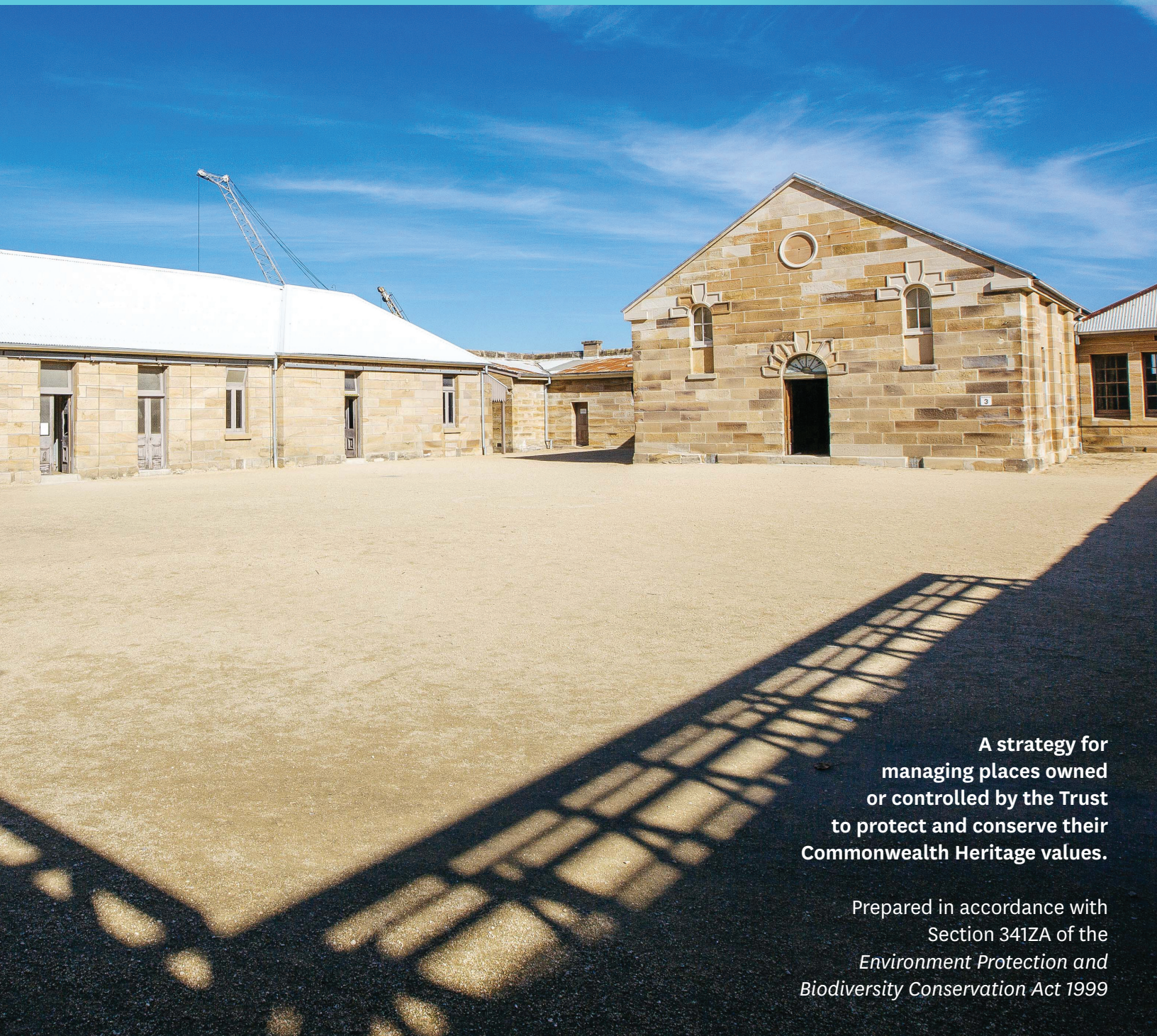


Sydney Harbour Federation Trust

Heritage Strategy

2006, and as amended in 2016



**A strategy for
managing places owned
or controlled by the Trust
to protect and conserve their
Commonwealth Heritage values.**

Prepared in accordance with
Section 341ZA of the
*Environment Protection and
Biodiversity Conservation Act 1999*

Harbour Trust



Australian Government
Sydney Harbour Federation Trust

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1. Introduction

In 2005 the Sydney Harbour Federation Trust (the Trust) prepared a Heritage Strategy in accordance with Section 341ZA(1) of the *Environment Protection and Biodiversity Act 1999* (the EPBC Act). In 2006 the Minister for the Environment advised in accordance with Section 341ZA(4) of the EPBC Act that the Heritage Strategy was consistent with the Commonwealth Heritage management principles.

In 2016 the Trust prepared an amendment to the Heritage Strategy to reflect the significant changes that have taken place since 2005. In 2016 the Minister for the Environment and Energy's delegate advised in accordance with Section 341ZA(4) of the EPBC Act that the amended Heritage Strategy was consistent with the Commonwealth Heritage management principles.

Throughout this document 'the Minister' is a reference to the Minister for the Environment and Energy and 'the Department' to the Department of the Environment and Energy.

The Sydney Harbour Federation Trust was established as a statutory authority under the *Sydney Harbour Federation Trust Act* (SHFT Act) in 2001 to manage a number of former Defence and other Commonwealth sites around Sydney Harbour. All of the sites other than the former HMAS Platypus that are currently in the Trust's care are identified on the Commonwealth Heritage List. In addition, Cockatoo Island is also listed as a World Heritage Place and National Heritage Place, while North Head Sanctuary is part of a National Heritage Place.

The Government's purpose in establishing the Trust was outlined by the Prime Minister in 1998. It was to establish a body that would:

'...manage the sites with the objective of maximising public access to the sites, cleaning up contaminated areas and rehabilitating public land. It will preserve heritage buildings and features of the sites.'

These objectives were subsequently formalised in the SHFT Act. Sections 6 and 28 require the Trust to:

- Enhance the amenity of the Sydney Harbour region;
- Protect, conserve and interpret the environmental and heritage values of the lands in its control;
- Maximising public access to the sites;
- Establish & manage suitable land as a park;
- Co-operate with all other sectors of government and the community in furthering these objectives; and
- Act in accordance with the Principles of Ecologically Sustainable Development (ESD).

The conservation of places of heritage significance is not a matter of choice for the Trust: **it is a statutory obligation and a fundamental reason for its existence.**

Section 26 of the SHFT Act also requires the Trust to develop plans for the sites under its care and as a consequence the Trust prepared a Comprehensive Plan that articulates its vision for the future of these sites and identifies the outcomes proposed for each site. It also identifies the core values that will guide all of the Trust's activities. The Comprehensive Plan was approved by the Minister for the Environment and Heritage on 21st August 2003.

In addition to this the Trust has prepared a number of more detailed Management Plans for the sites under its control – see *Attachment 5*. Some of these Management Plans were prepared before the introduction of the new national heritage system in 2004 and do not address all of the matters now identified in the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). However, the more recent of these plans have been modified to address some of these matters. A program is in place to revise these plans so that they become plans for the purposes of the EPBC Act. (See *Attachment 6*).

2. Heritage Strategy

This Heritage Strategy has been developed with the intent of achieving best practice heritage management. Its purpose is to identify the means by which the Trust will:

- Identify and assess the Commonwealth Heritage values of the places that it owns or controls and how this information will be included in a heritage register;
- Ensure that the Commonwealth Heritage values of each place that it owns or controls are protected and communicated to all generations through the preparation of Management Plans, appropriate staff training, interpretation, communication programmes, and other means;
- Integrate heritage management with its core business responsibilities; and
- Monitor and report on the progress it has achieved in the implementation of this strategy.

It has been prepared:

- In accordance with Section 341ZA of the EPBC Act Regulation 10.03G;
- To complement the Trust's Comprehensive Plan; and
- Within the context of the Australian Government's Department of Environment Portfolio approach to heritage management.

The fundamental object of the Australian heritage system to identify, protect and manage the natural, Indigenous and historic values of places under Commonwealth ownership or control is the same as that for the Sydney Harbour Federation Trust Act. Accordingly, many of the matters that the EPBC Act requires the strategy to address have already been addressed in the Trust's Comprehensive Plan. As a consequence, this

strategy has been written to complement the Comprehensive Plan and needs to be interpreted in the context of the Comprehensive Plan. Of particular importance are the Objectives and Policies set out in Section 3 of the Comprehensive Plan and these are reproduced in *Attachment 7* to this strategy.

The strategy commits the Trust to undertake a number of actions within specific timeframes and these are summarised in *Attachment 6*.

3. Land under the Trust's Control

The Trust currently has responsibility for the former Army lands at Middle Head, Georges Heights and Chowder Bay in Mosman; the former School of Artillery and North Fort at North Head; the former HMAS Platypus at Neutral Bay; Macquarie Lightstation near South Head; Woolwich Dock and Parklands; Cockatoo Island; and the former Marine Biological Research Station at Watsons Bay. The location of these lands is shown in *Figure 1*.

Snapper Island has not yet been formally transferred to the Trust and has been included in a preliminary heritage study prepared by the Department of Finance and Administration (2001). The Trust has been monitoring the site as it is included in the Trust's strategy. The strategy does not include the Naval refuelling facilities at Chowder Bay which is under the control of the Department of Defence.

The former HMAS Platypus is not listed as a Commonwealth Heritage place but potential Commonwealth Heritage values have been identified in the Conservation Management Plan for the site and these will be protected.

Attachment 1 identifies the Commonwealth Heritage Places that are currently owned or controlled by the Trust. These places include a wide array of archaeology, buildings, structures, artefacts, gardens, movable heritage and ephemera that may have significant heritage value. They include places showing evidence of Aboriginal occupation and may also include places or natural features such as headlands that are of contemporary or spiritual importance according to Aboriginal culture or custom, as well as ceremonial or story places. Other sites with European heritage significance include places such as the convict prison on Cockatoo Island which in 2010 was inscribed as a World Heritage place as part of a serial nomination of 11 convict sites; the fortifications on Georges Head – part of the most diverse collection of coastal defence heritage in Australia; the Former School of Artillery at North Head; the Macquarie Lightstation; the former Marine Biological Research Station at Camp Cove; and the dry docks at Cockatoo Island and Woolwich.

4. The Trust's Vision and Mission

The Trust's Vision for the lands in its care is to:

"To create a lasting legacy for the people of Australia by helping to create one of the finest foreshore parks in the world and provide places that will greatly enrich the cultural life of the city and the nation."

The Trust's Mission is:

"To manage emblematic lands around Sydney Harbour, preserve their natural and cultural heritage and foster and promote them as places of leisure, enjoyment and interest for all Australians."

5. The Trust's Comprehensive Plan and Corporate Planning Framework

(Section 341ZA 3(c) & Regulation 10.03E & Schedule 7C 1(b))

The Trust has a Corporate Plan 2015-2019 that will be periodically reviewed. The Corporate Plan identifies key priorities for responding to the challenge of balancing sustainable, economic, environmental and heritage outcomes whilst focusing on improving the visitor experience and undertaking important remediation, conservation and refurbishment works.

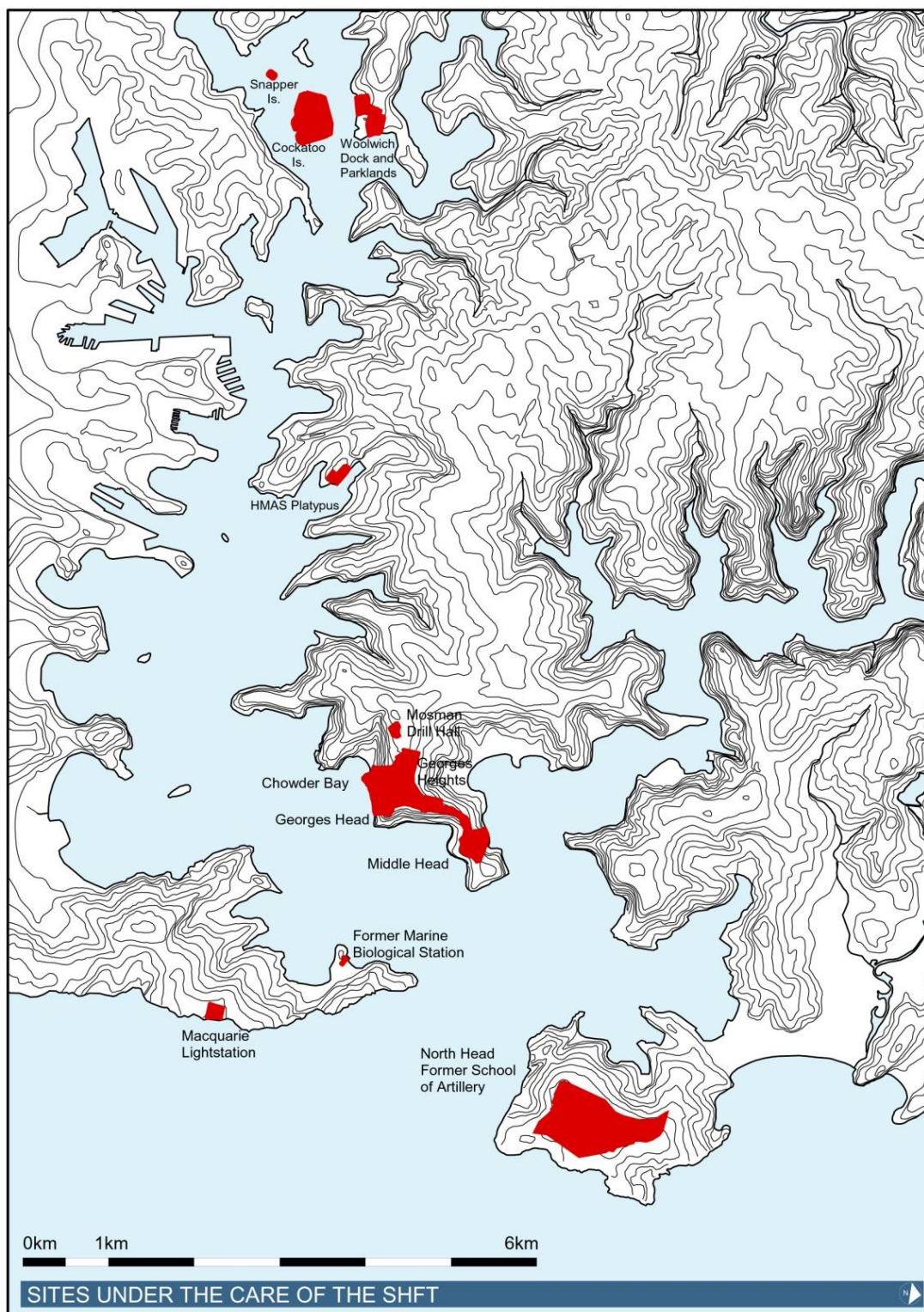
The Trust's corporate planning is based on the objectives set out in Section 6 of the SHFT Act and the Comprehensive Plan.

