney.

STEWARD OUR PARKLANDS



Program of works

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

In 2022, the Harbour Trust completed a comprehensive 10-year Strategic Asset Management Plan (SAMP) equating to \$350.1 million investment. This investment would address the asset maintenance backlog, undertake annual routine and reactive maintenance and renewal of assets, maintaining assets in a condition that will support delivery of the existing services.

In 2023–24, the Harbour Trust received an allocation of \$45.2 million funding from the Australian Government, to implement year 1 of the 10-year plan, addressing the remaining critical backlog of works.

A key project funded by this program is the Cockatoo Island / Wareamah Marine Restoration Pilot Project, a collaborative initiative with the Sydney Institute of Marine Science (SIMS) aimed to advance the scientific study and restoration of the marine environment at Cockatoo Island / Wareamah. An initial baseline study was completed in quarter four 2023–24.

In addition, the Harbour Trust carried out the following works across all our sites:

- General building, services and fire systems maintenance
- Pest management
- Site security

In 2023–24, the Harbour Trust also continued the upgrade of fire safety systems across its sites. The upgrade involves replacement of detectors and fire indicator panels, and ensuring systems are ‘addressable’, meaning emergency services can more quickly identify the exact location

of an alarm. Upgrade works have been completed at Headland Park, and are underway on Cockatoo Island / Wareamah and North Head Sanctuary. A detailed list of maintenance, heritage conservation and environmental management projects undertaken at the Harbour Trust’s sites over 2023–24 is provided in **Appendix 2**.

Project governance

To ensure effective management of major capital works projects, a Project Control Group (PCG) is in place which formalises and oversees resources, methodology and key decisions of major works programs. A core function of the PCG is monitoring and controlling risk, scope, and budget while ensuring active community engagement, and best practice consultation. The PCG oversees the \$45.2 million capital works projects funded by Australian Government, together with repairs and maintenance projects across all the sites, and the master planning projects.

Bushland and parkland management

Bushland ecological restoration works continued throughout 2023–24 at Headland Park, North Head Sanctuary and within pockets of remnant bushland and revegetated areas at Cockatoo Island / Wareamah, Macquarie Lightstation, Sub Base Platypus and Woolwich Dock and Parklands. These works included extensive control of weeds over an area of 80 hectares, maintenance of over 10 km of bush tracks and access trails, manual and mechanical bushfire hazard reduction around built assets and replanting using local provenance plant species where required.

Bushfire mitigation works continued at North Head Sanctuary and Headland Park to reduce the risk of unplanned fire impacting on life, property and natural and cultural heritage assets. This included manual and mechanical removal of vegetation fuels within asset protection zones around buildings, structures, and bush trails.

Image opposite: Visitor exploring the Convict Precinct of Cockatoo Island / Wareamah.

STEWARD OUR PARKLANDS

Burn blocks are being prepared for prescribed burns at Georges Heights, Chowder Bay / Gooree and North Head Sanctuary in 2023–24, however due to above average rainfall, burns have been deferred to 2024–25. Areas that were burnt in the September and October 2020 fires at North Head Sanctuary are continuing to regenerate well.

The Harbour Trust continued to engage with neighbouring land managers through the North Head Stakeholder Group and the District Bushfire Management Committees for the Northern Beaches and the Mosman/North Sydney/Willoughby fire districts, to further manage bushfire risk at Harbour Trust sites.

In 2023–24, the Harbour Trust received a grant of \$16,000 under the NSW Department of Climate Change, Energy, the Environment and Water 'Saving Our Species' program for bush regeneration works and a botanical survey of the endangered wattle subspecies, *Acacia terminalis* subsp. *Eastern Sydney* (previously named *Acacia terminalis* subsp. *terminalis*) that occurs at North Head Sanctuary and Headland Park.

The Harbour Trust wildlife services contract for North Head Sanctuary was re-tendered with the successful tenderer, Anderson Environment & Planning (AEP), commencing a five-year contract in November 2023. The contract provides for the continuation of fauna monitoring and management of the locally endangered population of long-nosed bandicoots and managing the reintroduction of several locally extinct species including the eastern pygmy possum, bush rat and brown antechinus.

In September 2023, botanists from the Royal Botanic Gardens, Sydney, undertook a botanical survey of the flora at North Head.

The Harbour Trust continued to collaborate with neighbouring landholders at North Head Sanctuary and Headland Park including NSW National Parks and Wildlife Service and NSW Department of Climate Change, Energy, the Environment and Water to manage endangered native species, populations and communities,

feral animals and weeds. While no recent fox predations were recorded, predator detection cameras continued to record domestic cats and dogs at North Head. Rabbit numbers have increased following the vegetation growth given the past years of above-average rainfall.

Over 8,000 native trees, shrubs, grasses and groundcovers were planted by Harbour Trust contractors and volunteers on its sites during the year. Approximately 5,000 of these were planted at Sub Base Platypus including as part of the creation of the new Wirra Birra Park on the foreshore of Neutral Bay and on the Torpedo Factory level. Other plantings were carried out at Headland Park (including at the site of a landslip in Chowder Bay / Gooree), and at the Goat Paddock at Woolwich Dock and Parklands (to replace trees and shrubs that had been illegally removed in January 2024).

Harbour Trust staff participated in a National Tree Day planting of over 100 native tubestock on the Northern Apron of Cockatoo Island / Wareamah in August 2023. A total of 600 seedlings of the endangered Sunshine Wattle (*Acacia terminalis* subsp. *Eastern Sydney*) were planted in October and November 2023 at Headland Park, as part of the NSW Government 'Saving Our Species' program and 'Operation Wattle' Environmental



Long-nosed bandicoot at North Head Sanctuary, Manly.
Credit: Brianna Coulter.

Education Program. Other plantings were carried out by contractors at Cockatoo Island / Wareamah, Headland Park, Woolwich Dock and Parklands, and Macquarie Lightstation.

The Harbour Trust continued to work closely with the North Head Sanctuary Foundation (NHSF) who contributed approximately 3,200 volunteer hours and propagated and planted over 1,000 native plants in revegetation beds at North Head Sanctuary. The NHSF also carried out its ongoing community outreach program, including talks, tours and citizen science projects. Harbour Trust volunteer gardeners continued planting and maintaining heritage garden beds around Biloela House and the accommodation buildings at Cockatoo Island / Wareamah, and at ASOPA in Headland Park.

The Harbour Trust's program of landscape maintenance works continued across all its sites in 2023–24. These works included mowing and edging of lawns, arborist works, weeding, bush track repairs, mulching and maintenance of garden beds. Over 2023–24, a total of two skip loads of plastic flotsam were retrieved from the slipways at Cockatoo Island / Wareamah, diverting plastic from Sydney Harbour.

Measures to deter silver gull roosting were maintained at Cockatoo Island / Wareamah and Sub Base Platypus, including the use of dog-handlers.

Planning

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

Actions proposed on Harbour Trust land are assessed to ensure compliance with approved plans, to identify potential environmental impacts and to put conditions in place to avoid or mitigate those impacts. In 2023–24, the Harbour Trust completed planning assessments for 24 proposed

actions, comprising 17 Harbour Trust actions, and 7 lessee/licensee actions. A referral was also made to the Minister for the Environment in accordance with the EPBC Act for the Harbour Trust's proposed conservation of the Francis Greenway-designed stone wall at Macquarie Lightstation.

Consultation

Between 24 August and 21 September 2023, the Harbour Trust formally consulted the community on the Revised Middle Head / Gubbuh Gubbuh Draft Master Plan. Community feedback was invited through direct notifications, newspaper advertisements, notices on the Harbour Trust website, e-newsletters, on-site signage and at the local council library. One drop-in session was conducted on 29 August, which had 32 attendees. At the end of the exhibition period, the Harbour Trust received 49 unique submissions via the Department of Climate Change, Energy, the Environment and Water (DCCEEW) 'Have Your Say' page. 56% of respondents to the consultation supported or strongly supported the revised draft master plan.

Following the review of feedback and consideration by the Members of the Trust, the Middle Head / Gubbuh Gubbuh Master Plan was amended and approved by Members of the Trust on 14 December 2023.

Between 19 September and 31 October 2023, the Harbour Trust formally consulted the community on the North Head Sanctuary Draft Master Plan. Community feedback was invited through direct notifications, newspaper advertisements, notices on the Harbour Trust website, e-newsletters, on site signage, local council library and a live online and recorded webinar. Four drop-in sessions were conducted over the consultation period, which had approximately 256 attendees. At the end of the exhibition period, the Harbour Trust received 84 unique submissions via the DCCEEW 'Have Your Say' page. 71% of respondents to the consultation supported or strongly supported the revised draft master plan.



Native flowers – *Dillwynia retorta* (yellow heathy parrot pea or eggs and bacon) and *Philotheca buxifolia* (pink wax flower) near the Parade Ground at North Head Sanctuary, Manly.

STEWARD OUR PARKLANDS

Following the review of feedback and consideration by the Members of the Trust, the North Head Sanctuary Master Plan was amended and approved by Members of the Trust on 14 February 2024.

Between 1 November and 13 December 2023, the Harbour Trust formally consulted the community on the Cockatoo Island / Wareamah Draft Master Plan. Community feedback was invited through direct notifications, newspaper advertisements, notices on the Harbour Trust website, e-newsletters, on site signage, local council library and a live online and recorded webinar. Four drop-in sessions and one community forum were conducted over the consultation period, which had approximately 176 attendees. At the end of the exhibition period, the Harbour Trust received 199 unique submissions via the DCCEEW 'Have Your Say' page. 59.3% of respondents to the consultation supported or strongly supported the revised draft master plan.

Following the review of feedback and consideration by the Members of the Trust, the Cockatoo Island / Wareamah Master Plan will be presented for approval in quarter one 2024–25

On 28 June 2024, the Harbour Trust commenced the public exhibition of a planning application submitted by Mosman Council for a proposal to construct a replacement amenities building and an open-sided shelter and associated landscaping at Middle Head Oval.

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

- The Harbour Trust invited key stakeholders to a series of early workshops on the North Head Sanctuary Draft Master Plan. This included workshops with the Harbour Trust's General Community Advisory Committee (CAC), volunteers, staff, tenants, partner organisation's and other key stakeholder groups during 2023.
- The Harbour Trust invited key stakeholders to a series of early workshops and one-on-one meetings on the Cockatoo Island / Wareamah Draft Master Plan. This included workshops with the Harbour Trust's General Community Advisory Committee (CAC), First Nations Advisory Group, volunteers, staff, guides, tenants, partner organisations and other key stakeholder groups during 2023.

Consultation with the Harbour Trust's advisory bodies was ongoing through the reporting period:

- The General Community Advisory Committee (CAC) met on four occasions and provided advice on a range of matters.
- The Sub Base Platypus CAC met on one occasion. As the renewal project for Sub Base Platypus is now substantially complete, this site-specific CAC was formally sunsetted in 2023, this was marked with a tree planting ceremony with former committee members at the new Wirra Birra Park.

- The First Nations Advisory Group was established in October 2023 and held two meetings over the reporting period.
- A combined workshop with the General CAC and First Nations Advisory Group members was held on 15 June 2024 to provide input into the Harbour Trust's preparation of an Emissions Reduction Plan.

Members of the above-mentioned bodies are listed in **Appendix 3**, and meeting notes are available on our website.

Harbour Trust staff regularly met with community groups and individuals to discuss areas of interest. Additionally, the organisation worked closely with state and federal government agencies as well as local councils, with staff across the Harbour Trust participating in working groups, networks and committees.

Environmental performance

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

Ecologically sustainable development (ESD)

ESD is central to the Harbour Trust's activities. The protection of environmental values is one of the fundamental objectives of the *Sydney Harbour Federation Trust Act 2001* and Harbour Trust Comprehensive Plan. This annual report provides many examples of how the Harbour Trust has achieved ecologically sustainable development during the reporting period, ranging from bushland restoration through to the adaptive reuse of existing buildings.

Examples of this in 2023–24 include the completion of the Torpedo Factory Renewal Project at Sub Base Platypus and the Former Gymnasium at North Head Sanctuary, both of which have been equipped with new rooftop photovoltaic arrays. The adoption of a plan for the Harbour Trust to achieve net zero emissions by 2030 is another key sustainability initiative, as discussed below.

Greenhouse gas emissions

The Australian Government's Net Zero in Government Operations Strategy was launched in November 2023, with the aim of reducing the Australian Public Service's carbon emissions to net zero by 2030. Under that strategy, Commonwealth entities such as the Harbour Trust are required to prepare an emissions reduction plan setting out how they will achieve net zero by 2030; and to publicly report on the emissions resulting from their operations.

The Harbour Trust's Emissions Reduction Plan was approved by the Members of the Trust on 13 June 2024. The plan states the Harbour Trust's commitment to achieving net zero emissions by 2030 and puts in place a range of actions for getting us there.

The following greenhouse gas emissions inventory has been prepared to meet the requirements of the Net Zero in Government Operations Strategy. It has been formulated by the Department of Finance based on data provided by the Harbour Trust. The inventory shows that over the reporting period the net emissions from Harbour Trust operations across its sites is 1,122.8 tCO₂-e.

Net emissions are expected to reduce significantly in future reporting periods as the Harbour Trust transitions to green energy as part of the whole of Australian Government electricity procurement, and as we improve the quality of data relating to waste.

Table 1: 2023–24 Greenhouse gas emissions inventory – location-based method

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location based approach)	N/A	604.557	48.236	652.793
Natural gas	0.046	N/A	0.012	0.058
Solid waste*	N/A	N/A	453.720	453.720
Refrigerants**	0.000	N/A	N/A	0.000
Fleet and other vehicles	9.023	N/A	2.226	11.249
Domestic commercial flights	N/A	N/A	3.918	3.918
Domestic hire car*	N/A	N/A	0.000	0.000
Domestic travel accommodation*	N/A	N/A	1.053	1.053
Other energy	0.000	N/A	0.000	0.000
Total t CO ₂ -e	9.069	604.557	509.165	1,122.791

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon dioxide equivalent.

*Indicates emission sources collected for the first time in 2023–24. The quality of data is expected to improve over time as emissions reporting matures.

**Indicates optional emission source for 2023–24 emissions reporting.

2023–24 Electricity greenhouse gas emissions

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of electricity use
Electricity (location based approach)	604.557	48.236	652.793	100%
Market-based electricity emissions	588.093	72.604	660.697	81.28%
Total renewable electricity	-	-	-	18.72%
Mandatory renewables ¹	-	-	-	18.72%
Voluntary renewables ²	-	-	-	0.00%

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon dioxide equivalent.

¹ Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

² Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

Explanatory notes

CO₂-e = carbon dioxide equivalent.

The three categories of emission source activities are as follows:

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

Caveats for data 2023–24

While every effort has been made to collect comprehensive data, there may be instances where data is incomplete or unavailable, particularly for scope 3 emissions, which may impact the accuracy of the analysis and conclusions drawn in the emissions inventory. We have identified data gaps in the caveats listed and plan to enhance our recording and management frameworks to improve data capture and reliability, with the aim of eliminating such caveats in future reports.

- Many of the Harbour Trust’s reported sites have tenants. The electricity and solid waste emissions reported above may include emissions from tenant operations. The quality of data is expected to improve over time as emissions reporting matures.
- Electricity from on-site solar generation was not able to be accurately recorded and has not been included in the emissions reported above.
- Emissions from hire cars for 2023–24 have been sourced from third party providers and may be incomplete. The quality of data is expected to improve over time as emissions reporting matures.
- Emissions from air travel and accommodation include Harbour Trust staff, executives and Members of the Trust.



The Roving Larder cooking school at North Head Sanctuary, Manly.

Commercial leasing

The commercial leasing market remains highly competitive. Despite market conditions we have successfully maintained a vacancy rate of around 10%, which is favourable compared to the market average of approximately 20%. However, the competitive landscape necessitates strategic adjustments. We offer competitive rates and incentives to attract and retain tenants, consistent with the framework of the Harbour Trust Act. Our direct management of these properties provides the Harbour Trust flexibility to respond effectively to tenant demands, enabling us to navigate these market conditions effectively. As we approach the next financial year, robust negotiations, particularly with tenants occupying larger suites, will be essential to maintaining our competitive edge and securing favourable leasing terms.

Residential leasing

The residential leasing portfolio is performing exceptionally well, achieving a 98% occupancy rate. This high level of occupancy reflects the desirability of our properties and the effectiveness of our leasing strategies. We have been actively adjusting previously lagging rents to align with current market rates and have received a positive response from our tenants. This approach has not only optimised rental income but also improved tenant satisfaction. Looking ahead, we have one house scheduled for renovation. Once the renovations are complete, this property will be reintroduced to the market at the current market rent, further enhancing our portfolio’s value.

STEWARD OUR PARKLANDS

Additionally, we have permanently removed one house from the portfolio due to its condition. We are exploring future options for this property and look forward to transforming it into a viable asset. In summary, our residential leasing portfolio is thriving, with high occupancy rates and positive tenant feedback. We continue to adjust rents to market levels, ensuring competitiveness and financial performance.

Accommodation

Accommodation and camping continue to grow, driven by exceptional demand from school groups and third-party operators engaged with educational institutions. Our forward bookings into the next financial year are strong and show no signs of slowing down.

In the coming year, we will introduce two adaptively reused buildings into the short-term accommodation. These buildings have been meticulously designed to preserve their original character and historical significance while providing modern amenities. Additionally, a third building previously used for staff accommodation will be converted into short-term accommodation, further diversifying our offerings. These adaptively reused buildings are expected to attract significant interest due to their unique blend of historical charm and contemporary convenience. We anticipate continued growth in this sector as we expand our accommodation options.

Conferencing

Conferencing represents a promising yet underdeveloped revenue stream that we plan to focus on during this financial year. While it has shown initial traction, our goal is to establish it as a recognised choice, particularly for businesses located in the Sydney CBD.

We will position our conferencing facilities as a well-known destination for corporate events, offering a unique experience. By expanding our conferencing capabilities, we expect to tap into a further revenue stream for the Harbour Trust.

Licensing and venue hire

The Harbour Trust facilitates a variety of activities across its sites through licensing and venue hire services, accommodating events ranging from small gatherings to large-scale functions. These services include hosting weddings, exhibitions, concerts, festivals, and filming projects, see pages 46 to 47 for detail.

During the 2023–24 reporting period, the Harbour Trust hosted several large-scale events. Night at the Barracks, a five-week concert series, was held at the Barracks Precinct, North Head Sanctuary, in September and October 2023. Mode Festival, a music and arts festival, took place at Cockatoo Island / Wareamah in October 2023. Both events saw high attendance and attracted a diverse audience.

Other notable events included the Sydney Harbour Concours d’Elegance, Haus of Horrors and Sydney Open Air Cinema Cockatoo Island.

During 2023–24, a total of 181 low-impact permits were issued for activities such as weddings, exhibitions, filming, and photography. This marks a 24% increase compared to the previous reporting period, indicating a growing utilisation of our licensing and venue hire services. Additionally, our sites remained popular for local and international filming.



Classic automobile event, Sydney Harbour Concours d’Elegance, at the Turbine Shop on Cockatoo Island / Wareamah.

Performance criterion

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339.
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Steward our parklands – p. 24.

Results against performance criterion

The Harbour Trust’s 2023–2027 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS	
1.	Establish the Harbour Trust as a leader in the contemporary management of heritage landscapes.
2.	Conserve, interpret and activate our heritage assets, progressively bringing our sites back to life.
3.	Rehabilitate, preserve, enhance and sustainably manage our natural environment and its precious biodiversity, ecosystems, environment and heritage creating green spaces that are cherished by the community.
4.	Build an accessible resource of the knowledge, stories and oral histories about our sites.
5.	Build deep and strong partnerships so First Nations communities can carry out cultural responsibilities in Caring for Country.
6.	Sustain and grow our residential and commercial leasing revenue by maximising utilisation of our assets and attracting and cultivating high quality tenants to help us deliver our vision and service for the community.

In 2023–24, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Assets and Parklands	Achieved
1. Complete delivery of the Torpedo Factory Renewal Project at Sub Base Platypus, re-launch Sub Base Platypus and introduce quality experiences that result in increased visitation and strong engagement.	• Project is complete and in its defect liability period. This renewal project is open for the public to take advantage of the open public space.
Executive Director	Partially achieved
2. Finalise Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh master plans and progress a staging and implementation plan for each site.	• Master plan and staging approved by Members of the Trust for Middle Head / Gubbuh Gubbuh. • North Head Sanctuary Master Plan approved by Members of the Trust at their February meeting. Staging in development. • Cockatoo Island / Wareamah Master Plan approval in principle from Members of the Trust in June 2024 with final editing changes in progress. Staging in development.

STEWARDSHIP OF OUR PARKLANDS

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Planning	Partially achieved
3. Review Woolwich Dock and Parklands Management Plan and collaborate with Hunters Hill Council to develop coordinated outcomes for our adjoining parklands.	<ul style="list-style-type: none"> Preliminary consultation with key stakeholders has commenced with a meeting with Hunters Hill Council, which will inform the review of the current plan. The review will inform the subsequent preparation of a draft updated management plan, which will be exhibited for wider public comment.
Director, Assets and Parklands	Partially achieved
4. Deliver year 1 of the Commonwealth funded infrastructure renewal program and Strategic Asset Management Plan to safeguard Harbour Trust sites' heritage and natural biodiversity.	<ul style="list-style-type: none"> The Harbour Trust began planning for the staged scheduling for the infrastructure renewal program in 2022. During 2023–24, we have developed the scheduling phases, commenced – and in some cases completed – minor programs of work, and progressing the scoping and procurement for larger projects. The Public Works Committee submission for our substantial program of marine works is underway.
Director, Assets and Parklands and Director, Planning	Achieved
5. Develop a plan setting out how the Harbour Trust will achieve the Australian Government's policy for the Australian Public Service to reduce its greenhouse emissions to net zero by 2030.	<ul style="list-style-type: none"> The Harbour Trust has prepared an Emissions Reduction Plan, which is available on our website. The delivery of year 1 objectives from the Emissions Reduction Plan is being planned for execution in FY 2024–25.
Director, Assets and Parklands	Achieved
6. Continue the backlog capital works program to improve maintenance of the fabric and condition of our sites, whilst keeping them safe and accessible, and enable increased revenue opportunities.	<ul style="list-style-type: none"> Progress continues with this four-year rolling program with 17 projects complete. Targeted projects for the year are complete. Delivery of the final four projects is scheduled for delivery in FY 2024–25.
Director, Marketing and Visitor Experience	Partially achieved
7. Review the Harbour Trust oral history and artefact program, giving careful consideration to industry best practice from the collection and preservation to their interpretation and presentation, and potential digital platforms.	<ul style="list-style-type: none"> Through the Cockatoo Island / Wareamah interpretation, analysis has completed determining the use of existing oral histories and the acquisition of new oral histories. The Harbour Trust is implementing a digital asset management system, which will eventually house the digitised oral histories. Work commenced during the reporting period on digitising our oral histories but did not conclude. Work in developing a roadmap for a collections management policy and system has been postponed until FY 2024–25.
Executive Director	Partially achieved
8. Embed Caring for Country principles in our decision-making processes, elevating First Nations thinking and presence across all facets of the organisation, supported by a new First Nations Advisory Group and strategy to invest in First Nations peoples through direct hire, internships and traineeships.	<ul style="list-style-type: none"> Consultant to facilitate First Nations Strategy appointed and development commenced. Brief includes embedding Caring for Country principles across organisation as part of scope. Caring for Country principles embedded in draft master plans and reviewed by Traditional Owners as part of consultation process in Q2. The Harbour Trust is a member of Supply Nation.
Head of Property and Leasing	Achieved
9. Provide market competitive residential and commercial leasing opportunities, to achieve our leasing revenue target.	<ul style="list-style-type: none"> The overall vacancy rate remains at approximately 10%. We are looking to lease the newly vacated Harbour Trust office at Sub Base Platypus. Three expressions of interest (EOI) campaigns have commenced or are under consideration. The Q4 revenue is meeting budget expectations.

