SYDNEY HARBOUR FEDERATION TRUST

Corporate Plan 2024–2028

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.

Harbour Trust

Australian Government

Sydney Harbour Federation Trust

Statement of preparation

We, as the accountable authority of the Sydney Harbour Federation Trust (Harbour Trust), present the 2024 Sydney Harbour Federation Trust Corporate Plan covering the reporting periods 2024–25 to 2027–28, 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 pleased to present the Harbour Trust Corporate Plan for 2024 to 2028, which outlines our strategic vision, purpose, and key priorities for the next four years. This plan marks a significant step in our journey towards long-term sustainability.

Sydney Harbour is a living testament to our shared heritage, a place of natural beauty and historical significance. For decades, it has been a source of inspiration, a site of recreation and a symbol of our collective identity. Our purpose 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.

As we enter the second year of the $45.2million Commonwealth funded maintenance and infrastructure renewal program, we have made significant progress with the initial funding, enabling us to commence essential works. This investment addresses critical maintenance needs, develops new infrastructure and reopens areas that have been previously closed to the public, ensuring our sites remain safe and accessible.

Our primary focus for 2024–25 is the continued strategic transformation to set up the organisation for the long-term to meet the responsibilities under our Act, deliver on our purpose of community benefit, and embed the processes, systems and financial sustainability that will underpin our operations.

To guide this transformation, we have completed a suite of strategic work most – notably, the master plans – and we will be bringing forward options for potential investment to kickstart the changes. These plans aim to transform the sites into thriving destinations, addressing organisational shortfalls and creating a lasting legacy for present and future generations.

In parallel with these initiatives, we will implement a range of strategies to improve our operations. This includes migrating to business systems, committing to net zero emissions and implementing our new volunteer strategy in partnership with our 200+ volunteers.

Environmental stewardship remains at the core of our objectives. We are dedicated to reducing our ecological footprint, protecting and repairing biodiversity, and developing a comprehensive sustainability program for our operations. Our proactive approach to environmental stewardship aims to set a benchmark for responsible management and conservation.

Collaboration is essential to our success. We continue to build strong relationships with First Nations communities and organisations, the broader public and a diverse array of stakeholders who are passionate about our places. Sydney Harbour is a living tapestry, intertwining 20,000 years of First Nations culture with colonial history, military significance and contemporary stories. Through partnerships and collaborative efforts, we can share knowledge, leverage resources and develop innovative solutions to preserve and enhance these treasured sites.

Enhancing our organisation's strength means investing in our workforce, upgrading our technological infrastructure and refining our operational methods. We aim to nurture a culture where staff are encouraged to lead and take initiative, fostering a sense of ownership and commitment. By prioritising communication, supporting employee wellbeing and driving innovation through new technologies and data analytics, we position the Harbour Trust to effectively meet future challenges and opportunities.

I look forward the challenges ahead and working together over the next four years to realise our vision to create extraordinary places on Sydney harbour that excite and inspire.

Janet Carding, Executive Director

Cover: The newly-opened Wirra Birra Park at Sub Base Platypus, North Sydney. Credit: Mike Chorley / Taylor Construction.
Current page: Janet Carding at Georges Heights, Mosman. Credit: Sammer Affridi.
Opposite page: The recently restored Building 10 (Estimating and Drawing Office) at Cockatoo Island / Wareamah.

CONTENTS

1 **Cover page** 1

2 **Executive director foreword** 2
Statement of preparation 2

4 **Corporate plan on a page** 4

5 **The Harbour Trust today** 5

6 **About us** 6
Objectives and outcomes 6
Vision and purpose 6
Operational mission 7
Reconciliation 7

7 **Government expectations** 8

8 **Operating context** 8
Operating environment 8
Capabilities 10
Cooperation 12
Risk and oversight 13
Enterprise risks 14

9 **Harbour Trust site overview** 16

10 **Performance** 18

11 **Key activities** 20
Steward our places 22
Welcome everyone 24
Build partnerships 26
Effective capabilities 28

12 **Appendix 1 – Statement of Expectations** 30

13 **Appendix 2 – Statement of Intent** 33

14 **Appendix 3 – Regulation** 37

15 **Appendix 4 – Subsidiaries** 38

16 **Appendix 5 – Performance measures and management metrics explanation of changes** 39

17 **Appendix 6 – List of requirements** 41

CORPORATE PLAN ON A PAGE

We are ambassadors

Collaboration is key

We share information

Being constructive

Vision

Extraordinary places on Sydney Harbour that excite and inspire.

Purpose

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

Ministerial expectations

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 so special to locals, to all Australians and to the world (excerpt from the Minister for the Environment and Water. The Hon Tanya Plibersek MP, Statement of Expectations on page 30).

Us not they

Innovation mindset

How we deliver

The Harbour Trust revitalises our sites through active remediation and vibrant community building. We share authentic stories that highlight our site's rich cultural, natural and heritage values. We build strong transparent partnerships with communities, funders and supporters. Our collaborative efforts strive to ensure impactful outcomes for Sydney Harbour's environment and heritage.

Outcome

Enhanced appreciation and understanding of the natural and cultural values of Sydney Harbour and its contribution to the national story and world's heritage for all visitors, through the remediation, conservation and adaptive reuse of, and access to, Harbour Trust lands on Sydney Harbour.

We are all storytellers

Caring for country mindset

Key activities

1. Steward our places
2. Welcome everyone
3. Build partnerships
4. Effective capabilities

Performance measures and management metrics

OUR BEHAVIOURS THAT GUIDE THE WAY WE WORK

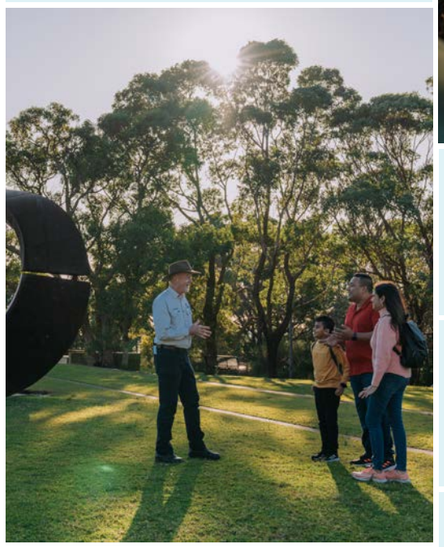
NUMBER OF TENANCIES

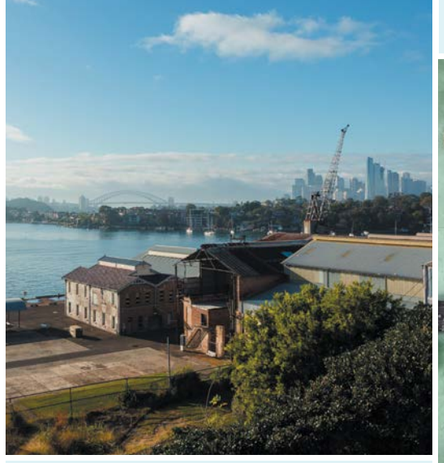
197

NUMBER OF VISITS

2m (a)

(a) m = million





$15m (b)

ANNUAL REVENUE

(b) unaudited figure as at July 2024.

ICONIC LAND ON SYDNEY HARBOUR

145 ha

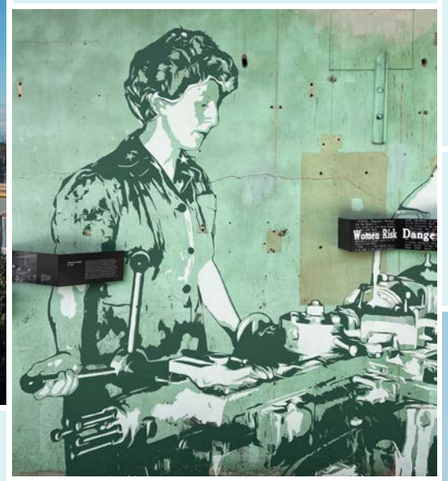
TOTAL VISITORS TO OUR WEBSITES

444,649

10 (c)

SITES IN TOTAL

(c) including Snapper Island.