The Comprehensive Plan provides a framework for the implementation of the SHFT Act, the objectives of which include protecting and conserving heritage values. As such, the Heritage Strategy contributes to both the Comprehensive Plan and meeting the objectives of the SHFT Act.

Section 6 (b) of the Trust's Act specifically requires it to *"protect, conserve and interpret the environmental and heritage values of Trust land"*. Elaborating on that commitment, the Comprehensive Plan:

- Articulates the Trust's vision, core values, objectives and policies that will guide all of its activities – the capital works that it undertakes and the decisions that it makes about future use, leases etc. (*Sections 1, 2 and 3 of the Plan*);
- Provides a framework for implementation through the development of policies such as an ESD Policy and the preparation of more detailed Management Plans for specific sites (*Section 11*);
- Provides for an assessment and approval process that complements the requirements of the EPBC Act for actions proposed by the Trust, tenants and others on Trust sites (*Section 11*);
- Quantifies the costs of implementation, including heritage conservation (*Section 11*);

- Establishes a process for community consultation for proposed actions and the preparation of draft plans: and
- Provides for the monitoring and review of plans.



6. The Trust's Objectives for the Management of Heritage Places

(Section 341 ZA 3(c) and (d) & Regulation 10.03E & Schedule 7C 1(a))

The Trust's commitment to manage its heritage places in accordance with Commonwealth Heritage management principles is largely addressed in *Section 3 – Objectives and Policies*, of its Comprehensive Plan. See *Attachment 7*. These objectives and policies are also relevant to the Trust's obligations under the SHFT Act to conserve and interpret the heritage values of the places in its care.

Section 3 contains a set of objectives and policies to guide all of the Trust's activities. These objectives and policies cover a wide range of matters from Aboriginal and cultural heritage conservation to biodiversity conservation, bush care and education. The objectives are grouped thematically and apply to all of the land managed by the Trust. The Plan makes it mandatory for these objectives and policies to be considered by the Trust when it prepares more detailed management plans, policies, guidelines or proposes any actions on any of its sites. This includes all works, changes of use, estate management and the provision of public access, as well as other activities like the leasing of buildings, public consultation etc.

In respect of the specific management principles identified in Schedule 7B of the EPBC Amendment Regulations the Trust will:

Principles 1 & 2

"The objective in managing Commonwealth Heritage places is to identify, protect, conserve, present and transmit, to all generations, their Commonwealth Heritage values;

The management of Commonwealth Heritage places should use the best available knowledge, skills and standards for those places, and include ongoing technical and community input to decisions and actions that may have a significant impact on their Commonwealth Heritage values."

A Commonwealth Heritage place is any place that is listed on the Commonwealth Heritage List. Accordingly, all of the Trust's sites, other than HMAS Platypus, are Commonwealth Heritage places.

The Comprehensive Plan (pp 31, 39) commits the Trust to the use of the best practice approaches of the *Australia ICOMOS Burra Charter* and the *Australian Natural Heritage Charter* to guide the assessment of cultural and natural significance and the conservation of items of environmental heritage. This commitment applies to all actions by the Trust including those that relate to places that are not currently identified as Commonwealth Heritage places (HMAS Platypus).

The Comprehensive Plan also commits the Trust to the preparation and implementation of Conservation Management Plans (CMP) in consultation with the former Australian Heritage Commission, the equivalent role of which has since been succeeded by the Australian Heritage Council (p39). The Trust has reviewed existing and completed site specific CMPs and heritage assessments for the places in its care. This programme has been implemented in accordance with the methodologies recommended by the *Australia ICOMOS Burra Charter* and as a prelude to the preparation of Trust

Management Plans. The CMPs have been prepared by heritage consultants with professional skills appropriate to the issues involved and under the supervision of Trust staff with the requisite heritage conservation skills and experience. This process has ensured that there is a sound understanding of the heritage values of a place when a Management Plan is being prepared. *Attachment 2* lists the Heritage Assessments and Conservation Management Plans completed for Trust sites and *Attachment 3* lists the Assessments and Conservation Management Plans that will be programmed in the Trust's future budgets. These CMPs are also being used to guide the implementation of the Trust's Management Plans and its capital works and leasing programmes.

The Trust has prepared Management Plans for all of its sites (with the exception of Snapper Island and Platypus) in accordance with the requirements of the Trust's *Comprehensive Plan*. These Management Plans are informed by CMPs. The Trust has commenced the process of converting these plans to also be management plans under the EPBC Act. Through this process, Management Plans are referred to the Australian Heritage Council for review before being approved by the Minister.

The Comprehensive Plan also sets out the processes the Trust used for public consultation during the preparation of the Comprehensive Plan (pp 25 and 200-202) and the processes it will use for ongoing public consultation during the implementation phase (p196).

Principle 3

"The management of Commonwealth Heritage places should respect all heritage values of the place and seek to integrate, where appropriate, any Commonwealth, State, Territory and Local Government responsibilities for those places."

Section 2 – Planning Context (p 23-28), of the Trust's Comprehensive Plan provides an explanation of the relationship of the Trust's plans to other plans and policies as well as Commonwealth and State environmental legislation. While *Section 11 – Implementation* (p181-185), of the Plan outlines the processes for the assessment and approval of proposed actions and leases on Trust sites. This includes an explanation of the Comprehensive Plan's relationship with the EPBC Act, and the former *Australian Heritage Commission Act 1975* (AHC Act). The processes outlined in the Plan mirror those contained in the Commonwealth legislation in force at the time the Plan was made. The processes do not reflect the subsequent 2003 heritage amendments to the EPBC Act, the repeal of the AHC Act and the adoption of the *Australian Heritage Council Act, 2003*. These amendments came into force on the 1st January 2004 and introduced the new national heritage system including the:

- National Heritage List;
- Commonwealth Heritage List; and
- Retention of the Register of the National Estate.

These new provisions place significant obligations on the Trust. These obligations relate to both its decision-making processes and its Management Plan preparation. To fulfill these obligations the Trust will:

- Ensure that the Commonwealth Heritage values for each place it owns or controls have been identified;
- Produce a register that sets out the Commonwealth heritage values (if any) of each place it owns or controls;
- Give the Minister a written report that includes:
 - (i) details of the program and
 - (ii) a copy of the register;
- Either prepare new Management Plans to protect and manage the heritage values of places it owns or controls or modify existing plans so that they satisfy the requirements of the EPBC Act;
- Not contravene any management plan or authorise another person to do so;
- Protect the heritage values of the Commonwealth Heritage Places that it owns;
- Minimise any adverse impacts on the Commonwealth heritage values;
- Ask the Minister for advice before it takes an action that has, will have, or is likely to have, a significant impact on a Commonwealth heritage place;
- Protect the Heritage values of places to be leased;
- Give the Minister for the Environment and Heritage at least 40 business days' notice before executing any contract for the sale or lease of a Commonwealth heritage place. This requirement has been dealt with by means of a 'collective' notification to the Minister of the Trust's intention to lease buildings in each of its sites or precincts;
- Take all reasonable steps to assist the Minister and the Australian Heritage Council in the identification, assessment and monitoring of a place's listed heritage values.

Attachment 6 identifies the key actions and their timeframe that the Trust has to take to satisfy its statutory obligations under the EPBC Act heritage amendments and the timeframe in which they are to be delivered.

The Trust has regard for a number of State planning and environmental laws and policies (*Section 2 of the Comprehensive Plan*, p28) and consults with the appropriate State and local government agencies during the implementation of the Comprehensive Plan. In particular *Figures 11.1, 11.2 and 11.3*, describe the processes, including the opportunities for consultation during the preparation of Management Plans and Supporting Policies and the assessment of proposed actions, (*Section 11* pp 179, 180, 184). Consultation during the Management Plan preparation stage and during the subsequent public exhibition phase has ensured that State and Local Government responsibilities and concerns are integrated for each Management Plan and will continue to be so for future amendments.

Principle 4

“The management of Commonwealth Heritage places should ensure that their use and presentation is consistent with the conservation of their Commonwealth Heritage values.”

Section 3 – Cultural Heritage, of the Trust’s Comprehensive Plan, sets out the Trust’s policy to respect the heritage values of the places in its care (p33) while *Section 11 – Implementation*, summarises the approach the Trust will use to implement the Plan, including processes for the preparation of more detailed plans, supporting policies and guidelines for decision making in relation to specific sites, granting of leases, setting priorities for implementation and accountability measures as well as processes for consultation (pp 178-243).

The Trust has prepared Management Plans for all of its sites (with the exception of Snapper Island and Platypus) in accordance with the requirements of the Trust’s *Comprehensive Plan*. The Trust has commenced the process of converting these plans to also be management plans under the EPBC Act, and has already achieved this for its Cockatoo Island and North Head sites. The Trust’s Management Plans identify, protect and conserve Commonwealth Heritage values of the places under the Trust’s care.

Principle 5

“The management of Commonwealth Heritage places should make timely and appropriate provision for community involvement, especially by people who:

- (a) have a particular interest in, or associations with, the place; and*
- (b) may be affected by the management of the place;”*

Section 11 – Implementation, and in particular *Figures 11.1, 11.2 and 11.3*, describe the processes, including the opportunities for public consultation during the preparation of Management Plans and Supporting Policies, the assessment of proposed actions and the process for amending the Comprehensive Plan. While the communication and consultation that will occur more generally during the implementation phase is identified in *Figure 11.4* (pp 181-186 & 196). The Trust’s Community Advisory Committee, established under the SHFT Act, is also consulted on matters relating to the management of Commonwealth Heritage places.

The Trust’s commitment to ensuring that the community is involved in the management of the Commonwealth Heritage places in its care is further discussed in the section of this strategy dealing with *“Community Consultation in respect of Heritage Matters”*, (see Section 9 of this Strategy).

Principle 6

“Indigenous people are the primary source of information on the value of their heritage and that the active participation of indigenous people in identification, assessment and management is integral to the effective protection of indigenous heritage values.”

The Trust’s commitment to the protection of the Indigenous heritage values of the places that it owns or controls is set out in the objectives and policies dealing with Aboriginal Heritage in *Section 3* of the Comprehensive Plan (pp 38, 39). The Trust recognises the rights and interests of Indigenous people in their heritage and will act in accordance with the principles set out in the Australian Heritage Commission’s guide to

respecting Indigenous heritage places and values - “Ask First” (p6). It will acknowledge, accept and act on the principles that Indigenous people:

- Are the primary source of information on the value of their heritage and how this is best conserved;
- Must have an active role in any Indigenous heritage planning process;
- Must have input into primary decision-making in relation to Indigenous heritage so they can continue to fulfil their obligations towards this heritage: and
- Must control intellectual property and other information relating specifically to their heritage, as this may be an integral aspect of its heritage value.

In identifying and managing its Indigenous heritage the Trust will:

- Not use uncertainty about Indigenous heritage values to justify activities that might damage or desecrate this heritage;
- Ensure that all parties having relevant interests are consulted; and
- Abide by customary law, relevant Commonwealth laws, relevant International treaties and covenants and any other legally binding agreements.

It will also involve Indigenous people in the management of the land in its care. The SHFT Act specifically requires that the Minister appoint one member to the Trust to represent the interests of Indigenous people. This provides the opportunity for Indigenous interests to be central to all of the Trust’s decision making.

The Trust’s Aboriginal Issues Committee was established in 2002 to provide the Trust with advice on matters such as the preparation of its Comprehensive Plan, the preparation of Management Plans and projects such as the Middle Head Aboriginal Heritage Study. The committee was chaired by the Trust member appointed to represent Indigenous interests and included representatives of the Metropolitan Local Aboriginal Land Council and the La Perouse Local Aboriginal Land Council. The Committee was discontinued by 2005. The Trust’s current Consultation Advisory Committee (see discussion under ‘Principle 5’) includes an Indigenous member who also will be able to provide the Trust with advice on Indigenous matters.

The Trust will also continue to consult indirectly through organisations such as the Australian Museum and the NSW National Parks and Wildlife Service, with individuals such as the Aboriginal Heritage Managers in the NSW Department of Environment and Conservation and the local councils.

Examples of the Trust consulting through another organisation are the study of the Aboriginal heritage of Mosman Local Government Area, (including the Trust’s sites at Georges Head, Georges Heights, Middle Head and Chowder Bay) and the North Head Aboriginal Site Management Report. The former work was undertaken by the Australian Museum on behalf of the National Parks and Wildlife Service, Mosman Council and the Trust. It was designed to develop an understanding of the Aboriginal heritage of Mosman by identifying its present cultural values and integrating this with the physical evidence of past occupation. It was also designed to instigate better management of

Aboriginal heritage and values. The project team aimed to consult with relevant local Aboriginal community groups and to involve them in the heritage assessment process. This consultation, which involved an array of techniques in accordance with NSW NPWS guidelines (Cultural Heritage Community Consultation Policy 2002) met with varying degrees of success.

The North Head Aboriginal Site Management Report was carried out by the Aboriginal Heritage Office for the NPWS and the SHFT as major adjacent landowners and ensures a coordinated approach to Aboriginal heritage on this very significant headland.

The Trust also commissioned the excavation of a midden site adjacent to Chowder Bay. This was carried out by Australian Museum Business Services and two people nominated by the Metropolitan Local Aboriginal Land Council were actively involved in the dig.

