



SYDNEY HARBOUR FEDERATION TRUST

Corporate Plan 2025–2029

ACKNOWLEDGEMENT

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



Australian Government
Sydney Harbour Federation Trust

Harbour
Trust

Statement of preparation

We, as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust), present the 2025 Sydney Harbour Federation Trust Corporate Plan covering the reporting periods 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the provisions of the *Sydney Harbour Federation Trust Act 2001*.

Prof Tim Entwisle, Chair



EXECUTIVE DIRECTOR FOREWORD



I am honoured to present the Sydney Harbour Federation Trust Corporate Plan for 2025 to 2029, which outlines our strategic vision and key priorities for the next four years. This plan represents an important moment in our organisation's journey as we build upon our achievements while embracing new opportunities and challenges ahead.

Sydney Harbour stands as a treasure in our national landscape – our destinations are known for their natural beauty as well as historic landmarks and First Nations cultural heritage. As such, they're rich sources of exploration and inspiration. As custodians of some of the most precious sites around this iconic waterway, we carry the profound responsibility of protecting and enhancing these lands for current and future generations to enjoy.

The past few years have been transformative for the Harbour Trust. Thanks to Federal Government funding, we have developed a comprehensive Strategic Asset Management Plan for our sites, addressed many critical infrastructure needs and reopened several areas that have long been inaccessible to the public. These investments have preserved our heritage assets and created vibrant new spaces, but there is still work to do, to ensure that communities can connect with the harbour's rich history and natural beauty.

With the master plans in place for three key sites as building blocks, we are now focusing on building collaborations and partnerships that take a 'whole of harbour' approach for the

benefit of all Australians. Our destinations are rich in history and situated in spectacular settings, but even with their current visitation of over two million visits annually, at the moment they are underutilised. A key factor will be the ability to bring significant capital investment into Cockatoo Island / Wareamah and North Head Sanctuary, and achieving the optimal mix of government funding, private sector investment and philanthropic support.

Central to all our work is strengthening our relationships with First Nations communities and taking a Country-led approach. We acknowledge that Sydney Harbour is a living cultural landscape where over 20,000 years of First Nations connection and knowledge intertwine with our shared history. 2025 has seen the launch of our First Nations Strategy which has been developed with advice from First Nations peoples, ensuring their perspectives are embedded in our decision-making.

In 2025, we continue to invest in our organisational capabilities – enhancing our digital systems, developing our talented team, supporting our volunteers more effectively and creating an agile, responsive culture. These improvements will enable us to deliver more efficiently on our purpose while adapting to changing community expectations and emerging opportunities.

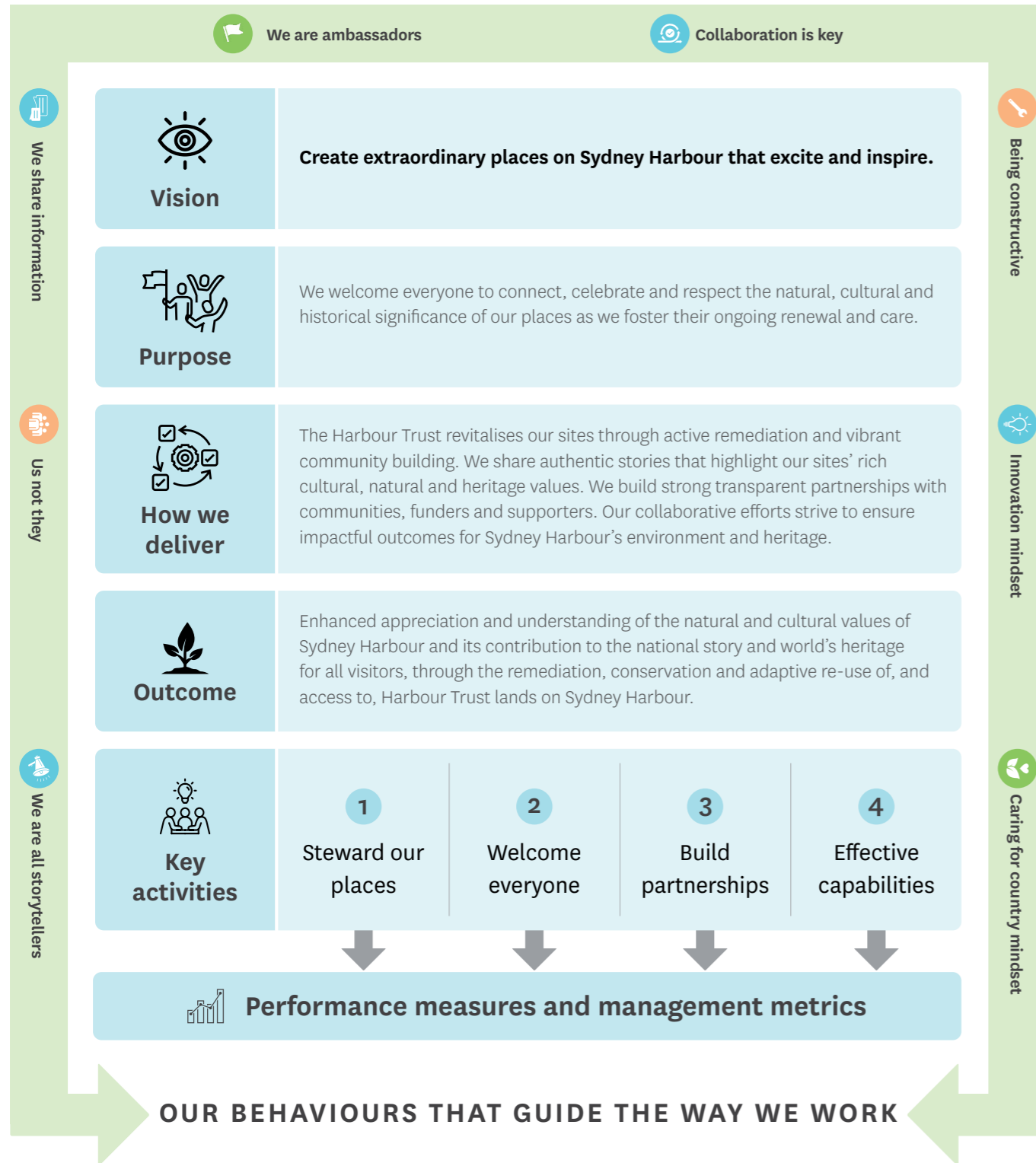
I extend my gratitude to the Members of our Trust, and our dedicated staff, volunteers and partners whose passion and commitment drive our success. I look forward to engaging with our new minister, Senator the Hon Murray Watt and continuing to work collaboratively with the Department of Climate Change, Energy, the Environment and Water (DCCEEW). Together, we will continue to create extraordinary places that celebrate the natural and cultural significance of Sydney Harbour, connecting people with its stories and inspiring its care for generations to come.

Janet Carding, Executive Director

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CORPORATE PLAN ON A PAGE



NUMBER OF TENANCIES

178

NUMBER OF VISITS

2.29M^(a)



ICONIC LAND ON SYDNEY HARBOUR

145 ha

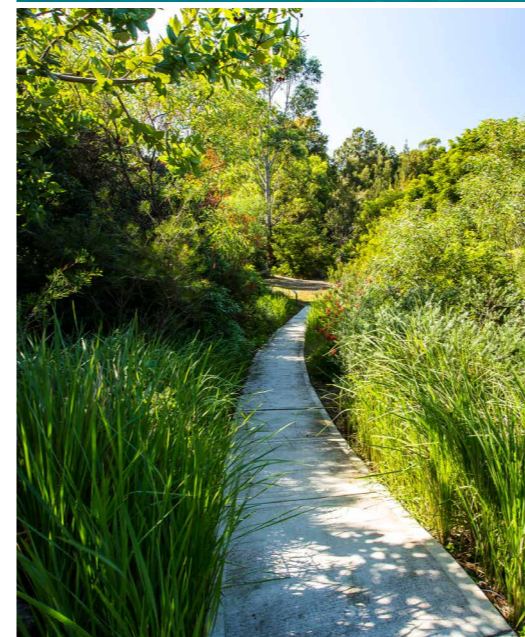
TOTAL VISITORS TO OUR WEBSITES

538,292

10^(c)

SITES IN TOTAL

(c) including Snapper Island



ADAPTIVE REUSE OF BUILT ASSETS

78%^(d)

(d) of built assets with potential for adaptive reuse

20k

VOLUNTEER HOURS



\$24M^(b)

ANNUAL REVENUE

(b) unaudited figure as at July 2025



Statistics taken from July 2024 to June 2025

THE HARBOUR TRUST TODAY



Turbine Shop, Cockatoo Island / Wareamah guided tour.



Seahorse release SIMS Sydney Institute of Marine Science, Tim Entwisle, Cockatoo Island / Wareamah.

ABOUT US

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

Objectives

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

The *Sydney Harbour Federation Trust Act 2001* 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.

Previous page, from top to bottom:

Column one: Chowder Bay, Walking track, Woolwich Dock and Parklands, Wattle bird, North Head Sanctuary,

Column two: Macquarie Lightstation, Frenchy's Cafe, Georges Heights, Turbine Shop, Cockatoo Island / Wareamah.

Column three: Sub Base Platypus, Cannon Carriage Project, North Head Restoration Volunteers, North Head Sanctuary.

Vision

Create extraordinary places on Sydney Harbour that excite and inspire.

Purpose

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

Outcome

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

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

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

Operational Mission

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

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

These eight tenets inform the specific initiatives and objectives within this corporate plan and our plans for 2025–2029.

Reconciliation

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

The Harbour Trust manages a myriad of places around Sydney Harbour that have deep histories, including First Nations histories. In 2025, on advice from the First Nations Advisory Group, the Harbour Trust finalised a First Nations Strategy that sets out our commitments and responsibilities when working with First Nations peoples, cultures, heritage and Country. The Harbour Trust aspires to lead in empowering First Nations communities, protecting the rights of First Nations peoples and caring for and enriching Harbour Trust places as part of the broader cultural landscape.

Strategy for empowering First Nations peoples and communities

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

Phase 1 – Strengthening foundations

Focuses on increasing cultural competency and awareness at the Harbour Trust and strengthening emphasis and processes around relationship-building.