THE HARBOUR TRUST TODAY

Statistics taken from July 2023 to June 2024

ADAPTIVE REUSE OF BUILT ASSETS

79% (d)

(d) of built assets with potential for adaptive reuse.

21k

VOLUNTEER HOURS

Family visiting Middle Head / Gubbuh Gubbuh, Mosman.

Volunteer gardeners at Cockatoo Island / Wareamah.

ABOUT US

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

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.

Objectives

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

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

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

Outcome

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

Previous page, from top to bottom:
Column one: Ranger assisting visitors at Georges Heights, Mosman; View of Sydney Harbour Bridge and the CBD from Cockatoo Island / Wareamah; Macquarie Lighthouse at Vaucluse. Column two: Visitor service volunteer at North Head Sanctuary, Manly; Torpedo Factory Precinct blast wall mural at Sub Base Platypus, North Sydney. Credit:Trigger Design; View of Sydney Harbour and the CBD from North Head Sanctuary, Manly. Column three: Aerial view of Chowder Bay / Gooree, Mosman; Visitors to Cockatoo Island / Wareamah, arriving by ferry.

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 2024–2028.

Reconciliation

Reconciliation is a core principle for the Harbour Trust, reflecting our commitment to managing lands on Sydney Harbour of profound historical and cultural importance to First Nations peoples. Acknowledging the Traditional Custodians and ensuring that their enduring connections to these lands is respected are crucial for the sustainable and respectful stewardship of these lands. The Harbour Trust's engagement in reconciliation supports cultural heritage preservation, ensuring that the rich histories and stories of First Nations communities are preserved and accurately shared for current and future generations.

In 2023–24, the Harbour Trust took a significant step towards reconciliation and deeper engagement with First Nations communities by establishing the First Nations Advisory Group (FNAG). This group is playing an important role in guiding our actions and shaping our ongoing commitment to building meaningful partnerships with First Nations peoples. Building on the successful establishment of the FNAG, in 2024–25, we will continue to strengthen this relationship ensuring that the committees' insights and recommendations are instrumental, informing all levels of our planning and operational process.

To embed Caring for Country principles into the decision-making and operations of the Harbour Trust, a key focus for the upcoming year will be the completion and implementation of our First Nations Strategy. The strategy is being developed with the active participation of the FNAG, to building better and stronger relationships with First Nations peoples, organisations and communities that support stronger connections to Country, embedding involvement in the design and management of Harbour Trust lands, and fostering increased employment, economic and educational opportunities.

Our current partnerships with First Nations communities will continue through enhanced community ties and celebration of First Nations cultural heritage. We will deepen our collaboration with the Babana Aboriginal Men's Group by continuing to host Babana run events – notably, mental health and career workshops – across our Sydney Harbour locations. The Harbour Trust's support for DanceRites, a national Indigenous dance competition that showcases traditional and contemporary dance groups, remains steadfast, continuing to provide in-kind accommodation supporting the cultural vitality of First Nations communities. Following a successful pilot year, we aim to continue to work with the University of Technology Sydney to host their students on Cockatoo Island / Wareamah as they learn to embed Caring for Country principles into architecture and design. These relationships are vital for creating social and educational opportunities that inform and enrich the public's understanding of First Nations cultures and histories.

Lastly, our commitment to transparency and continuous improvement will be demonstrated through robust public reporting of our reconciliation efforts. By conducting annual evaluations of our First Nations Strategy activities, we aim to maintain accountability and ensure our initiatives effectively contribute to our overarching goals of enhancing understanding, respect and equity.

Swap & Save Day 2024, Sub Base Platypus.

GOVERNMENT EXPECTATIONS

We maintain a strong and active relationship with the Hon Tanya Plibersek MP, Minister for the Environment and Water, together with the Department of Climate Change, Energy, the Environment and Water (DCCEEW). This primary relationship is informed by the Minister's Statement of Expectations (see page 30). Our formal response to this statement – our Statement of Intent (see page 33) – guides our governance and administration, ensuring we meet the Minister's expectations and our obligations as a federal agency.

The Minister issued the Harbour Trust Statement of Expectations in August 2023, stating;

'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 so special to locals, to all Australians and to the world'.

OPERATING CONTEXT

For the Harbour Trust's 2024–28 corporate plan, it is essential to align the operating context with our vision and purpose, recognising the complex internal and external factors that shape our ability to manage our sites of significant cultural, natural, industrial and heritage value around Sydney Harbour. These factors, while often beyond our direct control, demand a proactive approach to mitigate their impacts and enhance strategic delivery. Understanding these dynamics allows us to navigate a constantly changing landscape, aiming to fulfill our vision and purpose effectively.

Operating environment

1. **Climate change and the environmental impact:**

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

   In response, the Harbour Trust has implemented the first year of a comprehensive strategic asset management plan (SAMP) which focused on critical works and lifecycle renewal repairs, safeguarding Harbour Trust lands and assets and preventing further deterioration. Our ongoing habitat restoration programs and initiatives aimed at achieving net-zero greenhouse emissions and adoption of sustainable practices, are key strategies for mitigating environmental impacts and supporting nature repair.

2. **Stakeholder expectations and community engagement:**

   Evolving public and stakeholder expectations regarding Harbour Trust sites and environmental sustainability, heritage preservation, public access and cultural inclusivity require dynamic engagement strategies.

   The Harbour Trust Stakeholder Engagement Strategy ensures 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. Aligning with our operational mission to foster collaborative and informed outcomes.

3. **Economic uncertainty:**

   The prevailing global and domestic economic uncertainties could pose significant challenges to our capital project programs.

   Anticipating potential impacts such as high inflation, 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.

4. **Funding and financial sustainability:**

   The Harbour Trust operates as a self-funded organisation, replying on income generated from property leasing, events and tourism activities. In the face of an uncertain economic climate, potential downturns could significantly impact these critical revenue streams.

   To enhance financial resilience, the Harbour Trust has updated its leasing policy and improved tenant support systems, including a self-service portal for maintenance and repairs. Additionally, we are strategically developing long-term financial plans that are closely aligned with our master planning initiatives. These strategies will involve diversifying our funding sources by forging new partnerships, seeking philanthropic support, and pursuing grants and sponsorships. 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.

5. **Tourism and visitor trends:**

   Visitor preferences and tourism patterns are continually evolving, driven by factors such as tougher economic conditions and growing demand for ethical and sustainable tourism experiences. The shifts can significantly impact the demand for and management of Harbour Trust lands, facilities and experiences.

   In 2023–24, the Harbour Trust engaged an external consultant to conduct a comprehensive visitor and audience research study. This initiative has provided critical insights and will enable us to understand and respond to changing visitation trends effectively.

6. **Legislative and regulatory changes:**

   Legislative dynamics policy adjustments and regulatory shifts occur from time to time in Australia. The upcoming implementation of the Australian Government's Nature Positive Plan signals forthcoming modifications to Commonwealth legislation. Such changes, particularly those concerning environmental protection, cultural heritage or land management, could affect the Harbour Trust's operations and responsibilities.

   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.

7. **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 2024–2028 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 the guidance of our newly established FNAG. Additionally, we will continue to expand our efforts to provide cultural awareness training to our staff, support First Nations employment opportunities and utilise First Nations businesses.

The Torpedo Factory Precinct at Sub Base Platypus, North Sydney.