Some of the techniques adopted in the Mosman study that are relevant to future Trust consultation include:

- Direct consultation with the local Aboriginal land council including their involvement in field work and subsequent discussions and their involvement on project steering committees;
- Identification of and consultation with Aboriginal people who have a connection with a place through a search of the Register of Native Title Claims, the Register of Indigenous Land Use Agreements, the Native Title Register and the Applications Summary;
- Media releases seeking responses from people with information about a place targeted at the Koori Mail, Indigenous Times and local newspaper;
- Direct consultation with individuals and groups with knowledge of Aboriginal sites or descendants; for example the Aboriginal Heritage Manager for the local council, the NPWS Central Aboriginal Heritage Unit or tribal link representatives.

Principle 7

“The management of Commonwealth Heritage places should provide for regular monitoring, review and reporting on the conservation of Commonwealth Heritage values.”

The Comprehensive Plan sets out a monitoring and review process for the implementation of the plan (p185). The Trust will supplement these processes to ensure that they satisfy the requirements of the EPBC Act to monitor, review and report on the its progress with:

- The implementation of this Heritage Strategy; and in
- The conservation of the Commonwealth Heritage values of the places in its care.

Specifically the Trust will:

- Review its Heritage Strategy every 3 years after it is made (as required under S341ZA (5) of the EPBC Act);
- Review its plans for managing the Commonwealth Heritage places in its care at least every 5 years (as required by under S341X of the EPBC Act);

- Identify the monitoring and reporting arrangements for specific listed places in the relevant Management Plan (EPBC Act Regulations Schedule 7A(h)(ix-x)). This will include monitoring and reporting of the condition of heritage values and records of intervention and maintenance of the heritage place; and
- Include in its Annual Report a description of the effect the Trust's activities have had on the environment, the measures the Trust is taking to minimise the impact of its activities and the mechanisms it has for reviewing and increasing the effectiveness of its mitigating measures.

The last point will be addressed in the Annual Report 2015-16. Attachment 9 contains extracts from the Annual Reports 2002-3 through to 2014-15, listing the Trust's maintenance, heritage, conservation and environmental management projects. The content of the Trust's reports is discussed in more detail in the section of this strategy dealing with *Monitoring, Review and Reporting*, (see Section 17 of this Strategy).

7. Key Positions with Responsibilities for Heritage Matters

(Section 341ZA 3(c) & Regulation 10.03E & Schedule 7C 1(c))

The Trust consists of a Chair and seven other members who are appointed by the Minister. The Trust is responsible for the approval of strategies and policies and oversees management.

The Trust also has a chief executive officer known as the Executive Director. The Executive Director manages the affairs of the Trust subject to the directions of, and in accordance with policies determined by the Trust.

The Trust and its staff have responsibility for the identification and management of the Commonwealth Heritage values of the places owned or controlled by the Trust:

- **The Trust** – is responsible for ensuring that:
 - The obligations identified in Subdivision E, Sections 341Z to 341ZE of the EPBC Act are met;
 - A Heritage Strategy is adopted and is referred to the Minister;
 - Actions taken on Trust land are not likely to have a significant impact on the environment except as provided for in the EPBC Act; and
 - Adequate direction is provided to the Executive Director in respect of the above matters.

The structure of the Trust is evolving as it has progressed from a planning phase to an implementation and leasing phase and now to an implementation, maintenance, caretaker and marketing phase.

Key staff positions within the Trust who, subject to direction from the Trust, have management responsibilities for the identification and care for Commonwealth Heritage places are:

- **Executive Director** – who is responsible for ensuring that:
 - The Trust’s obligations identified in Subdivision E, Sections 341Z to 341ZE of the EPBC Act are met;
 - The Trust implements this Heritage Strategy;
 - Actions taken on Trust land are not likely to have a significant impact on the environment except as provided for in the EPBC Act; and
 - The Trust’s Annual Report reports on the effect the Trust’s activities have on the environment, the measures the Trust is taking to minimise the impact of its activities on the environment and the mechanisms it has for reviewing and increasing the effectiveness of its mitigating measures.

- **Director, Planning and Projects** – who is responsible for:
 - Ensuring that the Commonwealth Heritage values are identified for each place the Trust owns or controls;
 - Producing and maintaining a register that sets out the Commonwealth Heritage values (if any) of each place the Trust owns or controls;
 - Preparing a report for the Minister for the Environment and Heritage that outlines the identification and assessment process used to prepare the Trust Heritage Register and a copy of the register;
 - Ensuring that Management Plans and other mechanisms provide for the protection of the heritage values of the Commonwealth heritage places that the Trust owns or controls;
 - The preparation of new Management Plans to protect and manage the heritage values of places the Trust owns or controls or the modification of existing plans so that they satisfy the requirements of the EPBC Act;
 - Ensuring that the assessment of any action on Trust land is consistent with any management plan prepared by the Trust to protect and manage the heritage values of places it owns or controls;
 - Seeking advice from the Minister before the Trust takes an action that has, will have, or is likely to have, a significant impact on a Commonwealth heritage place;
 - The monitoring, review and reporting on the implementation of the Trust’s Heritage Strategy, Management Plans and the conservation of the Commonwealth heritage values of the places in the care of the Trust;
 - The Commonwealth Heritage values of places owned or controlled by the Trust are protected when works projects are undertaken;
 - Works projects carried out on Trust places are consistent with any Management Plan that has been prepared by the Trust to protect and manage the heritage values of the place; and
 - Any adverse impacts resulting from works projects on the Commonwealth heritage values of a place that might arise from a works project are minimised.

- **Director, Asset Management and Operations** – who is responsible for:
 - A strategic role in the planning and management of the Trust’s built assets and the financial investment required.
 - The long term asset management plans, asset condition and life cycle of the Trust’s built assets ensuring the protection of their Commonwealth heritage values,
 - The efficient operation of the management of the maintenance program for all Trust buildings and associated assets and recording all relevant information on the Heritage Register

- **Director, Property and Business Development** – who is responsible for:
 - Ensuring that any contract for the sale or lease of any Trust land includes a covenant the effect of which is to protect the Commonwealth Heritage values of the place unless satisfied that other measures are in place as provided for in Section 341ZE (2);
 - Ensuring that the Minister is given at least 40 business days' notice before executing any contract for the sale or lease of a Commonwealth heritage place;
 - Ensuring that any actions undertaken by tenants or other occupants of Trust places do not contravene any Management Plan prepared to protect and manage the heritage values of the place; and
 - Minimising the adverse impacts of any actions undertaken by tenants or other occupants of Trust places, on the Commonwealth heritage values of that place.

- **Director, Marketing, Communications and Visitor Experience** – who is responsible for:
 - Promoting community awareness of the Commonwealth Heritage values of places owned or controlled by the Trust through education, publications, provision of information through the Trust’s resource centre and website, interpretative and public programmes such as events, displays, guided tours, open days, presentations and partnership programmes with other government agencies, neighbours and organisations; and
 - Making the Trust’s Heritage Strategy and Register publicly available on the Trust’s website.

- **Chief Financial Officer** – who is responsible for ensuring that:
 - Trust staff are aware of their duties and responsibilities under the EPBC Act;
 - Trust staff receive appropriate training so that they have the necessary skills to undertake their duties;
 - The Trust’s heritage obligations are recognised in the Trust’s corporate planning;

- The Trust's success in minimising any adverse impacts on the environment through the implementation of this strategy is reported in its Annual Report; and
- The Trust has the necessary infrastructure, such as appropriate computer software to support the introduction of the Trust's Heritage Register, to implement this strategy.

The Trust will ensure that relevant officers are made aware of and understand their role in meeting its Commonwealth heritage obligations under the EPBC Act.

8. Consultation & Liaison with Government Agencies on Heritage Matters

(Section 341ZA 3(c) & Regulation 10.03E & Schedule 7C 1(d))

The Trust recognises that there is a range of Commonwealth and State agencies with the responsibility for the protection of natural and cultural (historic and Indigenous) heritage. Key government agencies and heritage legislation relevant to the Trust are listed in *Attachment 4*. This list will be maintained and made available as part of this Heritage Strategy.

The Trust's policy to consult and liaise with these agencies in respect of heritage matters relating to places it owns or controls is outlined in the section of this strategy dealing with *Principle 3* of the Commonwealth Heritage management principles (see Section 6 of this Strategy).

The Trust will also consult and assist the Minister and the Australian Heritage Council in accordance with the requirements of the EPBC Act and Regulations and as identified in the section of this strategy addressing Commonwealth Heritage management *Principle 3*, (see Section 6).

9. Community Consultation in respect of Heritage Matters

(Section 341ZA 3(c) & Regulation 10.03E & Schedule 7C 1(e))

The Trust will consult and liaise with the community in respect of heritage matters relating to places it owns or controls. Its processes for community consultation are outlined in the section of this strategy dealing with Principles 5 and 6 of the Commonwealth Heritage management principles, (see Section 6 of this Strategy).

Consultation will include the identification of key community members or organisations with knowledge of or an association with a place and will provide for and encourage their contribution. To facilitate this, the Trust has implemented an oral history programme and has provided staff training in oral history techniques. It has also commissioned individuals such as the former CEO of Cockatoo Island Dockyards to document their special knowledge about Trust sites and has stipulated that others such as the former Commanding Officer of the North Head School of Artillery should be interviewed during the preparation of Conservation Management Plans.

The Trust also has the ability to establish advisory committees and will investigate reactivating an Aboriginal Issues Committee (see Section 6 which deals with Principle 6) The Trust has also reconstituted its Defence History Committee as a means of providing it with specialist advice. The Trust's Community Advisory Committee established under the SHFT Act provides valuable advice about the management of Commonwealth Heritage places under its care. The current CAC includes an Indigenous member and a member with military history expertise, who will be able to provide the Trust with advice on these matters.

More generally the Trust will consult with the relevant community members (including Trust tenants) in regard to:

- The identification of Commonwealth Heritage values of places owned or controlled by the Trust, where this has not already been completed;
- The development and implementation of Management Plans. This consultation will include:
 - Planning open days held prior to the plan being prepared, or where significant amendments are subsequently proposed, and when the community is invited to tour the plan area and to participate in planning workshops;
 - Public notices inviting comments on draft Management Plans. These notices will be placed in accordance with S10.03C of the EPBC Act Regulations;
 - Ongoing consultation during certain aspects of the Management Plan's implementation (details to be set out in the Management Plan in accordance with Schedule 7A(b)(iii)&(iv) of the EPBC Act Regulations); and
- Proposed actions that may have a significant impact on the Commonwealth Heritage values of a place.

As already discussed in the section of this strategy dealing with Commonwealth heritage *Principle 6* (see Section 6 of this Strategy), the Trust recognises Indigenous people as the primary source of information on the value of their heritage and that their active participation in identification, assessment and management is integral to the effective protection of Indigenous heritage values. In cases where Indigenous heritage matters are to be taken into consideration, particular attention will be given to consultation with relevant Indigenous individuals and groups.

Consultation with Indigenous people will be carried out in accordance with the steps for effective consultation detailed in the Australian Heritage Commission's publication "*Ask First: A guide to respecting Indigenous heritage places and values*".

For historic and natural places the design and conduct of consultation processes will take into account relevant standards set out in the *Australia ICOMOS Burra Charter* and the *Australian Natural Heritage Charter*.

10. Resolution of Conflict Arising from the Assessment and Management of Commonwealth Heritage Values

(Section 341ZA 3(c) & Regulation 10.03E & Schedule 7C 1(f))

The Trust recognises that in assessing and managing the Commonwealth Heritage values of a place and in implementing its Comprehensive Plan it is inevitable that differences of opinion will arise about matters such as:

- The potential impact on the Commonwealth Heritage values of a place by an action proposed by the Trust or any other party;
- The appropriate management of a place where management for one or more of its heritage values conflicts with management for another reason (including another heritage value); or
- The assessment of the Commonwealth Heritage values of a place.

These differences of opinion may be internal to the Trust or may involve external stakeholders.

To deal with the impact of a proposed action on either the environment or the Commonwealth Heritage values of a place the Trust's Comprehensive Plan has introduced an assessment and approvals process for all sites owned or controlled by the Trust. See *Section 11 – Implementation*, of the Comprehensive Plan, pp 181-185 and in particular the flow diagram at *Figure 11.2*.

This process provides for public consultation and requires each action to be formally assessed having regard for:

- The objectives of the Sydney Harbour Federation Trust Act;
- The requirements of the Trust's Comprehensive Plan – in particular the need to demonstrate the proposed action's consistency with the objectives and policies

in *Section 3* of the Plan (including its consistency with the *Burra Charter* and *Natural Heritage Charter*) and the outcomes described in *Sections 4 to 10*;

- Its consistency with the relevant Trust Management Plan;
- The requirements of Section 28 of the EPBC Act and in particular its likely impact on the heritage values of the place;
- The requirement of Section 341ZC of the EPBC Act for all agencies to minimise any adverse impact on heritage values; and
- Any advice received from the Minister or from any other Government agency or body with heritage expertise.

To resolve any conflict the Trust will:

- Ensure that there is adequate opportunity to allow all relevant views and expertise to be taken into account;
- Use the Australian Heritage Council as a source of informal information in accordance with section 5(h) of the Australian Heritage Council Act;
- Record alternative views (where agreement can not be reached about the heritage values of a place) in the Trust Heritage Register, for consideration by the Australian Heritage Council and the Minister during the nomination and listing process for the Commonwealth Heritage List under the EPBC Act;

The Trust's objective is to always seek a result that that avoids or minimises any adverse impact on the heritage values of a place. However, where it is concluded that:

- The proposed action will have or is likely to have an significant adverse impact on the environment or the Commonwealth Heritage values of the place; and
- There is no feasible or prudent alternative; and
- All measures that can reasonably be taken to mitigate the impact have been taken;

The matter will be referred to the Minister to determine whether the matter requires his approval.

In cases where conflict resolution involves Indigenous heritage matters, resolution procedures will be carried out in accordance with the process outlined in the publication *Ask First*.

11. Assessment of Commonwealth Heritage Values & Preparation of a Register

(Section 341ZB & Regulation 10.03E & Schedule 7C (2) & (3); Regulation 10.03G sets out the criteria for the assessment of heritage values)

The Trust is responsible for the care of a variety of places located around Sydney Harbour. All of these places have been identified as being important to the people of Sydney and all except HMAS Platypus are identified on the Commonwealth Heritage List and the Register of the National Estate. Some of the buildings and structures are also individually identified on the List and Register.