Phase 2 – Increasing awareness and opportunities

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

Phase 3 – Furthering commitments and connections

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

Gamay Dancers, Gujaga Foundation, Cockatoo Island Open Day 2025.



GOVERNMENT EXPECTATIONS

Following the federal election on 3 May 2025, Senator the Hon Murray Watt became the Minister for the Environment and Water. In due course Minister Watt will update the Statement of Expectations but until then, we continue to work with the statement issued in 2023 by the Hon Tanya Plibersek MP, and our responding Statement of Intent.



Marine Biological Station Open Day 2025, Marine Biological Station.

OPERATING CONTEXT

For the Harbour Trust's 2025–2029 corporate plan, it is essential to align our vision and purpose with the operating context, recognising the complex internal and external factors that shape our ability to manage our sites of significant cultural, natural, industrial and heritage value around Sydney Harbour. These factors, while often beyond our direct control, demand a proactive approach to mitigate their impacts and enhance strategic delivery. Understanding these dynamics allows us to navigate a constantly changing landscape, aiming to fulfill our vision and purpose effectively.

Operating environment

1. Climate change and the environmental impact:

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

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

2. Stakeholder expectations and community engagement:

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

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

3. Economic uncertainty and financial sustainability:

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

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

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

4. Tourism and visitor trends:

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

In 2025–26, the Harbour Trust will continue to leverage insights from its 2024 visitor and audience research to develop diverse and enriching experiences, transforming our sites into compelling destinations for our audiences. Follow-up surveys are also regularly implemented to gain insights from visitors to

our sites. These efforts will focus on boosting visitation from both domestic and international markets. A domestic and international visitation benchmark established in 2024–25 will enable the Harbour Trust to effectively track and evaluate progress in these areas.

5. Legislative and regulatory changes:

Policy adjustments and regulatory shifts occur from time to time in Australia, particularly in election years such as 2025. To effectively navigate and conform these evolving regulatory landscapes, the Harbour Trust maintains a close working relationship with federal, state, and local government agencies, ensuring we remain informed and agile to respond to evolving regulatory requirements. The Harbour Trust is also committed to maintaining its bipartisan advocacy across the political system.

6. Reconciliation and cultural heritage:

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

Over the 2025–2029 period, we are committed to deepening our engagement with First Nations communities, integrating their perspectives more thoroughly into our decision-making processes. This commitment is supported by our active First Nations Advisory Group and our newly agreed First Nations Strategy. The Harbour Trust has also established a robust plan comprised of a set of key actions and goals to be delivered and monitored over the span of three years. The Harbour Trust will continually progress, monitor and evaluate the delivery of this strategy.

Bush rat captured and released during small mammal survey, North Head Sanctuary. Image courtesy of Anderson Environment & Planning.



Capabilities

As we move forward into the 2025–2029 period, the Harbour Trust continues to build upon the foundational changes initiated in 2022. Our organisational structure, capabilities, systems and processes continue their journeys of being enhanced to better support our long-term strategic initiatives and manage complex projects. The end of FY 2024–25 saw the completion of the Digital Transformation Roadmap, with significant landmarks such as a new software system to streamline core business processes, digital asset management system, events management and booking system, infringement management system and customer relationship management (CRM) system embedded and ready for optimisation. The next chapter for enhancing our capabilities will be scoped in 2026 as the Harbour Trust seeks continuous improvement in efficiency and effectiveness.

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

People and culture

2025 marked the second last year of our enterprise agreement and the successful completion of a comprehensive Work Health and Safety Strategy. The newly developed Workforce Support Management plan continues to gain rigor through focusing on supporting our people to be successful at their work through professional development and organisational culture, ensuring that our workforce is well prepared to meet both current and future challenges. Underpinned by activities undertaken in the first half of 2025 as a result of the recent 2024–25 employment survey, we continuously aim at building, maintaining and re-energising a workforce that is not only highly skilled but also deeply integrated with our core values and objectives.

Harbour Trust behaviours

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



Information and communications technology

Recognising the limitations of our current information and communications technology (ICT) systems, the Harbour Trust has been on a journey to transform our information, communications and technology capabilities. This strategy, initiated in 2022, is designed to alleviate resourcing pressures and enhance customer focus by optimising business processes and reducing manual tasks. Key milestones have been achieved through the implementation of new systems for facilities, assets, property management, human resources, enterprise resource planning (ERP), events management and digital asset management. In 2025–26, the implementation of a new CRM completes the Digital Transformation Roadmap initiated in 2022. With this, the Harbour Trust will be well positioned to leverage the benefits from the new modernised cloud based systems to improve efficiency, enhance information management for better reporting and business analysis. In the second half of 2025–26, the Digital team will focus on embedding the systems in the day-to-day of the business to seek continuous improvements in our processes, digital capabilities and outcomes for the Harbour Trust.

Figure 1 provides an overview of the ICT strategy key objectives for 2025–26.

ICT strategy key objectives

REQUIREMENTS	FOCUS	2025–26	OUTCOMES
Repair/de-risk	<p>FOCUS ON FOUNDATIONAL ICT CAPABILITY</p> <p>The Harbour Trust is prioritising investment and system upgrades to modernise outdated key systems that form the foundation for our current activities and platform for the future.</p>	Source and implement new enterprise CRM system	<p>Flexible scalable and efficient foundations</p> <p>Secure, resilient and reusable assets</p>
Consolidate/upgrade	<p>DIGITISATION, CONSOLIDATION AND SIMPLIFICATION OF INFORMATION</p> <p>The Harbour Trust is improving the value and usefulness of its information by digitising main repositories, consolidating information management systems, reducing information fragmentation and technology silos, creating central points of truth, enhancing work practices, improving data management, fostering a more productive and informed workplace, and ensuring access to data and information necessary for informed decision-making.</p>	<p>Streamline finance workflows</p> <p>Upgrade capabilities and improve use of established information systems</p> <p>Integrate upgraded systems with centralised reporting systems</p> <p>Build performance reporting capability</p>	<p>Efficient, outcomes-focused ways of working</p> <p>Enhanced digital capabilities</p>
Improve/enhance	<p>REPORTING AND ANALYTICS</p> <p>Consolidation and simplification of operating environment enables the Harbour Trust to move towards comprehensive data analytics and reporting capabilities through the integration of business systems.</p>	<p>Develop and integrate a whole of business reporting/dashboard</p> <p>Integrate internal reporting/dashboard with DCCEEW</p>	<p>Confident and knowledgeable capabilities</p> <p>Customer-focused ways of working and partnering</p>

■ In progress
■ Not yet started

Cooperation

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

Federal, state and local governments

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

Community

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



Retort House, Sub Base Platypus.

Partner organisations

The Harbour Trust collaborates with partner organisations to deliver community benefit. Partner organisations can include non-governmental organisations (NGOs), businesses and other government agencies. The Harbour Trust's collaborations with partner organisations enable us to leverage resources, expertise and support that complement our capabilities, deliver shared objectives and diversify stakeholder engagement. Overall, this strengthens the Harbour Trust's capacity and ability to deliver for all Australians.

First Nations peoples

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



Gamay Dancers, Gujaga Foundation, Cockatoo Island Open Day 2025.

Risk and oversight

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

The Harbour Trust's risk management framework involves the following key elements:

Risk identification:

The Harbour Trust identifies and assesses potential risks across all aspects of its activities, which have been categorised into strategic and operational risks, and are regularly reviewed. In addition, risk assessments are conducted for new initiatives to understand potential threats and vulnerabilities.

Risk mitigation:

Once risks are identified, the Harbour Trust develops strategies and action plans to mitigate them effectively. This includes implementing appropriate controls, procedures and safeguards to minimise the impact of potential risks for the organisation and its stakeholders.

Monitoring and reporting:

The Harbour Trust maintains a robust monitoring and reporting system to track the effectiveness of risk mitigation measures. Regular reviews and assessments are conducted to ensure that risks are being managed appropriately and that any emerging risks are promptly addressed.

Governance and oversight:

The Harbour Trust has established governance structures and oversight mechanisms to ensure that risk management practices are embedded throughout the organisation. This includes the Members of the Trust, who as the accountable authority of the Harbour Trust, hold responsibility for the control environment and risk management, and DCCEEW's Audit and Risk Committee, which provides independent oversight of the Harbour Trust's management and internal control processes.

Compliance and regulatory framework:

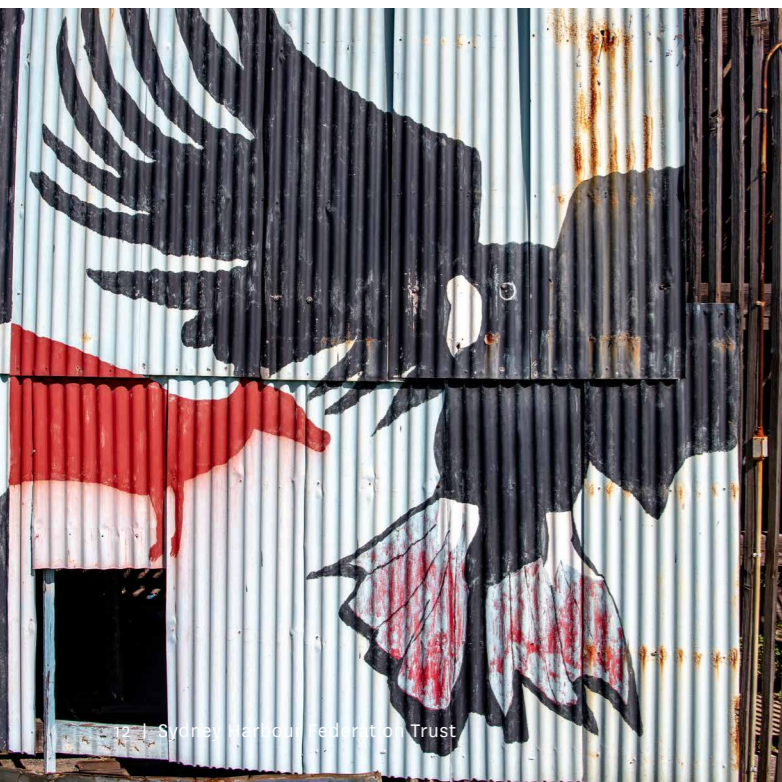
The Harbour Trust's risk approach is aligned with the requirements of the PGPA Act. To implement our risk management approach the Harbour Trust utilises the relevant components of the Commonwealth Risk Management Policy and follows the principles and guidelines outlined in the Australian Risk Management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