Capabilities

As we move forward into the 2024–28 period, the Harbour Trust is actively building upon the foundational changes initiated in 2022. Our organisational structure and systems are still in the process of being enhanced to better support our strategic initiatives and manage complex projects. With the second year of our capital funded maintenance infrastructure renewal (MIR) program underway, and the recent advancements such as the implementation of our enterprise agreement and a comprehensive work health and safety strategy, we are focused on continuous improvement across all areas.

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

With the implementation of our enterprise agreement and the successful completion of a comprehensive work health and safety strategy, the focus for 2024 is now on the newly developed workforce support management plan. This plan is tailored to further refine our approach to professional development and organisational culture, ensuring that our workforce is well prepared to meet both current and future challenges. This strategy is central to integrating lessons learned from recent 2023–24 employment survey, helping to maintain 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 communications and technology

Recognising the limitations of our current information communication and technology (ICT) systems, the Harbour Trust has devised a strategic approach 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 developments have included the implementation of new systems for facilities, assets, property management, human resources and upgraded communication technology. With the recent expansion of our ICT team, the Harbour Trust is well equipped to advance our ICT strategy in 2024–25. These include the roll out of a new finance system, digital asset management system, advanced ticketing solutions, infringement management system and an updated customer relationship management (CRM) system. These advancements will streamline operations, enhance customer interactions and support efficient data management across the Harbour Trust.

Figure 1 provides an overview of the four year ICT strategy and progress on the Harbour's Trust delivery to date.

ICT strategy key objectives

REQUIREMENTS	FOCUS	2022–23	2023–24	2024–25	2025–26	OUTCOMES
Repair /de-risk	**FOCUS ON FOUNDATIONAL ICT CAPABILITY** 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.	Implement 'Desktop One' platform and new telephone system Source and implement new HR system	Source and implement new finance system Source and implement new enterprise CRM system and booking and event management system Source and implement new digital asset management system Source and implement new infringement management system			Flexible scalable and efficient foundations Secure, resilient and reusable assets
Consolidate /upgrade	**DIGITISATION, CONSOLIDATION AND SIMPLIFICATION OF INFORMATION** 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.	Streamline finance workflows Upgrade capabilities and improve use of established information systems Integrate upgraded systems with centralised reporting systems Build performance reporting capability				Efficient, outcomes-focused ways of working Enhanced digital capabilities
Improve /enhance	**REPORTING AND ANALYTICS** 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.				Develop and integrate a whole of business reporting/ dashboard Integrate internal reporting/ dashboard with DCCEEW	Confident and knowledgeable capabilities Customer-focused ways of working and partnering

Completed
In progress
Not yet started

Cooperation

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

Federal, state and local governments

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

Community

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

Macquarie Lighthouse in Vaucluse, lit up for World Maritime Day. Credit; Andy Baker

Partner organisations

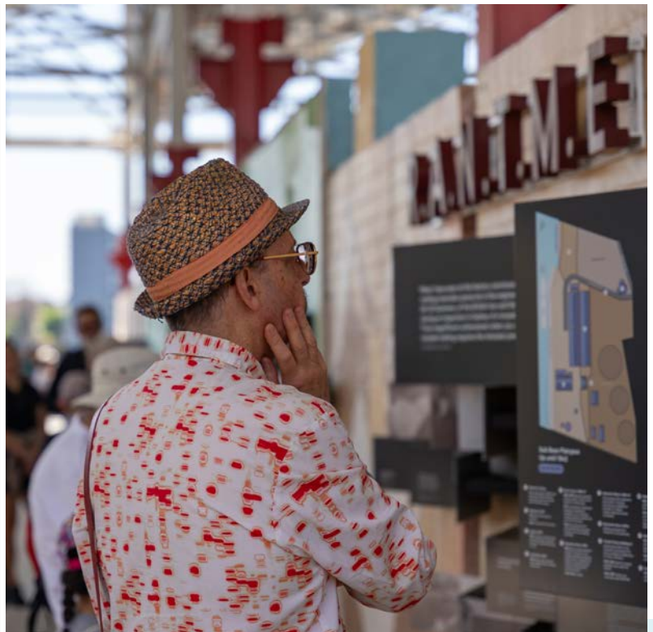
The Harbour Trust collaborates with partner organisations to deliver community benefit. Partner organisations can include non-governmental organisations (NGOs), businesses and other government agencies. The Harbour Trust's collaborations with partner organisations enable us to leverage resources, expertise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

Minister for the Environment and Water, the Hon Tanya Plibersek MP with Kamilaroi / Gamilaraay artist Dennis Golding at Sub Base Platypus, North Sydney. Credit: Andy Baker.

Visitor exploring the Torpedo Factory Precinct storytelling space at Sub Base Platypus, North Sydney.



Family exploring the Turbine Shop at Cockatoo Island / Wareamah.

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 on 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, whom as the accountable authority of the Harbour Trust, hold responsibility for the control environment and risk management, and DCCEEW's Audit Committee, which provides independent oversight of the Harbour Trust's risk management and internal control processes.

Compliance and regulatory framework

The Harbour Trust's risk approach is aligned with the requirements of the *Public Governance, Performance and Accountability Act 2013* (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.

Continual 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 two year internal audit program commenced in May 2024. The findings of the audit program will support Harbour Trust in improving controls in systems and processes.

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

Enterprise risks

The Harbour Trust has identified the following key strategic and operational risks that, were they to eventuate, would affect our ability to achieve our purpose.

Table 1: Our enterprise risks 2024–25

STRATEGIC RISK	RISK MITIGATION STRATEGY
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.	The Harbour Trust will 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.
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.	Following extensive stakeholder consultation, the Harbour Trust has established long-term management plans and master plans for each site. These plans are regularly reviewed and align to the needs and expectations of both community and Federal Government objectives. The Harbour Trust actively engages with all tiers 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. Through these measures the Harbour Trust creates and maintain a strong connection with community, attracts visitors to our sites and strives to secure government and non-government funding.
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.	In 2022, the Harbour Trust developed and implemented an operational mission to provide clarity around our purpose. 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 in 2022. 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. In 2024–25, the Harbour Trust is actively pursuing deductible gifts recipient (DGR) status for both itself and its subsidiary Sydney Harbour Foundation Ltd to be able to seek donations from the wider community. 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 / Wareamah 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.
4. Government cooperation Failure to manage relationships effectively with the federal, state and local governments.	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 (for example, Transport for NSW, NSW National Parks and Wildlife Service), government forums and committees, and the Harbour Trust community advisory committees. Additionally, the Harbour Trust aligns its key plans, strategies and initiatives with 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.
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.	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 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
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 projects 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 control to monitor and evaluate its operations. This includes internal and external audits and performance reviews through independent auditors and DCCEEW's Audit 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.	The Harbour Trust is developing comprehensive people and culture strategy that will incorporate workforce succession plans to ensure the continuity of knowledge and skills. In 2024–25, a workforce management and support plan will be finalised and implemented to adopt a strategic approach to promote employee satisfaction, engagement and retention. This includes a revised induction process, learning and professional development opportunities, staff events and a staff social committee. The Harbour Trust conducts annual staff engagement surveys to track employee satisfaction and engagement, and highlight areas for Harbour Trust improvement. The Harbour Trust behaviours foster a culture of knowledge sharing and collaboration, enhancing staff capabilities and reducing single staff dependencies. The consolidation and introduction of automation via modern technical solutions as part of the ICT transformation roadmap will allow further improvement in document and information management for capturing and retention of critical operational knowledge.
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 (for example, fundraising).	Many Harbour Trust systems were/are outdated, as a result they Harbour Trust is focussing 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 throughout the project life cycle. Projects are all governed through a project control group to ensure appropriate process, approvals, engagements are considered. 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.