It is proposed that the Commonwealth Heritage List and Register of the National Estate relevant to the Trust sites form the basis of its Heritage Register. The Trust has completed Conservation Management Plans (CMPs) which have assessed the heritage values of the places it owns. These CMPs will also be incorporated into the Trust's Heritage Register.

The list may be expanded following any further assessment of the Commonwealth Heritage values of the places in the care of the Trust including buildings, structures, movable heritage items, landscape elements, archaeological deposits and artefacts. It will also be augmented to include the additional information required in Regulation 10.03G(2).

When undertaking any further assessment, the Trust will assess and identify the Commonwealth Heritage values of each of these places in accordance with Regulation 10.03G(1) of the EPBC Regulations.

The Commonwealth Heritage values will be identified by:

- Considering all natural and cultural heritage values, recognising Indigenous people as the primary source of information on the significance of their heritage and their participation as necessary to identify and assess Indigenous heritage values;
- Identifying values against the Commonwealth Heritage criteria;
- Using expert heritage advice to ensure that levels of documentary and field research are appropriate to best practice assessment and management of heritage values;
- Using a comparative and thematic approach; and
- Consulting widely, as appropriate, with government agencies, stakeholders and the community.

For investigations into cultural heritage objects and collections where these objects, collections or elements contribute to the significance of the place, the identification and assessment will follow the process set out in *"A Guide to Assessing the Significance of Cultural Heritage Objects and Collections"* and Articles 10 and 11 of the *"Burra Charter"*.

All the places in the Trust's care have undergone heritage assessment. *Attachment 2* identifies the heritage assessments and Conservation Management Plans that have been prepared for Trust sites. In some cases it may be necessary for these assessments to be updated so that the Commonwealth Heritage criteria are adequately addressed, new information is evaluated and a more rigorous contemporary assessment is made. This will be facilitated through the Trust's programme for the preparation and ongoing review of Heritage Management Plans (see Section 12 of this Strategy). Reassessment of a place's heritage values could also occur on an as-needs basis, if exceptional circumstances outside the normal review process arise. This programme is discussed in more detail in the Section 6 and 12 of this strategy.

Heritage assessments and/or the official listed values have been used as the basis for a statement of Commonwealth Heritage values in its Management Plans. All of the Trust's Management Plans prepared since May 2004 identify the Commonwealth Heritage values of the place in accordance with the Commonwealth Heritage criteria contained in Regulation 10.03G.

In identifying and assessing Commonwealth Heritage values the Trust will:

- Review, where required, the identification and assessment of historic and Indigenous heritage values for places to coincide with the revision of Management Plans to comply with EPBC Act requirements; and
- Complete its Commonwealth Heritage Register within 3 years of the adoption of this amended Strategy.

The Trust recognises that as a result of this assessment process sensitive or culturally restricted information may be discovered and that this information should be treated as confidential. The Trust will ensure that the confidentiality of this information is respected and is not publicly available. Examples of where this has already happened are the Chowder Bay Management Plan, (see p12 of the Management Plan), which notes that there are two recorded Aboriginal sites but does not reveal their location and the Mosman Aboriginal Heritage Study which is presented in four volumes with only Volume 1 – the baseline assessment and Vol 4 – the Summary, being publicly available. Similarly, the Trust will ensure that its Heritage Register will not make sensitive or culturally restricted information accessible to the public.

Within 2 months of the identification and assessment of Commonwealth Heritage values and completion of the Trust Heritage Register, the Trust will report to the Minister in accordance with S341ZB (1) (C) outlining the identification and assessment process and providing a copy of the Trust Heritage Register of Commonwealth Heritage Values. The report will address the requirements of sub regulation 10.03G (3).

The Trust Heritage Register will be reviewed every 5 years and will be made available on the Trust website (apart from material requiring confidentiality).

12. Heritage Management Plans for Commonwealth Heritage Places

(Section 341S, Section 341ZA (3) & Regulation Schedules 7A, 7B, 7C 3(b), 3(d) and 3(e))

Section 341S of the EPBC Act requires the Trust to make a written plan to protect and manage the Commonwealth Heritage values of the Commonwealth Heritage places that it owns or controls. In addition to this, the Trust's Comprehensive Plan makes the adoption of a Management Plan an essential prerequisite for most activities or developments on sites managed by the Trust. To simplify its plan preparation and to avoid confusion the Trust proposes that in accordance with Section 341S of the EPBC Act there should be a single Management Plan prepared for each of its sites that satisfies both the requirements of the EPBC Act and the Trust's Comprehensive Plan.

Section 11 of the Comprehensive Plan (pp 178-180) describes the process for the preparation, consultation, public exhibition and adoption of Trust Management Plans. The Comprehensive Plan requires that Management Plans must be:

- Consistent with the Comprehensive Plan's environmental and land use outcomes (Sections 4-10 of the Comprehensive Plan);
- Demonstrate how the Comprehensive Plan's objectives and policies are to be achieved (Section 3 of the Comprehensive Plan); and
- Demonstrate how it integrates with the adjoining lands.

Management Plans prepared by the Trust in accordance with the Comprehensive Plan address the matters prescribed by Schedule 7A of the EPBC Act Regulations, and as required by Section 341S (4), are consistent with Commonwealth Heritage management principles.

The Trust has prepared Management Plans for all of its sites (with the exception of Snapper Island and HMAS Platypus) in accordance with the requirements of the Trust's Comprehensive Plan. The Trust has commenced the process of converting these plans to also be management plans made under the EPBC Act, and has already achieved this for its Cockatoo Island and North Head sites.

Adopted Management Plans are listed in *Attachment 5*.

The Management Plans for the Marine Biological Research Station, Woolwich Dock, Cockatoo Island and North Head Sanctuary cover the whole of their respective sites. The plans for individual precincts within the Headland Park will be consolidated into a single plan as required by the EPBC Act. *Attachments 1* and *5* identify the Management Plan status of each place owned or controlled by the Trust.

Implementation of the Comprehensive Plan has taken place over several years and Management Plans have been prepared and updated on a prioritised needs basis. This has been determined by the Trust's capital works and leasing programmes and *Section 11* of the Comprehensive Plan, (pp 192-194).

To ensure that its Management Plans effectively protect and manage the Commonwealth Heritage values of the Commonwealth Heritage places that it owns or controls the Trust will:

- Prepare Management Plans in accordance with the Comprehensive Plan for Snapper Island within 2 years of site handover and HMAS Platypus, within 2 years of the adoption of this amended Heritage Strategy;
- In consultation with the Department update any Management Plans made in accordance with the Comprehensive Plan so that they are also made as Management Plans under section 341S of the EPBC Act within 3 years of the adoption of this amended strategy;
- Give public notice of its decision to make the plans referred to above in accordance with Section 341S (3) and Regulation 16.05A; and

- Review its Management Plans in accordance with the EPBC Act at least once in every 5 years.

A timeline for achieving these outcomes is at Attachment 6.

For new places identified as having Commonwealth Heritage values and listed as the result of the assessment process, or acquired at a later date, the Trust will prepare a Management Plan in accordance with Section 341S within 2 years of listing or acquisition. (Schedule 7C 3(b)).

13. Future Development & Consideration of Heritage Values

(Section 341ZA (3) and Schedule 7C 3(d), 3(e))

The Trust's Comprehensive Plan identifies in broad terms the expected developments, works, possible uses and possible leasing arrangements for the places that it owns and controls. It does not formally address these issues in the context of the Commonwealth Heritage values of the places but the Trust's clearly stated philosophy and statutory obligation is not to have a significant adverse impact on the heritage values of the places but rather to conserve and present their heritage values.

The Trust's Management Plans provide more detail about the outcomes proposed for each locality and in the case of the Management Plans prepared after May 2004 do so in the context of a Statement of Commonwealth Heritage values.

This Heritage Strategy will complement the Trust's existing planning documents and commits the Trust to consider Commonwealth Heritage values at an early stage in the planning for future development, works, divestment etc.

Where decisions are to be made that relate to Commonwealth Heritage values the Trust will:

- Where a Management Plan has been prepared in accordance with S341S of the Act for a place identified in the Commonwealth Heritage List, recognise the plan as the key source of guidance on Commonwealth Heritage values and act in accordance with S341V (1) by not contravening the plan;
- Where a Management Plan has yet to be completed for a Commonwealth Heritage place, take all reasonable steps to ensure that any actions it takes are not inconsistent with Commonwealth Heritage management principles;
- When considering the transfer or lease of all or part of a Commonwealth Heritage place, comply with the provisions of S341ZE of the EPBC Act in relation to consulting with the Minister and ensuring that unless otherwise agreed with the Minister, the contract includes a covenant to protect the Commonwealth Heritage values of the place. Agreement has been reached with the Minister regarding referral of whole precincts for each of the Trust sites that include all leasable buildings;

- Ensure that it does not take any action that has, will have or is likely to have an adverse impact upon the World Heritage values of a World Heritage place, the National Heritage values of a National Heritage place or the Commonwealth Heritage values of a Commonwealth Heritage place, unless:
 - (a) There is no feasible and prudent alternative to taking the action; and
 - (b) All measures that can reasonably be taken to mitigate the impact of the action on those values are taken.
- Not take an action that has, will have or is likely to have a significant impact on the environment (including the heritage values of a place). In cases where an action may have a significant impact, the Trust will refer the proposal for consideration by the Minister under S68 of the Act as to whether or not the action is a controlled action.

In addition to the formal consultation requirements identified above, the Trust may also informally seek advice from the Heritage Division of the Department regarding planning decisions that relate to places entered in the Commonwealth Heritage List.

14. Budgeting for the Maintenance and Long Term Conservation of Heritage Values

(Section 341ZA (3) and Schedule 7C 3(f))

The Trust was established to *“protect, conserve and interpret the environmental and heritage values of Trust land”*. To facilitate this, Section 28 (3) (i) of the SHFT Act requires the Trust to include *“detailed estimates of costs that may be incurred in respect of the [plan] area, including costs for remediation, rehabilitation and conservation of the area.”* As a consequence Section 11 – *Implementation*, of the Trust’s Comprehensive Plan identifies costs for the implementation of the plan including the cost of conserving all of the buildings, structures and places of heritage significance (p186-194).

Government budget allocations for the Trust reduced each year and ceased in 2010. The Trust’s income is now fully derived from its own activities, such as the leasing of buildings and occasional grants.

All of the Trust’s budget is allocated to achieving the objectives of the Trust as set out in Section 6 of the SHFT Act. This includes its fundamental objectives of protecting, conserving and interpreting the heritage values of Trust land. In other words the Trust’s budget is directed to achieving the outcomes for maintenance and long term conservation as referred to in Schedule 7C 3(f) of the EPBC Act Regulations.

The Trust was not established as the long-term manager of the sites in its care. The Trust’s initial lifespan of ten years from the commencement of its Act in 2001 has been extended to 19 September 2033. After this time the land is to transfer to a long-term manager. The Trust aims to ensure that the heritage values of the properties are protected and that the conservation works that it carries out facilitate the long-term conservation of the places. However, it is clearly unable to commit to budgets beyond its projected life as an organisation.

If in the future the Trust becomes responsible for additional places with Commonwealth Heritage values, the costs for the maintenance, priority works and the long-term conservation of heritage values will be assessed and identified in an amendment to the Comprehensive Plan. They will also be used as a basis for an amendment to the Trust's Business Plan.

The Trust's annual report will include information on funds provided for the management of Commonwealth Heritage List places.

15. Staff Training and Awareness

(Section 341ZA (3) and Schedule 7C 4(a))

The Trust employs a number of professional staff with specialist heritage conservation skills. Notwithstanding this, it recognises that all of its staff have some responsibility for the protection of the Commonwealth Heritage values of the sites in its care. It also recognises that it has an obligation to provide the necessary staff development opportunities so that staff have the skills to do their work.

Within this context Trust will ensure that:

- All personnel receive in-house introductory training on the operations of the Australian heritage system and the Commonwealth Heritage values of the Trust's sites within 4 months of taking up a position with the Trust;
- Staff responsible for the management of Commonwealth Heritage places will also receive introductory training on the *Burra Charter*, *A Guide to Assessing the Significance of Cultural Heritage Objects and Collections*, *Australian Natural Heritage Charter*, respecting Indigenous heritage places and values (*Ask First*) and other relevant non-statutory heritage conservation guides;
- Staff responsible for the management of Commonwealth Heritage places will be made aware of and will be required to become familiar with Management Plans that incorporate the EPBC Act requirements to protect and manage Commonwealth Heritage values;
- Professional staff with specialist heritage conservation skills will be given the opportunity for Continuing Professional Development so that the Trust remains at the forefront of heritage conservation best practice;
- The Trust Heritage Strategy and Register of Commonwealth Heritage places will be made available on the Trust's web site.

In addition to its permanent staff the Trust also has volunteer staff that assist with some of its programmes. Volunteer guides support the Trust's public tours, open days, displays and schools' activities. Similarly, volunteer bush regenerators carry out much of the Trust's bush regeneration. The Trust will include introductory training on the Commonwealth Heritage values of the Trust's sites in the volunteers' training programme.

The Trust also conducts teachers' focus groups and skills workshops for the introduction of its school education programme and in the future this will also include introductory information on the Commonwealth Heritage values of the Trust's sites.

Key tenants of the Trust may also be provided with similar information during the early stages of the leasing process.