Continuous improvement:

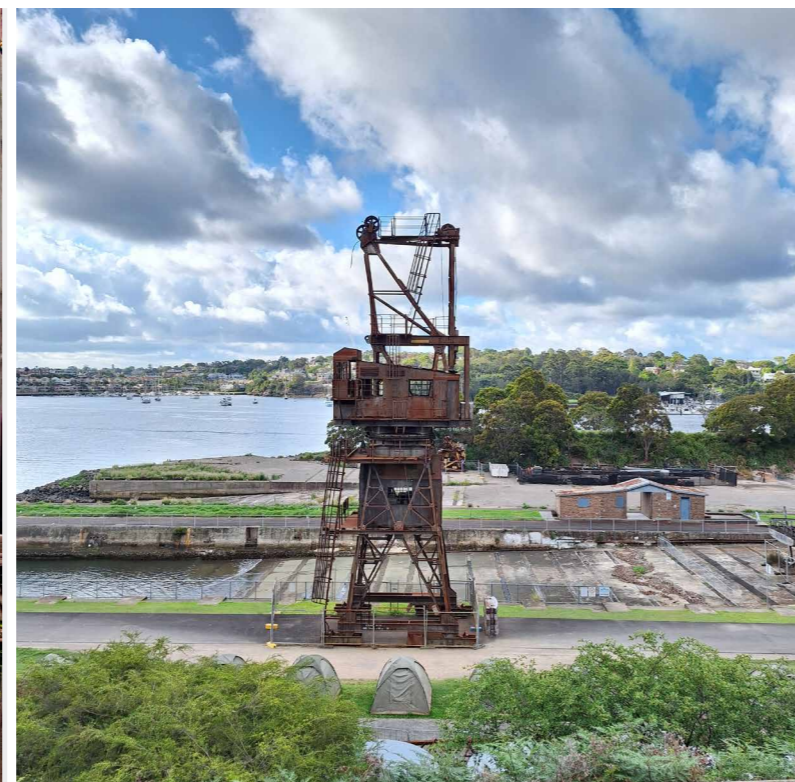
The Harbour Trust is committed to continuous improvement in its risk management practices. Lessons learned from previous experiences are used to enhance risk management strategies, and feedback from stakeholders is sought to strengthen risk management approaches. A three-year internal audit program commenced in May 2024. The findings of the internal audit program are strengthening the Harbour Trust's internal controls and risk management capabilities.

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

Tent Embassy Mural, Cockatoo Island / Wareamah.



Slipway, Cockatoo Island / Wareamah.



Enterprise risks

In 2022–23, the Harbour Trust identified the following key strategic and operational risks that, were they to eventuate, would affect our ability to achieve our purpose. In 2025–26, there will be a review of the strategic risk register and mitigations.

Table 1: Our enterprise risks

STRATEGIC RISK	RISK MITIGATION STRATEGY
<p>1. Significance and story: Failure to record, interpret and communicate the historical and contemporary significance of the First Nations, military and convict elements of sites.</p>	<p>The Harbour Trust will continue to develop immersive visitor experiences, provide training for staff and volunteers, implement oral history record keeping procedures and collaborate with stakeholders for diverse perspectives. This will enhance documentation, public awareness and preservation of heritage for future generations.</p>
<p>2. Community relevance: Failure to create long-term plans that are relevant to the national community and accepted by the Federal Government to attract visitors to sites and sustained government and non-government funding.</p>	<p>Following extensive stakeholder consultation, the Harbour Trust has established long-term management plans and master plans (where relevant) for each site. These plans will be regularly reviewed and align to the needs and expectations of both community and federal government objectives.</p> <p>The Harbour Trust actively engages with all levels of government (federal, state and local) and non-government stakeholders, through functions such as, community advisory committees and government forums, to foster collaboration and ongoing support, and enhance community benefit. By seeking input, feedback and endorsement from these key partners, the Harbour Trust aims to ensure the sustainability and continued relevance of its initiatives.</p> <p>Through these measures, the Harbour Trust creates and maintains a strong connection with community, attracts visitors to our sites and strives to secure government and non-government funding.</p>
<p>3. Community profile: Failure to increase the national profile of Harbour Trust sites will negatively impact the organisation's ability to attract financial and non-financial support from potential partnerships, supporters and investors.</p>	<p>The Harbour Trust, actively promotes and increases the national profile of our sites, through targeted marketing and communication efforts, supported by the development and implementation of an events and activation strategy, and a social media and content strategy.</p> <p>The Harbour Trust seeks to attract financial and non-financial support by forging strategic partnerships with potential stakeholders, supporters and investors. Collaborative engagement with government agencies (at all levels), industry organisations and community groups is prioritised to leverage their networks and increase visibility.</p> <p>In 2025–26, the Harbour Trust is actively pursuing deductible gift recipient (DGR) status for both itself and its subsidiary Sydney Harbour Foundation to seek donations from the wider community.</p> <p>Additionally, the Harbour Trust invests in innovative programs and events to showcase the unique offerings of its sites, such as North Head Sanctuary walking tours and Cockatoo Island Sunset Sessions, aiming to generate public interest and support. By consistently enhancing the national profile of Harbour Trust sites, we aim to attract the necessary resources and support for efficient ongoing operations and progress.</p>
<p>4. Government cooperation: Failure to manage relationships effectively with the federal, state and local governments.</p>	<p>The Harbour Trust proactively manages relationships with all levels of government (federal, state and local) through regular communication and engagement via a number of means such as (but not limited to); government bodies critical to the day to day operations of the sites (e.g. Transport for NSW, NSW National Parks and Wildlife Service (NPWS) etc.); government forums and committees, and the Harbour Trust community advisory committees.</p> <p>Additionally, the Harbour Trust aligns its key plans, strategies and initiatives with Federal Government priorities and policies to foster strong collaboration. By building and nurturing effective relationships with government stakeholders, the Harbour Trust ensures ongoing support, cooperation and alignment with government objectives.</p>
<p>5. Obligations of the Act Not meeting statutory obligations, including failure to maintain heritage sites to acceptable standards, resulting in loss of community trust and loss of world heritage designation of sites.</p>	<p>To mitigate the risk of not meeting statutory obligations, the Harbour Trust has implemented key actions, including adherence to heritage and conservation management plans, compliance with UNESCO criteria, participation in relevant committees, employment of heritage architects and development of asset management plans. Regular oversight by Members of the Trust and the Audit and Risk Committee ensures statutory compliance and performance measures. The Harbour Trust engages in the environmental approvals process, submits budget bids, maintains a stakeholder engagement strategy and holds public meetings in line with the Act. These measures ensure the Harbour Trust's commitment to meeting obligations, preserving community trust and protecting world heritage designations</p>

STRATEGIC RISK

RISK MITIGATION STRATEGY

6. Governance:

Ineffective governance leading to mismanagement of sites, conflicts of interest, poor or untimely decision making and ineffective controls.

The Harbour Trust has established clear governance structures and processes, including appointments of the Members of the Trust. The Members of the Trust are the accountable authority of the Harbour Trust, responsible for setting strategic objectives and ensuring compliance with relevant regulations and policies. The selection process ensures Members of the Trust represent a diverse range of skills and experience beneficial to the decision-making function of the Harbour Trust.

To prevent conflicts of interest, the Harbour Trust has a comprehensive code of conduct policy that requires Members of the Trust and employees, to disclose any potential conflicts and take appropriate steps to manage or mitigate them, ensuring transparency and impartiality in decision making.

In order to enhance decision making, the Harbour Trust has implemented systematic and rigorous approaches. This includes utilising internal project control groups, conducting thorough research and analysis, engaging with stakeholders and seeking expert advice as required. The Harbour Trust also encourages open communication and collaboration among its stakeholders and the wider community to ensure that decisions are well-informed and reflect the interests of all relevant parties.

Furthermore, the Harbour Trust has established effective controls to monitor and evaluate its operations. This includes internal and external audits and performance reviews through independent auditors and the DCCEEW's Audit and Risk Committee, Performance Reporting Sub-committee and Financial Statements Sub-committee. By constantly assessing and refining our processes, the Harbour Trust ensures that effective controls are in place to mitigate risks and enhance the overall governance framework.

7. Loss of operating knowledge:

Loss of knowledge due to high turnover, single staff dependencies and lack of workforce succession planning.

To prevent the strategic risk of safety failure, the Harbour Trust has implemented rigorous mitigating actions. The implementation of the second comprehensive Work Health and Safety (WH&S) Strategy will be completed in this corporate plan period. Robust training programs are provided to ensure staff, volunteers and contractors are well-equipped with safety knowledge and skills. Ongoing safety education and awareness campaigns are conducted to promote a strong safety culture within the organisation. The Harbour Trust maintains open lines of communication for reporting and addressing safety concerns promptly. By prioritising safety measures, the Harbour Trust mitigates the risk of fatalities or major injuries, ensuring the well-being of staff, visitors and the general public.

8. Safety failure:

Harbour Trust safety failure resulting in a fatality or major injuries.

To prevent the strategic risk of safety failure, the Harbour Trust has implemented rigorous mitigating actions. The implementation of the second comprehensive work health and safety (WH&S) strategy will be completed in this corporate plan period. Robust training programs are provided to ensure staff, volunteers and contractors are well-equipped with safety knowledge and skills. Ongoing safety education and awareness campaigns are conducted to promote a strong safety culture within the organisation. The Harbour Trust maintains open lines of communication for reporting and addressing safety concerns promptly. By prioritising safety measures, the Harbour Trust mitigates the risk of fatalities or major injuries, ensuring the well-being of staff, visitors and the general public.

9. Systems:

Poor systems and processes impact operating effectiveness and limit the ability to invest in new activities. E.g. fundraising.

Many Harbour Trust systems were/are outdated, as a result the Harbour Trust is focusing on continuous improvement and the adoption of efficient systems and processes. The Harbour Trust developed an ICT Transformation Roadmap with majority of key solutions planned for completion in 2025. For further details of the ICT strategy see page 11.

10. Projects execution:

Failure to execute on major projects due to inability to appropriately scale capabilities and capacity.