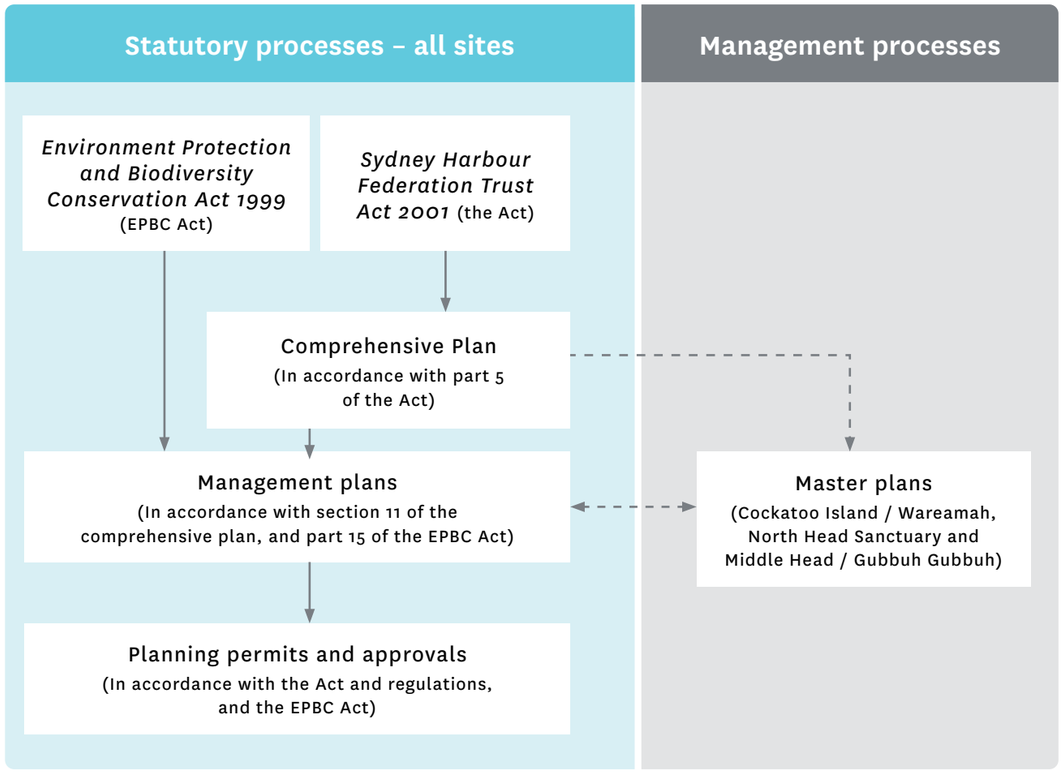
Aerial photo of the Harbour Trust head office in Georges Heights, Mosman, with Sydney Harbour in the backdrop.

HARBOUR TRUST SITE OVERVIEWS

The Harbour Trust is both the planning agency and the manager of our 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 North Head Sanctuary, Cockatoo Island / Wareamah and Middle Head / Gubbuh Gubbuh, 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 master 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. In 2022, the Harbour Trust appointed a lead consultant to develop a draft master plan, building on prior consultation. Following public consultation the master plan for North Head Sanctuary was approved by the Members of the Trust in February 2024.

Headland Park, Mosman (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 homeland of the Borogegal people, the most mature of Harbour Trust sites and 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. In early 2023, the Harbour Trust launched public consultation on a draft master plan for the Middle Head / Gubbuh Gubbuh precinct. There was a high level of public interest in the draft plan, with over 200 submissions received. The Harbour Trust reviewed all submissions received and released a revised master plan for public consultation on 24 August 2023. The subsequent consultation outcomes report on 2 November 2023 showed that the majority of submitters were supportive of the changes made since the previous consultation. The Members of the Trust approved the master plan in December 2023. With funding secured for the first stage that will focus on improving access and community activation, the Harbour Trust are currently initiating its design and delivery.

Ranger providing directions to a family at Georges Heights, Mosman.

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 first stage of the Sub Base Platypus Renewal Project opened in 2019–20, and in 2021, won the 'Adaptive Re-use' category at the National Trust's Heritage Awards, as well as 'The Lloyd Rees Award for Urban Design' and a further 'Award for Heritage – Creative Adaptation' at the Australian Institute of Architects' 2021 NSW Architecture Awards. Approval for the second stage of the Sub Base Platypus Renewal Project, the Torpedo Factory, was granted in May 2021. The Torpedo Factory Precinct was officially opened to the public in September 2023, and hosted a community open day to explore the new spaces. Wirra Birra Park, the new foreshore park, opened in March 2024. Preservation works currently continue at the historic Retort House.

Woolwich Dock and Parklands, Hunters Hill

Located opposite 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 Parramatta and Lane Cove Rivers, the Traditional Owners – the Wallumedegal people – know the area as Moocooboola, which means 'the meeting of the rivers'. The centrepiece of this destination is Woolwich Dock, a dry dock which dates back to 1901. Woolwich Dock continues to operate a boatyard, offering boat repairs and maintenance services. Local attractions include the ample picnic space afforded by Goat and Horse Paddocks, the Deckhouse waterfront cafe and function venue, and the harbour view from Woolwich Lookout.

Cockatoo Island / Wareamah, Sydney Harbour

Cockatoo Island / Wareamah is Sydney's largest island, located at the junction of the Parramatta River and Sydney Harbour and 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. In 2021, public consultation on a draft concept plan for Cockatoo Island / Wareamah was undertaken. In 2022, the Harbour Trust appointed a lead consultant to develop a draft master plan, building on the prior consultation. The master plan is due to be finalised and adopted by the Members of the Trust in mid-2024.

Macquarie Lightstation, Vaucluse

Located on Sydney Harbour's Southern Headland, along the scenic Federation Cliff Walk at Vaucluse, the lightstation covers an area of approximately 2.2ha 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. Conservation works are due to commence on the convict-built Greenway wall, part of the original lighthouse's compound. New interpretation is in design for the interior of Macquarie Lighthouse, which is regularly opened to the public, due for installation in 2024.

Former Marine Biological Station, Camp Cove

Located in Birrabirragal Country at Camp Cove, the Former Marine Biological Station was one of the first buildings established in Watsons Bay. Today, the charming building is tenanted as a private residence. Although it is currently closed to the public, it can be viewed by visitors to Camp Cove Beach who can access the nearby 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 2024–25 Corporate Plan further develops and embeds this commitment. The plan features updates to the Harbour Trust's performance framework to provide a greater focus on outcomes and a stronger alignment with the Harbour Trust's functions and key activities in the forward period.