16. Promoting Community Awareness of Commonwealth Heritage Values

(Section 341ZA (3) and Schedule 7C 4(b))

The SHFT Act requires the Trust to protect, conserve and interpret the environmental and heritage values of the places within its care and to maximise public access to the places. As a consequence the Trust has developed a comprehensive program to promote community awareness of the heritage values of the places that it owns or controls. This includes public programs, events, education, interpretive and other communications activities that aim to promote awareness of the Trust's sites and their heritage significance and to provide opportunities for the public to visit them. This programme includes:

- Partnership programs with other government agencies and organisations to promote Trust lands and their significance through events such as the National Trust Heritage Festival, Seniors Week, guided tours of the North Head military lands in collaboration with the Royal Australian Artillery National Museum, liaison with Tourism NSW and Sydney Parks Group, and open days held by Sydney Living Museums;
- Trust organised events, displays such as 'Shipyard Stories' aimed at capturing the stories of ex-workers, and open days when the community is invited to visit Trust sites that are not ordinarily open to the public and a program of regular guided tours of Trust sites;
- A school education program – that is school curriculum-aligned and investigates the theme of heritage within the NSW Board of Studies K-6 (Primary) and 7-10 (Secondary) Human Society and its Environment syllabuses and is run by qualified teachers. Their training and the programs they deliver include information on the Commonwealth Heritage Values of the Trust's sites.
- Publications – the Trust currently produces a range of publications including pamphlets describing the history and heritage importance of Trust sites, essays by prominent authors on themes such as Sydney Harbour and the defence history of the harbour; various aspects of the history and workings of Cockatoo Island Dockyard; and booklets such as The Story of Cockatoo Island and The Life of Bungaree; (see Attachment 4);
- The development of interpretative programmes that communicate the significance of places with the aim of encouraging the community to value and protect their Commonwealth Heritage values such as the Convict Heritage Trail at Cockatoo Island:
- Interpretative displays, signage and multi-media projects;
- Talks and presentations by Trust staff to community and professional groups.

In addition to this the Trust:

- Maintains a Resource Centre that includes both primary and secondary source material relating to the history and heritage significance of the sites in the care of the Trust and this centre is accessible to the public for research purposes;
- Undertakes primary research into the history and heritage significance of the sites in its care such as the Archaeological Research Program at Cockatoo Island;
- Has developed a draft Interpretation Policy for Georges Heights and Middle Head as the basis for implementing a coherent and integrated interpretation programme for the sites in its care; and
- Maintains a SHFT Website that includes the Trust's Comprehensive Plan and Management Plans and a separate Cockatoo Island Website.

The Trust will maintain and enhance its awareness program and if any further places with Commonwealth Heritage values are put in the care of the Trust they will be included in the programme. The Trust will also ensure that it obtains advice from the relevant Aboriginal people and follows appropriate clearance procedures before disclosing or promoting Aboriginal heritage values.

17. Monitoring, Review and Reporting

(Section 341 ZA (5), (6) & Regulation 10.03F & Schedule 7C 1(g) & 3(g))

The proposed monitoring, review and reporting on the Trust's progress with the implementation of this Heritage Strategy and its success in conserving the Commonwealth Heritage values of the places in its care have already been discussed in the section of this strategy dealing with *Commonwealth Heritage Management Principle 7*, (see Section 6 of this Strategy).

The Trust's monitoring and reporting will happen at three levels. At a detailed level the arrangements for monitoring Commonwealth Heritage places will be described in the relevant Trust's Management Plan dealing with those places. As required by EPBC Act Regulation Schedule 7A (h) (ix-x) this will include a description of how:

- The condition of the Commonwealth Heritage values are to be monitored and reported; and
- Records of intervention and maintenance of a heritage places register will be kept.

The Trust proposes that its Register of Places with Commonwealth Heritage values will be used to achieve these outcomes and will among other things record: works, development, adaptive reuse, property divestment, intervention and maintenance for each individual place identified in the Register. This will provide a basis for determining the condition of the Commonwealth Heritage values of the places in the Trust's care and will provide input to the Trust's formal reporting – its Annual Report and the reports required to satisfy the EPBC Act.

At the broader level the Trust will use its Annual Report to detail its success in implementing this Heritage Strategy and in conserving the Commonwealth Heritage values of the places in its care (*Attachment 9* lists the many projects the Trust has carried out as recorded in its Annual Reports that relate to heritage conservation, maintenance and environmental management). To facilitate this, key performance indicators will be developed on the basis of the commitments given in this strategy and the Trust's Comprehensive Plan. For example the success the Trust has had in the preparation of the Conservation Management Plans identified in *Attachment 3* or the success it has had in updating its existing Management Plans to satisfy the requirements of the EPBC Act are obvious key performance indicators. Others could relate to the success that it has had with its Schools Program or the number of visitors participating in its guided tours.

In addition to its annual reporting the Trust will undertake the statutory reviews of this Heritage Strategy and its Management Plans as required by the Act and will report to the Minister on the findings of these reviews. This will include a:

- Review of the Trust Heritage Strategy each 3 years after its adoption (S341ZA (5)); and a
- Review of the Management Plans made in accordance with S341S at least each 5 years (S341X).

A written report of each review of this Strategy will be provided to the Minister in accordance with S341ZA (6) and will address the matters identified in EPBC Act Regulation 10.03F.

The 2016 Review recommended that the 2005 Heritage Strategy be amended to address the considerable progress and changes that have taken place on the Trust's sites in implementing its Management Plans. The Review highlighted the progress the Trust has achieved with the identification and assessment of Commonwealth Heritage values for places owned or controlled by Trust, progress in the development and revision of Management Plans for listed places and the interpretation of the sites. It also included an evaluation of how well these things have contributed to the conservation of the Commonwealth Heritage values of the places in the Trust's care.

Subsequent reviews (every 3 years) will focus on the establishment and maintenance of the Trust's Register of Commonwealth Heritage places; the review of its existing SHFT Management Plans to also be made as Management Plans under Section 341S of the EPBC Act; and the development of Management Plans for any newly acquired or listed places.

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Attachment 1:

<i>COCKATOO ISLAND*</i>				
Name of Place	Heritage Listing	Management Plan	Current Use	Planned Development
Cockatoo Island Dockyard – Sydney Harbour.	<p>Cockatoo Island is listed as Historic Place No. 105262 on the Commonwealth Heritage List (Place File No. 1/12/022/0089)</p> <p>The island is listed on the National Heritage List (Place ID 105928) and on the World Heritage list as part of the Australian Convict Sites Serial Nomination (Place ID 1306-010).</p> <p>Individual items and precincts identified on the Commonwealth Heritage List are:</p> <ul style="list-style-type: none"> ▪ The Barracks Block ▪ Prison Barracks Precinct ▪ Mess Hall ▪ Military Guard room ▪ Underground Grain Silos ▪ Biloela Group ▪ Fitzroy dock ▪ Sutherland Dock ▪ Powerhouse/ Pump house. 	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Cockatoo Island in Section 5.</p> <p>A more detailed, site specific Management Plan for Cockatoo Island prepared in accordance with Section 341S of the EPBC Act was gazetted on 23 June 2010.</p>	<p>The majority of the buildings and structures on Cockatoo Island are currently unoccupied except for security, maintenance works, work areas for volunteers, offices for Trust staff, a cafe and an activities room for the schools education program. Boat storage facilities are operating adjacent to the Sutherland Dock.</p> <p>The island is now publicly accessible by public ferry, and audio tours, guided tours and self guided tours are available for visitors and, the schools education program, The island is becoming popular for special events like Biennale, the Writers Festival, product launches and the occasional private festival. The public can stay on the island at the camping ground or in the refurbished residences on the Plateau for short stay accommodation.</p>	<p>Continuation of conservation works with emphasis on the convict era remains. Conservation and adaption of Dockyard facilities and their utilisation by appropriate uses in line with the Management Plan</p>

	<p>Cockatoo Island Industrial Conservation Area and a number of individual buildings are also listed on the Commonwealth Register of the National Estate and the National Trust of Australia Register of Classified Places.</p>		<p>Current works are limited to conservation works, work to wharves, decontamination and site services.</p>	
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HEADLAND PARK - CHOWDER BAY				
Name of Place	Heritage Listing	Management Plan	Current Use	Planned Development
Chowder Bay Barracks	<p>The Chowder Bay Barracks Group is listed as Historic Place No. 105254 on the Commonwealth Heritage List (Place File No. 1/13/026/0008).</p> <p>Chowder Bay is also listed on:</p> <ul style="list-style-type: none"> Register of the National Estate: refer to Australian Heritage Database Number 2876. Schedule 2 of Mosman LEP 1998- Heritage Conservation. 	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Chowder Bay in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan – Mosman No.2 Chowder Bay – and adopted on the 24th November 2003.</p> <p>This plan will be reviewed & updated when amalgamated into a single Headland Park Management Plan to also meet the requirements of section 341S of the EPBC Act.</p>	<p>All the main buildings at Chowder Bay have been leased. The Sydney Institute of Marine Science continues the maritime associations of the site. Other uses include cafes, a restaurant, executive training, function centre and planned activities for school groups.</p> <p>The provision of a turning area for buses has allowed the local bus route to access Chowder Bay.</p>	Continuation of the existing situation in line with the Management Plan.

HEADLAND PARK - GEORGES HEIGHTS - OVAL AND PARKLAND PRECINCT

Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
<p>Georges Heights Oval and Parklands Precinct - including cottages and fuel tanks</p>	<p>This precinct is part of the Middle Head and Georges Heights defence site listed on the Commonwealth Heritage List as Historic Place No. 105541 and on the Register of the National Estate as Historic Place No. 102619.</p>	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Heights in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan – Mosman No. 8 Georges Heights - and adopted by the Trust on 5 December 2008.</p> <p>This plan will be reviewed & updated when amalgamated into a single Headland Park Management Plan to also meet the requirements of section 341S of the EPBC Act.</p>	<p>All of the cottages are currently occupied as single family dwelling houses. The complex was demolished and the area landscaped; linking Rawson Park to the Oval and providing elevated lookout areas. The Fuel Tanks have been re-roofed and decontaminated and have been used for an exhibition.</p>	<p>Any future uses of the buildings will be in line with the Management Plan.</p> <p>See section 7 of the Trust’s Comprehensive Plan.</p>

HEADLAND PARK - GEORGES HEAD				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Georges Head – including the former Gunners’ Barracks, Battery of six guns, and Gun Shot Alley residences	<p>Georges Head is part of the Middle Head and Georges Heights defence site listed on the Commonwealth Heritage List as Historic Place No. 105541 and on the Register of the National Estate as Historic Place No. 102619.</p> <p>The place also contains items with individual listings:</p> <ul style="list-style-type: none"> ▪ The Georges Head Battery (listed as Battery for Five [sic] Guns), listed as Historic Place No. 105247 on the Commonwealth Heritage List and Historic Place No. 2870 on the Register of the National Estate; ▪ The Gunshot Alley Battery (listed as Battery C9a), listed as Historic Place No. 105577 on the Commonwealth Heritage List and Historic Place No. 103295 on the Register of the National Estate; ▪ The 1873 Barnet designed Gunners’ Barracks, listed as Historic Place No. 105248 on the Commonwealth Heritage 	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Head in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan – Mosman No 4, Georges Head on the 1st March 2004 (and subsequently amended on the 17th May 2005.)</p> <p>This plan will be reviewed & updated when amalgamated into the Headland Park Management Plan to meet the requirements of Section 341S of the EPBC Act.</p>	<p>The Barnet Barracks were conserved and are leased as a restaurant / function centre and the Gunshot Alley terraces as five separate office/retail uses with a car park at the rear (south). The 1913 barracks have been converted to a childcare centre. A popular lookout has been constructed following the demolition of an intrusive late 50s Officers Accommodation Building. With the aid of archaeologists all six of the 1871 gun pits have been revealed., Two cannons are mounted on replica carriages</p>	<p>Continuation of the existing situation in keeping with the broad uses described in section 7 of the Trust’s Comprehensive Plan & the Georges Head Management Plan.</p>

	<p>List and Historic Place No. 2871 on the Register of the National Estate; and</p> <ul style="list-style-type: none">▪ Suakin Drive, as part of the Military Road Framework listed as Historic Place No. 105572 on the Commonwealth Heritage List and Historic Place No. 103266 on the Register of the National Estate.			
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HEADLAND PARK - MIDDLE HEAD				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
<p><i>Middle Head – including the former 10 Terminal Regiment complex, the 3 timber Barrack buildings and the former School of Pacific Administration, the former Guardhouse and oval and the former Golf clubhouse</i></p>	<p>This precinct is part of the Middle Head and Georges Heights defence site listed on the Commonwealth Heritage List as Historic Place No. 105541 and as Ten Terminal Regiment Headquarters and AusAid Training Centre, Place ID 105587 and on the Register of the National Estate as Historic Place No. 102619.</p>	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Middle Head in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan - Management Plan – Mosman No.7 Middle Head and adopted by the Trust on the 27th June 2007 the Plan was amended (No.1) on 16 September 2014.</p> <p>This plan will be reviewed & updated when amalgamated into the Headland Park Management Plan to have regard for the requirements of section 341S of the EPBC Act)</p>	<p>The conservation of the ASOPA site has been completed and the buildings leased for office uses and adjacent car park provided.</p> <p>The former Golf Clubhouse has been leased for retail/restaurant use with the nearby former quarry site being used as a car park. The former steel guardhouse has been fitted out as a cafe and is leased. The 3 Barrack buildings and the 10 Terminal complex are currently vacant. Part of the former gun park has been made a public car park and a section of the defensive moat excavated.</p>	<p>The 10 Terminal complex is the last remaining collection of buildings within Headland Park awaiting adaptive reuse.</p>

HEADLAND PARK - GEORGES HEIGHTS - TRAINING COMMAND PRECINCT

Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
<p>Georges Heights – former HQ Training Command, including WW1 Hospital, Barracks and emplacements for 2 Guns</p>	<p>Headquarters Training Command is listed as Historic Place No. 105584 on the Commonwealth Heritage List (Place File No. 1/13/026/0034).</p> <p>The whole of Suakin Drive leading to the Training Command site also forms part of the Military Road Framework listing, refer to Australian Heritage Database Number 103266.</p> <p>Training Command is also listed on:</p> <ul style="list-style-type: none"> ▪ The Register of the National Estate: refer to Australian Heritage Database Number 103338; ▪ Schedule 2 of Mosman LEP 1998- Heritage Conservation. 	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Heights in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan Management Plan – Mosman No.5 HQ Training Command (Georges Heights) on the 23rd November 2004.</p> <p>This plan will be reviewed and updated when amalgamated into the Headland Park Management Plan to meet the requirements of Section 341S of the EPBC Act.</p>	<p>The Trust has moved into conserved buildings adapted for offices at HQ Training Command - buildings 28 & 29.</p> <p>The remaining buildings have been conserved, and are leased to a range of uses appropriate to their heritage status including offices, gymnasiums, dance school, veterinarian, etc. Car parking areas have been provided and landscaped and the site has been integrated into the Headland Park. The former tarmaced parade ground/car park has been turfed and 2 AA-gun pits revealed. A small room has been set aside for interpretation of the WW1 Hospital.</p>	<p>All main adaptive reuse proposals have been completed.</p> <p>See Section 7 of the Trust’s Comprehensive Plan.</p>

HEADLAND PARK - LOWER GEORGES HEIGHTS				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Lower Georges Heights Precinct	This precinct is part of the Middle Head and Georges Heights defence site listed on the Commonwealth Heritage List as Historic Place No. 105541 and on the Register of the National Estate as Historic Place No. 102619.	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Heights in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan - Management Plan – Mosman No 1, Lower Georges Heights on the 13th October 2003.</p> <p>This plan will be reviewed & updated when amalgamated into the Headland Park Management Plan to meet requirements of section 341S of the EPBC Act.</p>	<p>The buildings and structures at Lower Georges Heights have been conserved and adapted for use as artists' studios with a café, exhibition area and, public amenities building within public parklands. A 6 inch naval gun has been placed in the Lower Georges Heights battery.</p> <p>The four remaining Swedish designed prefabricated naval cottages have been conserved and are currently leased for accommodation and office use.</p> <p>Five brick veneer cottages are occupied as single-family residences.</p>	Continuation of current uses. See Section 7 of the Trust's Comprehensive Plan & Mosman no.1 Management Plan.