The Harbour Trust has developed robust project management frameworks and processes to ensure effective planning, coordination and execution for all projects. Projects follow a project management pathway which stipulate complexity and process control required through the life cycle. Projects are all governed through a project control group to ensure appropriate process, approvals and engagements are considered through the project life cycle.

The Harbour Trust focuses on scaling its capabilities and capacity to match project requirements, including the allocation of necessary resources and expertise. It actively identifies and addresses potential bottlenecks and constraints to maintain project momentum. Through regular monitoring and evaluation, the Harbour Trust ensures timely adjustments and interventions to keep projects on track.



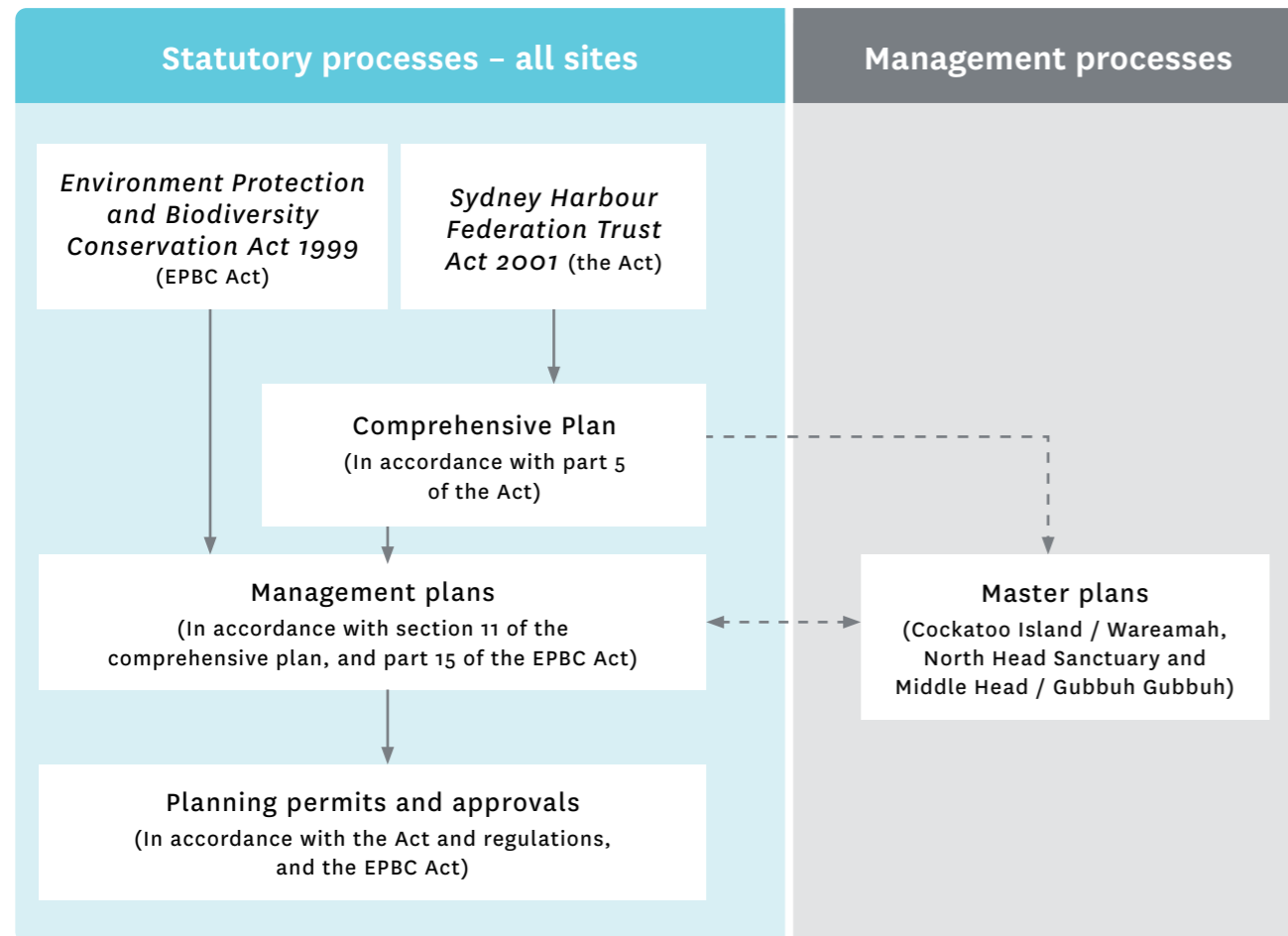
Marine Biological Station Open Day 2025, Former Marine Biological Station Camp Cove.

HARBOUR TRUST SITE OVERVIEWS

The Harbour Trust is both the planning agency and the manager of its lands. Our Comprehensive Plan was approved in 2003 in accordance with the Sydney Harbour Federation Trust Act 2001. The Comprehensive Plan sets out the values and broad outcomes for each site and provides a framework for their ongoing use. Detailed management plans have been prepared for each site in accordance with the Comprehensive Plan, and addressing the requirements of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Management plans identify desired outcomes, suitable land uses, and how sites' environmental and heritage values will be protected and interpreted.

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

Harbour Trust planning framework



North Head Sanctuary, Manly

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

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

Connecting the former Defence bases at Middle Head / Gubbuh Gubbuh, Georges Heights and Chowder Bay / Gooree, the 40 hectare Headland Park is the traditional homeland of the Borogegal people and boasts a remarkable vantage point from which to view the outer harbour. It has been progressively opened to the public following the rehabilitation of landscapes and restoration of heritage buildings and facilities which are now adaptively reused across a range of uses. Members of the Trust approved the Middle Head / Gubbuh Gubbuh Master Plan in December 2023 following two rounds of community consultation. With funding in place for the first stage, the Harbour Trust is currently developing designs to establish an accessible loop path around the plateau, highlight the site's rich and layered heritage through interpretive elements, enhance the landscape and public spaces, and improve arrival points and wayfinding. This will be done alongside exploring opportunities for a combined interpretation and environmental education centre in the garage buildings.

Sub Base Platypus, North Sydney

Sub Base Platypus in North Sydney is a contemporary place for community recreation and work, where its historic spaces are revealed, reimagined and reused. Located in Cammeraygal Country, the location played a key role in the urbanisation of the North Shore as a 19th century gasworks, and from the 1940s onwards the defence of Australia as a torpedo assembly and maintenance facility and submarine base. The Torpedo Factory precinct was officially opened to the public in September 2023, and hosted a community open day to explore the new spaces. Works on the foreshore park were completed in April 2024 and Wirra Birra Park opened to the public at Easter 2024. The Torpedo Factory won the 'Cultural Heritage' award at the 2024 Australian Institute of Landscape Architects NSW State Awards.

Woolwich Dock and Parklands, Woolwich

Located on the Sydney Harbour foreshore opposite Cockatoo Island / Wareamah, Woolwich Dock and Parklands is a precinct steeped in maritime history. Due to its placement at the junction of the Parramatta and Lane Cove rivers, the Traditional Owners – the Wallumedegal people – knew the area as Moocooboola, which means 'the meeting of the rivers'. The centrepiece of this destination is Woolwich Dock, a dry dock which dates back to 1901. Woolwich Dock continues to operate a boatyard, offering boat repairs and maintenance services. Local attractions include the popular monthly French markets, the ample picnic space afforded by Goat and Horse Paddocks, the Deckhouse Cafe and the dry dock and water view from Woolwich Lookout. The Harbour Trust, alongside Hunter's Hill Council, will be updating the management plan for Woolwich Dock and Parklands in 2026.

Cockatoo Island / Wareamah, Sydney Harbour

Cockatoo Island / Wareamah is Sydney's largest island, located at the junction of the Parramatta River and Sydney Harbour. In 2010, it was inscribed on the UNESCO World Heritage List as one of Australia's 11 convict sites. Cockatoo Island / Wareamah intersects the homelands of the Wallumedegal, Wangal, Cammeraygal and Gadigal peoples. It retains an incredible legacy across its multi-layered history, for First Nations peoples traditional and continuing connection to it, and its pivotal role in Australia's convict, defence and industrial past. Since passing to the Harbour Trust, Cockatoo Island / Wareamah has developed a new direction through its use as a base for major events and cultural activity. The master plan was approved by the Members of the Trust and



Harbour View Apartment, Cockatoo Island / Wareamah.

published in October 2024. Funding for swimming and kayaking at the slipways, a feature of the master plan was proposed in May 2025. The Cockatoo Island / Wareamah Master Plan has been recognised at the 2024 Australian Institute of Landscape Architects NSW and National Awards for ‘Cultural Heritage’ and at the 2025 Australian Urban Design Awards for ‘Strategic Design and Policy’.

Macquarie Lightstation, Vaucluse

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

Former Marine Biological Station, Camp Cove

Located on Birrabirragal Country at Camp Cove, the former Marine Biological Station was one of the first buildings established in Watsons Bay. Today, the charming building is tenanted as a private residence. In 2025, the Harbour Trust held the first open day for the building in seven years and intends to continue to do so on a regular basis. It can also be viewed by visitors to Camp Cove Beach who can access the nearby open reserve, including people undertaking the Bondi to Manly Walk.

Snapper Island (yet to be formally transferred)

Snapper Island is currently managed by the Department of Finance. The Harbour Trust’s Comprehensive Plan, made in 2003, sets out a framework for the renewal of Snapper Island, based on the anticipated transfer of the island to the Harbour Trust. Whilst work was undertaken by the Harbour Trust in 2021 to develop a Draft Conservation Management Plan, no date has been set to transition Snapper Island to the Harbour Trust.

PERFORMANCE

The Harbour Trust continues to strengthen the performance information we provide to Parliament, the public and stakeholders. The 2025–2029 Corporate Plan further develops and embeds this commitment in our operations.