Performance framework

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

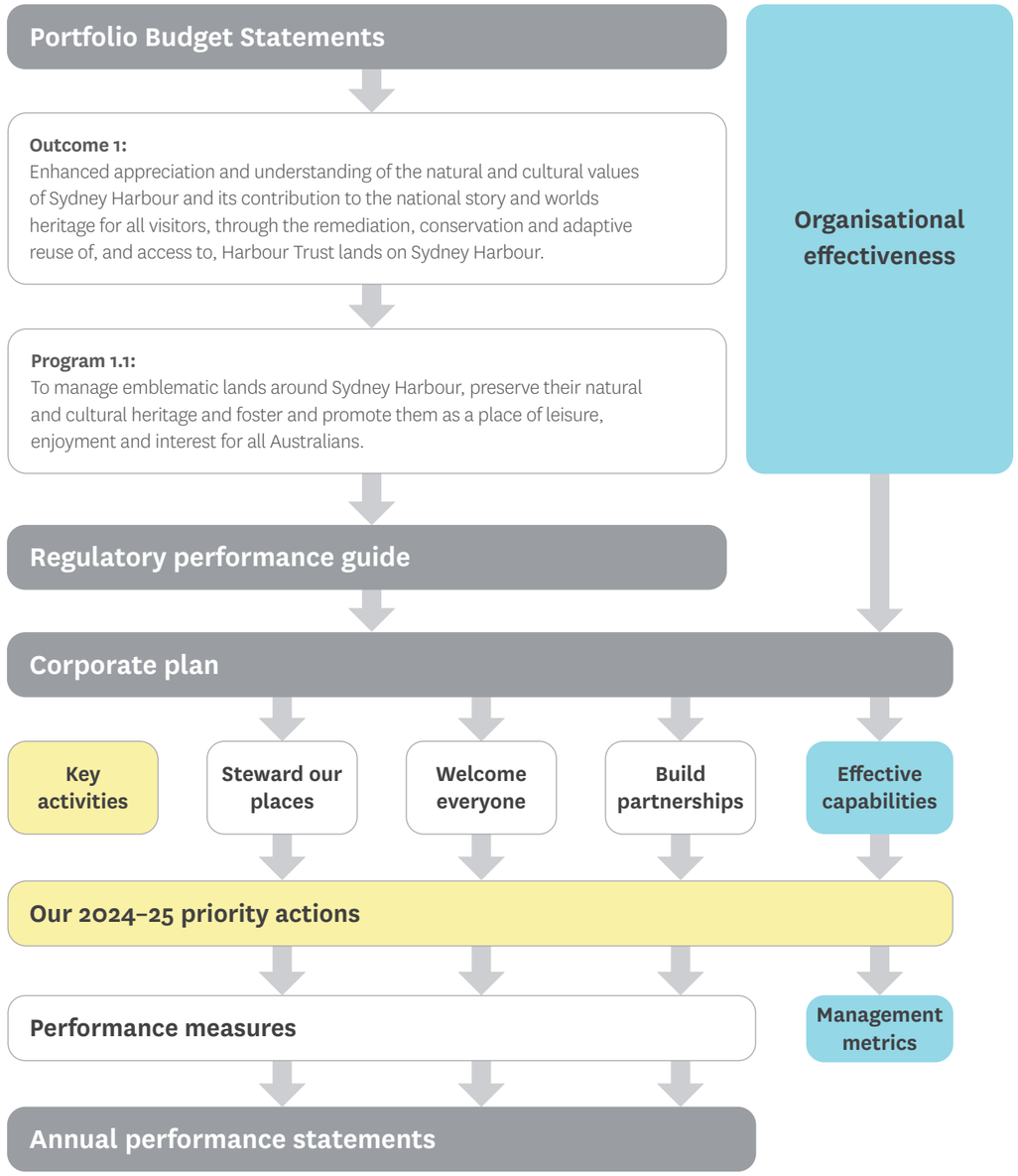
The Harbour Trust performance framework provides substantial detail on how we measure progress in achieving our purpose by identifying:

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

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

Camp Cove, Watson's Bay - the site of the Former Marine Biological Station. Credit: Ashley Mackevicius.

Figure 1 Harbour Trust performance framework



Updates to the performance framework

Following legislative changes in 2022 that established the Harbour Trust as a permanent entity, initial updates to our key activities and performance measures were implemented. Subsequently in consultation with the DCCEEW Audit Committee and after a thorough review of the effectiveness of these measures, we have undertaken further revisions to our performance framework for 2024–2028. The key updates include:

- **Streamlining performance measures:** The performance measures have been refined to reduce their number and ensure their relevance, focusing on quality and reliability. Ensuring the number of measures moving forward is proportionate to our organisations size.
- **Integration of regulatory measures:** The regulation section has been removed as a standalone key activity. Given the limited scope of the Harbour Trust's regulatory functions, these measures have been integrated into other key activities, in alignment with RMG 128.
- **Consolidation of key activities:** Our key activities have been consolidated from five to four, reflecting the elimination of the regulation activity and streamlining our operations.

These changes allow the Harbour Trust to prioritise our core objectives and enhance our operational efficiency. Details of these changes are provided in Appendix 5 – Performance measures and management metrics explanation of changes.

Aerial photo of the Avenue of Honour at North Head Sanctuary, Manly.

2024-25 PRIORITY ACTION HIGHLIGHTS

The Harbour Trust's priority actions under each key activity are not mutually exclusive, collectively our priority actions and key activities contribute to achieving our program and outcome. Consequently, while certain initiatives maybe listed under one specific key activity, they often have broader impacts across all key activities.

1 Continue our strategic transformation to sustainability

In 2024-25, a primary focus will be securing the long-term sustainability of the Harbour Trust. Currently, the Harbour Trust faces significant challenges due to insufficient revenue, which has led to a critical backlog of maintenance and limited access to, activation of, and interpretation of our site's heritage, cultural and natural significance. This impacts our ability to meet legislative requirements and deliver public benefits.

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

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

Therefore, in 2024–25, the Harbour Trust plans to bring to the Federal Government opportunities for investment and explore Australian funding sources, such as partnerships, grants and sponsorships, to implement our master plans and enhance the cultural, natural and First Nations significance of our sites for current and future generations.

While discussions continue on the master plans, the Federal Government has provided funds to address the most critical of the maintenance backlog, and in 2024–25, work will continue to address those repairs.

Alongside these initiatives, we will implement a range of strategies to improve our operations including improving ICT systems, principally new finance software, commencing our move to achieve net zero by 2030 through carbon reduction initiatives and GreenPower purchasing, and securing DGR status so that we can begin to attract philanthropic support.

We will also work with our volunteers to breathe new energy into our volunteer program and connect it more clearly to our organisational priorities.

Together these initiatives will see the Harbour Trust take significant steps towards our strategic transformation.

2 Developing and delivering our First Nations Strategy

The Harbour Trust is committed to building better and stronger relationships with First Nations peoples, organisations and communities that support stronger connections to Country, embedding involvement in the design and management of Harbour Trust lands, and fostering increased employment, economic and educational opportunities.

In 2024–2025, we will develop and implement our first comprehensive First Nations Strategy, working in partnership with our FNAG. The First Nations Strategy will be to provide a clear roadmap with actionable steps, embedding the Connecting to Country framework by place and location, and considering the cultural landscape across Sydney Harbour.

3 Master plan implementation

The Harbour Trust will commence the implementation of stage 1 of the Middle Head / Gubbuh Gubbuh Master Plan. This stage focuses on the conservation and activation of Middle Head / Gubbuh Gubbuh, ensuring that its rich history and natural beauty are preserved and enhanced for the public benefit. Key activities will include the stabilisation and restoration of critical infrastructure and services, creation of new public spaces and walking trails, and development of interpretative and educational elements that highlight the site's cultural and historical significance. This phase marks the beginning of a transformative process that will make Middle Head / Gubbuh Gubbuh a vibrant, accessible and sustainable destination.

4 Building partnerships with a whole of Sydney Harbour approach

In 2024–25, the Harbour trust will prioritise strengthening strong partnerships with stakeholders across Sydney Harbour. We aim to take a leadership role, acting as a catalyst for collaborations that deliver tangible improvements to the harbour's heritage management, the health of the waters and foreshore, and bring new research and experiences to the community. We will engage with NSW and federal government agencies, local councils, community groups and private sector partners to develop joint initiatives that enhance the visitor experience, promote environmental sustainability and build awareness of the cultural and historical significance of Sydney Harbour. Through these partnerships, we aim to foster a cohesive and integrated approach to the stewardship of the harbour for all Australians.

Aerial photo of Middle Head / Gubbuh Gubbuh, Mosman.

KEY ACTIVITY 1

Steward our places

Our approach

To care for, conserve and enhance our cultural landscapes of bush, parklands and heritage assets, 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. Sustain and grow our residential and commercial leasing revenue by maximising utilisation of our assets, and attracting and cultivating high quality tenants to help us deliver our vision and service for the community.