MARKHAM CLOSE PRECINCT				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Markham Close Residential Precinct	Markham Close is part of the larger area listed as 'Defence Site at Georges Heights and Middle Head' on the Commonwealth Heritage List as Historic Place No. 105541 and the Register of the National Estate.	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Heights in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan] Management Plan – Mosman No 3 Markham Close on the 9th December 2003 (amended on the 28th February 2005).</p> <p>As a result of the sale of this precinct, development proposals are assessed by Mosman Council under NSW Planning Law.</p>	All of the residential lots have been sold for private use as required by the SHFT Act. Prior to sale the Trust included covenants on title deeds requiring compliance with strict design controls. The majority have been redeveloped as 2 storey residences. The former Scout Hall site has been redeveloped as a residence. Landscaping to relevant boundaries has been designed to screen development and integrate the site into the. Headland Park.	Residential land within the site is no longer in Trust ownership with continuation of existing residential use to comply with the development controls established for all dwellings in Markham Close and Mosman Council LEP. The sale of Markham Close was required and approved by Federal Parliament as the only land the Trust could sell.

HEADLAND PARK - MOSMAN DRILL HALL				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Mosman Army Drill Hall	<p>The Mosman Drill Hall precinct is listed as “The Headquarters 8th Brigade Precinct”, Historic Place No. 105574 on the Commonwealth Heritage List (Place File No. 1/13/026/0031) and Historic Place No. 103292 on the Register of the National Estate.</p> <p>The site is also listed:</p> <ul style="list-style-type: none"> As part of the Middle Head and Georges Heights defence site identified on the Commonwealth Heritage List as Historic Place No. 105541 and on the Register of the National Estate as Historic Place No. 102619; and On Schedule 1 of Mosman LEP 1998 (Amendment No.1) - Heritage Conservation. 	<p>The Trust’s Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Georges Heights in Section 7.</p> <p>A more detailed, site specific plan was prepared in accordance with the Comprehensive Plan - Management Plan – Mosman No.6 Mosman Drill Hall Precinct and adopted by the Trust on 24th May 2006.</p> <p>This plan will be reviewed and updated when amalgamated into the Headland Park Management Plan to meet the requirements of section 341S of the EPBC Act</p>	<p>The Drill Hall has been conserved and made available for community uses that are managed by Mosman Council. The land surrounding the Drill Hall has been integrated into surrounding parklands with netball courts constructed beside the hall. A new indoor sporting facility has been constructed by Mosman Council to the east of the Drill Hall.</p>	<p>Continuation of current uses as envisaged by the Management Plan.</p>

WOOLWICH DOCK AND PARKLANDS				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
<p>Woolwich Dry Dock and Dockyard including the former Army Water Transport Base and Horse Paddock</p>	<p>Woolwich Dock is listed as Historic Place No. 105244 on the Commonwealth Heritage List (Place File No1/13/017/0030).</p> <p>Woolwich Dock is also listed on the:</p> <ul style="list-style-type: none"> ▪ Commonwealth Register of the National Estate: refer to Australian Heritage Database Number 002651; ▪ National Trust of Australia Register of Classified Places; and ▪ Hunters Hill LEP No. 1 which identifies the Dock, the sites of Clarkes' houses and Clarke Point Reserve as Items of the Environmental Heritage. 	<p>The Trust adopted Management Plan – Hunters Hill No1, Woolwich Dock and Parklands on the 18th May 2004 and Amendment 1 on 11 July 2007.</p> <p>This Management Plan will be reviewed to meet the requirements of section 341S of the EPBC Act.</p>	<p>The buildings and structures associated with Woolwich Dock have all been leased. The head lessee is operating a commercial marina and boat yard. A restaurant and function centre has been built replacing prefabricated sheds on the waterfront and the Trust has erected a new wharf for transportation of goods and personnel to Cockatoo Island.</p> <p>Conservation, decontamination, hazardous materials and building compliance works have been carried out and the buildings have been leased. The site is occasionally used for events.</p> <p>The Goat Paddock has been landscaped as a public park and public access is provided around the dock and through the re-landscaped Horse Paddock. A lookout has been completed overlooking the Dock and the adjacent open space landscaped. The car park has been expanded on both Trust and Council land and the LARC park re-landscaped.</p>	<p>Continuation of existing uses in accordance with the Management Plan.</p>

			<p>The boat ramp near the yacht Club is used for roll on roll off barge access to Cockatoo Island. A new car and boat trailer park has been constructed at the western end of the Horse Paddock. Its use is limited to the existing public boat ramp at the end of Margaret Street in accordance with the Management Plan.</p>	
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NORTH HEAD SANCTUARY				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Former North Head School of Artillery and North Fort	<p>The former School of Artillery is listed as 'The North Head Artillery Barracks, North Head Scenic Drive, Manly', Historic Place No. 105431 on the Commonwealth Heritage List (Place File No. 1/13/024/0005).</p> <p>North Head is listed on the National Heritage List with the emphasis on the Quarantine Station. Part of the listing relates to the Third Cemetery and the stone boundary wall located on Trust land. (Place File No. 105431).</p> <p>North Head is also listed on the Register of the National Estate as:</p> <ul style="list-style-type: none"> ▪ North Head (Place ID: 101621, Place File No: 1/13/024/0019) ▪ North Head Quarantine Station & Reserve (former) (Place ID: 2866, Place File No: 1/13/024/0008) ▪ North Head Artillery Barracks (Place ID: 19091, Place File No: 1/12/024/005) ▪ North Head Military Reserve (Place ID: 102495, Place File No: 1/12/024/0005) 	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Former School of Artillery, North Head in Section 8.</p> <p>Management Plan - Manly No.1 North Head former School of Artillery was adopted by the Trust on 28 July 2006.</p> <p>This was replaced by a new Management Plan – North Head Sanctuary which combines the School of Artillery and North Fort sites.</p> <p>The current plan has regard for the requirements of section 341S of the EPBC Act. It has been approved by the Trust Board but it is not a legal instrument as it related to only part of the Commonwealth listed North Head place.</p>	<p>All of the dwelling houses at North Head are leased. Some of the former School of Artillery buildings are leased to education providers, health practitioners, childcare, Gym operators, a function centre, artists and a plant nursery. A few have been used for interim purposes such as functions, security, TV series, indoor sports and storage for North Fort. A Visitors Centre has been set up in the Former skidding store at the North Fort site.</p> <p>A large part of the bushland area has been set up as the North Head Sanctuary for the protection of native species.</p> <p>The Trust took over the Army Artillery Museum at North Fort in 2011 and is in the process of reorientating it to a Defence of Sydney Museum. The café building has been refurbished and enhanced to take advantage of its superb location.</p> <p>Volunteers continue to use some</p>	<p>The Management Plan proposes that the Former School of Artillery be the core of the sanctuary and that the former defence buildings and structures are conserved and adaptively reused for purposes that are compatible with the sanctuary and the Commonwealth Heritage values of the place.</p> <p>Conservation of the Plotting Room has commenced with some work by volunteers. New paths are proposed to fill in missing links in the walkway network.</p>

	<ul style="list-style-type: none"> ▪ North Head Fortifications (Place ID: 2863, Place File No: 1/13/024/0005) ▪ New Quarantine Cemetery (Place ID: 2867, Place File Number: 1/12/024/0009) 		<p>sheds for the restoration of historic defence items.</p> <p>Conservation work has been carried out in the 3rd Quarantine Cemetery and an access path around the Cemetery created.</p>	
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MACQUARIE LIGHTSTATION				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Macquarie Light Station (the Lighthouse and adjoining dwellings)	<p>The Macquarie Lightstation is listed as Historic Place No. 105366 on the Commonwealth Heritage List (Place File 1/12/041/0039) and Historic Place No. 2521 on the Register of the National Estate.</p> <p>The Macquarie Lighthouse Group is listed as Historic Place No. 105365 on the Commonwealth Heritage List (Place File 1/12/041/0039) and Historic Place No. 2519 on the Register of the National Estate.</p> <p>The original living quarters at Macquarie Lightstation and the Greenway's Retaining Wall are also individually listed on the Commonwealth Heritage List and the Register of the National Estate. The site exhibits the potential for a National Heritage nomination.</p>	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to Macquarie Light Station at Section 10.</p> <p>The Trust adopted the Management Plan -Macquarie Lightstation On 20 December 2007</p> <p>This Management Plan will be reviewed to meet the requirements of section 341S of the EPBC Act.</p>	<p>The lightstation has a functioning lighthouse operated by AMSA and the two historic dwellings are occupied as single family dwelling residences. They were leased out by the Department of Administrative Services on 125 year leases. The row of 1970 townhouses have been refurbished (2013) for lease by the Trust.</p> <p>The site was remediated in 2011 and Archaeological investigations have revealed significant parts of the original Greenway lighthouse compound.</p>	<p>No development is proposed, other than to preserve and enhance the light station; to provide occasional public access; to research and interpret the totality of the of the light station's heritage values; enhance the landmark quality of the light station and improve the relationship with the adjoining landscape.</p>

MARINE BIOLOGICAL STATION				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Former Marine Biological Research Station, Camp Cove	<p>The Marine Biological Station is listed as Historic Place No. 105450 on the Commonwealth Heritage List (Place File No. 1/12/041/0049) and Historic Place No. 2534 on the Register of the National Estate.</p> <p>The building and grounds are also identified as heritage items in Woollahra LEP 1995 and are within the Watsons Bay Heritage Conservation Area.</p>	<p>The Trust's Comprehensive Plan (2003) sets out the planning framework for all Trust sites with particular reference to the former Marine Biological Station at Section 9.</p> <p>The Trust adopted Management Plan – Woollahra No 1, for the Former Marine Biological Station on the 18th May 2004.</p> <p>This plan will be reviewed to have regard for the requirements of section S341S of the EPBC Act.</p>	<p>The Trust has leased the Marine Biological Station on a long term residential lease.</p> <p>Open Days are required as part of the leasing agreement.</p> <p>Part of the site has been developed as public parkland providing access to Camp Cove and interpreting the site.</p>	<p>The aims of the Comprehensive Plan and Management Plan have been carried out. The current uses are to be continued.</p> <p>See section 9 of the Trust's Comprehensive Plan.</p>

SNAPPER ISLAND				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
Snapper Island, Sydney Harbour	Snapper Island is listed as Historic Place No. 105477 on the Commonwealth Heritage List (Place File No. 1/17/013/0009) and Historic Place No. 102559 on the Register of the National Estate. The Department of Finance has engaged a consultant to provide heritage advice about the Island.	<p>A Management Plan is yet to be prepared for Snapper Island as it is not yet in the Trust's ownership.</p> <p>The Trust has recommended to the current Commonwealth owners that they prepare a mutually acceptable Management Plan that will meet the requirements of the EPBC Act.</p>	Snapper Island is currently unoccupied and closed to the public.	<p>The Comprehensive Plan proposes the repair, maintenance and conservation of the Island and its buildings (see section 6). Lack of action regarding transfer of ownership to the Trust has led to deterioration of the Commonwealth Heritage values of the place.</p> <p>The site will require remediation of hazardous materials.</p> <p>See section 6 of the Trust's Comprehensive Plan.</p>

HMAS PLATYPUS				
Name of Place	Heritage Listing	Management Plan	Current use	Planned Development
HMAS Platypus, Neutral Bay	HMAS Platypus is listed on the Register of the National Estate Interim List as Historic Place number 101226 (Place file number 1/13/027/0094). It is not listed as a Commonwealth Heritage place.	<p>The Comprehensive Plan has been amended to include HMAS Platypus, and was gazetted on 5 May 2010.</p> <p>A Management Plan is currently being prepared for HMAS Platypus.</p> <p>While the site is not listed as a Commonwealth Heritage place, the Management Plan will be consistent with the requirements of the EPBC Act.</p>	<p>The site is currently closed to public access and undergoing the final stages of remediation works due to its former use as a gasworks. This has involved demolition of the Administration Building and the Flammable Store. The sea wall has been repaired as part of this process and the wharf repaired.</p>	<p>The Administration building has been demolished and the RANTME Office building is proposed to be demolished for the creation of views and open space as part of the opening of the site to public access. The adaptive reuse and leasing of the other buildings will be a priority once decontamination work is complete.</p> <p>A landscaped area is nearing completion at the northern end of the site.</p> <p>Possible foreshore connections to adjoining and nearby public spaces will be investigated</p>

Attachment 2: Heritage Assessments & Conservation Management Plans relating to SHFT sites 2016

Headland Park: Chowder Bay, Georges Heights and Middle Head

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Attachment 3: Heritage Assessments & Conservation Management Plans programmed for SHFT sites

Chowder Bay, Georges Heights and Middle Head

Aboriginal interpretation for Middle Head, Georges Heights and Chowder Bay

Cockatoo Island

Further Archaeological investigation of Cockatoo Island

Aboriginal survey of northern slopes and cliffs

Powerhouse/Pump House interpretation

North Head Artillery School

Plotting Room and ancillary buildings CMP

Attachment 4: Relevant Legislation, Agencies & Publications

Legislation – Commonwealth

The relevant Commonwealth heritage and environmental legislation that applies to the Trust sites is:

- Australian Heritage Council Act 2003
- Environment Protection & Biodiversity Conservation Act 1999
- Environment Protection & Biodiversity Conservation Regulations 2000
- Sydney Harbour Federation Trust Act 2001
- Sydney Harbour Federation Trust Act Regulations 2001

Legislation – State

In addition to the Commonwealth legislation, there are State laws that are important to heritage conservation, the planning process and environmental conservation. These acts do not have statutory force in respect of the Trust's lands, however, the Trust has regard for the objectives of the following State acts:

- Environmental Planning & Assessment Act 1979
- Heritage Act 1979
- National Parks & Wildlife Act 1974
- Threatened Species Conservation Act 1995

Agencies

- **Australian Heritage Council**

Assesses the values of places nominated for the National Heritage List and the Commonwealth Heritage List. Advises the Minister for the Environment and Heritage on conserving and protecting listed values. The Council may also nominate places with heritage values to these lists. Replaced the Australian Heritage Commission.