Performance framework

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

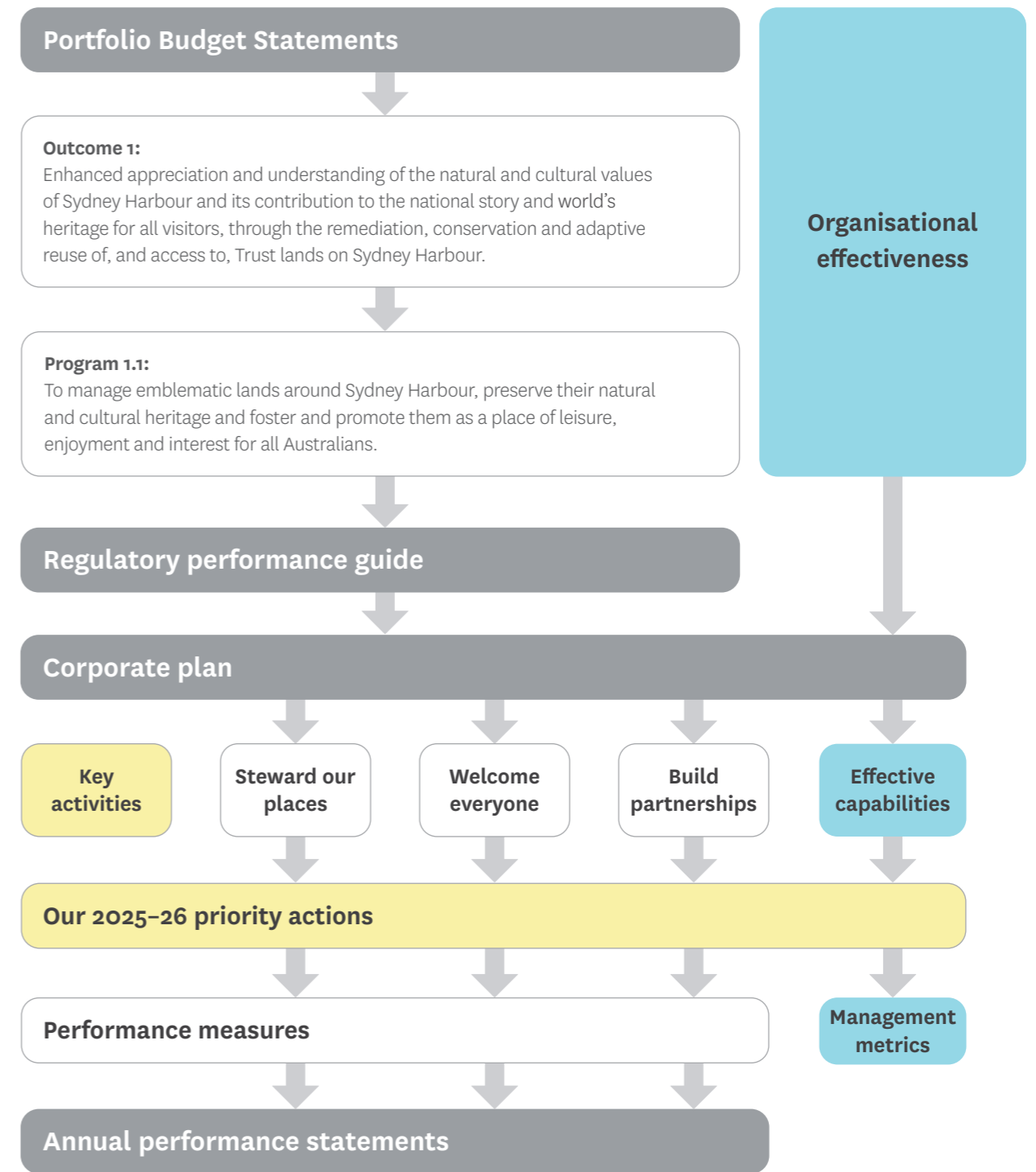
The Harbour Trust performance framework provides substantial detail on how we measure progress in achieving our purpose by identifying:

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

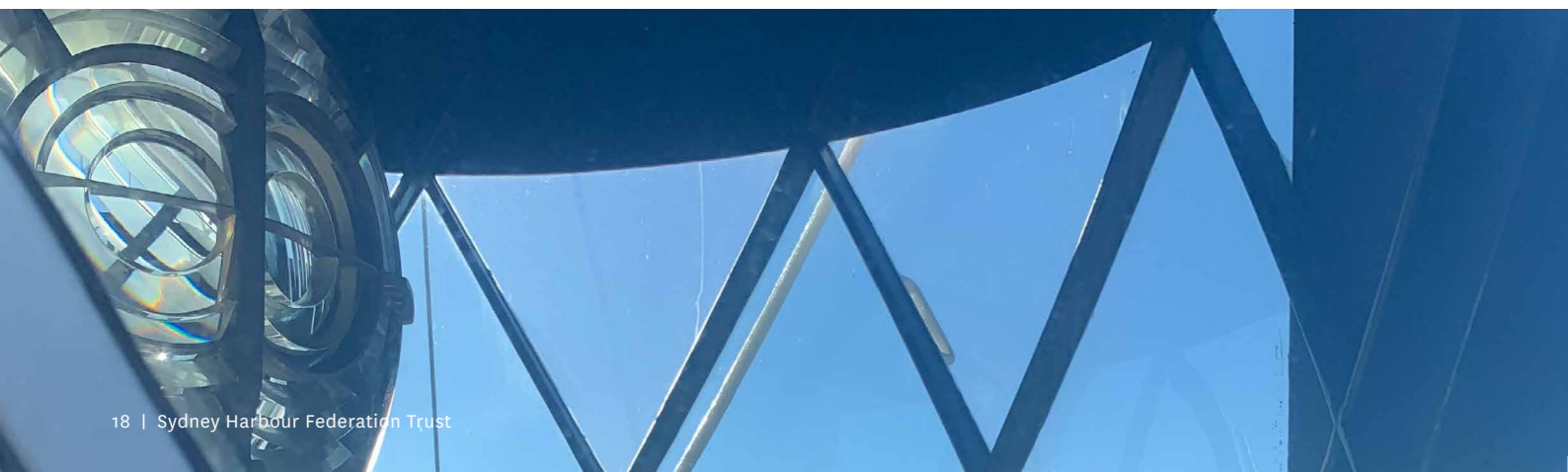
The Harbour Trust has made no changes to existing performance measures in the 2025–2029 Corporate Plan.

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

Figure 1 Harbour Trust performance framework



Macquarie Lightstation.





Aerial photo of Middle Head / Gubbuh Gubbuh, Mosman, with Sydney Harbour in the backdrop.

OUR 2025-26 PRIORITY ACTIONS

The Harbour Trust's priority actions under each key activity are on the following pages. They are collectively our priority actions and key activities contribute to achieving our program and outcome. This year four cross-cutting themes emerge:

1 Continuing our strategic transformation to sustainability

The Harbour Trust is a corporate Commonwealth entity and relies on the revenue from leasing properties, together with events and activities at our sites to carry out all our responsibilities under the Act. Insufficient revenue leads to reduced maintenance and closure of areas on safety grounds, and lower investment in the programs and story-telling that bring people to our places to appreciate their rich history.

The master plans completed for our key sites of Cockatoo Island / Wareamah and North Head Sanctuary, together with our updated Strategic Asset Management plan (SAMP) demonstrate both the extent of the maintenance backlog of our heritage assets and the potential for these sites to become thriving destinations. The majority of unremediated properties are at these two sites and with increased investment they could achieve their potential as major tourist destinations for both Australians and international tourists, as well as being highly-sought after places to work and live.

Commencing the implementation of the Cockatoo Island / Wareamah Master Plan with the adaptive reuse of the slipways for swimming and kayaking, we aim to become a catalyst for the overall transformation of our sites through working with all levels of government, developing new partnerships and bringing our places to life for learning, enjoyment and recreation. As part of this strategy, we will continue to seek deductible gift recipient status to open up opportunities for philanthropic support of our work.

While discussions continue on the master plans, maintenance needs and long-term financial sustainability, we will complete work on the most critical backlog priorities using funding previously provided by government. We will continue to modernise our business systems and processes to improve efficiency and take the next step in our transition to net zero by switching to green power as part of the whole of government initiative.

Together these initiatives will continue our push to improving the experience at all our sites and delivering long-term sustainability.

2 Implementing our First Nations Strategy

The Harbour Trust is committed to honouring and recognising the cultural heritage and ongoing connection of First Nations peoples to the lands and waters we manage. In 2025-26, we will begin implementation of our First Nations Strategy. The First Nations Strategy provides a clear roadmap for the Harbour Trust with actionable steps, embedding the Connecting to Country framework by place and location, and considering the cultural landscape across Sydney Harbour.

3 Placemaking and curation approach

The Harbour Trust sites are unique destinations for visitors and sought-after locations for business, not-for-profit and residential tenants. As more of our sites reach maturity with their properties largely remediated, increasingly we will focus on differentiating our sites as places to visit, work and live, with their harbour foreshore locations including stunning parkland, heritage significance and programs of activation.

We will curate the mix of tenants, programs and recreational opportunities, to enhance their distinctiveness, and create a strong sense of community. Working in partnership with First Nations communities, we will create opportunities for appropriate highlighting of cultural heritage, together with opportunities for employment and businesses.

This approach not only enhances visitor experiences and acts as a tourist drawcard, it also strengthens the local identity and creates economic opportunities.

4 Delivering repairs, maintenance and infrastructure renewal program

The successful completion of federally funded programs is a priority for the Harbour Trust in 2025-26 as it addresses important safety and public access concerns. The funded programs represents the first year of the Harbour Trust's SAMP and demonstrating accountable stewardship and measurable outcomes from current initiatives, the Harbour Trust will strengthen its position as a reliable partner for Federal Government investment.



View from Harbour View Apartment balcony, Cockatoo Island / Wareamah.

KEY ACTIVITY 1

Steward our places

Our approach

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.

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 Deliver strong leasing results by making strategic use of our assets to establish a recognisable market presence.