2024–25 Priority actions

I. Implement stage 1 of the Middle Head / Gubbuh Gubbuh 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 the Retort House at Sub Base Platypus, conservation of Cockatoo Island / Wareamah cranes and Greenway Wall at Macquarie Lightstation.

Relates to intended result: 1 2

III. Commence pilot projects at Cockatoo Island / Wareamah and North Head Sanctuary to build support for the implementation of the master plans.

Relates to intended result: 1 2 3 4 5

IV. Deliver second year of $45.2 million Commonwealth-funded maintenance, infrastructure and renewal program (MIR) program.

Relates to intended result: 2

V. Implement plan to reduce Harbour Trust emissions to net zero by 2030.

Relates to intended result: 3

VI. Provide market competitive residential and commercial leasing opportunities, to achieve our leasing revenue target.

Relates to intended result: 5

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2023–24 Actual	2024–25	2025–26	2026–27	2027–28
1.1 Percentage of our land open to the public **Relates to intended result:** 1 3	90%	90%	90%	90%	90%
Type of measure: Output and efficiency **Rationale:** Measure provides a good indication of the extent to which the Harbour Trust's objective of caring for, conserving and enhancing parklands is progressing. Assumes funding not secured for Cockatoo Island / Wareamah and North Head Sanctuary master plans. **Source data:** Internal precinct spatial maps and database. **Methodology:** Measured by total land and the percentage open to the public. Measured quarterly and reported annually.					
1.2 Percentage of our built assets (with the potential to be in active use), in active use **Relates to intended result:** 2 5	79%	79%	79%	79%	79%
Explanation of changes since 2023–2027 Corporate Plan and 2024–25 PBS: the target was initially increased to 79% and was to remain constant until 2027. However, for the 2024–2028 Corporate Plan, it has been revised to 77%. This adjustment considers the final site design for Sub Base Platypus, which included more parklands than built assets, thus not significantly affecting the measure. The revised target is based on current operations and does not assume additional funding for the master plans for Cockatoo Island / Wareamah and North Head Sanctuary.					
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 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	94%	>90%	>90%	>90%	>90%
Type of measure: Output **Rationale:** Measure is highly relevant to the objective/purpose as it provides a direct indication of the public's assessment of the performance of the Harbour Trust in caring for, conserving and enhancing parklands and built assets, as well as abiding by the principles of ecologically sustainable development. **Source data:** Online visitor survey hosted on the Harbour Trust website. **Methodology:** Data is collected via an online visitor survey. The visitor survey is promoted on select signage across our main destinations and through Hello Lamp Post – an always-on visitor engagement tool that targets visitors during their visit using interactive signs, QR codes and an AI-driven SMS service/web chatbot. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit. Respondents are invited to rate their visit based on a 5-point rating scale; Very Satisfied, Satisfied, Neutral, Dissatisfied and 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	$14.8m	$14m	$14m	$14m	$14m
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.					

Wirra Birra Park at Sub Base Platypus, North Sydney. Credit: Mike Chorley / Taylor Construction.

KEY ACTIVITY 2

Welcome everyone

Our approach

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

Intended result

1. Make our places destinations of discovery and delight that draw more first time and repeat visitors, from the whole of Greater Sydney and beyond.
2. Build national and international awareness of our sites, their significance and their stories for all Australians.
3. Improve our customer focus and inclusivity, to ensure all those who visit, work or live at our sites have a great experience.
4. Differentiate our sites under a stronger brand, so that users and visitors can understand the different experiences and stories that make up the Harbour Trust.
5. Strengthen ties with those with a deep connection to our sites, including First Nations Custodians, military families and veterans, and the industrial workforce of Cockatoo Island / Wareamah.
6. Grow financially viable events and increase revenue through our short-term accommodation strategies, aligned with our vision and the heritage and environmental values of our sites.

2024–25 Priority actions

I. Design and deliver stage 1 of Middle Head / Gubbuh Gubbuh interpretation scope, to increase community use and activation.

Relates to intended result: 1 2 3

II. Use recommendations from audience and visitor research to review and build brand profile and improve visitor services.

Relates to intended result: 1 2 3

III. Implement year 2 of the Events and Activation Strategy, including;

i. Five year action plan for each site and new strategic collaborations and partnerships.

Relates to intended result: 1 3 6

IV. Grow the education and public programs by offering new ways to learn abut the histories of our places and the surrounding environments.

Relates to intended result: 1 4

V. Review liquor permit regulatory framework.

Relates to intended result: 3

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2023–24 Actual	2024–25	2025–26	2026–27	2027–28
2.1 Number of visits **Relates to intended result:** 1 2 6	2,028,910	2,100,000	2,100,000	2,100,000	2,100,000

Type of measure: Output
Rationale: Levels of visitation to our sites reflect the Harbour Trust's success in ensuring they are open to domestic and international visitors. Ensuring that our sites are easy to access, and filled with attractions to tell stories, explore and discover will be reflected in the number of visits.
Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park and Sub Base Platypus.
Methodology: The number of visits to the Harbour Trust's sites is measured for our key sites, being: Cockatoo Island / Wareamah, North Head Sanctuary, Headland Park, and Sub Base Platypus.
The measure itself consists of the volume of visits made to these sites. It must be noted that this does not reflect the number of unique people that visit the sites, as a person may have multiple entries/exits.
As predominantly pedestrian zones, visits to Cockatoo Island / Wareamah and Sub Base Platypus are measured in terms of the number of pedestrian visits.
As North Head Sanctuary and Headland Park have both pedestrian and vehicular access, the number of pedestrians and vehicle visits are recorded.
Data collection varies by site:
North Head Sanctuary and Headland Park: daily manual readings from hydraulic vehicle counters and laser pedestrian counters.
Cockatoo Island / Wareamah: cloud database collecting data from camera-based people sensors at 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.

2.2 Interstate visitors **Relates to intended result:** 1 2 6	5.4%	6%	6%	6%	6%

Type of measure: Effectiveness
Rationale: The measure of interstate visitors to our sites reflect the Harbour Trust's success in ensuring they are open to all Australians.
Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head, Headland Park and Sub Base Platypus.
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 event/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 (domestic and international combined) for the relevant quarter

2.3 International visitors **Relates to intended result:** 1 2 6	1.6%	2%	2%	2%	2%

Type of measure: Effectiveness
Rationale: The measure of international visitors to our sites reflect the Harbour Trust's success in ensuring they are open to international visitors.
Source data: Internal visitation databases for Cockatoo Island / Wareamah, North Head, Headland Park and Sub Base Platypus.
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 event/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 (domestic and international visitors combined) for the relevant quarter

2.4 Extent of parkland advocacy and loyalty amongst visitors (Net promoter score) **Relates to intended result:** 3 4 5	67	67	70	70	70

Type of measure: Output
Rationale: This is a new performance measure that harnesses an industry standard: Net promoter score (NPS). Measuring NPS will allow 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 visitor survey hosted on the Harbour Trust website.
Methodology: Data is collected via an online visitor survey hosted on harbourtrust.gov.au. The visitor survey priorities answers to the question associated with our performance measures. The visitor survey is promoted on select signage across our main destinations and through Hello Lamp Post – an always-on visitor engagement tool that targets visitors during the visit using interactive signs, QR codes and an AI driven SMS service. Furthermore, post-stay, post-tour and post-event/programming surveys are emailed to patrons following a visit.Respondents are invited to rate the likelihood that they would recommend our parklands out of 10, where 10 is extremely likely' and 0 is 'Not at all likely'. A net promoter score is arrived at by determining the total percentage of respondents who are 'promoters' (i.e. respondents who rate us 9/10 or 10/10) and subtracting the percentage of respondents who are detractors (i.e. respondents who rate us 6/10 or lower). The Harbour Trust Marketing team collate all data and calculate the final result from all surveys. Survey methodology is undertaken in a manner consistent with accepted market research practices. Measured quarterly and reported annually.