- **Australian Department of the Environment (referred to as 'the Department' in this document)**

The Heritage Division in the Department administers a number of Acts which protect aspects of Australia's heritage including the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984*, the *Protection of Movable Cultural Heritage Act 1986*, the *Historic Shipwrecks Act 1976* and provides advice in relation to heritage aspects of the *Environment Protection and Biodiversity Conservation Act 1999*.

- **NSW Department of Planning and Environment, Office of Environment and Heritage, Heritage Division and Heritage Council**

The NSW Heritage Division is responsible for administering the *NSW Heritage Act 1979*. This act does not apply to actions carried out by the Trust. However, the Trust recognises the role of both the Heritage Division and NSW Heritage Council and will consult with it. The Heritage Division:

- Provides specialist advice to the Minister responsible for heritage, the Heritage Council and the wider community about the management of heritage across New South Wales;
- Maintains the NSW heritage database, an online list of all statutory-listed heritage items in NSW;

- Administers the State Heritage Register, which lists items of particular importance to the people of New South Wales;
- Develops best practice management of items of heritage significance to the State, including the assessment of changes to items on the State Heritage Register;
- Produces information and publications on heritage policy and heritage guidelines;
- Supports community heritage conservation projects around NSW through the Heritage Incentives Program and liaison with community groups;
- Administers, under delegation to the Director of the Heritage Office, the Commonwealth *Historic Shipwrecks Act 1976* in relation to historic shipwrecks adjacent to the NSW coast.

The Heritage Council of NSW is an advisory body that includes members of the community, the government, the conservation profession and representatives of organisations such as the National Trust of Australia (NSW).

The Heritage Council makes decisions about the care and protection of heritage places and items that have been identified as being significant to the people of NSW.

The council provides advice on heritage matters to the Minister responsible for heritage in NSW. It recommends to the Minister places and objects for listing on the State Heritage Register.

The council receives advice and administrative support from the NSW Heritage Division.

NSW Department Planning and Environment, Office of Environment and Heritage, NSW Parks and Wildlife Service.

- **The NSW *National Parks Wildlife Act 1974* protects all** Aboriginal objects and Aboriginal places in NSW. This Act does not cover actions by the Trust. However, the Trust recognises the role of the Department of Planning and Environment, NSW Parks and Wildlife Service and will consult with it. The Act makes it an offence to do any of the following things without the permission of the Department:
 - Disturb or move an Aboriginal object;
 - Excavate land for the purpose of discovering an Aboriginal object;
 - Knowingly destroy, damage or deface an Aboriginal object or Aboriginal place; or
 - Knowingly cause or permit the destruction, damage or defacement of, an Aboriginal object or Aboriginal place.

The Department keeps a register of all Aboriginal objects and Aboriginal places in NSW. The register is called the Aboriginal Heritage Information Management System (AHIMS). Although it should be noted that surveys for Aboriginal objects have not been done in many parts of NSW. Aboriginal objects may exist on a parcel of land even though they have not been recorded in AHIMS.

If something is discovered that you think should be registered as an Aboriginal object, you should contact the AHIMS Registrar.

If you are going to disturb or excavate land to discover an Aboriginal object, or disturb or move an Aboriginal object, you will need to apply for a permit under section 87 of the National Parks and Wildlife Act.

In considering whether to issue a section 87 permit, the Department will take into account the views of the Aboriginal community about the proposed activity Due Diligence Code of Practice www.environment.nsw.gov.au.

If something is proposed that is likely to destroy, damage or deface an Aboriginal object or Aboriginal place, you will need to apply for consent under section 90 of the NPW Act.

In considering whether to issue a section 90 consent, the Department will take into account the:

- Significance of the Aboriginal object(s) or Aboriginal place(s) to be impacted
- Effect of the proposed impact and the mitigation measures proposed
- Justification of the proposed impacts
- Outcomes of the Aboriginal community consultation regarding the proposed impact and conservation outcomes.

If an activity is likely to cause harm then an Aboriginal Heritage Impact Permit application will be required.

The Department also administers the Threatened Species Conservation Act and in New South Wales, threatened native plants and animals (with the exception of fish and marine life) are protected by this Act. The Act provides for the identification, conservation and recovery of threatened species and their populations and communities. It also aims to reduce the threats faced by those species.

An independent Scientific Committee has been set up under the Act to determine which species, populations and ecological communities should to be listed as endangered, vulnerable or extinct under the act, and also to determine key threatening processes. The Scientific Committee's determinations are online and include plant species and communities found on Trust sites.

SHFT Publications

Reflections on a Maritime City
SHFT, 2000

Sites Unseen – Exploring the future of Trust lands on Sydney Harbour
SHFT, 2001

The Comprehensive Plan
SHFT, 2003

Sitelines – A Collection of Essays Celebrating Sydney Harbour
SHFT, 2005

The Story of Bungaree
SHFT, 2009

The Story of Cockatoo Island
SHFT, 2010

The Hospital on the Hill
SHFT, 2013

Relevant Publications

Ask First – A guide to respecting Indigenous heritage places and values
Australian Heritage Commission, 2002

Australian Natural Heritage Charter – For the conservation of place of natural heritage significance
Commonwealth of Australia, 2002

The Illustrated Burra Charter – Good Practice for Heritage Places
Australia ICOMOS, 2004. The latest version is the Burra Charter 2013 supported by Practice Notes.

Cockatoo Island Sydney's Historic Dockyard
John Jeremy, 2005

The Boys from Cockatoo
Bill Nix, 2012

Escape from Cockatoo Island
Yvette Poshoglian, 2013

Keeping the Ships at Sea
John Jeremy, 2013

The Island Shipyard
John Jeremy, 2013

Under the Colony's Eye
Sue Castrique, 2014

Attachment 5: Management Plans prepared for Trust Sites

The Trust prepared a comprehensive Management Plan for all its sites in 2003 (known as The Plan) as required by the Sydney Harbour Federation Trust Act. This was amended in May 2009 to include HMAS Platypus.

In accordance with the Comprehensive Plan, a series of site specific Management Plans have been prepared to guide changes to each place.

These Management plans are in the process of being revised to meet the requirements of the Environment Protection and Biodiversity Conservation Act. Cockatoo Island is the first Plan adapted to the revised format.

Headland Park: Chowder Bay, Georges Heights and Middle Head

- Mosman No. 1, Lower Georges Heights, adopted 13th October 2003.
- Mosman No. 2, Chowder Bay, adopted 24th November 2003.
- Mosman No. 3, Markham Close Georges Heights, adopted 9th December 2003 and subsequently amended on 28th February 2005.
- Mosman No. 4, Georges Head, adopted 1st March 2004 and subsequently amended on 17th May 2005.
- Mosman No. 5, HQ Training Command (Georges Heights), adopted 23rd November 2004.
- Mosman No. 6, Mosman Drill Hall Precinct, adopted 24th May 2006.
- Mosman No. 7, Middle Head - adopted 7th June 2007, amended 16 September 2014.
- Mosman No. 8, Georges Heights, adopted 5th December 2008.

These 8 Management Plans are to be amalgamated into a single Plan, conforming with the requirements of the EPBC Act.

Former Marine Biological Research Station, Watsons Bay

Woollahra No. 1, Former Marine Biological Station, adopted 18th May 2004.

Macquarie Lightstation

Woollahra No.2, Management Plan – Macquarie Lightstation, adopted 20th December 2007.

HMAS Platypus, Neutral Bay

The Comprehensive Plan was amended in May 2003 to include HMAS Platypus. A management plan dealing with the decontamination stage of the site has been completed and a management plan for the whole site has yet to be prepared.

Woolwich Dock

Hunters Hill No. 1, Woolwich Dock and Parklands, adopted 23rd November 2004 and subsequently amended on 11th July 2007.

Snapper Island

To be prepared once the Trust achieves ownership of the site from the Department of Finance.

EPBC Act compliant Plans

The following Management Plans have been revised to conform with the requirements of the EPBC Act:

Cockatoo Island

Management Plan – Cockatoo Island gazetted 23 June 2010.

North Head Sanctuary

Management Plan – North Head Sanctuary adopted by the Trust Board 3 September 2010,

Attachment 6: Timeline of Key Actions in meeting the Requirements of this Heritage Strategy

Timeframe	Deliverable
Ongoing	Carry out staff induction training in respect of the Australian heritage system. New personnel will receive training within 4 months of taking up a position with the Trust.
By 30 June 2019	Complete the Trust's Heritage Register.
By 30 June 2019	Submission of the Trust's Heritage Register and accompanying report to Minister
30 June 2019	Complete Management Plans for all Commonwealth Heritage places owned by the Trust, in accordance with the requirements of the EPBC Act.
Within 2 years of transfer to Trust ownership	Complete a Management Plan for Snapper Island in accordance with EPBC Act.
Every 3 years from 22 April 2016	Complete a review of the Trust Heritage Strategy and report to the Minister.
Every 5 years from 30 June 2019	Complete a review of the Trust Heritage Register.
At least every 5 years after a management plan is made	Review of all heritage management plans made in accordance with the EPBC Act.
Annually from 2015-16	Report on the implementation of this Heritage Strategy in the Trust's Annual Report.
Within 2 years of assuming responsibility for a new Commonwealth Heritage Place	Amend the Trust's Comprehensive Plan to include the place Assess the place's Commonwealth Heritage values and amend the Trust Heritage Register accordingly. Prepare a Management Plan in accordance with the EPBC Act.

Attachment 7: Objectives and Policies

To guide all of the Trust's activities – its day-to-day decisions about plan implementation including conservation works, management and the provision of public access, as well as other activities like the leasing of buildings, public consultation etc, the Trust has developed a comprehensive set of objectives and policies. These objectives and policies cover a wide range of matters from natural heritage to design, education and interpretation. The Plan identifies each objective and its relevance to sites covered by the Plan. Most importantly it also establishes the way in which the objectives are to be applied. The objectives are grouped thematically and apply to all of the land covered by the Plan including Harbour Land where they will provide guidance for the assessment of development proposals. The Plan makes it mandatory for these objectives and policies to be addressed when more detailed plans, policies, guidelines or developments are being considered on Trust Land Sites.

Ecologically Sustainable Development (ESD)

ESD is central to the Trust's management, strategic planning and development decision-making. The concept of ESD has been defined as: "Development that improves the quality of life, both now and in the future, in a way that improves the ecological processes on which life depends" – National Strategy for ESD (1992).

The Environment Protection and Biodiversity Conservation Act 1999 provides the following core principles of ESD:

- Decision-making processes should effectively integrate both longterm and short-term economic, environmental, social and equitable considerations
- If there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation
- The principle of inter-generational equity – that the present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations
- The conservation of biological diversity and ecological integrity should be a fundamental consideration in decision-making
- Improved valuation, pricing and incentive mechanisms should be promoted

The Trust recognises that the implementation of these objectives is not straightforward. This is partly because they provide minimal instruction for practical action and contain some ambiguity. The Trust also recognises that the principal objective is to achieve the effective integration and balance of economic, environmental and social considerations.

To meet this objective the Trust will ensure that:

- The natural biological diversity is protected, conserved and interpreted with particular emphasis on threatened species and endangered populations and communities as an integral part of any redevelopment or use of Trust land sites.
- Trust sites are accessible to the community and offer a high quality of life for those who live or work at the site and a highly desirable recreation destination
- Re-use and redevelopment preserves significant areas for open space as a resource for generations to come

- Development and adaptive re-use achieves reductions in the use of energy from sources which are non-renewable or emit greenhouse gases in energy generation or consumption compared to previous uses or comparable uses
- All development and ongoing management activities on Trust sites maximise the appropriate use of recycled and reused materials and reduce waste generation
- Development minimises the use of materials, which deplete natural resources or create toxic pollution in their manufacture, use or disposal
- Buildings to be removed will be reused where possible and where demolition is necessary materials will be recycled where possible
- Use of Trust sites minimises the negative impact on Sydney's air quality and avoids ozone-depleting substances. This includes encouraging the use of public transport, walking or cycling
- Measures are taken to minimise impact of noise and light pollution on environmental conservation areas and surrounding land uses
- Any use of the Trust lands results in improvement to water quality entering the harbour from the site
- Any development remediates the results of polluting activities of the past and ensures protection of soil and sediments within the developed area
- It remains accountable in the achievement of ESD, by measuring, monitoring and reporting with respect to the key indicators for sustainability and use this information to continually improve policies, plans and practices
- Contracting and procurement methods are developed, implemented and reviewed so that environmental objectives supporting ESD are adopted by contractors and suppliers
- The formation of partnerships and works with the community, stakeholders and other agencies to achieve environmental outcomes
- Adhere to Water Sensitive Urban Design principles when developing any future plans
- Investigate and where appropriate use renewable energy on Trust sites

Geodiversity Conservation

One of the things that the community most values about the natural heritage of Sydney Harbour is the complex of cliffs, bushy slopes and rocky edges that meet the water along a shoreline of sandy beaches and rock platforms. These features form part of the harbour's geodiversity.