WELCOME EVERYONE



WELCOME EVERYONE

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

Visitors and engagement

The extraordinary places on Sydney Harbour managed and protected by the Harbour Trust have significance on a national and international scale. We welcome everyone to connect, celebrate and respect the natural, cultural and historical significance of our places. In 2023–24, the Harbour Trust continued to attract visitors to our destinations through all communication touch points of the visitor journey, from inspiration and research, planning and booking, through to on-site and post-visit experiences.

Both the Harbour Trust and Cockatoo Island / Wareamah websites underwent upgrades to improve user experience and make information easily accessible. A key update to the Harbour Trust website was the launch of the 'What's on'

calendar to promote events and activations across all our destinations, which is now the most viewed page with the highest engagement on the Harbour Trust website.

Digital engagement remained a priority for the Harbour Trust. This included investing in tools and equipment to create compelling digital content, leveraging Facebook, Instagram, X (formerly Twitter), LinkedIn and YouTube to communicate with our 74,214 social media followers and distributing 66 e-newsletters to a combined database of 43,195 of highly engaged e-news subscribers. Additionally, eight e-newsletters were sent to a combined database of 2,448 schools and vacation care providers. Seven quarterly leasing newsletters were sent out to promote commercial and residential leasing opportunities. This year, the Harbour Trust launched destination specific e-newsletters for North Head Sanctuary and Sub Base Platypus in anticipation of increased activities at these destinations.

The Harbour Trust continued to engage with visitors through its 'Hello Harbour Trust' initiative, AI-driven digital engagement platform, to provide visitors with an always-on source of information, including history, visitor services information, wayfinding and details about local attractions. The introduction of the web app on the platform in addition to the SMS text-based service contributed to a record-breaking number of conversations



Blast wall interpretation telling the rich and layered history of the site (Source: triggerdesign.com.au)

and interactions, giving users a richer experience. Between 1 July 2023 and 30 June 2024, the initiative saw a substantial increase in engagement over the previous reporting period with 14,203 users (+84.38%) engaging in 18,699 conversations (+99.56%) which involved 39,489 interactions (+81.14%). Cockatoo Island / Wareamah had the most users, conversations and interactions followed by North Head Sanctuary.

A new initiative for visitor safety that uses what3words, a simple method to pinpoint exact locations, was rolled out on signage across our four major destinations. Over 110 signs were updated and installed at Cockatoo Island / Wareamah, Headland Park, North Head Sanctuary and Sub Base Platypus.

Media and publicity

The Harbour Trust maintained a high media presence throughout the year, with ongoing exposure across TV, radio, print and digital channels. The launch of the Revised Middle Head / Gubbuh Gubbuh, North Head Sanctuary and

Cockatoo Island / Wareamah draft master plans generated a significant amount of media interest with coverage across TV, radio, print, online and magazine. The Cockatoo Island / Wareamah Draft Master Plan reached a cumulative audience of 4.6 million. The North Head Sanctuary Draft Master Plan reached a cumulative audience of 3.4 million.

Tours and education

In 2023–24, the Harbour Trust developed and delivered a range of new tour experiences and continued to strengthen and amplify our relationship with schools across our education offering.

School student attendees have remained steady this year. The most popular education program has been the Convict Times (Stage 2) excursion, followed by the Then, Now and Tomorrow (Stage 3) excursion. An increasing number of secondary school students attending the Historic Site Study (Stage 4 and 5) excursion, particularly in the first and second quarters



Image, previous page: The Hoodoo Gurus performing during Night at the Barracks at North Head Sanctuary, Manly. (Credit: Second Sunday).

Image, above, left: Tour group near the Docks Precinct at Cockatoo Island / Wareamah.

Image above, right: Visitor scanning interactive sign, Sub Base Platypus, North Sydney.



WELCOME EVERYONE

when these schools have greater capacity for excursions. The Harbour Trust is beginning to develop a positive reputation within this target audience. Highlights from the 2023–24 tours and education program are below:

Sub Base Platypus:

- Sub Base Stories a new guided tour, was developed and launched to coincide with the opening of the Torpedo Factory Precinct at Sub Base Platypus. This tour allows visitors to experience the history and explore an iconic, historic destination that played a significant role in the defence of Australia.
- This tour also featured in partnership with Museums of History NSW’s 2023 Sydney Open event. This was a popular and sold-out event that was well suited to the Sydney Open brief by enabling visitors to experience a historic site that had been off-limits to the public for over 150 years.

Macquarie Lightstation:

- A new tour was piloted and launched for the 205th anniversary of the lighting of the lantern at Macquarie Lightstation to great success.

Cockatoo Island / Wareamah:

- As part of the ICOMOS 21st General Assembly and Scientific Symposium in September 2023, the Harbour Trust partnered with Museums of History NSW to lead a highly successful side event called Australian Convict Sites where delegates visited Hyde Park Barracks and Cockatoo Island / Wareamah. This side event was an extremely successful partnership between both institutions and saw highly positive feedback from international delegates.

- A bespoke tour of the history of Cockatoo Island / Wareamah was developed for Japanese university students who were visiting Sydney as part of their studies in the English language. This tour saw 242 students visit the site over the course of two months. Its success is evident with an almost immediate booking of the same tour for more students in the coming financial year.
- The Historic Dockyard Tour has been developed and launched as an accessible tour experience that is designed to take in the industrial history of the lower island and both its significance in defending Australia as well as the themes of harbour working and living.
- In March 2024, as part of the NSW Seniors Festival, the Harbour Trust launched a Tour, Talk and Tea offering based on Cockatoo Island / Wareamah. This saw the trialling of the new accessible Historic Dockyard Tour followed by a presentation from a Harbour Trust volunteer speaker and morning tea. This Seniors Festival special offering served as a second successful collaboration between the Education and Engagement team with the Volunteer team. Following positive visitor feedback, the Historic Dockyard Tour was launched as part of the regular weekend tour offering the following month.
- In the education space, a new Vacation Care Program was launched for the June 2024 school holidays. This program is targeted at vacation care providers who can choose between a half day or full day program that is facilitated by Harbour Trust guides. This program was highly successful with extremely positive feedback from both the providers and children in attendance. This Vacation Care Program has now become a permanent Harbour Trust program and will be offered across all school holidays.



Children participating in NAIDOC Week 2024 activity at Cockatoo Island / Wareamah featuring Gujaga Foundation. Credit: Gujaga Foundation.

Table 2: Education and public tour attendees for 2023–24

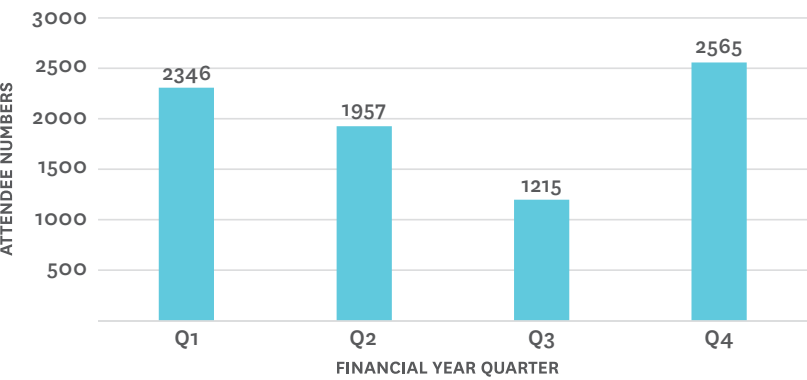
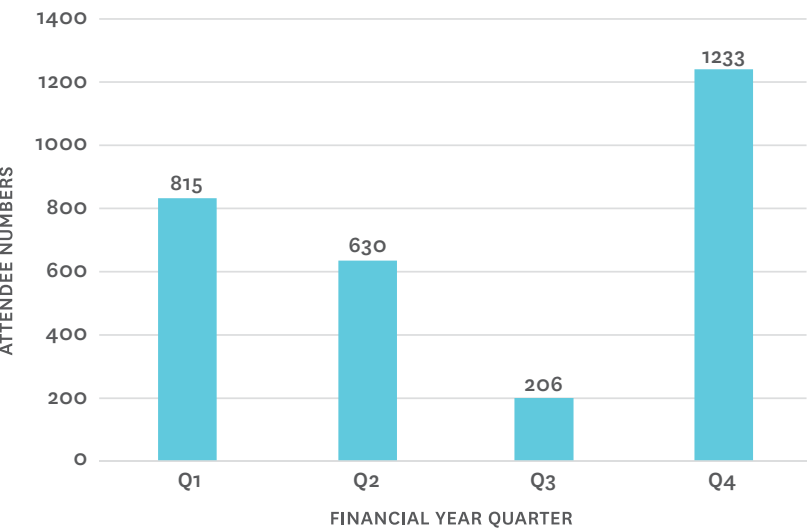


Table 3: School student attendees for 2023–24



Advertising and market research

In 2023–24, the Harbour Trust pursued a mix of digital and print advertising campaigns to promote its visitor destinations and experiences, including its tours, accommodation, school programs and seasonal offerings; namely, Sunset Sessions, school holiday activities and New Year’s Eve at Cockatoo Island / Wareamah, as well as raising the profile of the Harbour Trust.

Additional advertising campaigns were launched to support the community consultation for the Revised Middle Head / Gubbuh Gubbuh Draft Master Plan and North Head Sanctuary and Cockatoo Island / Wareamah Draft Master Plans. Aside from print and digital advertising, passenger ferry advertising was added to the advertising mix, targeting commuters, Sydney-siders and tourists.

The Harbour Trust commissioned a visitor and audience research project to better understand its current visitors, potential audiences, growth opportunities and tourism. The insights from this research will support the work of the Marketing and Visitor Experience, Property and Strategy teams. The final report is due to be finalised in July 2024.

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

Table 4: External services for advertising agencies, market research organisations, direct mail organisations and media advertising agencies

ORGANISATION	PURPOSE	EXPENDITURE*
Blue Balance Pty Ltd t/a Distribution and Display	Provision of printing and letterbox distribution services for community consultation and engagement.	\$33,399
Google Asia Pacific Pty Ltd	Advertising of visitor products and community participation/feedback opportunities.	\$20,753
Hello Lamp Post Limited	Provision of visitor information and interpretation and seeking visitor satisfaction information.	\$67,990
LyndaKellyNetworks	Provision of visitor and audience research.	\$70,735
Meta Platforms Ireland Limited	Advertising of visitor products and community participation/feedback opportunities.	\$39,133
One Egg Digital	Provision of digital advertising services.	\$36,000
Universal McCann	Advertising of events and community consultation.	\$31,192

*Excluding GST.

Programming and interpretation

In 2023–24, the Harbour Trust continued to build on the successes of the previous year’s achievements which saw a transition from digital programming back to face-to-face programming as we welcomed audiences back to our sites post pandemic. Year one of the implementation of the Events and Activations Strategy saw work in identifying suitable partners for collaboration and further discussions with industry and the sector about collaboration and partnerships that will create a pathway to realising the strategy over the course of its lifetime.

During this period, the Harbour Trust concluded its work on remediating the Sub Base Platypus Torpedo Factory allowed the opportunity to pilot community events and launch permanent and ongoing interpretation at the location for community benefit.

A selection of some of the highlights from the 2023–24 are listed below;

Cockatoo Island / Wareamah:

- Sunset Sessions returned for another highly successful sold-out 12-week summer season on Cockatoo Island / Wareamah from January to April 2024. We are pleased that our family friendly formula continues to connect locals and tourists with local, emerging, live music acts, including LGBTQIA+ and First Nations artists, against the natural heritage and iconic backdrop of Sydney Harbour. Surveyed attendees told us that it was not the music, the island, the heritage location or the intimate sized venue that attracted them to this event in isolation – it is the sum of these parts and the combination of the whole experience.
- ICOMOS Youth Forum was held on Cockatoo Island / Wareamah with over 200 young heritage professionals in attendance. The Harbour Trust programmed a deep dive weekend activity for the participants to consider past uses and historical and heritage significance as well as future experiences, uses and activations on Cockatoo Island / Wareamah which culminated in a workshop presentation.

This program fed into the Cockatoo Island / Wareamah Master Plan in terms of consulting, engaging and involving a cohort of young, international and heritage experts.

Sub Base Platypus:

- *Around the Curve* by Dennis Golding, a new site-specific First Nations public artwork commission for Sub Base Platypus, has been universally celebrated by local community. The commission amplifies the character and identity to the former Torpedo Factory and creates a place-based backdrop to events and activations held in the space. As a key part of the development process, the artist engaged local First Nations young people through workshops where they developed up the themes and motifs that feature on the design and celebrate and connect to Cammeraygal country.
- An innovative floating panel interpretation display has been installed on the former Torpedo Factory blast wall to tell the history of the site. The retention of an original blast wall creates a new storytelling space connecting the High Street arrival plaza to the landscaped terrace overlooking Neutral Bay. The former blast wall retains its heritage patina and features an evocative outdoor exhibition including salvaged objects from the site, imagery and text. The inclusion of associated artefacts such as the acquiring of a Mark VIII torpedo from the Department of Defence and interpreting the torpedo bath, a large concrete void in the southern corner of the factory, are both reminders of what existed from the operational period of the building.
- A series of activations and events were piloted at the newly completed Torpedo Factory Precinct during 2023–24, including the Community Open Day launching the conclusion of capital works with supporting performers, music and artist talk by Dennis and Vicki Golding; a seasonal Christmas themed cinema event supported by craft making and a classical ensemble; and an Earth Day community sustainable swap and save event with both clothing and kids toys.

Projects, events and partnerships

Initiatives, including projects, events and partnerships, for 2023–24 are listed below:

Headland Park

- Mosman Festival 'Ken Done' exhibition (Oct 2023) – Mosman Council
- Walk for Women (Dec 2023) – Mosman Council
- Group Art Exhibition (Dec 2023) – Headland Artists
- BTC Triathlon Series (Oct 2023 to Mar 2024) – Balmoral Triathlon Club (BTC)
- Walk for Kids with Cancer (Mar 2024) – Sydney Children's Hospital Foundation
- ANZAC Day Dawn Service (Apr 2024) – Mosman RSL sub-Branch
- Mosman Farmers Market (ongoing) – Choulartons Australia
- Headland Park Orienteering Course (ongoing) – Orienteering NSW

Sub Base Platypus

- Memorial service for Australian Lost Submariners (Sept 2023) – Submarines Association Aus NSW Branch
- Torpedo Factory Opening and Community Open Day (Sept 2023) – Harbour Trust
- Christmas Cinema (Dec 2023) – Harbour Trust
- Swap and Save for Earth Day (April 2024) – Harbour Trust
- Sydney Weekender feature (Apr 2024) – Seven Network (Operations) Limited
- Citizenship Ceremony (May 2024) – North Sydney Council

Cockatoo Island / Wareamah

- PUMA Brand activation for FIFA Women's World Cup (Jul 2023) – Bursty Sport & Culture
- Aboriginal Health and Wellbeing Day (Jul 2023) – Babana Aboriginal Men's Group Redfern
- Filming for NCIS Sydney (Aug 2023) – ESA Productions
- Aboriginal Employment Day (Aug 2023) – Babana Aboriginal Men's Group Redfern
- ICOMOS Youth Forum (Sept 2023) – ICOMOS
- MODE Festival (Oct 2023) – Bizarro
- Foxtel conference and reception (Oct 2023) – We Are Alfred Pty Ltd
- Sleep Under the Stars (Oct 2023) – Stepping Stone House
- Aboriginal Health and Wellbeing Day Aboriginal (Nov 2023) – Babana Aboriginal Men's Group Redfern
- DanceRites opening night and accommodation (Nov 2023) – Sydney Opera House
- New Year's Eve accommodation offering (Dec 2024) – Harbour Trust
- Sydney Open Air Cinema Cockatoo Island (Jan 2024) – Manly Open Air Cinema
- Sunset Sessions (Jan to Apr 2024) – Harbour Trust
- Aboriginal Employment Day (Feb 2024) – Babana Aboriginal Men's Group Redfern
- Private wedding (Feb 2024) – SixthSense Experiences
- Haus of Horror cinema experience (Feb 2024) – The Preative
- Sydney Harbour Concours d'Elegance (Feb to Mar 2024) – Sydney Harbour Concours
- Filming for BBC Studios Top Gear (Mar 2024) – BBC Studios Australia
- UTS Design Review (May 2024) – University of Technology Sydney
- Cockatoo Island / Wareamah Orienteering Course (ongoing) – Orienteering NSW

North Head Sanctuary

- Sydney Striders (Jul 2023, Oct 2023, Apr 2024) – Sydney Striders Road Running Club
- Filming for NCIS Sydney (Aug 2023) – ESA Productions
- Farmhouse Montessori Primary School Open Day (Sept 2023) – Farmhouse Montessori Primary School
- Night at The Barracks (Sept to Oct 2023) – Second Sunday
- Defence activity (Oct 2023) – Department of Defence
- WTC Triathlon Club series (Oct 2023 to Apr 2024) – Warringah Triathlon Club (WTC)
- Filming for The Correspondent movie (Feb to Mar 2024) – The Correspondent Movie Pty Ltd
- Manly Rotary Fun Run (Apr 2024) – Rotary Club of Manly
- Filming for Return to Paradise (May 2024) – Paradise Productions No1 Pty Ltd
- Defence of Sydney Commemorative Event (Jun 2024) – Australia Remembers Committee
- Filming for Ten Pound Poms series 2 (Jun 2024) – 10PP SPV Pty Ltd

Macquarie Lightstation

- Lighting up of the lighthouse for World Maritime Day (Sep 2023) – Australian Maritime Safety Authority and Harbour Trust



Harbour Trust Executive Director Janet Carding participating in the Sleep Under the Stars fundraiser at Cockatoo Island / Wareamah.



Walking track at North Head Sanctuary, Manly.

Woolwich Dock and Parklands

- Marist Sisters' College sports afternoon in Horse Paddock (ongoing) – Marist Sisters' College Woolwich
- Filming for The Narrow Road (Dec 2023) – Curio Pictures

Multiple sites

- Sydney Harbour Hike (Oct 2023) – The Fred Hollows Foundation
- Bondi to Manly Ultra (Nov 2023) – Pont 3 Events
- Coastrek (May 2024) – Wild Women On Top



Swap & Save Day at Sub Base Platypus, North Sydney.



Harbour Trust ranger greeting family at Cockatoo Island / Wareamah.

WELCOME EVERYONE

Rangers

In 2023–24, the Harbour Trust rangers team of nine supported visitors, managed visitor security, safety, and responded to emergencies/incidents across all nine Harbour Trust sites. They also ensured compliance with our regulations and provided visitors with access to information. In addition, the rangers provided a key role as ground support, ensuring our parklands were safe, supporting/monitoring on-site food and beverage businesses, as well as managing crowds accessing public transport from Cockatoo Island / Wareamah.

Performance criterion

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339.
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Welcome everyone – p. 26.

Results against performance criterion

The Harbour Trust’s 2023–2027 Corporate Plan set the following strategic goals to be achieved for this criterion:

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

In 2023–24, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

Responsibility / Priority Action	Status / Annual Performance
Director, Marketing and Visitor Experience	Partially achieved
1. Evolve the digital visitor experience pilot into an improved and permanent immersive experience for Middle Head / Gubbuh Gubbuh and consider expanding to other sites.	• The Middle Head / Gubbuh Gubbuh interpretation project scope was finalised and was included in the tender for a lead design consultant to complete the first stage of the master plan. Further research, curation of stories and implementation of a new digital experience will be carried out in FY2024–25.
Director, Marketing and Visitor Experience	Achieved
2. Develop improved visitor and audience insights, new experiences and an increased profile to attract interstate, international and local markets.	• Visitor and audience research across four primary sites concluded in June 2024. • New visitor counters were installed at Sub Base Platypus following the completion of Wirra Birra Park, which will help the Harbour Trust with understanding visitor numbers. • In partnership with ICOMOS and Museums of History NSW, a new experience for attendees was created between Hyde Park Barracks and Cockatoo Island / Wareamah. • New tour experience for Cockatoo Island / Wareamah, Historic Dockyards, was developed and piloted during NSW Senior Festivals with all tickets sold out on release. A new tour experience for Macquarie Lightstation was developed and piloted as a collaborative effort between the volunteer and guide cohorts. Both tour experiences were a success and have now been rolled into scheduled ongoing tours. • New experiences and partnerships were trialled at Sub Base Platypus across Q2 and Q3 to understand audiences and opportunities, this included new tours, an open day, cinema night, citizenship ceremony and community clothing swap event.
Director, Marketing and Visitor Experience / Director, Assets and Parklands	Partially achieved
3. Review and develop a plan to improve the amenity, accessibility and inclusivity of our sites, experiences and communications; giving consideration to potential partnerships.	• Following review of this action item, a full review and plan to improve amenity and accessibility of all nine Harbour Trust sites was not feasible within the FY2023–24 budget. Therefore, a more ad hoc approach has been taken to address accessibility and amenities as funded works take place. The following key initiatives/projects have taken place to improve accessibility to Harbour Trust sites: • Executive attendance at an Accessibility and Inclusion Forum to improve knowledge and understanding of best practice. • Accessible Arts provided training for the Marketing and Visitor Experience teams to assist in guide training and consideration for future programming. • Following training in accessible marketing and communications, improvements have been made in digital and print communications such as the introduction of image ALT tags on the website and using camel case for social media hashtags. • Following extensive research with local councils, principles of gender inclusivity has been developed and signage has been installed at Sub Base Platypus. These same principles will be applied to any future improvement of amenities and signage. • Wirra Birra Park at Sub Base Platypus includes an accessible pathway to access the whole harbourside park. • Renovations of Cockatoo Island / Wareamah Straight Tunnel, include accessible ramps at either end of the tunnel enabling public passage for all.