2.5 Percentage of permit applications determined within the Harbour Trust specified timeframes **Relates to intended result:** 3	100%	100%	100%	100%	100%

Explanation of changes since 2023–2027 Corporate Plan and 2024–25 PBS: Performance measure moved from the now-removed 'Regulation' key activity to 'Welcome everyone' to streamline performance measures and more accurately represent Harbour Trust activities.

Type of measure: Output
Rationale: Responding within a specified time frame, signifies efficient and responsive regulation, enhancing stakeholder engagement and collaboration.
Source data: Planning business unit internal permit application database records.
Methodology: The total number of business days required to complete the environmental assessment of applications received by the Harbour Trust. Applications are classified as 'standard' (assessment target: 20 business days) or 'complex' (assessment target: 60 business days). Assessment 'clock' commences following receipt of complete application and payment of the assessment fee. The assessment 'clock' may pause or re-start if unforeseen issues arise during the assessment process, the proposal changes substantially during the assessment process, proposals are referred to external agencies for assessment, proposals are placed on public exhibition, or the application fee has not been paid.

KEY ACTIVITY 3

Build partnerships

Our approach

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

Intended result

1. Partner with 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. Support tenants and licensees to help deliver our vision through their work.
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 and in-kind support with our partners, funders and supporters.

2024–25 Priority actions

I. Implement phase 1 of the new Volunteer Strategy.
Relates to intended result: 2

II. Implement deductible gift recipient status and Philanthropy Strategy.
Relates to intended result: 5 6

III. Continue and extend First Nations community and organisational partnerships (for example, Gamay rangers)
Relates to intended result: 4

IV. Finalise a new First Nations Strategy in partnership with the First Nations Advisory Group.
Relates to intended result: 1 4

V. Seek further partnerships that can help deliver the Harbour Trust objectives and community benefits.
Relates to intended result: 1 3 4 5 6

MEASURING OUR SUCCESS

PERFORMANCE MEASURES	2023–24 Actual	2024–25	2025–26	2026–27	2027–28
3.1 Number of volunteer hours **Relates to intended result:** 2	20,837	17,750	17,750	18,000	18,000
Explanation of changes since 2023–2027 Corporate Plan and 2024–25 PBS: The target for the number volunteer hours has been amended to reflect increased recorded volunteer hours due to improvements in data collection, recording methods and the implementation of the volunteer strategy in 2024–25.					
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 Volgsitics, 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	11	12	13	14	15
Explanation of changes since 2023–2027 Corporate Plan and 2024–25 PBS: The target for the number of significant community, cultural, environmental and heritage partners has been amended to reflect moving past the establishment of the baseline and to better reflect the linkages to the key tasks for 2024–25.					
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 and Visitor Experience, Planning and Property Leasing teams.					

* Performance measure to be introduced once DGR status secured.

DanceRites performers on the Eastern Apron of Cockatoo Island / Wareamah. Credit: M Hooper.

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, to provide all staff and volunteers with a safe and secure work environment.

We will 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 staff to govern and manage business and risk appropriately.

Intended result

1. Build and retain an outstanding, diverse workforce and invest in its professional development.
2. Shape our organisation to achieve its goals and build its resilience and adaptability. Grow our ICT capacity to improve WH&S culture, enable proactive asset management and eliminate end of life systems and manual processes.
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.

2024–25 Priority actions

I. Implement finance system, digital asset management, ticketing and new CRM as part of ICT strategy.

Relates to intended result: 2 3

II. Complete implementation of changes arising from the new enterprise agreement and develop a workforce support and management plan.

Relates to intended result: 1 3

III. Continue to build organisational culture and enhance opportunities for professional development.

Relates to intended result: 1

IV. Develop a collections management policy and commence the process of determining a suitable collections management system for our movable cultural heritage.

Relates to intended result: 2 3

V. Leverage findings from year 1 of Internal Audit Program to support and strengthen risk management framework.

Relates to intended result: 4

The sandstone basin of Woolwich Dock.

MEASURING OUR SUCCESS

MANAGEMENT METRICS	2023–24 Actual	2024–25	2025–26	2026–27	2027–28
4.1 Average employee engagement score	54%	80%	82%	82%	82%

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 develop a series of questions in partnership with the Harbour Trust. The survey is undertaken annually in quarter four of the year and benchmarked against progress internally and industry averages.

4.2 Percentage of employees with effective personal development plans linked to corporate plan	94%	100%	100%	100%	100%

Type of measure: Output
Rationale: The achievement of the goals and objectives of the Harbour Trust is directly dependant on the performance objectives of employees being aligned to those goals.
Source data: HR 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.

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;	91%	85%	90%	90%	90%
(2) I am encouraged to raise safety concerns and these are listened to and acted on.	89%	90%	90%	90%	90%

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 develop 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.

4.4 Corrective action completions	n/a	Meet benchmark	Meet benchmark	Meet benchmark	Meet benchmark

Explanation of changes since 2023–2027 Corporate Plan: New performance measure to better demonstrate the quality of work health and safety operations and culture within the Harbour Trust.

Type of measure: Effectiveness
Rationale: To ensure identified hazards and risks are eliminated or reduced as much as reasonable practicable, maintaining a proactive safety culture and supporting the delivery of key activities.
Source data: 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 timeframe each quarter. Collected on a quarterly basis by the WH&S safety officer.

APPENDIX 1 – STATEMENT OF EXPECTATIONS

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.

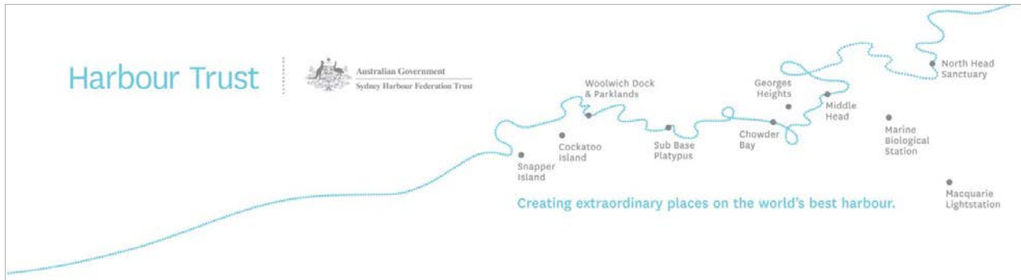
Yours sincerely

Tanya Plibersek

TANYA PLIBERSEK

15 August 2023

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT



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.

Building 28, Best Ave (off Suakin Drive), Mosman NSW 2088 | PO Box 607 Mosman NSW 2088 | ABN: 14 178 614 905
PH: 02 8969 2100 | FAX: 02 8969 2120 | harbourtrust.gov.au

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Continued

Harbour Trust | Australian Government Sydney Harbour Federation Trust

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.

Building 28, Best Ave (off Suakin Drive), Mosman NSW 2088 | PO Box 607 Mosman NSW 2088 | ABN: 14 178 614 905
PH: 02 8969 2100 | FAX: 02 8969 2120 | harbourtrust.gov.au

Harbour Trust | Australian Government Sydney Harbour Federation Trust

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.

Building 28, Best Ave (off Suakin Drive), Mosman NSW 2088 | PO Box 607 Mosman NSW 2088 | ABN: 14 178 614 905
PH: 02 8969 2100 | FAX: 02 8969 2120 | harbourtrust.gov.au

APPENDIX 2 – HARBOUR TRUST STATEMENT OF INTENT

Continued

Harbour Trust | Australian Government Sydney Harbour Federation Trust

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

Building 28, Best Ave (off Suakin Drive), Mosman NSW 2088 | PO Box 607 Mosman NSW 2088 | ABN: 14 178 614 905
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 *Sydney Harbour Federation Trust Regulations 2021*:

- 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 proactive principles, as monitored under our 'Key activity 1: Welcome everyone'.