2025–26 Priority actions

- I. Complete design of stage 1 of Middle Head / Gubbeh Gubbeh Master Plan to improve environmental sustainability, and increase access and spaces for public benefit
Relates to intended result: 1 2 3
- II. Complete delivery of Commonwealth-funded infrastructure renewal program (\$45.2M) by delivering those elements which have required more exhaustive investigations.
Relates to intended result: 1 2
- III. Continue to implement plan to reduce emissions to zero by 2030 by facilitating a transition to green energy as part of the whole of Australian Government electricity procurement scheme. Explore the Nationwide House Energy Rating Scheme assessments of residential stock and replace petrol vehicles when these reach end-of-life with electric vehicles.
Relates to intended result: 3
- IV. Commence implementation of the Cockatoo Island / Wareamah Master Plan by detailed planning of the conversion of the slipways for swimming and kayaking.
Relates to intended result: 1 2 3
- V. Complete the update to the Woolwich Dock and Parklands Management Plan, working with Hunter's Hill Council to better coordinate the management of our adjoining lands, and in consultation with the community, other stakeholders and First Nations communities.
Relates to intended result: 2 3 5
- VI. Strengthen the position of our leasable assets in the marketplace by delivering in-demand, competitive tenancies across both commercial and residential offerings
Relates to intended result: 5
- VII. Complete planned improvements to residential portfolio.
Relates to intended result: 5

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2024-25 Actual	2025-26	2026-27	2027-28	2028-29
1.1 Percentage of our land open to the public Relates to intended result: 1 3	90%	90%	90%	90%	90%
Type of measure: Output and efficiency Rationale: Measure provides a good indication of the extent to which the Harbour Trust's objective of caring for, conserving and enhancing parklands is progressing. Assumes funding not secured for Cockatoo Island / Wareamah and North Head Sanctuary master plans. Source data: Internal precinct spatial maps and database. Methodology: Measured by total land and the percentage open to the public. Measured quarterly and reported annually.					
1.2 Percentage of our built assets (with the potential to be in active use), in active use Relates to intended result: 2 5	78%	79%	79%	79%	79%
Type of measure: Output and efficiency Rationale: Measure provides a good indication of the extent to which the Harbour Trust's objective of caring for, conserving and enhancing built assets is progressing. Source data: Internal asset register. Methodology: Register of built assets, and whether in use, manually updated and calculated with data obtained from the Harbour Trust Project, Planning and Property teams. Measured quarterly and reported annually.					
1.3 Visitor satisfaction with the parklands, including its public amenities, facilities and attractions Relates to intended result: 3 4	92%	>92%	>92%	>92%	>92%
Type of measure: Output Rationale: Measure is highly relevant to the objective/purpose as it provides a direct indication of the public's assessment of the performance of the Harbour Trust in caring for, conserving and enhancing parklands and built assets, as well as abiding by the principles of ecologically sustainable development. Source Data: Online surveys and Hello Lamp Post. Methodology: Data is collected via online surveys and Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using signs, QR codes and an AI driven web chatbox. This tool has the ability to collect responses to performance measure questions as well as direct visitors to complete the online visitor survey. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit. Respondents are invited to rate their visit based on a 5-point rating scale: Very Satisfied, Satisfied, Neutral, Dissatisfied or Very Dissatisfied. A percentage-based satisfaction score is calculated by dividing the total number of Very Satisfied and Satisfied ratings by the total number of responses. The Harbour Trust Marketing team collates all data and calculates the final result from all surveys. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually					
1.4 Leasing revenue Relates to intended result: 5	\$15m	\$15m	\$15.2m	\$15.2m	\$15.5m
Type of measure: Efficiency Rationale: Leasing activities form the core stream of revenue generated by the Harbour Trust, providing funding for the Harbour Trust to care, conserve and enhance Harbour Trust parklands and built assets. Source data: Financial records Methodology: The value of leasing revenue – comprising rent received from residential and commercial leases (including contributory partners) – is measured as the monetary value sitting within the Harbour Trust's accounting system, and is obtained from the Harbour Trust Finance team, via an Excel download from the accounting system.					

Visitors learning about the convict experience, Cockatoo Island Open Day 2025.



KEY ACTIVITY 2

Welcome everyone

Our approach

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

Intended result

- 1 Make our 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 while ensuring alignment with our vision and the heritage and environmental values of our sites.
- 7 Position our short-term accommodation as a competitive and distinctive offering in the marketplace — maximising appeal through unique heritage settings and quality guest experience.

2025–26 Priority Actions

- I. Complete the planning of stage 1 interpretation at Middle Head / Gubbu Gubbu and commence its implementation to increase community understanding, use and activation of its heritage values, including First Nations cultural heritage.
Relates to intended result: 1 5
- II. Develop an inclusive visitor experience strategy that seeks to improve visitor orientation and wayfinding, place branding and visitor journeys that welcome diverse audiences and deepens their connection to place.
Relates to intended result: 1 3 4 6 7
- III. Review the Cockatoo Island / Wareamah education program in line with the new NSW Curriculum syllabus requirements and commence its update ready for delivery in 2027.
Relates to intended result: 1 3
- IV. Explore joint wayfinding strategy at North Head Sanctuary in conjunction with NSW NPWS as first stage of master plan implementation.
Relates to intended result: 1 3 5
- V. Develop regular First Nations programming and interpretation including engaging with Traditional Owners, First Nations storytellers and partners to help to ensure First Nations perspectives and histories are included.
Relates to intended result: 5

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2024–25 Actual	2025–26	2026–27	2027–28–27	2028–29
2.1 Number of visits Relates to intended result: 1 2 6 Type of measure: Output Rationale: Levels of visitation to our sites reflect the Harbour Trust's success in ensuring they are open to domestic and international visitors. Ensuring that our sites are easy to access, and filled with attractions to tell stories, explore and discover will be reflected in the number of visits. Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus. Methodology: The number of visits to the Harbour Trust's sites is measured for our key sites, being: Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus. The measure itself consists of the volume of visits made to these sites. It must be noted that this does not reflect the number of unique people that visit the sites, as a person may have multiple entries/exits. As predominantly pedestrian zones, visits to Cockatoo Island / Wareamah and Sub Base Platypus are measured in terms of the number of pedestrian visits. As North Head Sanctuary and Headland Park have both pedestrian and vehicular access, the number of pedestrians and vehicle visits are recorded. Data collection varies by site: North Head Sanctuary and Headland Park: Daily manual readings from hydraulic vehicle counters and laser pedestrian counters. Cockatoo Island / Wareamah: Cloud database collecting data from camera-based people sensors at three entry points. Sub Base Platypus: Cloud database collecting data from camera-based people sensors at seven entry points. All data is collated and stored in internal databases by a Harbour Trust employee or volunteer. Measured quarterly and reported annually.	2,290,000	2,300,000	2,310,000	2,320,000	2,330,000
2.2 Interstate visitors Relates to intended result: 1 2 6 Type of measure: Effectiveness Rationale: The measure of interstate visitors to our sites reflects the Harbour Trust's success in ensuring they are open to all Australians. Source Data: Internal visitation databases for all sites. Methodology: The total number of interstate visitors, expressed as a percentage of total visitors (domestic and international combined), is determined by following these steps: • Total number of interstate respondents to our visitor, stay, tour and events/programming surveys for the relevant quarter • Plus total number of interstate customers in the ticketing system for the relevant quarter • Plus total number of interstate customers in the accommodation booking system for the relevant quarter • Divided by total visitors for the relevant quarter	5%	5.5%	6%	6.5%	7%
2.3 International visitors Relates to intended result: 1 2 6 Type of measure: Effectiveness Rationale: The measure of international visitors to our sites reflects the Harbour Trust's success in ensuring they are open to international visitors. Source Data: Internal visitation databases for all sites. Methodology: The total number of international visitors, expressed as a percentage of total visitors (domestic and international combined), is determined by following these steps: • Total number of international respondents to our visitor, stay, tour and events/programming surveys for the relevant quarter • Plus total number of international customers in the ticketing system for the relevant quarter • Plus total number of international customers in the accommodation booking system for the relevant quarter • Divided by total visitors for the relevant quarter	2%	2%	2.5%	3%	3.5%
2.4 Extent of parkland advocacy and loyalty amongst visitors (Net promoter score) Relates to intended result: 3 4 5 Type of measure: Output Rationale: Measuring net promoter score (NPS) allows the Harbour Trust to benchmark itself against similar organisations in terms of measuring customer advocacy and loyalty as it relates to our parklands and visitor experiences. NPS allows us to measure the quality of our offering by determining how likely question respondents are to advocate for our parklands/experiences and refer these offerings to their friends, relatives and work colleagues. Source data: Online surveys. Methodology: Data is collected via online surveys and Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using signs, QR codes and an AI driven web chatbox. This tool has the ability to collect responses to performance measure questions as well as direct visitors to complete the online visitor survey. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit. Respondents are invited to rate the likelihood that they would recommend our parklands out of 10, where 10 is 'extremely likely' and 0 is 'Not at all likely'. An NPS is arrived at by determining the total percentage of respondents who are 'promoters' (i.e. respondents who rate us 9/10 or 10/10) and subtracting the percentage of respondents who are detractors (i.e. respondents who rate us 6/10 or lower). The Harbour Trust Marketing team collates all data and calculates the final result from all surveys. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.	66%	67%	68%	69%	70%
2.5 Percentage of permit applications determined within the Harbour Trust specified time frames Relates to intended result: 3 Type of measure: Output Rationale: Responding within a specified time frame signifies efficient and responsive regulation, enhancing stakeholder engagement and collaboration. Source Data: Planning team internal permit application database records. Methodology: The total number of business days required to complete the environmental assessment of applications received by the Harbour Trust. Applications are classified as 'standard' (assessment target: 20 business days) or 'complex' (assessment target: 60 business days). Assessment 'clock' commences following receipt of complete application and payment of the assessment fee. The assessment 'clock' may pause or re-start if unforeseen issues arise during the assessment process, the proposal changes substantially during the assessment process, proposals are referred to external agencies for assessment, proposals are placed on public exhibition, or the application fee has not been paid.	100%	100%	100%	100%	100%