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Marketing and Visitor Experience	Achieved
4. Implement year 1 of the Events and Activation Strategy, including audience engagement strategies by site, improving processes and related policies and developing existing and new partnerships.	<ul style="list-style-type: none">• Strategy was finalised and socialised internally and externally.• Audience Engagement Strategy created for Sub Base Platypus with programming targets exceeded for financial period. Potential partnerships for FY 2024–25 are currently in negotiation. Audience engagement strategies are still in development for other locations.• Developed a new process for identifying and categorising the types of programs and events the Harbour Trust would enter into.• All internal documentation has been reviewed, consolidated and updated. This includes updating the Low Impact Permit, Venue Use Guidelines and creating new venue guides for Cockatoo Island / Wareamah and North Head Sanctuary.• Launched a seasonal online events calendar with substantial upgrades and updates on the Harbour Trust website.• Identified three First Nations partnerships and received feedback and approval from the First Nations Advisory Group to engage with them formally and across multiple years.• Conducted the North Head Sanctuary Barracks Precinct RFP and awarded a multi-year agreement to the successful proposal.• Identified investment for events infrastructure at North Head Sanctuary, Middle Head / Gubbuh Gubbuh and Cockatoo Island / Wareamah and provided this input into the final master plans.



Above: Harbour Trust tour guide with visitors in the Convict Precinct of Cockatoo Island / Wareamah.
Image opposite: DanceRites performers on the Eastern Apron of Cockatoo Island / Wareamah. Credit: M Hooper.

BUILD PARTNERSHIPS



BUILD PARTNERSHIPS

Volunteers

In 2023–24, to build on the rich legacy of the volunteer program established over 20 years ago, and in recognition of our new status as an ongoing entity, we have prioritised the development of a Volunteer Strategy, a first for the Harbour Trust. The strategy will drive better support for volunteers through new ways of working and continuing the growth in volunteering.

Capturing volunteers voice and perspectives is a key principle in this work and many volunteers have been involved in the development of the Volunteer Strategy through direct consultation, site visits, workshops and surveys. Harbour Trust staff and external organisations were also involved, including Botanic Gardens of Sydney, Taronga Zoo, Powerhouse Museum, Northern Beaches Council, NSW National Parks and Wildlife Service and Museums of History NSW.

A draft strategy was presented to volunteers, staff and stakeholders for feedback in April 2024, receiving broad support. Feedback was incorporated into the revised strategy and

endorsed by Members of the Trust in June 2024. We are very proud to be sharing the final strategy with our volunteer network and together commencing implementation of the action plan, including establishing volunteer – staff collaborative working groups as we enter FY 2024–25.

During May 2024, we again partnered with Sydney Cultural Institutions Volunteer Managers Network (SCIVMN) to celebrate National Volunteer Week with a coordinated program of free activities for volunteers. More than 80 volunteers from across the network attended Harbour Trust activities at North Head Sanctuary, Cockatoo Island / Wareamah and Headland Park.

Volunteers contribute to our work in a range of visitor facing and behind the scenes work. Over 2023–24, volunteer tour guides have conducted 229 tours at Harbour Trust sites for 1,635 visitors. A small team of project administration volunteers provide invaluable support and work alongside staff on a weekly basis in our offices at Headland Park. Our volunteer Community Advisory Committee provides invaluable support and advice to the Harbour Trust, whilst volunteer speakers provide engaging presentations to community groups. Oral history volunteers continue to build on

our understanding of our sites and support interpretation of our sites, whilst volunteer gardeners ensure the heritage gardens at Headland Park and Cockatoo Island / Wareamah are presented beautifully for visitors and tenants. Our visitor services volunteers continue to provide event support and welcome visitors to Cockatoo Island / Wareamah and North Head Sanctuary seven days a week through our visitor centres.

Highly skilled heritage restoration volunteers have completed restoration of historic Second World War observation posts at North Head Sanctuary and are nearing completion of a colonial gun carriage project for the Australian War Memorial. Cockatoo Island / Wareamah restoration volunteers have completed restoration of Travelling Steam Crane No1, this remarkable achievement means that Harbour Trust are now custodians of three working heritage steam cranes available for public programs at Cockatoo Island / Wareamah.

North Head Sanctuary Foundation volunteers continue to perform vital work supporting regeneration and conservation of ecologically significant wildlife habitat and plant communities at North Head and contributed more than 3,947 hours.

During FY 2023–24 volunteers contributed 20,948 hours to the Harbour Trust, exceeding the targeted figure of 17,000 hours.

marketed by the Bondi to Manly Walk Supporters – a partnership of the six councils along the walk and seven NSW state agencies (Place Management NSW, NSW National Parks and Wildlife Service, Transport for NSW, Port Authority of NSW, Royal Botanic Gardens, Sydney Opera House and Taronga Zoo) as well as the Harbour Trust.

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

Babana Aboriginal Men's Group

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

North Head Sanctuary Foundation

The North Head Sanctuary Foundation (NHSF) is a not-for-profit community association run by volunteers, committed to ecological repair and environmental education at North Head. The NHSF has had a long and fruitful presence at North Head and collaborates with the Harbour Trust and other landholders towards achieving shared objectives. The Harbour Trust provides NHSF with material support and facilities at no cost to enable educational outreach and a plant nursery. The Harbour Trust and NHSF entered into an updated memorandum of understanding (MOU) in 2024. More detail about the work undertaken by NHSF over the year is available in the 'Bushland and parkland management' section on page 29.

Local partnerships

Important partnerships continued in 2023–24 with key organisations working with the Harbour Trust to deliver shared ambitions.

Bondi to Manly Walk

Launched in November 2018, the Bondi to Manly Walk is an 80 km multi-day walk and major tourist attractor linking two of Australia's most famous beaches. The walk passes through four Harbour Trust sites: Macquarie Lightstation, Vaucluse; Sub Base Platypus, North Sydney; Headland Park, Mosman; and North Head Sanctuary, Manly. The walk is developed and

The volunteer restoration workshop at Cockatoo Island / Wareamah.



Harbour Trust Executive Director Janet Carding with staff and restoration volunteers outside the Battery Observation Post at North Head Sanctuary, Manly.



BUILD PARTNERSHIPS

Royal Australian Artillery Historical Company

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

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

New partnerships and initiatives

In 2023–24, the Harbour Trust expanded its partnerships to include new initiatives and collaborations that align with our strategic goals.

ICOMOS Youth Forum

Hosting the ICOMOS Youth Forum at Cockatoo Island / Wareamah, we welcomed over 160 national and international professionals across a weekend of activities, showcasing our commitment to global heritage conservation and education.

Athena partnership

A new partnership with Athena from Japan brought 242 students to Cockatoo Island / Wareamah, promoting cross-cultural exchange and educational opportunities.

First Nations engagement

The newly established First Nations Advisory Group and continued collaboration with Bush to Bowl for cultural awareness training reflect our dedication to building deep and meaningful relationships with First Nations communities. Babana Aboriginal Men’s Group events and the extension of their partnership underscore our commitment to supporting local First Nations initiatives.

Philanthropic and financial partnerships

Deductible gift recipient status has been sought, aiming to diversify Harbour Trust’s revenue through philanthropic support, ensuring financial resilience and sustainability.

Performance criterion

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339.
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Build partnerships – p. 28.

Results against performance criterion

The Harbour Trust’s 2023–2027 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS	
1.	Partner with the community, government and other stakeholders as we plan our work and deliver community benefit, and support First Nations, heritage, cultural and natural values.
2.	Support and grow our volunteer activities in the field of natural and built environment, cultural heritage, visitor experience and administrative support.
3.	Support tenants and licensees to help deliver our vision through their work.
4.	Become a universal place of welcome for First Nations peoples, by 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.

In 2023–24, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Marketing and Visitor Experience / Director, Planning / Head of Property and Leasing	Achieved
1. Build new delivery partnerships that align with the Harbour Trust values and contribute to the delivery of the Harbour Trust objectives and priorities.	<ul style="list-style-type: none">• The Harbour Trust was a major partner for DanceRites, in partnership with Sydney Opera House, the opening night and accommodation on Cockatoo Island / Wareamah for 200 First Nations community members from all around Australia. Negotiations have commenced for an ongoing partnership.• The Harbour Trust was a major partner for the ICOMOS Youth Forum held on Cockatoo Island / Wareamah and welcomed over 160 national and international professionals.• A new partnership with Athena from Japan saw 242 students visit Cockatoo Island / Wareamah.

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Marketing and Visitor Experience Achieved	
2. Follow best practice volunteer management through the provision of safe, meaningful and inclusive opportunities for volunteers. Finalise a new Volunteer Strategy that aligns with the Harbour Trust's organisational direction and commence the implementation of it.	<ul style="list-style-type: none"> Volunteers, staff and peer organisations were consulted on a new Volunteer Strategy. Feedback was received and fed into a final strategy which was approved in principle by Members of the Trust in the June 2024 meeting. A new part time volunteer officer commenced to enable 7-day coverage and provide support to volunteers on weekends at Cockatoo Island / Wareamah and North Head Sanctuary visitor centres During May we again partnered with Sydney Cultural Institutions Volunteer Managers Network (SCIVMN) to celebrate National Volunteer Week with a coordinated program of free activities for volunteers. More than 80 volunteers from across the network attended Harbour Trust activities at North Head Sanctuary, Cockatoo Island / Wareamah and Headland Park. Highly skilled heritage restoration volunteers have completed restoration of historic Second World War observation posts at North Head Sanctuary and are nearing completion of a colonial gun carriage project for Australian War Memorial. Cockatoo Island / Wareamah volunteers have completed restoration of Travelling Steam Crane No 1, this remarkable achievement means that Harbour Trust are custodians of three working heritage steam cranes available for public programs at Cockatoo Island / Wareamah. During FY 2023–24 volunteer guides conducted 229 tours at North Head Sanctuary and Headland Park, total of 1,635 people, generating \$13,893 in revenue. FY 2023–24 total volunteer service hours were 20,837. This represents 3,947 hours from NHSF and 16,890 hours from Harbour Trust volunteers which is a significant extension of corporate capacity and reach as well as significantly exceeding the annual target of 17,000 hours.
Head of Property and Leasing Achieved	
3. Review and revise the rental subsidy and partnership policy which aligns to the legislative amendments and builds on input from both the community and the tenant community, ensuring correct governance, accountability and transparency.	<ul style="list-style-type: none"> Revised Rental Subsidy Policy presented to June 2024 Members of the Trust. Suggestions noted and work to continue in line with members comments.
Director, Marketing and Visitor Experience /Executive Director Achieved	
4. Continue and extend First Nations community and organisational partnerships, to strengthen our First Nations ties and support local community.	<ul style="list-style-type: none"> DanceRites major partnership with Sydney Opera House welcomed 200 First Nations performers to stay on Cockatoo Island / Wareamah. Babana Aboriginal Men's Group held events on Cockatoo Island / Wareamah and had their partnership agreement extended across multiple years. The new First Nations Advisory Group was established with quarterly meetings in place. Agreement on the First Nations Strategy direction was determined and work commenced on developing an approach. Bush to Bowl were engaged to assist with cultural awareness training for staff.
Chief Financial and Commercial Officer Partially achieved	
5. Establish deductible gift recipient status, to support the diversification of Harbour Trust revenue through philanthropic support.	<ul style="list-style-type: none"> Deductible gift recipient status submissions lodged for both the Harbour Trust and Harbour Trust Foundation Ltd.

REGULATION



REGULATION

The Harbour Trust is responsible for regulating various activities on its lands in accordance with the *Sydney Harbour Federation Trust Regulations 2021*. These regulations ensure that all activities conducted within the Harbour Trust’s jurisdiction are safe, compliant, and aligned with the broader goals of conservation and public interest. Our regulatory efforts encompass granting permits for works or activities, overseeing the sale or supply of alcohol, and regulating early childhood education services on Harbour Trust lands. The primary aim is to maintain the integrity and sustainability of our lands while supporting community needs and economic activities.

Regulatory activities

The primary objective of our regulatory activities is to safeguard the unique environmental, historical, and cultural values of our sites. By enforcing regulations, we ensure that developments and activities do not compromise these values. Additionally, our regulatory framework supports public safety, promotes responsible usage of resources, and ensures compliance with national and local laws. The regulatory process also fosters transparency and accountability, which are critical for maintaining public trust and confidence in our management practices.

This year, we made progress in enhancing our regulatory framework and ensuring compliance with both the *Sydney Harbour Federation Trust Regulations 2021* and the Regulator Performance Guide (RPG 128). Key activities included:

Establishment of a regulatory review cycle

We established a regulatory review cycle to assess the effectiveness and efficiency of the *Sydney Harbour Federation Trust Regulations 2021*. The first comprehensive review of the 2021 regulations is scheduled for FY 2024–25.

Implementation of a system to measure response times

To improve our efficiency and responsiveness, we implemented a system for measuring response times for permit applications and stakeholder enquiries. This system allows us to track and analyse our performance, ensuring that we meet stakeholders’ needs promptly and effectively.

Review of data and technology adoption

We completed a high-level review of our existing data and technology infrastructure for managing regulatory activities. The review indicated that due to the relatively low volume of applications received annually, the costs associated with transitioning to a fully automated system would outweigh the benefits. This assessment helps us make informed decisions about future investments in technology to support our regulatory functions.

Transitioning regulation activities

Given that regulatory activities represent a small part of our overall operations, starting in 2024–25, we will integrate these activities into another key area rather than maintaining them as a separate key activity. This change reflects the importance of regulatory compliance while streamlining our focus on broader strategic priorities.

The regulatory landscape is continually evolving, and our commitment to regulatory excellence remains unwavering. Throughout 2023–24, we have made significant strides in strengthening our compliance framework and fostering a culture of integrity. Moving forward, we will continue to prioritise regulatory compliance within our broader strategic initiatives, ensuring that we uphold our corporate values and maintain the trust of our stakeholders.

Image previous page: Family enjoying the waterfront campground at Cockatoo Island / Wareamah.

Performance criterion

Criterion source

- *Sydney Harbour Federation Trust Corporate Plan 2023–2027* – Regulation – p. 30.

Results against performance criterion

The Harbour Trust’s 2023–2027 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS	
1.	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.
2.	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.
3.	Collaboration and engagement: Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

In 2023–24, the Harbour Trust set the following priority actions and management metrics in relation to this criterion:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Director, Planning	Achieved
1. Establish a regulatory review cycle to assess the effectiveness and efficiency of <i>Sydney Harbour Federation Trust Regulations 2021</i> and their implementation.	• A review cycle has been established. A review of the 2021 regulations is scheduled for 2024–25.
Director, Planning	Achieved
2. Implement a system to measure response times for permit applications and stakeholder enquiries, to assess efficiency and responsiveness in our regulation, stakeholder engagement and collaboration.	• A system for measuring response times for permit applications and stakeholder enquiries has been established.
Director, Planning	Achieved
3. Review data and technology adoption in regulatory decision-making and compliance support for better regulatory outcomes.	• A high-level review of the existing data and technology infrastructure for managing regulatory activities has been completed. The review indicates that due to the relatively low volume of applications received annually, the costs associated with transitioning to an automated system would considerably outweigh the benefits.

EFFECTIVE CAPABILITIES



Business operations

During the reporting period of 2023–24, the Harbour Trust strengthened its organisational capabilities through the implementation of advanced systems and fostering a robust, adaptable workforce in line with our strategic goals outlined in the 2023–2027 Corporate Plan.

Organisational structure and workforce development

In 2023–24, the Harbour Trust continued to refine its organisational structure to support expanded stakeholder engagement and increased capacity for interpretation. A comprehensive People and Culture Strategy was developed and implementation commenced, aligning with the Harbour Trust’s vision and values. This strategy focused on attracting, developing, and retaining talent, fostering a positive work culture, and ensuring the availability of efficient people, systems and processes.

Key initiatives included the development of an operational workforce plan to anticipate future requirements and the finalisation of the enterprise agreement, enabling modern and flexible work arrangements. Additionally, the Harbour Trust began implementation of a new three-year Work Health and Safety Strategy emphasising the health and well-being of both paid and unpaid workforce members. This strategy includes a robust safety system, ongoing safety education and training, and continuous safety performance monitoring.

Behavioural expectations and values

Throughout 2023–24, the Harbour Trust continued to embed the behavioural expectations and values developed in previous reporting periods. The key objectives include enhancing information sharing, fostering a Caring for Country mindset, promoting collaboration, and ensuring all staff act as ambassadors for the Harbour Trust.

These expectations form part of the integrated performance management framework. This framework holds all staff accountable for upholding these values, ensuring that the desired organisational culture permeates the Harbour Trust.

Information and communication technology (ICT) enhancements

Recognising the limitations of its current ICT capabilities, the Harbour Trust made significant strides in implementing its ICT Strategy. This strategy aims to modernise outdated systems, digitise and consolidate information, and enhance reporting and analytics capabilities.

Key ICT achievements during the reporting period included:

- Introduction of a new facilities, assets, and property management system.
- Implementation of a human resource information management system.
- Upgraded communication technology
- Sourcing a new infringement management system – to be implemented in 2024–25

Furthermore 2023–24 saw the expansion of the ICT team, ensuring the Harbour Trust is well-equipped to advance our ICT Strategy in 2024–25. Over the next four years, continued implementation of the ICT Strategy is expected to deliver cost savings, increased efficiency, and greater flexibility in work practices, operations, and storage requirements.

Human resources

All Harbour Trust employees are engaged under Section 48 of the *Sydney Harbour Federation Trust Act 2007*, with the terms of employment outlined in the Enterprise Agreement 2024 – 2026.

The head count as at 30 June 2024 was 86, comprising 60 full-time staff, 12 part-time staff and 14 casual employees, all based in Sydney.

Image opposite: Macquarie Lightstation, Vaucluse.

Table 5: Employment type by gender and employment status as at 30 June 2024

Classification	Male	Female	Full-time	Part-time	Ongoing	Non-ongoing	Casual	Total headcount
Executive Director	0	1	1	0	0	1	0	1
Senior Executive	1	2	3	0	3	0	0	3
EL2	9	4	13	0	9	4	0	13
EL1	7	11	14	3	12	5	1	18
L6	8	6	11	2	12	1	1	14
L5	2	7	6	3	9	0	0	9
L4	0	3	1	2	3	0	0	3
L3	7	5	10	2	11	1	0	12
L2	2	5	1	0	1	0	6	7
L1	2	4	0	0	0	0	6	6
Trainees	0	0	0	0	0	0	0	0
Total	38	48	60	12	60	12	14	86

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

Executive remuneration

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

Remuneration policies, practices and governance arrangements

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

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

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

Equity, diversity and inclusion

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

Disability action plan

The Harbour Trust continuously works towards eliminating barriers for those with a disability. In 2023–24, a person with a disability accounted for 1.15% of our workforce.

Public interest disclosure

In accordance with the *Public Interest Disclosure Act 2013* (PID Act) the Harbour Trust reported to the Commonwealth Ombudsman that it had received two public interest disclosures during the 2023–24 reporting period. In September 2023 the Harbour Trust updated its PID procedures, which are available on our website.

Work health and safety

The year presented a new health and safety landscape for workplaces, with a significant focus on the management of psychosocial risks.

In late 2023–24, the Harbour Trust conducted the People at Work Psychosocial Survey for the second time. The findings indicate improvements in 9 out of 12 categories, with the Harbour Trust exceeding industry benchmarks in eight of these categories.

Staff continue to adopt a positive safety culture, evidenced by an increase in incident and hazard reporting and a 77% favourable response rate regarding safety in the recent staff engagement survey.

This year marked the commencement of the new three-year Work Health and Safety (WHS) Strategy for 2023–26, which focuses on three key themes: risk management, supporting leadership, and care and engagement. This strategy builds upon the successes of the previous three-year Safety Strategy.

In its first year, 2023–24, the strategy prioritised the continual improvement of the Harbour Trust WHS management system. Key activities included the application of robust risk management, the review and update of eight induction documents and five emergency response plans. Emergency management efforts, such as safety desktop exercises, warden training, emergency vessel drills, fire system upgrades and the introduction of what3words in emergency signage and processes, continued to enhance our safety culture.

Work health and safety incidents

The table below provides a summary of the number of incidents, accidents, and lost time injuries reported over the past four years. The 83.3% increase in reported incidents from 2022–23 to 2023–24 correlates with work undertaken to promote incident reporting. This is a positive outcome reflecting the success of the program This increase reflects an enhanced culture of safety awareness and reporting within the organisation.

Table 6: Work health and safety incidents reported and lost time injuries as of 30 June 2024

HAZARDS / INCIDENTS / INJURIES	2020–21	2021–22	2022–23	2023–24
Number of incidents and accidents reported	77	50	72	132
Number of lost time injuries	1	0	1	1

Notifiable incidents

There were no notifiable incidents during the 2023–24 year. There were no Comcare prosecutions or investigations during the year.



Corporate governance

The Harbour Trust remains steadfast in its commitment to exemplary corporate governance, ensuring accountability, transparency, and integrity in all our operations. Our governance framework is designed to support effective decision-making robust risk management, and compliance with regulatory requirements.

Our governance committee structure is made up of several forums and committees.

Members of the Trust

See pages 16 to 19 for members qualifications and further information on the Members of the Trust.

During the reporting period, Professor Tim Entwisle was appointed Chair; Alison Page was re-appointed and became Deputy Chair¹; Ann Sherry AO, Alex O’Mara and Terry Bailey were appointed; and the following members’ terms ended – Steven Issa, Pru Goward AO and Chantelle Fornari.

In 2023–24, there were nine Meetings of the Trust. In addition to Meetings of the Trust, members have attended a number of committee meetings such as the General CAC and Audit Committee meetings.

¹ appointment by the Harbour Trust Chair

Table 7: Meetings of the Members of the Trust

Period as the accountable authority or member within the reporting period				
Name	Position held Executive / Non-executive	Date of commencement	Date of cessation	Number of meetings of accountable authority attended
Professor Tim Entwisle	Chair, Non-executive	28 November 2023	27 November 2026	6 of the possible 6
Alison Page	Non-executive	31 March 2022 31 March 2024	30 March 2024 30 March 2027	8* of the possible 9
Ann Sherry AO	Non-executive	28 November 2023	27 November 2026	3 of the possible 6 [†]
Alex O’Mara	Non-executive	28 November 2023	27 November 2026	4 of the possible 6 [†]
Terry Bailey	Non-executive	2 November 2023	1 November 2026	6 of the possible 6
Steven Issa	Non-executive	16 November 2021	15 November 2023	3* of the possible 3
Pru Goward AO	Non-executive	18 March 2022	17 March 2024	5 [^] of the possible 6
Chantelle Fornari	Non-executive	29 April 2022	28 April 2024	7* of the possible 7

Notes:

Partial attendance:

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

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

[†] unable to attend December 2024 meetings shortly after appointment due to prior commitments

A further Member of the Trust was appointed but their acceptance of the role was contingent on not receiving remuneration as a member. An exemption to the statutory remuneration was not granted, and so they did not take up their duties.

Image previous page, top: Visitors exploring the Hanging Swamp at North Head Sanctuary, Manly.

Image previous page, bottom: Aerial view of Gun Emplacement No 2 at North Head Sanctuary, Manly.

EFFECTIVE CAPABILITIES

Audit Committee

Established since July 2023, as required under Section 45 of the PGPA Act, the Audit Committee provides independent advice to the Members of the Trust (as the accountable authority) regarding financial and performance reporting, systems of risk and oversight of the management and system of internal controls. The Audit Committee Charter is available as **Appendix 5** and harbourtrust.gov.au/audit-committee-charter.

There are two sub-committees of the Audit Committee; the Financial Statements Sub-committee and the Performance Reporting Sub-committee.