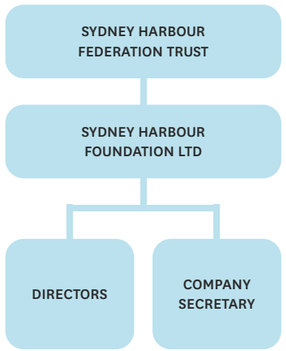
APPENDIX 4 – SUBSIDIARIES

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 AM
Director	Ms Sandra Hook
Director	Ms Jessica Keen
Director	Ms Janet Carding
Company Secretary	Mr Simon Allington-Lodge

Organisational structure



APPENDIX 5 – PERFORMANCE MEASURES AND MANAGEMENT METRICS EXPLANATION OF CHANGES

The table below provides an explanation of the changes to;

- the Harbour Trust performance measures that are reported in the Portfolio Budget Statement, the corporate plan and annual performance statements.
- the Harbour Trust management metrics that are reported in the corporate plan.

Key activity 1: Steward our places

PERFORMANCE MEASURES			
	Name updated from *Steward our parklands* to *Steward our places*	Update	To better align the Harbour Trust key activity with how the Harbour Trust delivers to achieve our outcome.
1.1	**Percentage of our land open to the public**	Retained	No change from 2024–25 PBS.
1.2	**Percentage of our built assets (with the potential to be in active use), in active use**	Retained	No change from 2024–25 PBS.
1.3	**Visitor satisfaction with the parklands, including its public amenities, facilities and attractions**	Retained	No change from 2024–25 PBS.
1.4	**Leasing revenue**	Retained	No change from 2024–25 PBS.

Key activity 2: Welcome everyone

PERFORMANCE MEASURES			
2.1	**Number of visits**	Retained	No change from 2024–25 PBS.
2.2	**Interstate visitors**	Updated	Performance targets now included following baseline establishment and insights drawn from the visitor and audience research project completed in July 2024.
2.3	**International visitors**	Updated	Performance targets now included following baseline establishment and insights drawn from the visitor and audience research project completed in July 2024.
2.4	**Extent of parkland advocacy and loyalty amongst visitors (net promoter score)**	Updated	Performance targets now included baseline establishment and insights drawn from the visitor and audience research project completed in July 2024.
2.5	**Percentage of permit applications determined within the Harbour Trust specified timeframes**	New	New performance measure demonstrating how the Harbour Trust meets the Reporting performance guide (RMG 128) to include regulatory principles into our mainstream performance planning and reporting prepared under the PGPA Act and PGPA Rule.

Key activity 3: Build partnerships

PERFORMANCE MEASURES			
3.1	**Number of volunteer hours**	Updated	Targets amended to include tolerances for reporting and demonstrate progress with the implementation of our volunteer strategy.
3.2	**Number of significant community, cultural, environmental and heritage partners**	Updated	Description and targets updated to better demonstrate the variety of partnerships built to achieve our purpose.

APPENDIX 5 – PERFORMANCE MEASURES AND MANAGEMENT METRICS EXPLANATION OF CHANGES

Continued

Key activity 4: Effective capabilities

MANAGEMENT METRICS			
4.1	**Compliance with legislation, government policy and mandatory governance requirements**	Removed	Following review, this measure is considered management level activity and will be monitored at an agency level.
4.2	**Average employee engagement score**	Retained	No change from 2023–2027 Corporate Plan.
4.3	**Percent of employees with effective personal development plans linked to corporate plan**	Retained	No change from 2023–2027 Corporate Plan.
4.4	**Percent of employees with effective personal development plans linked to corporate plan:**		
(1)	**We have a proactive safety culture that identifies and manages risks, and is responsive to my concerns;**	Retained	No change from 2023–2027 Corporate Plan.
(2)	**I am encouraged to raise safety concerns and these are listened to and acted on.**		
4.5	**Lost time injury frequency rate (LTIFR)**	Removed	Replaced with 5.6, as the LTFIR did not provide meaningful insights due to the organisations size and the low number of reported incidents.
4.6	**Corrective active completions**	New	New measure to reflect the effectiveness in the work health and safety management to achieve operational goals.

Discontinued

Key activity: Regulation (REMOVED)

PERFORMANCE MEASURES		
Has the frequency of the regulatory review cycle been met?	Removed	Replaced with performance measure 2.5, this consolidation of regulation performance measuring is considered a better reflection of Harbour Trust work in proportion to its key activities.
Percentage of permit inquiries responded to within the Harbour Trust specified time frames	Removed	
Have we met our program for compliance checks?	Removed	
Demonstrated collaboration with other relevant government regulators	Removed	

APPENDIX 6 – LIST OF REQUIREMENTS

The corporate plan has been prepared in accordance with the requirements of:

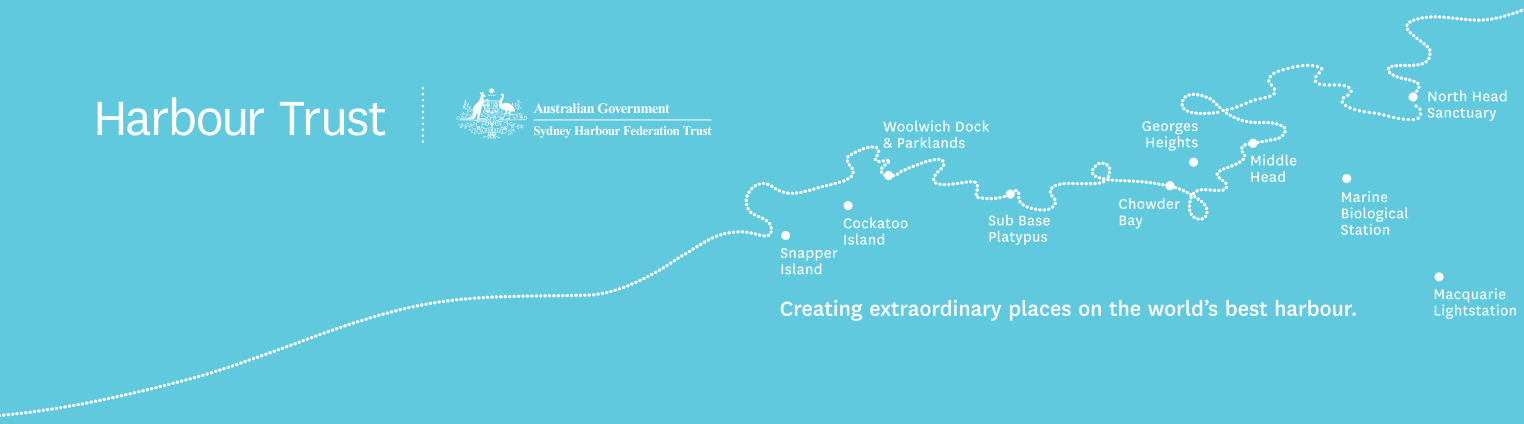
- subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013*; and
- the *Public Governance, Performance and Accountability Rule 2014*.

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** • **Reporting period for which the plan is prepared** • **Reporting periods covered by the plan**	16E (2)	2
Purposes • **PBS** • **Any enabling or other relevant legislation**	16E (2)	4, 6
Key activities	16E (2)	2, 22-27
Operating context • **Environment** • **Capability** • **Risk oversight and management** • **Cooperation** • **Subsidiaries**	16E (2)	8-15, 38
Performance measures and reporting targets	16E (2)	23, 25, 27
Reporting changes to performance measures	16E (2)	39

Harbour Trust

Australian Government
Sydney Harbour Federation Trust



Creating extraordinary places on the world's best harbour.

Harbour Trust
Building 28, Best Avenue
Mosman NSW 2088
harbourtrust.gov.au