KEY ACTIVITY 3

Build partnerships

Our approach

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

Intended result

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

2025–26 Priority actions

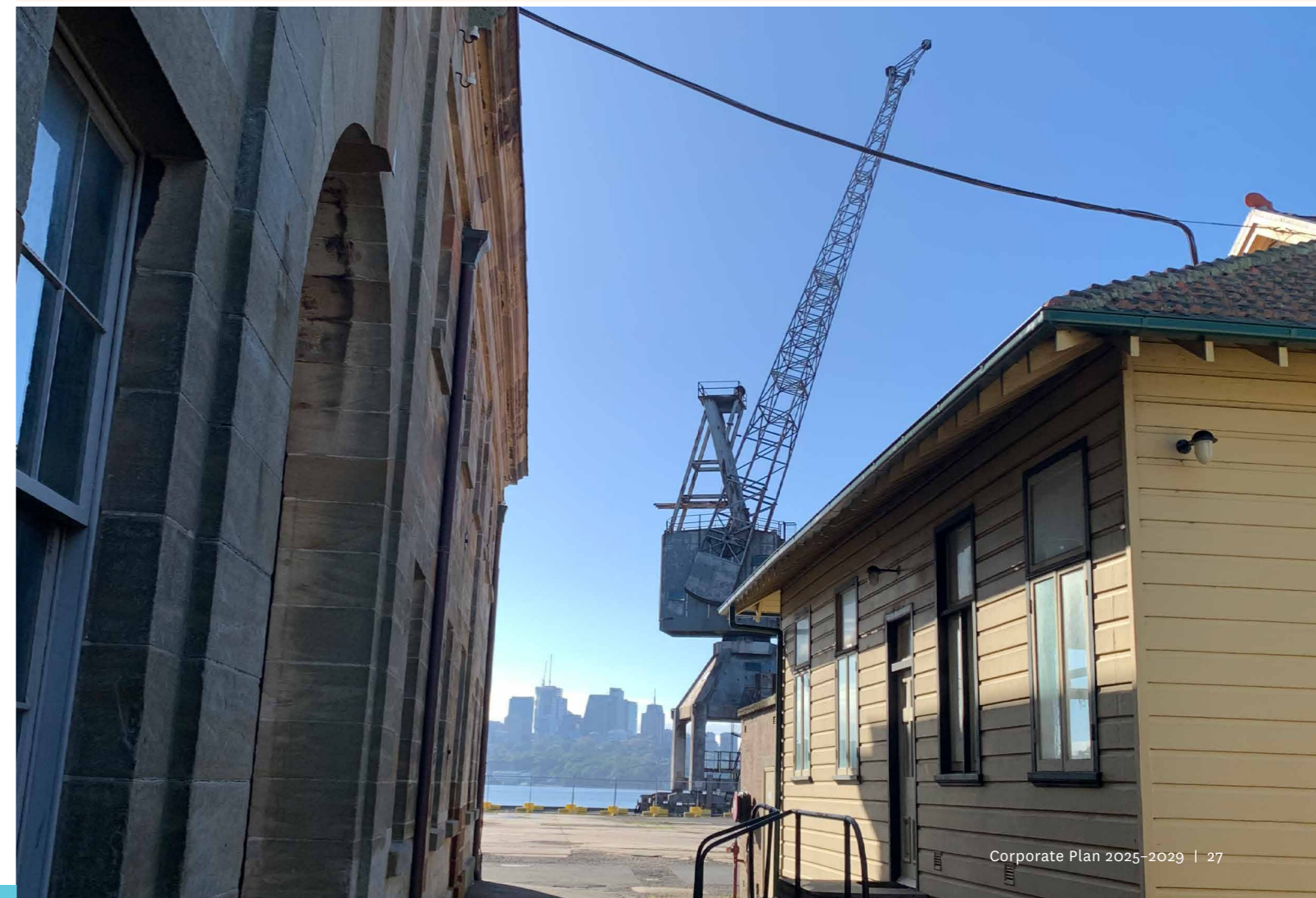
- I. Improve day-to-day support and coordination, recruitment and training of volunteers as part of implementation of the Volunteer Strategy.
Relates to intended result: 2
- II. Explore potential partnership with School Infrastructure NSW to collaborate on bringing environmental education to Middle Head / Gubbuh Gubbuh.
Relates to intended result: 1 3
- III. Increase the number of new partnerships that can help deliver the Harbour Trust objectives and community benefits, with a particular focus on the First Nations community, ensuring their voices are heard on land management issues.
Relates to intended result: 1 4 5
- IV. Strengthen all current partnerships to align with and contribute to the Harbour Trust values and contribute to the delivery of the Harbour Trust objectives and priorities.
Relates to intended result: 3 5
- V. Re-apply for deductible gift recipient status by December 2025 and if successful, commence implementation of philanthropy strategy.
Relates to intended result: 1 5 6

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2024–25 Actual	2025–26	2026–27	2027–28	2028–29
3.1 Number of volunteer hours Relates to intended result: 2	20,000	20,500	20,500	21,000	21,000
Type of measure: Output Rationale: Volunteer hours demonstrate the Harbour Trust's commitment to partnering with the community to deliver on the future vision of sites under our stewardship. Source data: Volgistics – cloud-based volunteer management software system and North Head Sanctuary Foundation hourly logs Excel spreadsheets. Methodology: Aggregation of volunteer hours across all sites and business units. Volunteers log in and out using a cloud-based volunteer management software (Volgistics) at the relevant site. Data aggregated and exported from Volgistics, coupled with data supplied via Excel spreadsheets from our partner, North Head Sanctuary Foundation. Measured quarterly and reported annually.					
3.2 Number of significant, community, cultural, environmental and heritage partners Relates to intended result: 1 3 4 5 6	13	13	14	15	16
Type of measure: Output Rationale: Collaboration and engagement over the vision of Harbour Trust sites is enabled through partnerships. Source data: Internal central partnership contracts register. Methodology: Aggregation of the number of long-term partnerships formed with the Harbour Trust. Contracts are held in a central register updated by the Marketing, Communications and Visitor Experience, Planning and Property Leasing teams.					

* Performance measure to be introduced once DGR status secured.

Industrial Precinct, Cockatoo Island / Wareamah.



KEY ACTIVITY 4

Effective capabilities

Our approach

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

Intended result

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

2025–26 Priority actions

- I. Provide opportunities for learning and development, strengthen a ‘one team’ culture by acknowledging and celebrating positive value-add outcome from collaborations.
Relates to intended result: 1 3
- II. Review and update all organisational policies and strategies to align with the First Nations Strategy, commencing with the Indigenous Procurement Strategy and increase the total procurement value directed to First Nations owned businesses.
Relates to intended result: 1
- III. Implement training for staff in First Nations cultural competency and evaluate as part of staff engagement survey which demonstrates an increased understanding across the organisation.
Relates to intended result: 1
- IV. Finalise and resolve all internal and external audit findings by June 2026 to support continuous compliance with the Commonwealth Fraud and Corruption Framework.
Relates to intended result: 3 4
- V. Develop and plan stage 2 of Digital Transformation Roadmap to optimise return from technology investments by quarter three to enhance information and data management with a view to formalise our records management framework.
Relates to intended result: 2 3
- VI. Refine the governance, planning and evaluation processes for events and activations, by streamlining development application processes.
Relates to intended result: 4



Walking track to Chowder Bay, Headland Park.

MEASURING OUR SUCCESS

MANAGEMENT METRICS	2024-25 Actual	2025-26	2026-27	2027-28	2028-29
4.1 Average employee engagement score	79%	80%	82%	84%	85%
<p>Type of measure: Output Rationale: The achievement of the goals and objectives of the Harbour Trust is directly dependant on the success of employee engagement. Source Data: Annual organisational culture survey. Methodology: Korn Ferry and Qualtrics System conduct the employee engagement survey on behalf of the Harbour Trust. Korn Ferry develops a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in quarter four of the year and benchmarked against progress internally and industry averages.</p>					
4.2 Percentage of employees with effective personal development plans linked to corporate plan	100%	100%	100%	100%	100%
<p>Type of measure: Output Rationale: The achievement of the goals and objectives of the Harbour Trust is directly dependant on the performance objectives of employees being aligned to those goals. Source data: People and Culture professional development records. Methodology: A percentage measuring the proportion of staff who have a personal development plan outlining their specific performance objectives for the given period, which are linked to the Harbour Trust’s goals and objectives set in the corporate plan. The People and Culture team maintains a copy of each employee’s performance plan, as well as a register of any outstanding plans yet to be received. On a quarterly basis, the People and Culture team calculates a percentage of how many performance plans have been finalised as a proportion of the Harbour Trust’s employee base.</p>					
4.3 Employee engagement survey responses to two key safety culture questions:					
(1) We have a proactive safety culture that identifies and manages risks, and is responsive to my concerns;	80%	90%	90%	90%	90%
(2) I am encouraged to raise safety concerns and these are listened to and acted on.	87%	92%	93%	94%	95%
<p>Type of measure: Output Rationale: To minimise risk exposure and embed best practice of health and safety standards within the Harbour Trust culture. Source Data: Annual organisational culture survey. Methodology: Korn Ferry and Qualtrics System conduct the employee engagement survey on behalf of the Harbour Trust. Korn Ferry develops a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in quarter four of the year and benchmarked against progress internally.</p>					
4.4 Corrective action completions	90%	100%	100%	100%	100%
<p>Type of measure: Effectiveness Rationale: To ensure identified hazards and risks are eliminated or reduced as much as reasonably practicable, maintaining a proactive safety culture and supporting the delivery of key activities. Source Data: WH&S records Methodology: Data recorded from incident and hazards reports and entered into the corrective action register and stored on the WH&S SharePoint site. Calculated by dividing the number of incidents occurred that met the agreed completion time frame each quarter. Collected on a quarterly basis by the WH&S safety officer.</p>					



THE HON TANYA PLIBERSEK MP
MINISTER FOR THE ENVIRONMENT AND WATER

SYDNEY HARBOUR FEDERATION TRUST

STATEMENT OF EXPECTATIONS

2023

This Statement outlines the Government's expectations of the Sydney Harbour Federation Trust (the 'Harbour Trust') when carrying out its role and responsibilities. It forms part of the Government's commitment to the good governance of statutory authorities and reducing the regulatory burden on business and the community.

Introduction

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

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

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

Ministerial direction

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

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

Protection and preservation

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

PARLIAMENT HOUSE CANBERRA

I expect the Harbour Trust to:

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

Climate impacts on environmental sustainability

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

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

Protect biodiversity and ecological habitats

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

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

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

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

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

Financial sustainability

Capital plans should be developed to address the critical backlog of infrastructure works needed to ensure the safety and accessibility of Harbour Trust sites. This should be delivered in staged investment that will ensure the sites are accessible to national and international tourists, encouraging more visitors to Harbour Trust sites.

The foundational master plans for Cockatoo Island/Wareamah, North Head Sanctuary and Middle Head/Gubbuh Gubbuh, should detail the vision and ambition for each site, including appealing to more diverse audiences and offering more diverse experiences to visitors.