The Audit Committee met three times in 2023–24. Information about the committee members, their qualifications, knowledge, skills or experience, their attendance during 2023–24 and their remuneration is included below.

In the reporting period members of the committee were:

Table 8: Portfolio Audit Committee membership

MEMBER	QUALIFICATIONS, KNOWLEDGE, SKILLS OR EXPERIENCE	NUMBER OF AUDIT COMMITTEE MEETINGS ATTENDED	TOTAL ANNUAL REMUNERATION (GST INCL.)
Ian McPhee AO PSM Audit Committee, Chair	Bachelor of Business (Accountancy) CQU, Bachelor of Arts (Computing Studies) UC, FCPA, FIPAA, GAICD. Public sector and industry experience, including as a company director, audit committee chair/member, chair of various governance reviews. Past appointments include Auditor General for Australia 2005 to 2015, Deputy Secretary, Department of Finance 2003 to 2005.	3/3	*
Dr Lesley Seebeck Audit Committee Member Performance Reporting Sub-committee Chair	Bachelor of Applied Science (Physics) CQU, Master of Defence Studies UNSW, MBA UQ, PhD. UQ, GAICD. Independent consultant. Past appointments include Professor in Cyber Security Strategy and Leadership at UNSW, CEO and Professor in Cyber Security, ANU Cyber Institute; Chief Investment Officer, Digital Transformation Agency; Chief Information Officer, Bureau of Meteorology and Senior Executive Service in Department of Finance.	3/3	*
Alexandra Spark Audit Committee Member Financial Statements Sub-committee, Chair	BCom, FCA, GAICD. Ms Spark is a Chartered Accountant (CA) and CA Risk Specialist with experience in risk management, regulation, corporate governance, audit and accounting. Ms Spark provides independent advisory services to the Australian Government and is currently a member of several Commonwealth government audit and risk committees including the Department of Employment and Workplace Relations, the Department of Agriculture, Fisheries and Forestry, and the Department of Veterans Affairs. She is also a member of two ACT government directorate audit and risk committees and a non-executive director of three private entities.	3/3	*
Matt Cahill Performance Reporting Sub-committee Member	Matt is a former APS deputy secretary, with over 20 years' experience as a senior executive in multiple portfolios. He oversaw the performance audit program at the Australian National Audit Office and currently chairs and is a member of several Audit and Risk Committees. Matt is a Certified Practising Accountant with fellow status (FCPA) and an Australian Institute of Company Directors graduate. He has a Master of Business Administration and undergraduate degrees in Economics and Science.	3/3 Performance Reporting Sub-committee meetings	*

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

Image, opposite page: Visitors entering Goat Paddock, Woolwich Dock and Parklands.



Enterprise risk management

The Harbour Trust is committed to a proactive and comprehensive approach to risk management to protect the organisation’s heritage value, assets and operations, staff, volunteers, the environment and visitors. In 2023–24, the Harbour Trust continued to implement and refine its risk management framework, focusing on the following key elements.

Risk identification and assessment

The Harbour Trust systematically identified and assessed potential risks across all its activities. Risks were categorised into strategic and operational types and regularly reviewed. Risk assessments for new projects and initiatives were conducted to understand potential threats and vulnerabilities.

Risk mitigation

Upon identifying risks, the Harbour Trust developed strategies and action plans to mitigate them effectively. This included implementing appropriate controls, procedures, and safeguards to minimise the impact of potential risk on the organisation and its stakeholders.

Monitoring and reporting

In 2023–24, a three-year internal audit program commenced to strengthen risks management capabilities and continuous improvement in processes and operations. Findings of the internal audit program with support ongoing risks monitoring and reporting to track the effectiveness of risk mitigation measures.

Governance and oversight

Governance structures and oversight mechanisms were strengthened to embed risk management practices throughout the organisation. The Members of the Trust and Audit Committee provided independent oversight of risk management and internal control processes.

Compliance and continuous improvement

The Harbour Trust aligned its risk management approach with the requirements of the PGPA Act, Commonwealth Risk Management Policy, and the Australian Risk Management Standard (AS ISO 31000:2018). Continuous improvement practices were adopted, leveraging lessons learned and stakeholder feedback to enhance risk management strategies.

Fraud control

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

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

Indemnities and insurances

In 2023–24, the Harbour Trust had the following key insurance policies with Comcover:

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

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

Procurement

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

Tendering and contracting

In 2023–24, the Harbour Trust conducted procurement activity for 21 projects awarding contracts valued at \$10,445,271 (inclusive of GST). The 2023–24 portion of those contracts totalled approximately \$8,445,828.

Procurement activity encompassed:

- Building preservation and restoration works
- Residential building renovations
- ICT
- Wildlife management services
- Marketing services

The Harbour Trust engaged consultants to provide specialist advice and services relating to community engagement, visitor and audience research, marine biology, wildlife management, emissions reduction planning and internal audit. The Harbour Trust spent \$1,102,584 under consultant contracts in 2023–24.

Government policy orders

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

The Harbour Trust is subject to one GPO, being the Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017. The Harbour Trust

charges for regulatory activities such as liquor permits and planning applications (previously referred to as development applications) that occur on its land. A cost recovery implementation statement (CRIS) is published on the Harbour Trust’s website, which reports financial and non-financial performance information for these activities and contains financial forecasts for the current year and three forward years.

Judicial decisions and reviews by outside bodies

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

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

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

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

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

Ministerial directions

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

Performance criterion

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Effective capabilities – p. 32

Results against performance criterion

The Harbour Trust’s 2023–2027 Corporate Plan set the following strategic goals to be achieved for this criterion:

STRATEGIC GOALS	
1.	Attract and retain an outstanding, diverse workforce and invest in its professional development.
2.	Shape our organisation to achieve its goals and build its resilience and adaptability. Grow our ICT capacity to improve customer focus, enable proactive asset management, and eliminate end of life systems and manual processes.
3.	Support the development of a risk aware culture through investment in systems and capability.
4.	Ensure the culture of our organisation is customer focused, capable, engaged and contribute to the Harbour Trust’s outcome.
5.	Continue the strong focus on risk management and oversight to ensure that staff and the Members of the Trust comply with all relevant legislation.

In 2023–24, the Harbour Trust set the following priority actions and targets in relation to this management metric:

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Head of People, Culture, Safety and Records	Achieved
1. Increase staff opportunities for professional development in order to attract and retain staff.	• There has been a significant uplift (37%) this year with a substantial increase in staff being supported to undertake personal professional development, team building activities as well as all staff participating in whole of agency training (for example, unconscious bias training).
Head of People, Culture, Safety and Records	Partially achieved
2. Create and implement a workforce management plan, that incorporates; a review of insourcing/outourcing functions, succession planning, multi-skilling and cross pollination.	• A workforce management plan has been developed, ready for Executive team’s review and broader consultation in Q1 of the next financial year.
Chief Operating and Financial Officer	Achieved
3. Strengthen ICT Strategy and roadmap for optimising business benefits and managing risks.	• Projects identified in the ICT Strategy and roadmap are either in the market for seeking solutions or reviewed based on business needs. ICT Steering Group now in re-introduced to monitor progress and to support change management to ensure business benefits are optimised and risks are managed.

RESPONSIBILITY / PRIORITY ACTION	STATUS / ANNUAL PERFORMANCE
Chief Operating and Financial Officer	Achieved
4. Improve business-wide knowledge of risk and governance measures, ensuring best practice across the organisation.	• The two-year internal audit program’s first piece of work (Procurement and Contract Management) completed in Q4 with draft report to be issued in Q1 of the next financial year. Risk management framework review commenced, informed by the Commonwealth Fraud and Corruption Control Framework
Head of People, Culture, Safety and Records	Achieved
5. Carry out annual staff survey to assess the focus of organisation culture on visitor and client service and respond and adapt accordingly.	• Staff engagement survey completed in April 2024
Head of People, Culture, Safety and Records	Achieved
6. Maintain a continuous improvement approach to safety to further enhance our approach to staff and volunteers’ health and wellbeing through mitigation of physical and psychosocial risks.	• The ongoing update and review of the safety management system continued throughout the year with 17 of 18 WHS procedures completed. Three safety investigations completed with 79 corrective actions reports raised and 77 resolved.
Head of People, Culture, Safety and Records	Achieved
7. Implement a new three-year WHS Strategy.	• During Q3 the audit was completed including the release of the report. Work underway to implement recommendations. First aid procedure reviewed and sent out for consultation.



Image, above: Volunteer heritage crane operator at Cockatoo Island / Wareamah.

Image, following page: The Estimating and Drawing Offices (Building 10), following conservation works, at Cockatoo Island / Wareamah.



FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

CONTENT OF THE NOTES TO THE FINANCIAL STATEMENTS

INDEPENDENT AUDITOR’S REPORT	74
STATEMENT BY MEMBERS, EXECUTIVE DIRECTOR AND CHIEF OPERATING AND FINANCIAL OFFICER	76
STATEMENT OF COMPREHENSIVE INCOME.....	77
STATEMENT OF FINANCIAL POSITION	78
STATEMENT OF CHANGES IN EQUITY	79
CASH FLOW STATEMENT	80
OVERVIEW	81
Note 1: Summary of significant accounting policies	81
Note 2: Events after the reporting period	83
FINANCIAL PERFORMANCE.....	83
Note 3: Expenses	83
Note 4: Own-source revenue	84
FINANCIAL POSITION	87
Note 5: Financial assets	87
Note 6: Non-financial assets.....	88
Note 7: Payables	91
PEOPLE AND RELATIONSHIPS.....	92
Note 8A: Employee provisions	92
Note 8B: Key management personnel remuneration	93
Note 8C: Related party disclosures.....	93
OTHER INFORMATION	94
Note 9: Financial instruments	94
Note 10: Current/non-current distinction for assets and liabilities	96
Note 11: Contingencies	96
Note 12: Consolidated Entity – Sydney Harbour Foundation Ltd	97
Note 13: Consolidated Entity – Sydney Harbour Conservancy	98

INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

To the Minster for the Environment and Water

Opinion

In my opinion, the financial statements of the Sydney Harbour Federation Trust and its consolidated entities (together the 'Consolidated Entity') for the year ended 30 June 2024:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Consolidated Entity as at 30 June 2024 and its financial performance and cash flows for the year then ended.

The financial statements of the Consolidated Entity, which I have audited, comprise the following as at 30 June 2024 and for the year then ended:

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

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office

Bradley Medina
Executive Director
Delegate of the Auditor-General

Canberra
23 September 2024

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

In our opinion, the attached financial statements for the year ended 30 June 2024 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

Signed,



Professor Tim Entwisle
Chair

23 September 2024

Signed,



Janet Carding
Executive Director

23 September 2024

Signed,



Bernadette Or
Chief Operating and Financial Officer

23 September 2024

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2024

NET COST OF SERVICES		2024	2023	ORIGINAL BUDGET
Notes		\$'000	\$'000	\$'000
Expenses				
Employee benefits	3A	9,189	8,080	8,349
Suppliers	3B	25,930	15,554	23,440
Depreciation and amortisation	6A	3,853	3,638	3,741
Finance costs	3C	1	1	3
Write-down and impairment of other assets	3D	267	240	19
Total expenses		39,240	27,513	35,552
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	4A	3,681	3,384	3,896
Fines	4B	91	109	96
Interest	4C	3,680	2,021	391
Rental income	4D	15,321	15,069	14,428
Other revenue	4E	891	1,104	43
Total own-source revenue		23,664	21,687	18,854
Other gains/losses				
Loss on disposal of assets	4F	(146)	-	-
Total loss		(146)	-	-
Total own-source income		23,518	21,687	18,854
Net (cost of) services		(15,722)	(5,826)	(16,698)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Change in asset revaluation reserve		10,442	7,402	-
Total other comprehensive income		10,442	7,402	-
Total comprehensive income/(loss)		(682)	2,624	(12,100)

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

Budget variance commentary

An explanation of major budget variances in the Statement of Comprehensive Income is shown below. Refer to the overview section for further details.

In FY2024, the Harbour Trust had higher employee benefits than budget due to the approval of additional staff levels tied to the \$45.2m maintenance and infrastructure repairs funding for FY2024 and FY2025. Suppliers expenses have also increased with the progression of projects for critical backlog, repairs and maintenance work funded in prior years.

Revenue in FY2024 was more than budgeted, primarily due to the recovering of rental markets and demand for short-term accommodation on Cockatoo Island / Wareamah. The continuing trends in interest rates also boosted investment income for the year.

Subsequent to the FY2023 budget, the Finance Minister approved the operating loss for the Sydney Harbour Federation Trust.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2024

	Notes	2024 \$'000	2023 \$'000	ORIGINAL BUDGET \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	5A	2,695	5,159	2,473
Investments	5B	60,063	50,920	8,587
Trade and other receivables	5C	191	261	1,323
Total financial assets		62,949	56,340	12,383
Non-financial assets				
Land and buildings	6A	385,113	368,124	361,274
Infrastructure, plant and equipment ¹	6A	54,357	42,964	41,024
Heritage and collections	6A	54,263	62,339	114,491
Intangibles	6A	216	241	304
Inventories	6B	-	-	27
Other non-financial assets	6C	281	90	125
Total non-financial assets		494,230	473,758	517,245
Total assets		557,179	530,098	529,628
LIABILITIES				
Payables				
Suppliers	7A	3,700	1,494	2,386
Other payables	7B	5,036	5,228	4,793
Total payables		8,736	6,722	7,179
Interest bearing liabilities				
Leases	7C	231	265	270
Total interest bearing liabilities		231	265	270
Provisions				
Employee provisions	8A	1,864	1,672	1,328
Total provisions		1,864	1,672	1,328
Total liabilities		10,831	8,659	8,777
Net assets		546,348	521,439	520,851
EQUITY				
Contributed equity		336,639	311,048	336,639
Reserves		214,068	203,626	196,224
Retained surplus		(4,359)	6,765	(12,012)
Total equity		546,348	521,439	520,851

1. Right-of-use assets are included in the line item: Infrastructure, plant and equipment.

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

Budget variances commentary

An explanation of major budget variances in the Statement of Financial Position is shown below.

Refer to the overview section for further details.

In 2024, an impairment assessment was conducted upon the completion of the Sub Base Platypus project. The exercise included the impact of the valuation (\$8.707m) which was not included in the budget for the year.

The higher than budgeted Cash and Investments balances in FY2024 was due to unspent balance for Year 1 of the two-year Maintenance and Infrastructure Repairs Funding (PBS FY2023) and unspent balances carried forward from previous years' fundings.

Balances owing to suppliers exceeded that for FY2024 budget due to the increase in suppliers' costs for infrastructure projects.

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2024

	RETAINED SURPLUS			ASSET RENEWAL RESERVE			ASSET REVALUATION RESERVE			CONTRIBUTED EQUITY			TOTAL EQUITY		
	2024 \$'000	2023 \$'000	BUDGET \$'000	2024 \$'000	2023 \$'000	BUDGET \$'000	2024 \$'000	2023 \$'000	BUDGET \$'000	2024 \$'000	2023 \$'000	BUDGET \$'000	2024 \$'000	2023 \$'000	BUDGET \$'000
Opening balance Balance carried forward from previous year Adjustment for errors or changes in accounting policies	6,765	11,543	88	5,331	5,331	5,331	198,295	190,893	190,893	311,048	305,382	311,048	521,439	513,149	507,360
Balance carried forward from previous year	6,765	11,543	88	5,331	5,331	5,331	198,295	190,893	190,893	311,048	305,382	311,048	521,439	513,149	507,360
Comprehensive income Other comprehensive income (Deficit)/surplus for the year	(11,124)	(4,778)	(12,100)	-	-	-	10,442	7,402	-	-	-	-	10,442	7,402	-
Total comprehensive income	(11,124)	(4,778)	(12,100)	-	-	-	10,442	7,402	-	-	-	-	(682)	(4,778)	(12,100)
Transactions with owners Equity injection - appropriations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total transactions with owners	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance as at 30 June	(4,359)	6,765	(12,012)	5,331	5,331	5,331	208,737	198,295	190,893	336,639	311,048	336,639	546,348	521,439	520,851

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

Accounting policy

Equity injections

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

Asset renewal reserve

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

CASH FLOW STATEMENT

for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	ORIGINAL BUDGET \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from government		4,598	1,048	4,598
Sales of goods and rendering of services		3,529	3,092	3,896
Rent income		14,712	15,863	14,436
Interest		81	28	391
Other revenue		157	361	112
Net GST received		1,973	794	-
Total cash received		25,050	21,186	23,433
Cash used				
Employees benefits		(8,953)	(7,935)	(8,597)
Suppliers		(24,734)	(15,590)	(23,465)
Interest payments on lease liabilities		(1)	(1)	(3)
Total cash used		(33,688)	(23,526)	(32,065)
Net cash from/(used by) operating activities		(8,638)	(2,340)	(8,632)
INVESTING ACTIVITIES				
Cash received				
Investments		3,455	1,164	1,977
Total cash received		3,455	1,164	1,977
Cash used				
Purchase of property, plant and equipment		(13,837)	(12,743)	(43,777)
Investments		(9,000)	-	13,280
Total cash used		(22,837)	(12,743)	(30,497)
Net cash from/(used by) investing activities		(19,382)	(11,579)	(28,520)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		25,591	5,666	25,591
Total cash received		25,591	5,666	25,591
Cash used				
Principal payments of lease liabilities		(35)	(37)	(30)
Total cash used		(35)	(37)	(30)
Net cash from financing activities		25,556	5,629	25,561
Net increase/(decrease) in cash held		(2,464)	(8,290)	(11,591)
Cash and cash equivalents at the beginning of the reporting period		5,159	13,449	14,064
Cash and cash equivalents at the end of the reporting period	5A	2,695	5,159	2,473

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

Budget variance commentary

In FY2024, surplus cash not required for operating activities was placed in term deposits from time to time to optimise investment income. Therefore cash received from investing activities was significantly higher than that in the budget, conversely interest from operating activities was lower than that in the budget.

OVERVIEW

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

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

The Harbour Trust is structured to meet the following outcome:

Outcome 1: Enhanced appreciation and understanding of the natural and cultural values of Sydney Harbour and its contribution to the national story and world’s heritage of all visitors, through the remediation, conservation and adaptive re-use of, and access to, Harbour Trust lands on Sydney Harbour.

Note 1: Summary of significant accounting policies

1.1 New accounting standards

Two amending standards (AASB 2021-2 and AASB 2021-6) were adopted earlier than the application date as stated in the standards. These amended standards have been adopted for the 2023–24 reporting period.

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

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

1.2 Basis of preparation of the financial statements

The financial statements are required by Section 42 of the *Public Governance, Performance and Accountability Act 2013* and are General Purpose Financial Statements.

The financial statements have been prepared in accordance with:

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

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

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

Note 1: Summary of significant accounting policies – continued

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

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

Consolidation and associated company

The financial statements show information for the economic entity only; this reflects the consolidated results for the parent entity, the Harbour Trust, and its controlled entities, Sydney Harbour Foundation Ltd and Sydney Harbour Conservancy (“Conservancy”). The results of the parent entity do not differ materially from the economic entity and have therefore not been separately disclosed. The Conservancy is a Trust for which Sydney Harbour Foundation Ltd (company limited by guarantee) is Trustee (refer to Note 12 and Note 13 for further details).

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

1.3 Revenue recognition

The Harbour Trust recognises revenue as follows:
Appropriation received from the Department of Climate Change, Energy, the Environment and Water is recognised as revenue from government by the Harbour Trust in the period in which it is received. Funding for infrastructure and capital projects is recognised as an equity injection. Where the funding profile and the expenditure profile are mismatched, this can cause material fluctuations to the reported operating surplus/(deficit).
The Harbour Trust also derived its own sourced income from commercial and residential leasing, the provision of short-term accommodation, investments from cash deposits, parking facilities and events venue hire and the

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

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

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

1.4 Significant accounting judgements and estimates

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

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

1.5 Taxation

The Harbour Trust is exempt from all forms of taxation except Fringe Benefits Tax (“FBT”) and Goods and Services Tax (“GST”).

Revenues, expenses and assets are recognised net of GST:

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

1.6 Major budget variances

The original budget figures were reported in the 2023–24 Portfolio Budget Statements published in May 2023. The Harbour Trust considers a major variance between budget and actuals is greater than 10% and \$250,000 of the original estimate or it is considered important for the reader’s understanding.

Note 2: Events after the reporting period

There are no events that have occurred after the reporting period that would have an effect on the Harbour Trust’s 2023-24 financial statements other than those that are already reflected in the financial statements.

FINANCIAL PERFORMANCE

Note 3: Expenses

Note 3A: Employee benefits

Wages and salaries
Superannuation
Defined contribution plans
Defined benefit plans
Leave and other entitlements
Separation and redundancies
Other employee costs
Total employee benefits

2024 \$'000	2023 \$'000
7,930	6,995
908	762
32	49
300	208
12	60
7	6
9,189	8,080

Accounting policy

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

Note 3B: Suppliers

Goods and services supplied or rendered

Corporate overheads
Marketing, programming and events
Management of environment
Site maintenance and planning
Audit fee
Security
Accommodation management
Property management
Total goods and services supplied or rendered

2024 \$'000	2023 \$'000
4,318	3,715
1,525	1,284
65	176
17,680	8,224
65	61
1,225	1,091
850	799
130	132
25,858	15,482

Goods supplied
Services rendered
Total goods and services supplied or rendered

554	372
25,304	15,110
25,858	15,482

Other supplier expenses

Workers compensation premiums
Total other supplier expenses
Total supplier expenses

72	72
72	72
25,930	15,554

Accounting policy

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

FINANCIAL PERFORMANCE – CONTINUED

Note 3C: Finance costs

Interest on lease liabilities

Total finance costs

2024 \$'000	2023 \$'000
1	1
1	1

Note 3D: Impairment on other assets

Impairment on trade receivables

Total impairment on other assets

2024 \$'000	2023 \$'000
267	240
267	240

Note 4: Own-source income

Note 4A: Revenue from contracts with customers

Sale of goods

Rendering of services

Total revenue from contracts with customers

2024 \$'000	2023 \$'000
57	22
3,624	3,362
3,681	3,384

Disaggregation of revenue from contracts with customers

Major product/service line:

Service delivery

Sales of inventory

3,624	3,362
57	22
3,681	3,384

Note 4B: Fines

Parking fines for infringements

Total fees and fines

91	109
91	109

Note 4C: Interest

Term deposits

Operating bank accounts

Total interest

3,598	1,990
82	31
3,680	2,021

Note 4D: Rental income

Property rentals and short-term hire

Total rental income

15,321	15,069
15,321	15,069

Operating leases

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

Maturity analysis of operating lease income receivables:

Within 1 year

1 to 2 years

2 to 3 years

3 to 4 years

4 to 5 years

More than 5 years

Total undiscounted lease payments receivable

2024 \$'000	2023 \$'000
10,454	10,816
7,680	8,099
5,796	5,565
3,619	4,033
2,694	2,050
2,170	3,693
32,413	34,256

Note 4E: Other revenue

DA fees, liquor licences, donations

Resources received free of charge – volunteer services

Total other revenue

2024 \$'000	2023 \$'000
129	408
762	696
891	1,104

Volunteer services

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

Accounting policy

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

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

Note 4F: Disposal of assets

Loss on disposal of assets

Heritage and cultural assets

Infrastructure, plant and equipment

Total loss on disposal of assets

2024 \$'000	2023 \$'000
(141)	-
(5)	-
(146)	-

Note 4G: Revenue from government

Corporate Commonwealth entity payment item

Funding from Department of Climate Change, Energy, the Environment and Water

Total revenue from government

2024 \$'000	2023 \$'000
4,598	1,048
4,598	1,048

Accounting policy

Own source revenue

a. Revenue from contracts with customers

Revenue from contracts with customers is recognised when:

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

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

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

FINANCIAL PERFORMANCE – CONTINUED

Accounting policy – continued

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

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

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

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

b. Fines

Fines include infringement penalties issued under the *Sydney Harbour Federation Trust Act 2001* and the *Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017* that apply to the Harbour Trust. Under Section 6, approved regulatory charging activity means an activity provided by a corporate Commonwealth entity:

(a) that has Australian Government policy approval; and

(b) for which there is statutory authority to charge.

To satisfy the requirements of the *Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017* – Section 7 (d) measure, assess and document financial and non-financial performance of the regulatory activity, the Harbour Trust has incurred expenses of \$1,429 (2023: \$235) pertaining to this approved regulatory charging activity.

c. Interest

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

d. Rental income

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

e. Gains

Sale of assets

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

FINANCIAL POSITION

Note 5: Financial assets

Note 5A: Cash and cash equivalents

Cash at bank	2024	2023
Cash on hand	\$'000	\$'000
	2,694	5,158
	1	1
Total cash	2,695	5,159

Note 5B: Investments

Term deposits	2024	2023
	\$'000	\$'000
	60,063	50,920
Total investments	60,063	50,920

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

Accounting policy

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

Note 5C: Trade and other receivables

Goods and services	2024	2023
	\$'000	\$'000
	513	432
Total receivables for goods and services	513	432
Other receivables		
Interest receivable	4	3
Other receivables	22	51
Total other receivables	26	54
Total trade and other receivables (gross)	539	486
Less impairment allowance account	(348)	(225)
Total trade and other receivables (net)	191	261

Accounting policy

Trade and other receivables

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

Impairment of financial assets

Financial assets are assessed for impairment at each reporting period.

FINANCIAL POSITION – CONTINUED

Note 6: Non-financial assets

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

Reconciliation of the opening and closing balances of infrastructure, plant, equipment and intangibles (2023–24)

	Freehold land	Buildings on freehold land	Infrastructure, plant and equipment	Heritage and collections	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2023						
Gross book value	276,354	91,772	49,340	62,339	1,061	480,866
Accumulated depreciation /amortisation	-	(2)	(6,376)	-	(820)	(7,198)
Total as at 1 July 2023	276,354	91,770	42,964	62,339	241	473,668
Additions:						
Purchase	-	738	10,991	2,027	80	13,837
Revaluations and impairments recognised in other comprehensive income	13,772	4,101	2,532	(9,962)	-	10,442
Reclassification	-	-	-	-	-	-
Depreciation/amortisation expense	-	(1,622)	(2,090)	-	(105)	(3,817)
Depreciation on right-of-use asset	-	-	(35)	-	-	(35)
Disposals/write-down	-	-	(5)	(141)	-	(146)
Total as at 30 June 2024	290,126	94,987	54,357	54,263	216	493,949
Total as at 30 June 2024 represented by:						
Gross book value	290,126	94,992	60,655	54,263	922	500,957
Accumulated depreciation/ amortisation	-	(5)	(6,298)	-	(706)	(7,008)
	290,126	94,987	54,357	54,263	216	493,949
Carrying amount of right-of-use assets	-	-	215	-	-	215

Accounting policy

Acquisition of assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

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

Property, plant and equipment

Asset recognition threshold

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

Fair value and revaluations

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

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

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

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

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

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

Lease right-of-use (ROU) assets

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

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

Depreciation

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

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

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

	2024	2023
Buildings on freehold land	10 to 125 years	10 to 125 years
Infrastructure	5 to 50 years	5 to 50 years
Plant and equipment	3 to 20 years	3 to 20 years

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

Impairment

All assets were assessed for impairment at 30 June 2024. Where indications of impairment exist, the asset’s recoverable amount is estimated and an impairment adjustment made if the asset’s recoverable amount is less than its carrying amount.

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

FINANCIAL POSITION – CONTINUED

Derecognition

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

Heritage and collection assets

The Harbour Trust owns and manages buildings, monuments and structures that have significant heritage and cultural value (with an aggregated fair value of \$54.2m (2023: \$62.3m)). The Harbour Trust has classified them as heritage and collection assets as they were primarily used for purposes that relate to their cultural significance. The Harbour Trust has adopted appropriate curatorial and preservation policies for these heritage assets and the items are deemed to have indefinite useful lives and hence are not depreciated. The Harbour Trust’s curatorial and preservation policies are publicly available within the Harbour Trust’s management plans at harbourtrust.gov.au/planning-and-permits.

Intangibles

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Harbour Trust’s software is 3 to 7 years (2023: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2024.

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

Fair value measurements	2024 \$'000	2023 \$'000
Non-financial assets		
Land	290,125	276,354
Buildings	94,988	91,770
Infrastructure, plant and equipment	54,357	42,964
Heritage and collections	54,263	62,339
Total non-financial assets	493,733	473,427

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

In 2024, the Harbour Trust engaged Jones Lang LaSalle to conduct an assessment of the impact on value, including impairment, as a result of the completion of the Wirra Birra Park at Sub Base Platypus. The value of revaluations and impairment is \$9.962m and disposals \$142k offset by purchases of \$2.028m in Heritage and Collections as included in Note 6A.

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

	2024 \$'000	2023 \$'000
Note 6B: Other non-financial assets		
Lease incentives	200	58
Prepayments	81	32
Total other non-financial assets	281	90

Note 7: Payables

Note 7A: Suppliers

Trade creditors	1,494
Total supplier payables	1,494

Settlement is usually made within 30 days.

Note 7B: Other payables

Salaries and wages	230
Accrued expenses/suppliers	765
Bonds and security deposits	1,981
Unearned revenue	2,252
Total other payables	5,228

The Harbour Trust also holds 50 bank guarantees (2023: 50) as security for tenants on long-term leases. The total value of those bank guarantees is \$2.820 million (2023: \$2.546 million).

Accounting policy

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

Other financial liabilities

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

	2024 \$'000	2023 \$'000
Note 7C: Leases		
Right-of-use asset	265	265
Total leases	265	265

Total cash outflow for leases for the year ended 30 June 2024 was \$35,326 (2023: \$36,458)

	2024 \$'000	2023 \$'000
Maturity analysis – contractual undiscounted cash flows for lease payments		
Within 1 year	30	30
1 to 5 years	128	128
More than 5 years	73	107
Total leases	231	265

Accounting policy

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

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

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

PEOPLE AND RELATIONSHIPS

Note 8: People and relationships

Note 8A: Employee provisions

Leave
Discretionary benefits
Total employee provisions

2024	2023
\$'000	\$'000
1,864	1,632
-	40
1,864	1,672

Accounting policy

Employee benefits

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

Liabilities for ‘short-term employee benefits’ (as defined in AASB 119 Employee Benefits) and termination benefits due within 12 months of the reporting period are measured at their nominal amounts.

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

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

Superannuation

Certain employees of the Harbour Trust are members of the Public Sector Superannuation Scheme (“PSS”) or the PSS Accumulation Plan (“PSSap”).

The PSS is a defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance’s administered schedules and notes.

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

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

The liability for superannuation recognised as at 30 June 2024 represents outstanding contributions.

Leave

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

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

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

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

Separation and redundancy

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

Note 8B: Key management personnel remuneration

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

	2024	2023
	\$	\$
Note 8B: Key management personnel remuneration		
Short-term employee benefits:		
Base salary	514,211	511,151
Other benefits and allowances	68,173	107,297
Total short-term employee benefits	582,384	618,448
Post-employment benefits:		
Superannuation	81,510	59,631
Total post-employment benefits	81,510	59,631
Other long-term benefits:		
Long-service leave	7,309	9,214
Total other long-term benefits	7,309	9,214
Total key management remuneration expenses*	671,203	687,293

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

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

There are 9 individuals in the group of Key Management Personnel (2023: 13 individuals) with only 7 remunerated during FY2024 (2023: 9).

Note 8C: Related party disclosures

Related party relationships

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

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

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

There were no other related party transactions in FY2024.

OTHER INFORMATION

Note 9: Financial instruments

Note 9A: Categories of financial instruments

Financial assets at amortised cost

	2024 \$'000	2023 \$'000
Investments	60,063	50,920
Cash and cash equivalents	2,694	5,158
Cash on hand	1	1
Trade receivables	513	432
Interest receivable	4	3
Other receivables	22	51
Total financial assets at amortised cost	63,297	56,565

Financial liabilities

Financial liabilities measured at amortised cost

Trade creditors	3,700	1,494
Accrued expenses/suppliers	956	765
Bonds and security deposits	1,948	1,981
Total financial liabilities measured at amortised cost	6,604	4,240

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

Note 9B: Net gains or losses on financial assets

Financial assets at amortised cost

	2024 \$'000	2023 \$'000
Interest revenue (see Note 4C)	3,680	2,021
Impairment (see Note 4F)	-	-
Net gain on financial assets at amortised cost	3,680	2,021

Note 9C Net gains or losses on financial liabilities

There was no net income or expense from financial liabilities for the year ended 30 June 2024 (2023 – Nil).

Note 9A: Financial instruments – continued

Accounting policy

Financial assets

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

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

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

Comparatives have not been restated on initial application.

Financial assets at amortised cost

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

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

Amortised cost is determined using the effective interest method.

Effective interest method

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

Impairment of financial assets

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

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

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

Financial liabilities

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

Financial liabilities at amortised cost

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

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

OTHER INFORMATION – CONTINUED

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

	2024	2023
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	2,695	5,159
Investments	60,063	50,920
Trade and other receivables	191	261
Other non-financial assets	147	36
Total no more than 12 months	63,096	56,376
More than 12 months		
Trade and other receivables	-	-
Land and buildings	385,113	368,124
Infrastructure, plant and equipment	54,357	42,964
Heritage and collections	54,263	62,339
Intangibles	216	241
Inventories	-	-
Other non-financial assets	134	54
Total more than 12 months	494,083	473,722
Total assets	557,179	530,098
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	3,700	1,494
Other payables	3,936	4,140
Leases	30	30
Employee provisions	861	700
Total no more than 12 months	8,527	6,364
More than 12 months		
Suppliers	-	-
Other payables	1,100	1,088
Leases	201	235
Employee provisions	1,003	972
Total more than 12 months	2,304	2,295
Total liabilities	10,831	8,659

Note 11: Contingencies

Schedule of contingencies

There were no contingent assets or liabilities required to be disclosed as at 30 June 2024 (2023 – Nil).

Accounting policy

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

Note 12: Sydney Harbour Foundation Ltd

As disclosed at Note 1 “Consolidation and associated company”, the Sydney Harbour Foundation Ltd (“Company”), a company limited by guarantee, is the Trustee for the Conservancy, and was established on 8 December 2009 and is controlled by the Harbour Trust. The Company was originally incorporated on 8 December 2009 as an Australian Government corporation limited by guarantee for the specific purpose, at that time of serving as trustee for the Conservancy. The Company’s constitution was amended in January 2024 and was registered with the Australian Charities and Not-for-profits Commission as a charity.

Expenses of the Company are met by the Harbour Trust.

The cash position of the Company is as follows:

	2024	2023
	\$	\$
OPERATING ACTIVITIES		
Cash received		
Donations	-	-
Grants	-	-
Total cash received	-	-
Cash used		
Suppliers	-	-
Total cash used	-	-
Net cash from operating activities	-	-
INVESTING ACTIVITIES		
Net cash from/(used by) investing activities	-	-
FINANCING ACTIVITIES		
Cash received		
Funds received for Sydney Harbour Federation Trust	-	-
Total cash received	-	-
Cash used		
Fund transferred to Sydney Harbour Federation Trust	-	-
Total cash used	-	-
Net cash from/(used by) financing activities	-	-
Net increase/(decrease) in cash held	-	-
Cash and cash equivalents at the beginning of the reporting period	-	-
Cash and cash equivalents at the end of the reporting period	-	-

OTHER INFORMATION – CONTINUED

Note 13: Sydney Harbour Conservancy

As disclosed at Note 1 “Consolidation and associated company”, the Conservancy, a Trust for which the Sydney Harbour Foundation Management Ltd is Trustee, was established on 10 December 2009 and is controlled by the Harbour Trust.

The objectives of the Conservancy are to:

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

The cash position of the Conservancy is as follows:

	2024	2023
	\$	\$
OPERATING ACTIVITIES		
Cash received		
Donations	-	-
Grants	-	-
Total cash received	-	-
Cash used		
Suppliers	(120)	(150)
Total cash used	(120)	(150)
Net cash from/(used by) operating activities	(120)	(150)
INVESTING ACTIVITIES		
Net cash from/(used by) investing activities	-	-
FINANCING ACTIVITIES		
Cash received		
Funds received for Trustee Company	-	-
Total cash received	-	-
Cash used		
Funds transferred to Trustee Company	-	-
Total cash used	-	-
Net cash from/(used by) financing activities	-	-
Net increase/(decrease) in cash held	(120)	(150)
Cash and cash equivalents at the beginning of the reporting period	6,457	6,607
Cash and cash equivalents at the end of the reporting period	6,337	6,457

Image opposite, top: Ruby Jackson performing at Sunset Sessions on Cockatoo Island / Wareamah.

Image opposite, bottom: Visitor enjoying the view from the balcony of Macquarie Lighthouse at Vaucluse.



ANNUAL PERFORMANCE STATEMENTS

Statement by Members

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

The results and analysis presented in the 2023–24 annual performance statements relate to the performance against the performance measures outlined in the *Sydney Harbour Federation Trust Corporate Plan 2023–2027*.

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

- accurately presents the Harbour Trust's performance in the year ending 30 June 2024 against the performance criteria detailed in the 2023–2027 Corporate Plan.
- meets the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), specifically sections:
 - 37 (*records about performance of Commonwealth entities*);
 - 38 (*measuring and assessing performance of Commonwealth entities*);
 - 39 (*annual performance statements for Commonwealth entities*).
- meets the requirements of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), specifically sections 16EA (*performance measures for Commonwealth entities*) and 16F (*annual performance statements for Commonwealth entities*).

Signed,



Professor Tim Entwisle
Chair

23 September 2024



The Former Marine Biological Station at Camp Cove, Watsons Bay.

Introductory statement

We, the Sydney Harbour Federation Trust Board – as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust) – present the 2023–24 Annual Performance Statements of the Harbour Trust, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In our opinion, these Annual Performance Statements are based on properly maintained records, accurately reflect the performance of the entity in the reporting period and comply with subsection 39(2) of the PGPA Act.

Entity purpose

Enhanced appreciation and understanding of the natural and cultural values of Sydney 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. (Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339).

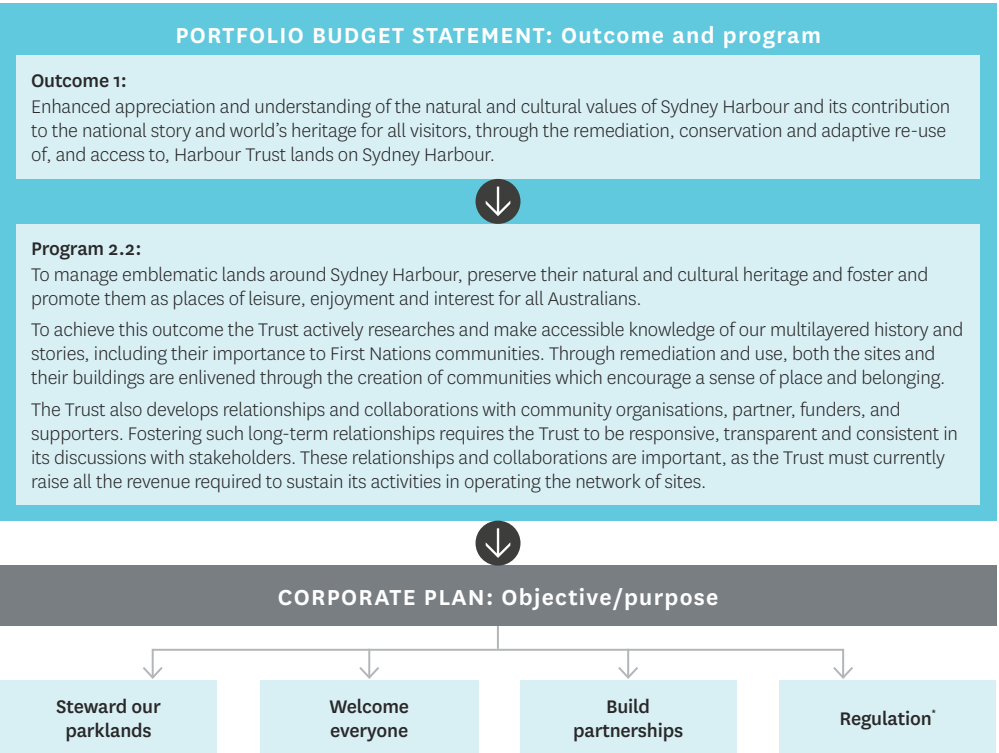
The Harbour Trust has identified four overarching key activities that encompass the performance measures in its Corporate Plan for 2023–2027. Collectively these key activities ensure all priority actions and measures contribute to achieving our purpose and performance information as published in the Portfolio Budget Statements (PBS) 2023–24 and the Corporate Plan 2023–2027.

Corporate plan and performance measures

In 2023, the Members of the Trust approved the *Sydney Harbour Federation Trust Corporate Plan 2023–2027* which set out the specific performance criteria for 2023–24, as well as the key performance measure targets out to 2026–27. The Annual Performance Statements report on the Harbour Trust's performance in 2023–24 against the information published in the Corporate Plan as at 30 June 2024.

Figure 5 below illustrates the alignment between the 2023–24 PBS and corporate plan.

Figure 5: Alignment between the Harbour Trust’s 2023–24 PBS and corporate plan.



*Regulation was added as a key activity in the Corporate Plan 2023–2027, post publication of the PBS 2023–24

In 2023–24 the Harbour Trust achieved 6 of the 7 performance measure targets outlined in the corporate plan and baseline targets were established for 7 new measures. Results and analysis against each performance measure are detailed below.

Performance criterion: Steward our parklands

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

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Steward our parklands – p. 24.

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 creating green spaces that are cherished by the community.
4. Build an accessible resource of the knowledge, stories, and oral histories about our sites.
5. Build deep and strong partnerships so First Nations communities can carry out cultural responsibilities in Caring for Country.
6. Sustain and grow our residential and commercial leasing revenue by maximising utilisation of our assets and attracting and cultivating high-quality tenants to help us deliver our vision and service for the community.

2023–24 Priority actions

1. Complete delivery of the Torpedo Factory Renewal Project at Sub Base Platypus, re-launch Sub Base Platypus and introduce quality experiences that result in increased visitation and strong engagement.
Outcome: Achieved. Torpedo Factory Renewal Project completed and site relaunched with increased visitor engagement.
2. Finalise Cockatoo Island / Wareamah, North Head Sanctuary and Middle Head / Gubbuh Gubbuh master plans and progress a staging and implementation plan for each site.
Outcome: Partially achieved. Master plans finalised, in principle for Cockatoo Island / Wareamah; staging plans in progress.
3. Review Woolwich Dock and Parklands Management Plan and collaborate with Hunters Hill Council to develop coordinated outcomes for our adjoining parklands.
Outcome: Partially achieved. Preliminary consultations with Hunters Hill Council underway.
4. Deliver year 1 of the Commonwealth funded infrastructure renewal program and Strategic Asset Management Plan to safeguard Harbour Trust sites’ heritage and natural biodiversity.
Outcome: Partially achieved. Year 1 of the infrastructure renewal program delivered.
5. Develop a plan setting out how the Harbour Trust will achieve the Australian Government’s policy for the Australian Public Service to reduce its greenhouse emissions to net zero by 2030.
Outcome: Achieved. Emissions Reduction Plan developed and published on the Harbour Trust website.
6. Continue the backlog capital works program to improve maintenance of the fabric and condition of our sites, whilst keeping them safe and accessible, and enable increased revenue opportunities.
Outcome: Achieved. Backlog capital works program continued, enhancing site conditions and revenue opportunities.
7. Review the Harbour Trust oral history and artefact program, giving careful consideration to industry best practice from the collection and preservation to their interpretation and presentation, and potential digital platforms.
Outcome: Partially achieved. Review of oral history and artefact program in progress.

ANNUAL PERFORMANCE STATEMENTS

8. Embed Caring for Country principles in our decision-making processes, elevating First Nations thinking and presence across all facets of the organisation, supported by a new First Nations Advisory Group and strategy to invest in First Nations peoples through direct hire, internships and traineeships.
Outcome: *Partially achieved. Caring for Country principles embedded and First Nations Advisory Group established.*
9. Provide market-competitive residential and commercial leasing opportunities, to achieve our leasing revenue target.
Outcome: *Achieved. Market-competitive leasing opportunities provided, achieving revenue target.*

For detailed progress on our priority actions, see **Steward our parklands** – page 28.

Key performance measures

PERFORMANCE MEASURE (1.1)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
% of our land open to the public	90%	90%	90%	Achieved

Measure link:
Intended result/s: 1, 3
Priority action/s: 1, 4

Measure type: Output

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year.
Partially achieved: Measured result is no more than one percentage point below the stated target number in the relevant year.
Not achieved: Measured result is more than one percentage point below the stated target number in the relevant year.

Source data: Internal precinct spatial maps and database.

Rationale: A greater proportion of parklands and built assets open to the public reflects the Harbour Trust's commitment to the principles of ecologically sustainable development. Through this process, the sites under custodianship will gain an enhancement to their function and open up avenues of potential use.

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

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

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

Analysis

The Harbour Trust maintained 90% of its land open to the public, supported by the completion of the Torpedo Factory Renewal Project at Sub Base Platypus. This project enhanced public access and amenities, including a new foreshore park, an outdoor terrace overlooking Neutral Bay and an event and storytelling space featuring historical artefacts. This aligns with the priority action of completing the Torpedo Factory Renewal Project and re-launching Sub Base Platypus. Achieving or exceeding this target is challenging under the current funding structure without significant additional revenue. The majority of remaining assets requiring activation are located at North Head Sanctuary and Cockatoo Island / Wareamah. The Harbour Trust is developing master plans that, with adequate funding, will activate these sites, preserve their heritage, and enhance visitor engagement for tourism and educational purposes.

PERFORMANCE MEASURE (1.2)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
% of our built assets in active use	77%	79%	79%	Achieved

Measure link:
Intended result/s: 2, 6
Priority action/s: 1, 2

Measure type: Efficiency

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year
Partially achieved: Measured result is no more than one percentage point below the stated target number in the relevant year.
Not achieved: Measured result is more than one percentage point below the stated target number in the relevant year.

Source data: Internal asset register.