The Sydney Harbour Federation Trust should be considering revenue raising opportunities in everything they do, to ensure long-term financial sustainability of its sites, particularly through tourism and re-imagining the adaptive use of space across the Harbour sites.

2

PARLIAMENT HOUSE CANBERRA

APPENDIX 1 – STATEMENT OF EXPECTATIONS

Continued

Collaboration

The Harbour Trust should continue to:

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

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

Conclusion

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

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

Yours sincerely



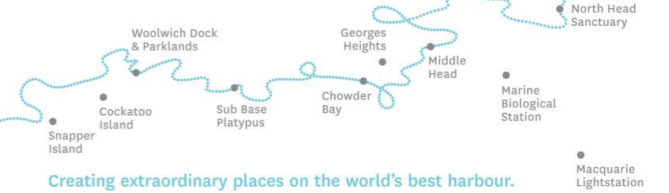
TANYA PLIBERSEK

15 August 2023

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Harbour Trust

Australian Government
Sydney Harbour Federation Trust



SYDNEY HARBOUR FEDERATION TRUST STATEMENT OF INTENT 2024

The Sydney Harbour Federation Trust (Harbour Trust) welcomes the Statement of Expectations from the Hon Tanya Plibersek MP, Minister for the Environment and Water, dated 15 August 2023, and shares the Minister's vision "to protect more of what is precious, to repair more of what's damaged and to manage nature and heritage better for the future."

Located within what many consider to be the world's most beautiful harbour, our nine sites are places of 20,000 years of First Nations connection and culture, intertwined with colonial and military history, a unique biodiversity and the continuing stories of Australians.

We commit to protect and share these values, and to be a leader in the responsible management of Sydney Harbour. We will do this through protecting, preserving and sharing our land and waters and, through these sites and our broader partnerships, contribute to the national story and the responsible care of Australia's heritage.

Our vision is that our sites become extraordinary places that excite and inspire.

Introduction

The Harbour Trust was formally established in 2001 under the *Sydney Harbour Federation Trust Act 2001* (the Act), to protect, manage and care for approximately 145 hectares of former Defence and other Commonwealth lands located at nine sites around Sydney Harbour. The lands hold nationally and internationally significant cultural, natural, industrial and heritage value. Initially a temporary body with a sunset clause, but permanent since 2021, the purpose of the Harbour Trust is to welcome everyone to connect, celebrate and respect the natural, cultural and historical significance of our places as we foster their ongoing renewal and care.

The Harbour Trust is committed to fulfilling our statutory obligations under the Act and the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act), as well as meeting the expectations of the Minister, the Parliament, and the Australian public. The Harbour Trust will continue to operate with transparency, integrity, accountability, and efficiency, and in accordance with the principles of best practice for Commonwealth agencies.

This Statement of Intent outlines how the Harbour Trust will respond to the Minister's expectations and priorities. It also sets out the Harbour Trust's strategic objectives and major initiatives for delivering its outcomes. The Statement of Intent will be integrated into the Harbour Trust's performance reporting processes, including our Corporate Plan and Annual Report.

Protection and preservation

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

- Preserve heritage while complying with established guidelines and legal requirements.
- Explore and create new opportunities to make our places open to the community, including through activation, storytelling, inclusive access, wayfinding and media.
- Bring forward investment options to the Commonwealth for executing master plans, improving public access, protecting natural and cultural values and achieving greater financial sustainability.
- Implement the first stage of the Middle Head/Gubbuh Gubbuh master plan to improve the public parklands and community benefit.
- Engage with the community and stakeholders to build partnerships for heritage management, fostering ownership, and connection.

Climate impacts on environmental sustainability

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

- Implement our Emissions Reduction Plan to achieve carbon neutrality by 2030.
- Integrate climate considerations into our planning to minimise our environmental footprint effectively, take a nature positive approach and increase resilience of our sites and their heritage values.
- Implement master plans incorporating sustainable design practices, including renewable energy and circular economy.
- Leverage a robust environmental commitment among our staff, volunteers, community and stakeholders, to drive sustainability initiatives.
- Engage in networks promoting environmental sustainability, collaborating for best practices and knowledge sharing.

Protect biodiversity and ecological habitats

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

- Monitor biodiversity at North Head Sanctuary to inform management actions and priorities, safeguarding the communities of plants, animals and other organisms.
- Manage and improve habitats for threatened species through best practices in pest control, fire management and conservation.
- Provide education on biodiversity and First Nations land management to increase knowledge and stewardship among visitors and educational groups.
- Collaborate with NSW National Parks and Wildlife Service, local councils, community groups, environmental organisations for a coordinated approach to the conservation of biodiversity and ecological habitats across Sydney Harbour.

The Harbour Trust acknowledges the importance of biodiversity as a key focus in our planning, especially in the implementation of the master plan for North Head Sanctuary, a site of high ecological value and significance, and home to the endangered Eastern Suburbs Banksia Scrub and endangered Long-nosed Bandicoot. The master plan reflects our commitment to conserving and celebrating the natural heritage of North Head Sanctuary.

Financial sustainability

The Harbour Trust, tasked with preserving nine sites of Sydney Harbour's historical, cultural, and natural treasures, has the responsibility to meet our legislative remit as defined by the Act. This includes managing and conserving former defence lands around Sydney Harbour so these areas are protected and maintained for public access and enjoyment, while safeguarding their environmental, cultural, and historical values. To date, the Harbour Trust has been unable to generate sufficient revenue to fully meet these responsibilities through commercial residential and activation activities alone. This has led to a critical backlog of maintenance, and lack of interpretation of our sites' heritage significance. Nonetheless, the Harbour Trust will continue to progress towards self-sufficiency, while fulfilling our statutory obligations and delivering on strategic outcomes. To support this transition, we will work with Government to develop plans for long-term financial sustainability, while fully meeting our responsibilities.

In 2022 the Harbour Trust completed for the first time a comprehensive audit of our built assets. The Strategic Asset Management Plan (SAMP) identified that a total of \$350 million over 10 years would be required simply to prevent further deterioration of our heritage-listed assets. However, while important, on its own the implementation of the SAMP through periodic injections of capital funds will not help the Harbour Trust become operationally self-sufficient or meet legislative requirements.

Master plans for Cockatoo Island/Wareamah and North Head Sanctuary have now been prepared, together with a master plan for the Middle Head/Gubbuh Gubbuh site. They provide a vision that with investment could transform these sites into thriving destinations, address the current organisational shortfalls, offer a lasting legacy for present and future generations, and contribute to the broader tapestry of world heritage.

The implementation of the master plans will require significant initial investment of government funds, yet they will transform our sites and expand the spaces available for community use. These master plans will draw larger and more diverse audiences by offering a broader range of experiences through the adaptive reuse of our heritage buildings and spaces. They aim to attract and retain tenants and partners who align with our vision and values, contributing to the vibrancy and diversity of our sites. Furthermore, these master plans provide a pathway to long-term financial sustainability by increasing and diversifying our revenue raising opportunities in appropriate ways.

Therefore, the Harbour Trust will:

- Bring to the Commonwealth Government investment options to optimise revenue potential and community benefit by implementing our master plans
- Seek specific listing for the Harbour Trust and the Sydney Harbour Foundation Ltd, so that together we can attract philanthropic support with donors able to make tax-deductible gifts, and explore complementary funding sources such as partnerships and grants.
- Continue to manage our financial resources and assets prudently and efficiently, in accordance with the PGPA Act and other relevant legislation and standards, with our financial performance transparent and accountable to the Commonwealth Government and the public.
- Conduct regulatory activities in line with the Regulator Performance RMG 128, adopting a risk-based proportionate approach to compliance and enforcement, aligned with the principles of effective and efficient government regulation.

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Continued



Collaboration

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

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

Conclusion

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

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

Yours sincerely

Professor Tim Entwisle
Chair
Sydney Harbour Federation Trust

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PH: 02 8969 2100 | FAX: 02 8969 2120 | harbourtrust.gov.au

APPENDIX 3 – REGULATION

Harbour Trust regulatory activities

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

- Issue of Planning Permits for works or activities
- Liquor Permits for the sale or supply of alcohol
- Service approval permits for Early Childhood Education Services.

Regulator performance guide

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

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

Regulator best practice principles

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

Our regulatory approach

The Harbour Trust adheres to a robust regulatory approach for its regulated activities, aligning with the best practice principles outlined in the Regulatory Performance Guide. We prioritise transparency, accountability, and efficiency in our regulatory processes, ensuring that they are fair, consistent, and responsive to the needs of stakeholders and the broader community. The Harbour Trust has a number of initiatives planned over the next four years to achieve regulator best practice principles, as monitored under our **Key Activity, Welcome Everyone**.

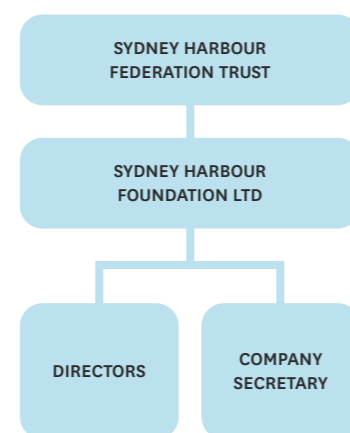
APPENDIX 4 – SUBSIDIARIES

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

Officeholders and directors

Chair	Mr Kevin McCann AO
Director	Ms Sandra Hook
Director	Ms Jessica Keen
Director	Ms Janet Carding
Company Secretary	Mr Simon Allington-Lodge

Organisational structure



APPENDIX 5 – LIST OF REQUIREMENTS

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

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

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

Requirement	PGPA Rule 2014 Reference	Page(s)
Introduction		
• Statement of preparation	16E (2)	2
• Reporting period for which the plan is prepared		
• Reporting periods covered by the plan		
Purposes		
• PBS	16E (2)	4,6
• Any enabling or other relevant legislation		
Key activities		
	16E (2)	2, 22–29
Operating context		
• Environment		
• Capability	16E (2)	8–15, 38
• Risk oversight and management		
• Cooperation		
• Subsidiaries		
Performance measures and reporting targets		
	16E (2)	23, 25, 27, 29
Reporting changes to performance measures		
	16E (2)	18