Rationale: The care and conservation of our built assets is enhanced through their adaptive re-use, ensuring that they receive appropriate refurbishment, maintenance and preservation of heritage.

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

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

Analysis

The percentage of built assets in active use achieved the target of 79%, through bringing into stock three additional buildings at North Head Sanctuary. However, this target was initially set in 2020–21 assuming the activation of the Retort House in the recent renewal project at Sub Base Platypus, and the addition of brick buildings at Middle Head / Gubbu Gubbu. However, following detailed scoping, the Retort House was excluded from the project scope due to insufficient funds, and brick buildings at Middle Head / Gubbu Gubbu was delayed whilst the master planning phase was completed. Following the approval of the Middle Head / Gubbu Gubbu Master Plan, the brick buildings will not be delivered in stage 1 due to insufficient funds.

Achieving a 79% target is challenging under the current funding structure without significant additional revenue. The Harbour Trust has been working on master plans for Cockatoo Island / Wareamah and North Head Sanctuary that, with sufficient funding, will not only activate these sites but also preserve and promote their heritage, cultural, and natural assets.

Consequently, until funding is secured to implement beyond stage 1 of the Middle Head / Gubbu Gubbu Master Plan and/or the master plans of Cockatoo Island / Wareamah and North Head Sanctuary, the percentage of built assets in active use will remain at 79%.

ANNUAL PERFORMANCE STATEMENTS

PERFORMANCE MEASURE (1.3)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Visitor satisfaction with the public domain	n/a	>90%	94%	Achieved

Measure link:
Intended result/s: 3
Priority action/s: 1, 4

Measure type: Efficiency

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year
Partially achieved: Measured result is no more than one percentage point below the stated target number in the relevant year.
Not achieved: Measured result is more than one percentage point below the stated target number in the relevant year.

Source data: Online visitor survey hosted on the Harbour Trust website.

Rationale: Visitor satisfaction 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.

Methodology: Surveys of visitor satisfaction with the public domain (e.g., the quality of the parkland, tracks, and visitor amenities), measured as a percentage-based approval score. Surveys are conducted online and via an AI-driven SMS service with visitors to the Harbour Trust’s main sites. Survey methodology is consistent with accepted market research practices. Measured quarterly and reported annually.

Data source quality, assurance and management: Data is collected via an online visitor survey. The visitor survey is promoted on select signage and AI-driven SMS service/web chatbot. 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 which then gets converted into a percentage-based satisfaction score. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.

Analysis

Visitor satisfaction with the public domain achieved 94%, exceeding the target of >90%. This reflects positive feedback on the quality of parklands, tracks and visitor amenities. The Harbour Trust trialled new experiences at Sub Base Platypus, including tours, open days, a night cinema, a citizenship ceremony, and a community clothing swap, contributing to this high level of satisfaction. These initiatives align with the priority action of completing the Torpedo Factory Renewal Project and re-launching Sub Base Platypus, as well as efforts to enhance public amenities. The significant increase in visitor satisfaction underscores the effectiveness of the Harbour Trust’s management and enhancement of its public spaces.

The high score for visitor satisfaction also reflects the Harbour Trust’s commitment to maintaining high standards of parkland and visitor management, as evidenced by the continuous upgrade of fire safety systems and general maintenance works across all sites. These efforts with the Harbour Trust’s goal of rehabilitating, preserving and enhancing its natural environment and heritage, creating important green spaces for the community.

PERFORMANCE MEASURE (1.4)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Leasing revenue	\$14m	\$14m	\$14.8m	Achieved

Measure link:
Intended result/s: 6
Priority action/s: 9

Measure type: Output

Tolerances:
Achieved: measured result is equal to or great er than the stated target number in the relevant year.
Partially achieved: Measured result is between 95% to 99.9% of the stated target number in the relevant year.
Not achieved: Measured result is less than 95% of the stated target number in the relevant year.

Source data: Financial records.

Rationale: Leasing revenue reflects the Harbour Trust’s success in securing tenants and generating financial resources essential for sustaining its operations and funding other initiatives. It is a direct quantifiable result of the organisation’s leasing activities.

Methodology: Measured by the total revenue generated from leasing activities. Data is collected and reported quarterly and annually.

Data source quality, assurance and management: Financial records are maintained with high accuracy and integrity, with several control mechanisms in place, such as password controls, a data custodian, and a managerial review and sign-off procedure.

Analysis

Leasing revenue for the year 2023–24 was \$14.8m, exceeding the target of \$14m. This outcome reflects the effectiveness of the Harbour Trust’s leasing strategies and market-competitive opportunities provided to tenants. The successful leasing activities align with the priority action of providing market-competitive residential and commercial leasing opportunities. Despite a challenging market environment, the Harbour Trust maintained a vacancy rate of around 10%, which is favourable compared to the market average. This performance underscores the organisation’s ability to attract and retain high-quality tenants, contributing to financial sustainability and supporting the broader strategic goals of maximising asset utilisation and delivering community services.

Performance criterion: Welcome everyone

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

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Welcome everyone – p. 26.

Intended result

1. Make our major sites destinations of discovery and delight that draw more first time and repeat visitors, from the whole of Greater Sydney and beyond.
2. Build national and international awareness of our sites, their significance and their stories for all Australians.

ANNUAL PERFORMANCE STATEMENTS

- 3. Improve our customer focus and inclusivity, to ensure all those who visit, work or live at our sites have a great experience.
- 4. Differentiate our sites under a stronger brand, so that users and visitors can understand the different experiences and stories that make up the Harbour Trust.
- 5. Strengthen ties with those with a deep connection to our sites, including First Nations Custodians, military families and veterans, and the industrial workforce of Cockatoo Island / Wareamah.
- 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 sites.
- 7. Expand biodiversity conservation education and training opportunities to enhance community knowledge and support the natural preservation of our sites.

2023–24 Priority actions

- 1. Evolve the digital visitor experience pilot into an improved and permanent immersive experience for Middle Head / Gubbuh Gubbuh and consider expanding to other sites.
Outcome: *Partially achieved. Digital visitor experience pilot evolved; expansion under consideration.*
- 2. Develop improved visitor and audience insights, new experiences and an increased profile to attract interstate, international and local markets.
Outcome: *Achieved. Visitor and audience insights research carried out across four key sites.*
- 3. Review and develop a plan to improve the amenity, accessibility and inclusivity of our sites, experiences and communications; giving consideration to potential partnerships.
Outcome: *Partially achieved. Site amenity, accessibility, and inclusivity implemented concurrently with planned site works.*
- 4. Implement year 1 of the Events and Activation Strategy, including audience engagement strategies by site, improving processes and related policies and developing existing and new partnerships.
Outcome: *Achieved. Year 1 of the Events and Activation Strategy implemented.*

For detailed progress on our priority actions, see **Welcome everyone** – page 39.

Key performance measures

PERFORMANCE MEASURE (2.1)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Number of visits	2,022,894	2,000,000	2,028,910	Achieved

Measure link:

Intended result/s: 1

Priority action/s: 1, 2

Measure type: Output

Tolerances:

Achieved: measured result is equal to or greater than the stated target number in the relevant year.

Partially achieved: Measured result is no more than 2.5% below the stated target number in the relevant year.

Not achieved: Measured result is more than 2.5% of the stated target number in the relevant year.

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

Rationale: The number of visits to our sites reflects 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.

Methodology: 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.

Raw data is collected via multiple methods depending on site infrastructure at our key sites:

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 three entry points.

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

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

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

ANNUAL PERFORMANCE STATEMENTS

Analysis

The number of visits in 2023–24 reached 2,028,910, exceeding the target of 2,000,000. This increase is attributed to various initiatives aimed at attracting more visitors to Harbour Trust sites. Contributors include the launch of new visitor experiences, such as the opening of the Sub Base Platypus Torpedo Factory Precinct, which introduced guided tours and public events like the community open day and cinema night. Additionally, digital engagement efforts, such as the upgrades to the Harbour Trust and Cockatoo Island / Wareamah websites, are likely to have played a role. The introduction of the ‘What’s on’ calendar on the Harbour Trust website is believed to have enhanced the communication of events and activities, potentially contributing to higher visitor numbers.

The installation of new visitor counters at Sub Base Platypus will provide more accurate data on visitor numbers moving forward, supporting better-informed decisions and strategies. These efforts align with Priority actions 1 and 2, which focus on developing improved visitor and audience insights, creating new experiences, and raising the profile of Harbour Trust sites to attract a diverse range of visitors. The combined impact of these initiatives underscores the Harbour Trust’s commitment to making its sites appealing and accessible to a broad audience, thus achieving the intended result of increasing visitation.

PERFORMANCE MEASURE (2.2)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Interstate visitors	n/a	n/a	5.4%	Baseline established

Measure link:
Intended result/s: 2
Priority action/s: 2, 4

Measure type: Output

Tolerances: Not applicable for the baseline year.

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

Rationale: The measure of interstate visitors to Harbour Trust sites reflects our success in our national reach of welcoming all Australians.

Methodology: The total number of interstate visitors, expressed as a percentage of total visitors. Data is collected through online visitor surveys as well as ticketing and accommodation booking platforms. Surveys and booking forms include questions about visitors places of residence to determine the proportion of interstate visitors. Data collection occurs throughout the year, and results are compiled and reported quarterly and annually to establish a baseline percentage.

Data source quality, assurance and management: The surveys are designed to capture a representative sample of visitors. Survey responses are stored in a secure database, with data cleaning procedures to remove duplicates and invalid entries. The data from the ticketing and accommodation booking platforms only represent those who have made a transaction with the Harbour Trust. The sample size is relatively small, and the reliance on self-reported data can introduce bias. Mitigation strategies include using incentives to increase survey participation and ensuring a diverse distribution of survey opportunities to capture a broad visitor demographic.

Analysis

As 2023–24 was the baseline year for this measure, no specific targets or outcomes were set. The percentage of interstate visitors was measured to establish benchmarks for future performance. Limited visitor offerings at key sites such as Cockatoo Island / Wareamah and North Head Sanctuary, combined with budget constraints for marketing to interstate audiences, have impacted the ability to attract more interstate visitors. However, the development of master plans provides a pathway to preserve, enhance, and share the cultural, natural, and heritage offerings of each site with interstate visitors moving forward.

PERFORMANCE MEASURE (2.3)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
International visitors	n/a	n/a	1.6%	Baseline established

Measure link:
Intended result/s: 2
Priority action/s: 2, 4

Measure type: Output

Tolerances: Not applicable for the baseline year.

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

Rationale: The measure of international visitors to Harbour Trust sites reflects our success in our international reach of welcoming international visitors.

Methodology: The total number of international visitors, expressed as a percentage of total visitors. Data is collected and reported quarterly and annually. Data is collected through online visitor surveys as well as ticketing and accommodation booking platforms, focusing on visitors’ countries of origin. This data helps determine the proportion of international visitors. Data collection occurs throughout the year and results are compiled and reported quarterly and annually to establish a baseline percentage.

Data source quality, assurance and management: The surveys include clear and concise questions about visitors’ countries of origin, ensuring consistent data collection. Survey data is managed in a secure database, with regular data validation checks to ensure accuracy. The data from the ticketing and accommodation booking platforms only represent those who have made a transaction with the Harbour Trust. Sample size and self-reported data can be biased. Future mitigation methods include exploring offering multilingual surveys and expanding our survey distribution methods to capture a wide audience.

Analysis

As 2023–24 was the baseline year for this measure, no specific targets or outcomes were set. The percentage of international visitors was measured to establish benchmarks for future performance. Limited visitor offerings at key sites such as Cockatoo Island / Wareamah and North Head Sanctuary, combined with budget constraints for marketing to international audiences, have impacted the ability to attract more international visitors. However, the development of master plans provides a pathway to preserve, enhance, and share the cultural, natural, and heritage offerings of each site with international visitors moving forward.

PERFORMANCE MEASURE (2.4)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
International visitors	n/a	n/a	67	Baseline established

Measure link:
Intended result/s: 3
Priority action/s: 2, 4

Measure type: Effectiveness

Tolerances: Not applicable for the baseline year.

Source data: Online visitor surveys conducted for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park, Sub Base Platypus, Woolwich Dock and Parklands, Macquarie Lightstation and the Former Marine Biological Station.

Rationale: The measure of international visitors to Harbour Trust sites reflects our success in our international reach of welcoming international visitors.

Methodology: Data is collected via an online visitor survey. The visitor survey is promoted on select signage across our main destinations and through Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using interactive signs, QR codes and an AI driven SMS service. NPS is measured through surveys asking visitors how likely they are to recommend Harbour Trust sites to others on a scale of 0 to 10. The score is calculated by subtracting the percentage of detractors (scores 0 to 6) from the percentage of promoters (scores 9 to 10). Data is collected continuously, reported quarterly, and aggregated annually.

Data source quality, assurance and management: NPS surveys are conducted using standardised questions and scoring systems, ensuring consistency in data collection. NPS data is stored securely, with periodic reviews and validation to maintain data accuracy. Response rates can vary, and the scores may be influenced by recent experiences. Mitigation strategies include continuous promotion of surveys and balancing survey timing to capture a range of visitor experiences.

Analysis

As 2023–24 was the baseline year for this measure, no specific targets or outcomes were set. The Net Promoter Score (NPS) achieved was 67, which is considered a good score within this sector, indicating a positive level of visitor satisfaction and advocacy. Various initiatives likely contributed to this result, including the enhancement of visitor experiences, the introduction of new tours and events, and improved digital engagement. The NPS is a useful tool because it provides insights into visitor loyalty and the likelihood of them recommending Harbour Trust sites to others. Moving forward, this baseline figure will help inform strategies to further enhance visitor loyalty and advocacy.

Performance criterion: Build partnerships

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

Criterion source

- Program 1.1, 2023–24 Portfolio Budget Statements – Climate Change, Energy, the Environment and Water Portfolio, p. 339
- Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Build partnerships – p. 28.

Intended result

1. Partner with the community, government and other stakeholders as we plan our work and deliver community benefit, and support First Nations, heritage, cultural and natural values.
2. Support and grow our volunteer activities in the field of natural and built environment, cultural heritage, visitor experience and administrative support.
3. Support tenants and licensees to help deliver our vision through their work.
4. Become a universal place of welcome for First Nations peoples, by 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.

2023–24 Priority actions

1. Build new delivery partnerships that align with the Harbour Trust values and contribute to the delivery of the Harbour Trust objectives and priorities.
Outcome: *Achieved. New delivery partnerships established, aligned with Harbour Trust values.*
2. Follow best practice volunteer management through the provision of safe, meaningful and inclusive opportunities for volunteers. Finalise a new Volunteer Strategy that aligns with the Harbour Trust’s organisational direction and commence the implementation of it.
Outcome: *Achieved. New volunteer strategy finalised and implementation commenced.*

3. Review and revise the rental subsidy and partnership policy which aligns to the legislative amendments and builds on input from both the community and the tenant community, ensuring correct governance, accountability and transparency.
Outcome: *Partially achieved. Rental subsidy and partnership policy review in progress.*
4. Continue and extend First Nations community and organisational partnerships, to strengthen our First Nations ties and support local community.
Outcome: *Achieved. First Nations Advisory Group created and community and organisational partnerships extended.*
5. Establish deductible gift recipient status, to support the diversification of Harbour Trust revenue through philanthropic support.
Outcome: *Partially achieved. Process to obtain deductible gift recipient status in train.*

For detailed progress on our priority actions, see **Build partnerships** – page 51.

Key performance measures

PERFORMANCE MEASURE (3.1)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Number of volunteer hours	20,284	17,000	20,837	Achieved
Measure link: Intended result/s: 2 Priority action/s: 2 Measure type: Output Tolerances: Achieved: Measured result is equal to or greater than the stated target number in the relevant year. Partially achieved: Measured result is no more than five percentage points below the stated target number in the relevant year. Not achieved: Measured result is more than five percentage points below the stated target number in the relevant year. Source data: Electronically logged via Volgistics our internal volunteer management system. North Head Sanctuary Foundation hours recorded in an Excel spreadsheet and reported quarterly. 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. Methodology: Volunteer hours are recorded through the Harbour Trust’s internal volunteer management system. Volunteers log their hours, which are then verified by staff coordinators. Data is collected continuously, aggregated quarterly, and reported annually with North Head Sanctuary Foundation’s reported hours. Data source quality, assurance and management: Our volunteer data system (Volgistics) ensures rigour over the data entry and analysis process, however good Wi-Fi connection is required at all sites to ensure volunteers can log their hours. The Harbour Trust is reviewing feasibility to improve Wi-Fi connections at the affected volunteer sites. In 2023–24, Cockatoo Island / Wareamah Wi-Fi was upgraded. The Harbour Trust does not have visibility or input into the collation of volunteer hours data from partners. The Harbour Trust will investigate the potential for volunteer hours completed for partner organisations to be integrated with the Volgistics system.				

ANNUAL PERFORMANCE STATEMENTS

Analysis

The number of volunteer hours contributed in 2023–24 was 20,837, exceeding the target of 17,000 hours. This result demonstrates the effectiveness of the Harbour Trust’s volunteer engagement strategies and the dedication of our volunteers.

Several key initiatives likely contributed to this achievement:

- Successful events such as National Volunteer Week, in partnership with the Sydney Cultural Institutions Volunteer Managers Network (SCIVMN), which provided coordinated activities for over 80 volunteers.
- Significant contributions from highly skilled heritage restoration volunteers who completed notable projects such as the restoration of Second World War observation posts at North Head Sanctuary and a colonial gun carriage for the Australian War Memorial.
- Regular tours conducted by volunteer guides, generating revenue and enhancing visitor engagement.
- The Harbour Trust’s engagement with volunteers across various roles, including tour guides, administrative support, community advisory, oral history documentation, heritage gardening and visitor services.

These initiatives align with Priority action 2 and Intended result 2, which focus on supporting and growing volunteer activities. In addition, a new Volunteer Strategy was developed and approved in consultation with volunteers and external organisations, which focuses on providing better support and new ways of working, and will support the maintenance and growth of volunteering in future years.

PERFORMANCE MEASURE (3.2)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Number of significant, multi-year cultural, environmental and heritage partners	10	11	11	Achieved

Measure link:
Intended result/s: 1, 4
Priority action/s: 1, 4

Measure type: Output

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year.
Partially achieved: Measured result is no more than one partner below the stated target number in the relevant year.
Not achieved: Measured result is more than one partner below the stated target number in the relevant year.

Source data: Internal partnership records.

Rationale: Collaboration and engagement over the vision of Harbour Trust sites is enabled through partnering with other bodies. The partnerships provide the opportunity for public discourse to be held, informing the direction of site rehabilitation and repurposing of assets.

Methodology: Data is collected through internal records of partnership agreements, including memorandums of understanding (MOUs) and formal partnership agreements. These records are maintained by the relevant Harbour Trust’s business unit. Data is collected quarterly and reported annually.

Data source quality, assurance and management: Quarterly reviews of partnership agreements ensure accuracy and relevance. Partnership records are securely stored in each business unit’s internal database, with access controls and regular audits to maintain data integrity. Data accuracy relies on timely updates of partnership records. Mitigation strategies include regular staff verification and periodic audits.

Analysis

The Harbour Trust maintained 11 significant, multi-year cultural, environment and heritage partners in 2023–24, achieving the target.

Key partnerships and initiatives that contributed to this achievement included:

- DanceRites partnership with Sydney Opera House: Welcoming 200 First Nations performers to Cockatoo Island / Wareamah, supporting cultural celebration and engagement.
- ICOMOS Youth Forum: Hosting the forum at Cockatoo Island / Wareamah with over 160 national and international professionals, showcasing commitment to global heritage conservation and education.
- First Nations engagement: Establishing the First Nations Advisory Group, continuing collaboration with Bush to Bowl for cultural awareness training, and extending the partnership with Babana Aboriginal Men’s Group.
- Volunteer contributions: The Harbour Trust’s volunteer program, including heritage restoration, guided tours, and visitor services, significantly enhanced the organisation’s capacity to deliver its mission.

In 2023–24, the Harbour Trust successfully expanded our partnerships from 10 to 11, achieving the target set for the year. Progress was made in strengthening and expanding our network of partners. Long-standing collaborations with the Bondi to Manly Walk and Babana Aboriginal Men’s Group continued, whilst notable renewals included North Head Sanctuary Foundation, and the Royal Australian Artillery Historical Company. These partnerships are vital in achieving our goals, and their renewal demonstrates our commitment to building and maintaining strong, collaborative relationships.

A new multi-year partnership was established with Young Endeavour, focusing on the launch of their ship from our site. Unfortunately, due to unforeseen circumstances with their boat, Young Endeavour was unable to hold any events at our sites this year. We are hopeful that we will be able to hold an event with them next year.

These partnerships support our strategic goals by fostering community engagement, enhancing visitor experiences and contributing to the preservation and activation of our sites. Moving forward, these partnerships will play a crucial role in our efforts to create extraordinary places on Sydney Harbour that excite and inspire.

Performance criterion: Regulation

To adhere to a robust regulatory approach for our regulated activities, aligning with the best practice principles outlined in the RPG 128. 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.

Criterion source

- Regulation as a key activity and its associated performance measures were not included in the Portfolio Budget Statements 2023–24. These were added subsequently in the Harbour Trust Corporate Plan to align with the Regulator Performance Guide (RPG 128) and RMG 131.
- *Sydney Harbour Federation Trust Corporate Plan 2023–2027 – Regulation – p. 30.*

Intended result

- 1. 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.
- 2. 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.
- 3. Collaboration and engagement: Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

2023–24 Priority actions

- 1. Establish a regulatory review cycle to assess the effectiveness and efficiency of *Sydney Harbour Federation Trust Regulations 2021* and their implementation.
Outcome: *Achieved. Regulatory review cycle established.*
- 2. Implement a system to measure response times for permit applications and stakeholder enquiries, to assess efficiency and responsiveness in our regulation, stakeholder engagement and collaboration.
Outcome: *Achieved. System established and implemented.*
- 3. Review data and technology adoption in regulatory decision-making and compliance support for better regulatory outcomes.
Outcome: *Achieved. Data and technology adoption reviewed for regulatory decision-making.*

For detailed progress on our priority actions, see **Regulation** – page 57.

Key performance measures

PERFORMANCE MEASURE (4.1)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Has the frequency of the regulatory review cycle been met?	n/a	n/a	Established	Review cycle established

Measure link:
Intended result/s: 1
Priority action/s: 1

Measure type: Output

Tolerances: Not applicable for baseline year.

Source data: Planning business unit, internal regulatory records.

Rationale: Establishing a regulatory review cycle is essential for ensuring the ongoing relevance and effectiveness of the regulations.

Methodology: The *Sydney Harbour Federation Trust Regulations 2021* are reviewed every three years. The regulatory review cycle is devised by the Planning team and is carried out in consultation with relevant areas of the Harbour Trust including Legal, Property and Events. The purpose of the review is to ensure continuous improvement and the relevance of regulations. The review involves examining the *Sydney Harbour Federation Trust Regulations 2021* for readability, usability, ease of administration, effectiveness and policy desirability. The regulations are also tested for continuing relevance, consistency with other jurisdictions and if there are opportunities to reduce red tape. The review is conducted by the Harbour Trust in accordance with the regulator performance guide (RPG 128).

Data source quality, assurance and management: Regular reviews by the Director of Planning and relevant stakeholders ensure the accuracy of the review cycle schedule. Planning documents are securely stored and regularly updated to reflect any changes. Internal review processes can introduce bias. Mitigation strategies include involving external stakeholders in the review process to ensure objectivity.

Analysis

The Harbour Trust successfully established a regulatory review cycle in 2023–24, establishing the regulatory review cycle for this performance measure. The review cycle is scheduled to begin with a comprehensive review of the 2021 Regulations in the 2024–25 financial year. This initiative aligns with Priority action 1 and Intended result 1, focusing on continuous improvement and building trust in our regulatory settings.

ANNUAL PERFORMANCE STATEMENTS

PERFORMANCE MEASURE (4.2)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Percentage of permit applications processed within the Harbour Trust's specified time frames	n/a	n/a	100%	Baseline established
<p>Measure link: Intended result/s: 2 Priority action/s: 2</p> <p>Measure type: Efficiency</p> <p>Tolerances: Not applicable for baseline year.</p> <p>Source data: Planning business unit, internal regulatory records.</p> <p>Rationale: Ensuring the Harbour Trust responds within a specified time frame signifies efficient and responsive regulation, enhancing stakeholder engagement and collaboration.</p> <p>Methodology: A 'permit application' is defined here as an application to the Harbour Trust for a liquor or planning permit, which the Harbour Trust may approve with conditions, or refuse. The Planning team receives permit applications in writing. Applications may be preceded by informal discussions or correspondence, or formal pre-lodgement meetings. Published timeframes for planning permits are:</p> <ul style="list-style-type: none">• Pre-lodgement meetings: held within 5 business days of a request• Information about planning requirements: provided within 10 business days of a pre-lodgement meeting• 'Gateway' (assessment of adequacy of lodged information): within 10 business days of receipt of application.• Assessment of applications (following receipt of adequate information): 'standard' applications = approx. 20 business days; 'complex' applications = 30+ business days• Request for construction approval: within 5 business days following receipt of adequate information• Request for occupation approval: within 5 business days following receipt of adequate information <p>Published timeframes for liquor permits are:</p> <ul style="list-style-type: none">• Assessment of applications: within 4 weeks (20 business days) of receipt of application <p>Upon receipt, permit applications are manually recorded in the registers maintained and updated by the Planning team. Once a permit application has been determined (approved, approved with conditions, or refused), the outcome and amount of time taken to complete the assessment is recorded in the relevant register. The applicant is notified of the outcome of the assessment and is a permit (with conditions if required) is issued. Progress against the performance measure is recorded in the spreadsheet of quarterly performance measures.</p> <p>Data source quality, assurance and management: Regular reviews and audits by regulatory staff ensure data accuracy and reliability. Data is stored and updated manually in an Excel sheet, which introduces potential for human error. To mitigate this risk, control mechanisms such as double-checking entries, password protection, and periodic audits are implemented. Manual data entry can introduce bias and errors. Mitigation strategies include regular training for staff on data entry procedures and implementing a managerial review and sign-off process.</p> <p>Variation from the Corporate Plan 2023-24: The measure was changed from 'Percentage of permit <u>enquiries responded to</u> within the Harbour Trust specified time frames', to 'Percentage of permit <u>applications processed</u> within the Harbour Trust's specified time frames' as the Harbour Trust did not have the means to measure cost effectively the number of permit inquiries responded to.</p>				

Analysis

In 2023-24, the Harbour Trust successfully implemented a system to measure response times for permit applications and stakeholder enquiries, establishing a baseline for this performance measure. This system allows for tracking and analysing our performance, ensuring that we meet stakeholders' needs promptly and effectively. This initiative aligns with Priority action 2 and Intended result 2, focusing on risk-based and data-driven regulatory practices.

PERFORMANCE MEASURE (4.3)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Have we met our program for compliance checks?	n/a	n/a	Met	Baseline established
<p>Measure link: Intended result/s: 2 Priority action/s: 3</p> <p>Measure type: Efficiency</p> <p>Tolerances: Not applicable for baseline year.</p> <p>Source data: Planning business unit, internal regulatory records.</p> <p>Rationale: A high compliance rate demonstrates effective risk management and proportionate safeguards, while minimising the burden on compliant stakeholders.</p> <p>Methodology: Checks are undertaken to ensure compliance with permits and conditions. The Planning team maintains registers of permits for liquor, planning and early childhood education services. Compliance with permits is monitored by officers authorised by the Harbour Trust. The Planning team devises a compliance check program. The compliance check program is implemented by relevant authorised officers or suitably qualified contractors, who carry out the checks.</p> <p>Checks are undertaken according to the following frequency:</p> <ul style="list-style-type: none">a. Planning permits: prior to issue of occupation approval;b. Liquor permits (annual): at least twice per year;c. Liquor Permits (special event): at least once per event; andd. Childcare permits: at least once during each service approval. <p>Authorised officers update the relevant compliance register when the checks have been completed, with information about the dates and outcomes of inspections (including any rectification / follow up actions). Quarterly progress is recorded in the spreadsheet of quarterly performance measures.</p> <p>Data source quality, assurance and management: Periodic audits of compliance check records to ensure accuracy and completeness. Regular updates of compliance records and internal audits involving third party reviewers to ensure objectivity.</p>				

Analysis

The Harbour Trust successfully met its program for compliance checks, aligning with Priority action 3 and Intended result 2. This proactive approach supports effective risk management and regulatory outcomes.

PERFORMANCE MEASURE (4.4)	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	OUTCOME
Demonstrated collaboration with other relevant government regulators	n/a	n/a	Met	Established

Measure link:
Intended result/s: 3
Priority action/s: 3

Measure type: Output

Tolerances: Not applicable for baseline year.

Source data: Planning business unit, internal regulatory records.

Rationale: By seeking input and fostering collaborative relationships, we enhance the effectiveness of our regulations and share best practices.

Methodology: Collaboration with other relevant local, state and federal government agencies takes place on a regular and as-needs basis. Collaboration may take place via formal or informal discussions, or in correspondence. Evidence of collaboration is recorded by the Planning team including in the assessment of applications if relevant. Progress against the performance measure is recorded in the spreadsheet of quarterly performance measures.

Data source quality, assurance and management: Regular reviews of collaboration records to ensure completeness and accuracy. Secure storage of documentation and regular updates, to ensure reliable record keeping.

Analysis

The Harbour Trust demonstrated effective collaboration with the following government bodies during 2023–24 with regard to regulatory matters:

- NSW Independent Liquor and Gaming Authority with reference to the *Music Festivals Act 2019*
- DCCEEW with reference to referrals
- Transport for NSW with reference to licences for waterways
- Mosman Council with reference to a development application
- NSW Department Education with regard to a transfer of Service Approval for childcare centre
- NSW National Parks and Wildlife Service with regard to North Head Sanctuary and Middle Head / Gubbuh Gubbuh

These collaborations align with Priority action 3 and Intended result 3, fostering transparency and modern regulatory practices.

ANNUAL MANAGEMENT METRICS

Introductory statement

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

The Harbour Trust has one overarching management objective, effective capabilities, that encompasses the activities and management metrics as detailed in the Corporate Plan 2023–2027.

Corporate plan and performance measures

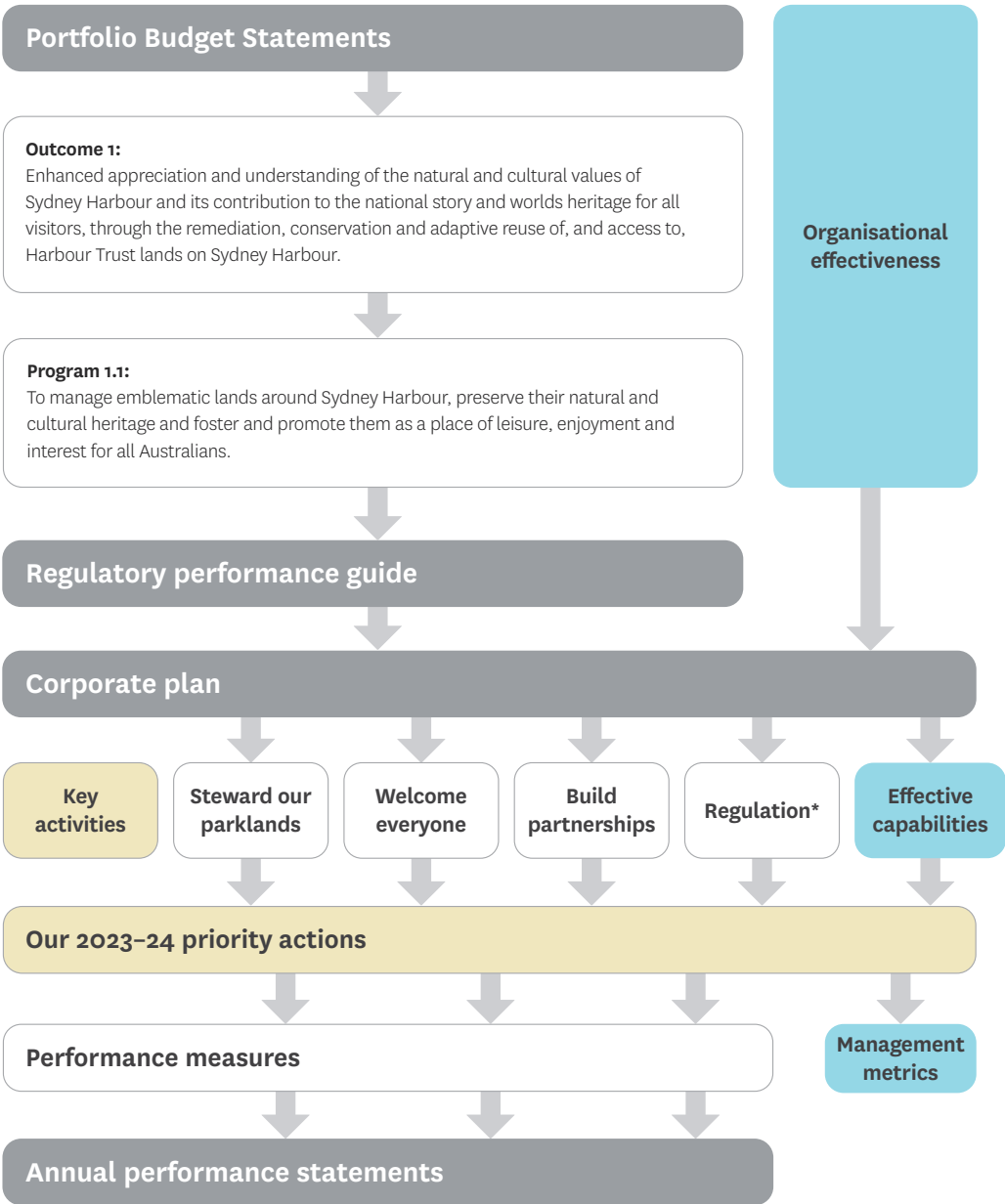
The management metrics are strategically important as they support the delivery of the Harbour Trust overall purpose. They monitor the effectiveness and efficiency of organisational capability through ensuring a suitable financial base, a responsive workforce, streamlined policies and processes, and a transparent governance and risk process within the Harbour Trust. Collectively the measures ensure we are agile to change, committed to continuous improvement, assurance and integrity of our work, and meet the operational requirements to achieve our purpose. The management metrics report on the Harbour Trust’s performance in 2023–24 against the information published in the *Sydney Harbour Federation Trust Corporate Plan 2023–2027* as at 30 June 2024.

Visitors walking along Woolwich Dock.



Figure 6 below illustrates the alignment between the organisation’s outcome, corporate plan, performance measures and management metrics.

Figure 6: Alignment between the organisation’s outcome, corporate plan, performance measures and management metrics.



*Regulation was added as a key activity in the Corporate Plan 2023-2027, post publication of the PBS 2023-24

Performance criterion: Effective capabilities

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.

Criterion source

- Sydney Harbour Federation Trust Corporate Plan 2023-2027 – Effective capabilities – p. 32.

Intended result:

1. Attract and retain an outstanding, diverse workforce and invest in its professional development.
2. Shape our organisation to achieve its goals and build its resilience and adaptability. Grow our ICT capacity to improve customer focus, enable proactive asset management and eliminate end-of-life systems and manual processes.
3. Support the development of a risk-aware culture through investment in systems and capability.
4. Ensure the culture of our organisation is customer-focused, capable, engaged, and contributes to the Harbour Trust’s outcomes.
5. Continue the strong focus on risk management and oversight to ensure that staff and the Members of the Trust comply with all relevant legislation.

2023-24 Priority actions:

1. Increase staff opportunities for professional development in order to attract and retain staff.
Outcome: Achieved. Professional development opportunities increased.
2. Create and implement a workforce management plan that incorporates a review of insourcing/outsourcing functions, succession planning, multi-skilling and cross-pollination.
Outcome: Partially achieved. Workforce management plan created, ready for consultation.
3. Strengthen ICT Strategy and roadmap for optimising business benefits and managing risks.
Outcome: Achieved. ICT Strategy and roadmap progressing with items in train or reviewed based on business needs.
4. Improve business-wide knowledge of risk and governance measures, ensuring best practice across the organisation.
Outcome: Achieved. Year 1 of the three-year audit program in progress improving governance and best practice.
5. Carry out an annual staff survey to assess the focus of organisational culture on visitor and client service, and respond and adapt accordingly.
Outcome: Achieved. Annual staff survey and post consultation conducted.
6. Maintain a continuous improvement approach to safety to further enhance our approach to staff and volunteers’ health and wellbeing through the mitigation of physical and psychosocial risks.
Outcome: Achieved. Continuous improvement to the safety management system.

ANNUAL MANAGEMENT METRICS

7. Implement a new three-year WHS Strategy.
Outcome: Achieved. New three-year WHS Strategy implemented.

For detailed progress on our priority actions, see **Effective capabilities** – page 60.

Key management metrics

MANAGEMENT METRIC (MM5.1)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Compliance with legislation and governance	n/a	n/a	Met	Baseline established

Measure link:
Intended result/s: 5
Priority action/s: 4,7

Measure type: Effectiveness

Tolerances: Not applicable for the baseline year.

Source data: Internal compliance records and the annual report.

Rationale: Ensuring compliance with legislation and governance requirements is crucial for maintaining the integrity and accountability of the Harbour Trust’s operations.

Methodology: Compliance is assessed on whether reporting requirements are met as published in the annual reporting legislative compliance and PGPA compliance sections.

Data source quality, assurance and management: Regular internal and audit committee reviews ensure the accuracy of compliance assessments.

Analysis

In 2023–24, the Harbour Trust met all compliance requirements, demonstrating adherence to relevant legislation and governance frameworks.

Aerial view of the Torpedo Factory Precinct, Sub Base Platypus, North Sydney. Photo by Mike Chorley, reproduced courtesy of Taylor Construction.



MANAGEMENT METRIC (MM5.2)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Average employee engagement score	64%	80%	54%	Not achieved

Measure link:
Intended result/s: 1, 4
Priority action/s: 1, 5

Measure type: Effectiveness

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year.
Partially achieved: Measured result is no more than five percentage points below the stated target number in the relevant year.
Not achieved: Measured result is more than five percentage points below the stated target number in the relevant year.

Source data: Annual organisational culture survey.

Rationale: Employee engagement is a key indicator of organisational health, reflecting how motivated and committed employees are to their work and the organisation.

Methodology: Engagement is measured through an annual survey distributed to all staff, focusing on various aspects of workplace culture and satisfaction. Measured annually.

Data source quality, assurance and management: The survey methodology follows best practices in market research to ensure reliability and validity. However, response rates and honesty in responses can affect data quality. The data is collected and analysed by a third party to ensure transparency and avoid bias. Results are reviewed by senior management and shared with all staff to identify areas for improvement.

Analysis

The average employee engagement score for 2023–24 was 54%, falling short of the target of 80%. Various factors, including organisational changes, negotiation of a new enterprise agreement and ongoing challenges in workplace culture, contributed to this result. Moving forward, strategies to improve employee engagement will be implemented, focusing on addressing identified issues in specific groups and enhancing the overall workplace environment.

MANAGEMENT METRIC (MM5.3)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Percent of employees with effective personal development plans linked to the corporate plan	90%	100%	94%	Not achieved

Measure link:
Intended result/s: 1
Priority action/s: 1, 2

Measure type: Output

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year.
Partially achieved: Measured result is no more than five percentage points below the stated target number in the relevant year.
Not achieved: Measured result is more than five percentage points below the stated target number in the relevant year.

Source data: Human Resources professional development records.

Rationale: Personal development plans are essential for aligning individual goals with organisational objectives and supporting employee growth. The achievement of the goals and objectives of the Harbour Trust is directly dependant on the performance objectives of employees.

Methodology: Development plans are created for all employees, reviewed and updated annually to ensure alignment with the corporate plan. Measured annually.

Data source quality, assurance and management: Regular reviews and updates of development plans help maintain data accuracy. Manual data entry could introduce errors. The Human Resources department maintains records, with regular audits to ensure completeness and accuracy.



Georges Head lookout at Georges Heights, Mosman.

ANNUAL MANAGEMENT METRICS

Analysis

In 2023–24, 94% of employees had effective personal development plans linked to the corporate plan, slightly below the target of 100%. This shortfall highlights areas for improvement in the implementation and review process. Moving forward, efforts will focus on achieving full compliance and enhancing the effectiveness of development plans.

MANAGEMENT METRIC (MM5.4)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Q 1 We have a pro-active safety culture that identifies and manages risks, and is responsive to my concerns.	90%	90%	91%	Achieved
Q 2 I am encouraged to raise safety concerns, and these are listened to and acted on.	90%	90%	89%	Partially achieved

Measure link:
Intended result/s: 3, 4
Priority action/s: 6, 7

Measure type: Effectiveness

Tolerances:
Achieved: Measured result is equal to or greater than the stated target number in the relevant year.
Partially achieved: Measured result is no more than five percentage points below the stated target number in the relevant year.
Not achieved: Measured result is more than five percentage points below the stated target number in the relevant year.

Source data: Annual organisational culture survey.

Rationale: To minimise risk exposure and embed best practice of health and safety standards within the Harbour Trust culture.

Methodology: Safety culture within the organisation is measured through an annual survey distributed to all staff, focusing on various aspects of workplace culture and satisfaction. Measured annually.

Data source quality, assurance and management: The survey methodology follows best practices in market research to ensure reliability and validity. However, response rates and honesty in responses can affect data quality. The data is collected and analysed by a third party to ensure transparency and avoid bias. Results are reviewed by senior management and shared with all staff to identify areas for improvement.

Analysis

The employee engagement survey results for key safety culture questions were 91% and 89%, respectively, exceeding the target of 90% for question one and just below for question two. This indicates a generally positive safety culture within the organisation. Efforts will focus on maintaining and enhancing safety practices to ensure a safe and supportive work environment.

MANAGEMENT METRIC (MM5.5)	2022–23 ACTUAL	2023–24 TARGET	2023–24 ACTUAL	OUTCOME
Lost time injury frequency rate	–	–	7.62	Baseline established

Measure link:
Intended result/s: 3
Priority action/s: 6, 7

Measure type: Efficiency

Tolerances:
Not applicable for the baseline year.

Source data: Internal WHS incident reports.

Rationale: Monitoring the lost time injury frequency rate assesses workplace safety and the effectiveness of injury prevention measures.

Methodology: The frequency rate is calculated based on the number of lost time injuries per million hours worked, using data from internal incident reports. Measured annually.

Data source quality, assurance and management: Regular reviews of incident reports ensure data accuracy. Manual data entry could introduce errors. The WHS team maintains incident records, with regular audits to ensure completeness and accuracy.

Analysis

In 2023–24, the lost time injury frequency rate was 7.62, establishing the Harbour Trust baseline. Moving forward, the baseline figure will inform strategies to enhance workplace safety and reduce injury rates.

APPENDICES

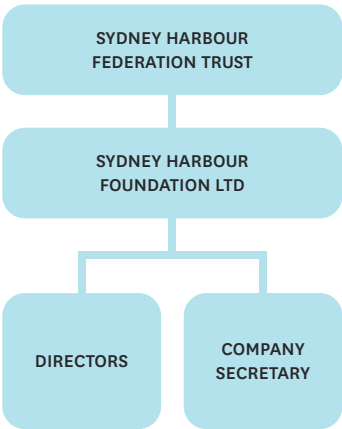
Appendix 1: Sydney Harbour Foundation Ltd organisational structure

Sydney Harbour Foundation Ltd is a not-for-profit public company limited by guarantee and a subsidiary of Sydney Harbour Federation Trust. The foundation was registered as a charity with the Australian Charities and Not-for-profits Commission in July 2024 and is currently the trustee of the Sydney Harbour Conservancy.

Officeholders and Directors

Kevin McCann AO	Chair/Non-executive Director
Sandra Hook	Non-executive Director
Janet Carding	Non-Executive Director
Jessica Keen	Non-executive Director
Simon Allington-Lodge	Company Secretary

Organisational structure



Appendix 2: Maintenance, heritage conservation and environmental management projects

The following projects were undertaken by the Harbour Trust in 2023–24:

Cockatoo Island / Wareamah	<ul style="list-style-type: none">• Commencement of extensive conservation works to historic Buildings 9 – Overseer’s Cottage and 20 – Clerk of Petty Sessions’ cottage• Re-lining and safety works to Tunnel 1 – Straight Tunnel to enable public access• Accessibility upgrades to Buildings 3 – Mess Hall and 22 – Biloela House• Upgrades to short-term accommodation (Building 164 – Fire Station Studio, Building 21A – Medical Officer’s Assistant and Police Officer’s residence)• Upgrades to public amenities including toilets and campground showers• Fire safety program: lifecycle replacement of detectors and fire indicator panels• Maintenance of netting to deter roosting by silver gulls and pigeons• Conservation of historic machinery and planting of gardens by Harbour Trust volunteers
Headland Park	<ul style="list-style-type: none">• Renovations to the residential property at 6 Commonwealth Avenue• Geotechnical work including installation of new piles to shore up collapsed cliff and upgrades to drainage in response to landslip at Chowder Bay / Gooree• Commencement of major structural works to Chowder Bay Wharf, to retain original layout of the wharf whilst enabling public access• Repairs to underground water main at Middle Head / Gubbeh Gubbeh• Minor conservation works to Gunners Barracks restaurant to complement upgrade of verandah by tenant• Completion of fire safety program: lifecycle replacement of detectors and fire indicator panels• Contract bush regeneration• Feral animal control• Minor internal fit-outs and refurbishment of commercial suites by tenants• Mechanical and manual bushfire hazard reduction works• External and internal painting of tenanted buildings
North Head Sanctuary	<ul style="list-style-type: none">• Refurbishment of Building 17 – Former Gymnasium including removal of hazardous materials and upgrades to the interior• Repairs to a collapsed section of historic stone wall near the visitor centre• Repairs to handrails in Building 5 – former Roden Culter Building to complement works by a future tenant• Upgrade to domestic and fire water systems including installation of new above-ground water tanks• Commencement of fire safety program: lifecycle replacement of detectors and fire indicator panels• Replacement of roofs for Buildings 17, 44 and 46• Renovation to residential properties at 11 St Barbaras Avenue and 25 North Head Scenic Drive• Commencement of extensive maintenance works to external fabric of Building 1 – Main Barracks Building including installation of new joinery and rainwater goods• Installation of sewer point adjacent to the Parade Ground to enable connection for temporary uses such as events• Installation of heating to indoor areas at Bella Vista Cafe• Conservation and reconstruction of historic military equipment including the historic gun emplacements and observation posts by heritage restoration volunteers• Propagation and planting of local species by the North Head Sanctuary Foundation• Mechanical and manual bushfire hazard reduction works• Minor internal fit-outs by tenants• Ongoing repairs to tenanted residential and commercial buildings, including paintwork, carpentry and plumbing• Feral animal control

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

Woolwich Dock and Parklands	<ul style="list-style-type: none">Repairs to the jetty to improve public safetyLandscape maintenance and weed removal
Sub Base Platypus	<ul style="list-style-type: none">Completion and opening of the adaptive reuse of the former Torpedo Factory as a carpark and multi-use spaceCreation and opening of the new Wirra Birra Park on the foreshore of Neutral BayInstallation of interpretation and restoration of heritage artefacts within the former Torpedo FactoryCommencement of hazardous material removal and restoration works of the Retort HouseRefurbishment of previous storage area for use as satellite officeCreation of new access corridor with Building 2 – Former Submarine School to facilitate safe access to cliff face for maintenanceMaintenance of netting to deter roosting by silver gullsInternal fit-outs of commercial suites by tenantsUpgrades to site servicesWeed removal and replanting
Macquarie Lightstation	<ul style="list-style-type: none">Investigations into the location of the underground tunnel associated with the cliff-side observation postCompletion of documentation to enable conservation and restoration works to the historic Greenway WallDesign development of documentation for interpretation of the First Nations and colonial history of the siteWeed removal and replanting
Former Marine Biological Station	<ul style="list-style-type: none">Weed removal and replanting

Appendix 3: Advisory and reference groups

General Community Advisory Committee

Ex-officio members

The Hon Anthony Albanese MP, Prime Minister and Member for Grayndler
Commander Kent Browning
Commander Michael Nipperess
Allegra Spender MP, Member for Wentworth
Zali Steggall MP, Member for Warringah
Kylea Tink MP, Member for North Sydney
Cr Zoë Baker, Mayor of North Sydney
Cr Carolyn Corrigan, Mayor of Mosman
Cr Sue Heins, Mayor of Northern Beaches
Cr Zac Miles, Mayor of Hunter’s Hill
Cr Susan Wynne, Mayor of Woollahra

General members

Rebecca Cardy
Anne Clarke
Peter Doukas
Glyn Evans
Sheila Foliaki-Singh
Cathy Griffin
Jeremy Kenna
Chido Mauwa
Linda O’Malley
Trudy Phelps
Yolande Stone
Lisa Trueman

Members of the Trust

Professor Tim Entwisle
Terry Bailey
Alex O’Mara

Sub Base Platypus Community Advisory Committee

*July 2023 to March 2024

Ex-officio members

Cr Zoë Baker, Mayor of North Sydney
Kylea Tink MP, Member for North Sydney

General members

Phil Burfurd
Tammy Dodd
Paul Forward
Jessica Keen
Miles Lockwood
Matthew Lorrimer
Neil Schafer
Christopher Stapleton
Ken Williams

*Following the completion of major capital works including the opening of Wirra Birra foreshore park at Sub Base Platypus in March 2024, the Sub Base Platypus Community Advisory Committee was formally sunset.

First Nations Advisory Group

General members

Alison Page, Chair
Chris Ingrey, La Perouse Local Aboriginal Land Council
Nathan Moran, Metropolitan Local Aboriginal Land Council
Donna Daly
Bryce Liddle
Jessie Longbottom
Lloyd Walker
Peter White

Appendix 4: Executive remuneration

Information about remuneration for Executive Director and Members of the Trust as at 30 June 2024.


		SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS	TERMINATION BENEFITS	TOTAL REMUNERATION
Name	Position title	Base salary (\$)	Bonuses (\$)	Other benefits and allowances (\$)	Superannuation contributions (\$)	Long service leave (\$)	Termination benefits (\$)	Total (\$)
Janet Carding	Executive Director	331,574	0	68,173	61,394	7,309	0	468,450
Joseph Carrozzi AM	Chair	0	0	0	7	0	0	7
Michael Rose AM	Trust Member	0	0	0	4	0	0	4
Alison Page	Deputy Chair	40,261	0	0	4,432	0	0	44,693
Pru Goward AO	Trust Member	0	0	0	0	0	0	0
Steven Issa	Trust Member	35,073	0	0	3,858	0	0	38,931
Chantelle Fornari	Trust Member	23,752	0	0	2,616	0	0	26,368
Bradley Manera	Trust Member	0	0	0	4	0	0	4
Terry Bailey	Trust Member	18,569	0	0	2,043	0	0	20,612
Professor Tim Entwisle	Chair	31,730	0	0	3,490	0	0	35,220
Ann Sherry AO	Trust Member	16,626	0	0	1,829	0	0	18,455
Alex O'Mara	Trust Member	16,626	0	0	1,829	0	0	18,455
Carolyn McNally	Trust Member	0	0	0	4	0	0	4
Total		514,211	0	68,173	81,510	7,309	0	671,203


Information about remuneration for senior executives as at 30 June 2024.

		SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS		TERMINATION BENEFITS	TOTAL REMUNERATION
Total remuneration bands	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$270,001-\$295,000	2	225,687	0	130	24,124	5,417	16,669	0	272,027
\$295,001-\$320,000	1	246,844	0	0	26,574	6,220	19,139	0	298,776

Appendix 5: Audit committee charter

Harbour Trust





Creating extraordinary places on the world's best harbour.

AUDIT COMMITTEE CHARTER

Sydney Harbour Federation Trust (the Harbour Trust)

ESTABLISHMENT

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

FUNCTIONS

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

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

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

FINANCIAL REPORTING

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

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

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

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

Audit Committee Charter

OFFICIAL


1

132 | Sydney Harbour Federation Trust

Annual Report 2023-2024 | 133

Appendix 5: Audit committee charter – continued

Harbour Trust



PERFORMANCE REPORTING

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

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

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

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

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

SYSTEM(S) OF RISKS OVERSIGHT MANAGEMENT AND REPORTING

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

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

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

SYSTEMS OF INTERNAL CONTROL

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


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

Audit Committee Charter

2

OFFICIAL

Harbour Trust



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

MEMBERSHIP

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

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

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

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

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

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

SUB-COMMITTEES

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

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

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

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

AUTHORITY

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

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

Audit Committee Charter

3

OFFICIAL

Appendix 5: Audit committee charter – continued

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

CONDUCT OF THE COMMITTEE

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

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

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

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

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

REPORTING

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

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

CONSULTATION

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

ADMINISTRATIVE ARRANGEMENTS**MEETINGS**

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

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

QUORUM

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

ATTENDANCE

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

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

Representatives of the ANAO may attend as observers.

PLANNING

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

ASSESSING PERFORMANCE

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

REVIEW OF THE CHARTER

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

SECRETARIAT

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

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

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

SIGNED


Sydney Harbour Federation Trust

13 /06 /2023

Appendix 6: Freedom of information

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

or by contacting the FOI Officer at:

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

Information Publication Scheme

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

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

Reporting

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

LEGISLATIVE COMPLIANCE

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

REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
Sydney Harbour Federation Trust Act 2001				
Section 70	Annual Report	The annual report prepared by the members and given to the Minister under Section 46 of the <i>Public Governance, Performance and Accountability Act 2013</i> for a period must also include:	Mandatory	
(a)	Steward our parklands	a description of the condition of plan areas at the end of the period to which the report relates; and		29, 10–105, 129–130
(b)	Effective capabilities	the text of all directions, and reasons for directions, given by the Minister to the Trust under Section 9 during the period to which the report relates		6
Public Governance, Performance and Accountability Act 2013				
Section 46		Annual report for Commonwealth entities	Mandatory	
(1)	Letter of transmittal	... the accountable authority of the entity must prepare and give an annual report to the entity's responsible Minister...		3
(3)	Compliance index	The annual report must comply with any requirements prescribed by the rules.		139
Work Health and Safety Act 2011				
Schedule 2, Part 4	Effective capabilities	Annual reports		63
Environment Protection and Biodiversity Conservation Act 1999				
Section 516A		Annual reports to deal with environmental matters	Mandatory	
(1)	Steward our parklands	The accountable authority of a Commonwealth entity (within the meaning of the <i>Public Governance, Performance and Accountability Act 2013</i>) must ensure that an annual report prepared under Section 46 of that Act complies with subsection (6) of this section.		33–35
Freedom of Information Act 1982				
Division 2		Information to be published	Mandatory	
8 (2)	Appendix 6: Freedom of information	The agency must publish the following information: (a) the plan prepared under subsection (1); ... (h) contact details for an officer (or officers) who can be contacted about access to the agency's information or documents under this Act;		138

REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
Public Interest Disclosure Act 2013				
Section 44		Giving notice of the allocation decision	Mandatory	
(1A)	Effective capabilities	The authorised officer must also inform: (a) if the disclosure is allocated to an agency that is not the Ombudsman, the IGIS or an intelligence agency—the Ombudsman; or (b) if the disclosure is allocated to an intelligence agency—the IGIS; of the matters of which the principal officer of the agency must be informed under subsection (1).		63
Section 50A		Notification to Ombudsman or IGIS of decision not to investigate	Mandatory	
(1)	Effective capabilities	If: (a) the principal officer of the agency has decided under Section 48 or 49 not to investigate the disclosure under this Division, or not to investigate the disclosure further; and (b) the agency is not the Ombudsman, the IGIS or an intelligence agency; the principal officer must inform the Ombudsman of the decision, and of the reasons for the decision.		63
Section 76		Annual report	Mandatory	
(3)	Effective capabilities	The principal officer of an agency must give the Ombudsman such information and assistance as the Ombudsman reasonably requires in relation to the preparation of a report under this section.		63
Commonwealth Electoral Act 1918				
Section 311A		Annual returns of income and expenditure of Commonwealth departments	Mandatory	
(1)	Welcome everyone	... the principal officer ... must attach a statement to its annual report setting out particulars of all amounts paid by, or on behalf of, the Commonwealth department during the financial year to: (a) advertising agencies; (b) market research organisations; (c) polling organisations; (d) direct mail organisations; and (e) media advertising organisations; and the persons or organisations to whom those amounts were paid.		44

PGPA RULE COMPLIANCE

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

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
17BE	Contents of annual report			
17BE(a)	Harbour Trust overview	Details of the legislation establishing the body.	Mandatory	13
17BE(b)(i)	Harbour Trust overview	A summary of the objects and functions of the entity as set out in legislation.	Mandatory	13
17BE(b)(ii)	Harbour Trust overview, Annual performance statements, Annual management metrics	The purposes of the entity as included in the entity's corporate plan for the reporting period.	Mandatory	12–15, 100–127
17BE(c)	Harbour Trust overview	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Mandatory	14
17BE(d)	Effective capabilities	Directions given to the entity by the Minister under an Act or instrument during the reporting period.	If applicable, mandatory	69
17BE(e)	Effective capabilities	Any government policy order that applied in relation to the entity during the reporting period under Section 22 of the Act.	If applicable, mandatory	69
17BE(f)	n/a	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under Section 22 of the Act.	If applicable, mandatory	n/a
17BE(g)	Annual performance statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and Section 16F of the rule.	Mandatory	100–120
17BE(h), 17BE(i)	n/a	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance.	If applicable, mandatory	n/a
17BE(j)	Harbour Trust overview	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	Mandatory	16–19
17BE(k)	Harbour Trust overview, Appendix 1	Outline of the organisational structure of the entity (including any subsidiaries of the entity).	Mandatory	15, 128
17BE(ka)	Effective capabilities	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory	61–62

PGPA RULE COMPLIANCE

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT	PAGE
17BE(l)	Harbour Trust overview	Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	Mandatory	15
17BE(m)	Effective capabilities	Information relating to the main corporate governance practices used by the entity during the reporting period.	Mandatory	65–66
17BE(n), 17BE(o)	Financial statements	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	If applicable, mandatory	73–98
17BE(p)	Effective capabilities	Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	If applicable, mandatory	69
17BE(q)	Effective capabilities	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	If applicable, mandatory	69
17BE(r)	Effective capabilities	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under Section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner.	If applicable, mandatory	69
17BE(s)	n/a	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.	If applicable, mandatory	n/a
17BE(t)	Effective capabilities	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs).	If applicable, mandatory	68
17BE(taa)	Effective capabilities	The following information about the audit committee for the entity: (a) direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee.	Mandatory	65–66
17BE(ta)	Effective Capabilities, Appendix 4	Information about executive remuneration.	Mandatory	62, 132

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

ABBREVIATIONS AND ACRONYMS

TERM	DEFINITION
\$	Australian dollar
%	per cent
AASB	Australian Accounting Standards Board
ACT	Australian Capital Territory
AEP	Anderson Environment & Planning
ANAO	Australian National Audit Office
AO	Order of Australia
APS	Australian Public Service
AS	Australian Standards
ISO	International Organization for Standardization
CAC	Community Advisory Committee
CBD	central business district
CRIS	cost recovery implementation statement
DCCEEW	Department of Climate Change, Energy, the Environment and Water
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
ERP	enterprise resource planning
ESD	ecologically sustainable development
FBT	fringe benefits tax
FOI Act	<i>Freedom of Information Act 1982</i>
Fraud Policy	Commonwealth Fraud Control Policy
GPO	government policy order
GST	goods and services tax
ha	hectare
Hon	Honourable
ICT	information and communication technology
IPS	Information Publication Scheme
km	kilometre

TERM	DEFINITION
KMP	key management personnel
MOU	memorandum of understanding
MP	Member of Parliament
No	number
n/a	not applicable
NHSF	North Head Sanctuary Foundation
NSW	New South Wales
p.	page
PBS	Portfolio Budget Statement
PCG	Project Control Group
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PID Act	<i>Public Interest Disclosure Act 2013</i>
PSS	Public Sector Superannuation Scheme
PSSap	PSS Accumulation Plan
RAAHC	Royal Australian Artillery Historical Company
RFP	request for proposal
ROU	right-of-use
RPG 128	Regulator Performance Guide
SAMP	Strategic Asset Management Plan
SCIVMN	Sydney Cultural Institutions Volunteer Managers Network
SIMS	Sydney Institute of Marine Science
SPPI	solely payments of principal and interest
subsp.	subspecies
t CO ₂ -e	tonnes of carbon dioxide equivalent
WHS	work health and safety

INDEX

A

Accommodation 15, 31, 34–36, 44, 46, 48, 55, 77, 82–83, 108, 110–111, 129

Advertising and market research 44

Anderson Environment & Planning (AEP) 30

Annual performance statements 100–102, 104, 106, 108, 110, 112, 114, 116, 118, 120, 122, 134, 141

Audit Committee 9, 15, 66, 68, 124, 133–137, 142

Auditor’s report 74–75

B

Bushfire management 30

C

Campground 129

Capital works 29, 38, 45, 103, 131

Carbon emissions 33

Carbon dioxide 34–35

Chair’s foreword 8–9

Chowder Bay / Gooree 23, 29, 30, 129

Cockatoo Island / Wareamah 8, 24–26, 29–32, 36–38, 40–42, 44–46, 48–50, 52–56, 77, 103–105, 108–111, 113, 115, 129

Commonwealth Electoral Act 1918 44, 140

Commonwealth Fraud Control Policy 3

Commonwealth Procurement Rules 69

Communications 15, 49, 108

Community Advisory Committee 15, 32, 52, 131

Community consultation 44

Compliance index 139

Consultants 69

Contracting 69

Corporate governance 64–66, 142

Corporate Plan 7, 12–14, 37, 48, 55, 59, 61, 70, 100–102, 107, 112, 115, 118, 121–123, 125–126, 134, 141

Cost recovery implementation statement 69

D

Deductible gift recipient 54, 56, 113

Department of Climate Change, Energy, the Environment and Water (DCCEEW) 9, 31, 32, 120 137

Disability action plan 62

E

Ecologically sustainable development 29, 33, 104, 106

Education 7–8, 27, 31, 36, 41–43, 48, 53, 54, 58, 61, 93, 98, 104, 108, 115, 119–120

Emissions Reduction Plan 8, 27, 33, 38, 103

Employees 61, 80, 92, 109, 125–126, 135, 141

Engagement 8, 15, 17, 19, 24–26, 29, 37, 40–42, 44, 50, 53–54, 59, 61, 63, 69, 71, 103–104, 108, 110–112, 114–116, 118, 125, 127

Environmental performance 33

Environment Protection and Biodiversity Conservation Act 1999 31, 33

Executive Director 10–11, 15, 17, 37–38, 56, 62, 76, 93, 128, 132, 137

Event 27, 36, 42, 45, 47, 49, 54, 95, 104, 106, 115, 119

Events 15, 27, 36, 40, 44–48, 50, 53–54, 56, 83, 85, 108, 110, 112, 114–115, 117, 129, 143

Events and Activations Strategy 45

F

Financial management 135

Financial performance 36, 69, 83–84, 86

Financial statements 15, 66, 69, 72–73, 75–77, 79, 81–83, 85, 87, 89, 91, 92–93, 95, 97, 133, 136

Financial Statements Sub-committee 15, 66

First Nations 8, 10, 12–16, 24–26, 32–33, 37–38, 45, 48, 50, 53, 54–56, 102–104, 108, 112–113, 115, 130–131

First Nations Advisory Group 10, 15, 24, 32–33, 38, 50, 54, 56, 104, 113, 115, 131

First Nations Strategy 10, 24, 38, 56

Former Marine Biological Station 23, 111, 130

Fraud control 3, 68, 134

Freedom of Information Act 1982 138–139

Functions 36, 58, 70, 123, 133, 135–137, 141–142

G

Georges Heights 15, 29,

Greenhouse gas emissions 33, 34

Government policy order 69

H

Headland Park 15, 23, 29–31, 41, 46, 52–53, 56, 109–111, 129

Human resources 61, 125

I

Information and communication technology (ICT) 61, 69, 70, 123, 10

Infrastructure renewal program 26, 38, 103

Interpretation 16, 27, 38, 44–45, 49, 53, 61, 81, 103, 130

J

Judicial decisions and reviews by outside bodies 69

K

Key management personnel (KMP) 62, 93

L

Landscape 8, 26–27, 31, 35, 37, 45, 58, 63, 103, 130

Leasing 15, 35–38, 40, 55–56, 82, 103–104, 107

Legislation 14, 17, 69–70, 123–124, 141

Licensing 36

M

Macquarie Lightstation 29, 31, 42, 47, 49, 53, 111, 130

Marketing 15–16, 19, 38, 44, 49, 50, 55–56, 69, 83, 110–111

Master plan 10, 15, 24, 26, 29, 31–32, 37–38, 41, 44–45, 49–50, 103–105, 110–111

Members of the Trust 3, 9, 15–16, 31–33, 35, 37, 52, 56, 62, 65, 66, 68, 70, 89, 93, 100–101, 123, 132, 137

Memorandum of understanding 53

Middle Head / Gubbuh Gubbuh 10, 23–24, 26, 31, 37, 41, 44, 49–50, 103, 105, 108, 120, 129

Minister for the Environment 3, 8, 12, 14–17, 27, 31

Ministerial directions 69

N

Net zero 8, 27, 33, 38, 103

North Fort 54

North Head Sanctuary 8, 10, 24, 26, 29–33, 36–37, 40–41, 44, 47, 50, 52–53, 56, 103–105, 109, 110–111, 113–115, 120, 129

North Head Sanctuary Foundation (NHSF) 31, 53

NSW Department of Climate Change, Energy, the Environment and Water 30

NSW National Parks and Wildlife Service 30, 52–53, 120

O

Objectives 3, 9, 11, 13–14, 33, 38, 53, 55, 61, 81, 85, 98, 112, 125

Operations 10, 15, 24, 27, 33, 35, 46, 58, 61, 65, 68–69, 77, 93, 107, 124, 135–136, 142–143

Organisational structure 11, 15, 61, 128, 141

P

Partnerships 8–9, 12, 14, 27, 37, 45–46, 49–56, 102–103, 108, 112–115, 122

Performance Reporting Sub-committee 15, 66

Permit application 58– 59, 116, 118

Photovoltaic arrays 33

Planning application 32, 69

Project control group 29

Project governance 29

Public Governance, Performance and Accountability Act 2013 (PGPA Act) 3, 76, 100–101, 133

Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) 100

Public Interest Disclosure Act 2013 63, 140

Purpose 3, 8, 13, 44, 61, 81, 87, 90, 97, 101–102, 104, 109, 117, 121, 123, 133, 141

R

Rangers 15, 48

Regulator Performance Guide 58, 115, 117

Risk management 63, 65, 68, 70–71, 119, 123, 134

Royal Australian Artillery Historical Company 54

S

Snapper Island 21, 22

Staff 3, 9, 30, 32–33, 35–36, 52, 56, 61–63, 68, 70–71, 77, 85, 113, 114, 118, 123, 125–126, 137, 141

Strategic Asset Management Plan 10, 29, 38, 103

Sub Base Platypus 8, 25, 27, 29–33, 37–38, 40–42, 45–46, 49–50, 53, 78, 90, 103–106, 109–111, 130–131

Sydney Cultural Institutions Volunteer Managers Network 52, 56, 114

Sydney Harbour Conservancy 15, 82, 98, 128

Sydney Harbour Federation Trust 2–3, 8–9, 11, 13–15, 26, 33, 37, 48, 55, 58–59, 61, 70, 76, 81–82, 86, 93, 97, 100–102, 104, 107, 112, 115–117, 123, 128, 133, 137, 139

Sydney Harbour Federation Trust Act 2001 (Harbour Trust Act) 3, 12–14, 16, 33, 61–62, 81, 82, 86, 93, 139

Sydney Harbour Foundation 15, 82, 97–98, 128

Sydney Institute of Marine Science (SIMS) 8

T

Tenants 32, 35, 37, 53, 55, 82, 91, 103, 107, 112, 129–130

Tendering 69

Torpedo Factory Precinct 25, 27, 42, 45, 110

Torpedo Factory Renewal Project 8, 33, 37, 103–104, 106

Tours 10, 27, 31, 41, 42, 44, 49, 52, 56, 106, 110, 112, 114–115

V

Venue hire 15, 36, 82

Vision 8, 10, 12–13, 31, 37, 48, 55, 61, 103, 108, 112–114, 139–140

Visitor experience 15, 38, 44, 49–50, 55–56, 108, 110–112, 115

Volunteers 3, 9–10, 15, 30, 32, 52–53, 56, 68, 71, 85, 112–114, 123, 129

Volunteer Strategy 10, 52, 56, 112, 114

W

Woolwich Dock and Parklands 29–31, 38, 47, 103, 111, 130

Work Health and Safety Act 2011 139

Work health and safety (WHS) 63, 71, 125, 127