Geoconservation aims to protect the natural diversity of the nonliving environment. This means protecting significant landforms, bedrock and soil features and processes. The Australian Natural Heritage Charter sets out the principles, processes and standards for the conservation of natural heritage places including geodiversity. It defines geodiversity as the range of earth features including geological, geomorphological, palaeontological, soil, hydrological and atmospheric features, systems and earth processes.

While geoconservation can relate to bioconservation in that geodiversity provides the variety of environments and environmental dynamics that directly influence biodiversity, many geoheritage items are significant in their own right, independent of any ecological role that they might play. A good example of this is the Pleistocene-aged sand dunes found on the plateau at North Head.

Geodiversity has contributed much of the character of Sydney Harbour. This applies not only to its natural features but also to the way in which the city has developed around it. This is particularly relevant for the former defence sites that were located so as to maximise the natural fortress like qualities of the cliffs around the entrance to the harbour.

In protecting the geodiversity of its sites, the Trust will:

- Adopt the conservation principles, processes and practices contained in the *Australian Natural Heritage Charter (2002)* to guide its decisions relating to matters that may impact on the geodiversity values of the sites
- Identify, protect, conserve and interpret significant sites such as volcanic dykes, Pleistocene sand dunes and laterites etc

Biodiversity Conservation

The conservation of biodiversity and the maintenance of ecological processes and systems within the Trust's Plan area are fundamental goals of the Trust's ESD policy and will be integrated into the Trust's management, strategic planning and development approval processes.

Biodiversity refers to the diversity of plants, animals, aquatic species, insects, invertebrates and microorganisms found in nature, not just threatened species. It can also refer to the variety of ecosystems that are found and in living organisms includes both species diversity and genetic diversity.

The Trust is undertaking fauna and flora studies of all its sites including neighbouring land administered by NPWS, to provide base line information to enable the Trust to identify and manage the sites' biodiversity.

In protecting the biodiversity of its sites, the Trust will:

- Adopt the conservation principles, processes and practices contained in the 'Australian Natural Heritage Charter (2002)' to guide its decisions relating to matters that impact on biodiversity
- Protect native animals, vegetation, habitats and habitat corridors to ensure that their ecological function and integrity is maintained or enhanced, with priority to those species, populations and communities which have been identified as rare, endangered or vulnerable
- Undertake comprehensive fauna and flora surveys for all of the sites where this information has not already been gathered
- Promote an integrated approach to biodiversity conservation with neighbours, Local Councils, fire authorities and adjoining land owners and participate in joint biodiversity conservation and interpretation programs
- Cooperate with the NPWS and Environment Australia where appropriate in the implementation of species recovery and threat abatement plans on the Trust land sites
- Consult with the Aboriginal community in the identification, conservation and interpretation of significant biodiversity values on Trust land sites
- Ensure that all activities proposed for Trust sites undergo appropriate environmental assessment and that all activities are in accordance with the biophysical limits of the area
- Implement both State and Commonwealth species recovery plans and threat abatement plans on Trust land sites where appropriate
- Control threats such as feral animal species, weeds, disease, sedimentation, storm water runoff, increased nutrient levels, harmful chemicals and other threatening human activity, so that their impact on the aquatic and terrestrial biodiversity of the Plan area is minimised
- Ensure that bush fire hazard reduction measures take into account habitat requirements for native species and the appropriate fire regimes required for the survival and continued functioning of native vegetation. Adverse impacts of altered fire regimes on biodiversity will be avoided

- Repair and rehabilitate appropriate areas to enhance their biological diversity
- Maintain natural watercourses and adjoining riparian land
- Monitor, regulate and minimise processes and activities that have or are likely to have significant adverse impacts on the conservation of biological diversity and be able to respond appropriately to any emergency situations that may arise

Bush Care

The sheer beauty of the green headlands and the remnant natural bushland around the harbour foreshores are two of the things that the community most values about the harbour. Eighty percent of the respondents to the Trust's Sites Unseen Exhibition Questionnaire ranked "protecting and enhancing bushland" as essential.

The vegetation on Middle Head and North Head is an important remnant of the original plant communities that once covered much of the coast around Sydney. It includes areas of angophora forest, tea tree scrub, heath land and hanging swamps, as well as endangered ecological plant communities such as the Eastern Suburbs Banksia Scrub at North Head and threatened species such as *Acacia terminalis* ssp. *terminalis* and *Eucalyptus camfieldii*.

The bushland is also important because it provides habitat for native wildlife including endangered species or populations like the Longnosed Bandicoot *Parameles nasuta* population and the Red Crowned Toadlet *Pseudophryne australis*.

However, in many adjoining areas the bush land is in poor condition due to previous land fill activity, changes in drainage patterns, increased soil nutrient levels and the absence of fire. At Middle Head increased storm water run off and increased nutrient levels have resulted in moderate to severe weed invasion around the edges. The absence of fire at Middle Head has resulted in a decline in species diversity with Sweet Pittosporum emerging as the dominant species and while at North Head it has resulted in unusually mature heath and tea tree scrub. Mature trees, particularly smooth barked apple *Angophora costata*, Sydney peppermint *Eucalyptus piperita* and Bangalay *Eucalyptus botryoides*, are dying in significant areas. At Middle Head the soil borne pathogen *Phytophthora cinnamomi* is active.

To protect the nature conservation and scenic values of the vegetation in the Plan area the Trust will:

- Increase the amount of vegetated land within the Plan area by revegetating and regenerating areas that are currently degraded or where buildings, paving or fill have been removed
- Revegetate using seed collected from plants that are indigenous to the Plan area and where possible, from material propagated from the area being revegetated
- Remove and control introduced plants that are of no historical or cultural importance
- Control weed growth
- Ensure that inappropriate non-indigenous plants will not be deliberately introduced to natural areas and will be managed and controlled to limit their dispersal
- Give priority to bushcare programs, which protect rare, vulnerable and endangered plant species and communities from disturbance and manage them in a way that will ensure their long-term conservation. This includes maintenance and ongoing management
- Control access to vulnerable bush land areas

- Remediate areas where there have been changes in landform, drainage patterns and nutrient levels and where these changes are having an adverse impact on neighbouring vegetation
- Work jointly with adjoining land managers, Local Councils and bushcare groups to develop and implement a local management strategy aimed at reducing the risk of dieback within the bushland areas of Middle Head and Georges Heights
- Be guided by the Threat Abatement Plan for *Phytophthora cinnamomi* prepared by Environment Australia
- Adopt best practice protocols for contractors and others undertaking bush regeneration, construction work and the like as recommended by the Royal Botanic Gardens in its report dated October 2002 on the control of *Phytophthora* at Middle Head
- Control access to areas where *Phytophthora cinnamomi* is known to be present
- Manage fire, including controlled burns, having regard for the ecological consequences and with a view to maintaining species diversity
- Integrate bushcare programs with management practices and programs of neighbours, Local Councils, fire authorities and adjoining land managers

Management of Native and Introduced Animals

The Trust's lands and the adjoining Sydney Harbour National Park provide important habitat for native animals. However, fragmentation and predation by introduced animals like foxes, cats and dogs have greatly reduced the number and variety of species. This process has also been exacerbated by urbanisation and an associated increase in the numbers of highly competitive birds like Noisy Miners *Manorina melanocephala* and predators like Pied Currawongs *Strepera graculina*).

Conversely the waters of the harbour and the intertidal foreshores support diverse plant and animal life. This includes undersea meadows and forests as well as many species of fish, invertebrates, mammals and birds. The waters near Chowder Bay are particularly rich and support a variety of marine life such as sea horses, sponges, sea squirts, octopus and many other invertebrates.

The Trust has completed a fauna survey of its Middle Head lands and has initiated similar surveys for North Head, Woolwich and Cockatoo Island. The Middle Head study did not identify any rare or endangered species although the Common Bent Wing Bat *Miniopterus schreibersii* is known to spend the winter months in the fortifications located there and the glossy Black Cockatoo *Calyptorhynchus lathami* is an occasional visitor. Both of these species are identified as vulnerable species in Schedule 2 of the NSW Threatened Species Conservation Act 1995.

At North Head there are resident populations of Long-nosed Bandicoots *Parameles nasuta* and Little Penguins *Eudyptula minor*. These populations are among the few remaining in the Sydney region and have been listed as endangered populations under the NSW Threatened Species Conservation Act 1995.

The other sites have been greatly modified and there are no known populations of significance. However, since shipbuilding ceased, Cockatoo Island has become a nesting site for Silver Gulls *Larus novaehollandiae* and this will require specific investigation and management.

Feral animals are commonly found on the Trust lands and include rabbits, foxes, cats, rats and mice. They are having a significant impact on native animal populations and will require ongoing management in collaboration with neighbouring land managers. At North Head and Middle Head,

rabbits are a particular problem and although they have been subject to ongoing eradication programmes their numbers remain high.

The Trust will manage native and introduced animals on its sites by:

- Maintaining and enhancing native animal habitats including migratory wildlife habitats
- Identifying and maintaining habitat corridors between remnant areas of bushland habitat and where appropriate creating new corridors as part of the revegetation program
- Undertaking feral animal control programs in co-operation with NPWS, Councils and other neighbouring land managers
- Working co-operatively with NPWS, neighbouring Local Councils and other agencies on environmental management programs
- Adopting a policy of not allowing the tenants of Trust properties, particularly at North Head, to keep pets such as cats or dogs, that are likely to be a threat to wildlife

Water Quality and Catchment Protection

All of the Trust's lands drain directly into Sydney Harbour or onto land that drains into it. As a consequence the way in which the Trust manages its land can make an important contribution to the improvement of the harbour's water quality.

The community has a reasonable expectation that it will be able to swim at harbour beaches such as Clifton Gardens and to eat fish caught in the harbour without suffering any adverse health impacts. Similarly there is an expectation that beaches will be free of litter and rubbish.

There is also an expectation that the harbour's aquatic ecosystem will be protected and fostered. NSW Fisheries has identified the harbour's intertidal zone to be a Protected Area. It has also declared two areas near North Head to be Aquatic Reserves. One reserve is within the harbour while the other is on the ocean side of North Head at Cabbage Tree Bay. Similarly Mosman Council has prepared a draft Local Environmental Plan that identifies wetlands including seagrasses in sheltered bays such as Chowder Bay, for protection.

The Australian and New Zealand Guidelines for Fresh and Marine Water Quality (ANZECC & ARMICANZ 2000) recognises six environmental values that the community may want protected. These range from ecosystem protection – the most pristine, to industrial water – the poorest quality.

A certain level of water quality is needed to achieve each environmental value. Water Quality Objectives, WQOs, set the limits at which water quality is suitable for the desired use.

In the case of Sydney Harbour the NSW Environment Protection Authority has set Interim WQOs and River Flow Objectives. For the Lower Estuary including the waters around North Head, Middle Head and Camp Cove, WQOs have been set for the protection of aquatic ecosystems, primary contact recreation such as swimming and aquatic foods (cooked). In the case of the Upper Estuary including the waters around Cockatoo Island, Snapper Island and Woolwich similar WQOs have been set. However, the time frame in which the outcomes are to be achieved will be longer than those for the Lower Estuary.

To achieve these WQOs, it is essential that pollution is managed on a catchment wide basis. In respect of the Trust's sites the Trust will:

- Manage each site taking into account:
 - The Interim Water Quality and Flow Objectives for Sydney Harbour
 - Relevant targets and actions in the Sydney Harbour Catchment Management Board's Catchment Blueprint (currently being drafted)
 - Relevant Stormwater Management Plans prepared by Local Councils
- Manage stormwater by adopting best practice management for stormwater with the aim of minimising its impacts through on-site detention, treatment and reuse
- Ensure that soil erosion and sedimentation control measures are in place prior to and during construction and maintenance activities Monitor ground and surface water discharges from Cockatoo Island and use this information in the ongoing management of pollution on the island
- Eliminate point source pollution
- Work cooperatively with Sydney Water in implementing water conservation measures and implementing appropriate sewage and grey water treatment programs.

Transport Management and Air Quality

One of the key objectives of the Trust Act is to maximise public access to the lands identified in the Plan so that the whole community has the opportunity to experience and appreciate them. However, five of the sites are located at the end of peninsulas and two are islands. This presents particular challenges for the Trust in implementing ecologically sustainable solutions and in meeting the objectives of the State government's policies – *Action for Air, Action for Transport 2010* and *SEPP No. 66 – Integrating Land Use and Transport*. These policies promote the use of public transport, a reduction in Vehicle Kilometres Travelled (VKT) and as a consequence, emissions from motor vehicles – a key environmental objective in the Sydney air shed.

Consistent with these objectives the Trust will:

- Locate any significant trip-generating activities in places that optimise accessibility, encourage and facilitate public transport use and reduce car travel and reliance on cars
- Improve transport choice by creating an environment that accommodates a range of transport modes, and especially encourages public transport use, cycling and walking
- Make decisions about land use and new activities in a way that encourages people to use sustainable modes of transport
- Limit travel demand by private car, including the number of trips generated by development and the distances travelled, by setting maximum parking numbers for Trust land sites that are consistent with their traditional operational levels
- Limit the amount of long stay car parking where there is good alternative access by public transport
- Ensure the location of parking areas do not impact on the unique characteristics of the sites and ensure parking areas are linked to more sensitive features of each site with safe pedestrian and cycle ways
- Enhance existing infrastructure and encourage service providers to provide new opportunities for water-based and other public transport. This is particularly important for Middle Head and Chowder Bay
- Ensure that traffic generated by uses within the Trust's sites has minimal impact on the surrounding residential areas

- Encourage the use of alternatives to the motor car by providing reliable information to people visiting Trust sites about routes, connections, timetables, etc
- Consider the cumulative traffic impacts of both developments on Trust lands and neighbouring sites when preparing a Management Plan
- Include Transport Management as a matter to be addressed in the preparation of a Management Plan

Bushfire Management

Fire has been an essential element in the evolution of the plants and animals that characterise Sydney Harbour. However, the two most extensive bushland areas covered by the Trust's Plan – North Head and Middle Head, have had few fires over the last 25 years. This is less than ideal for maintaining structural and species diversity as it has resulted in changes to the vegetation, higher fuel levels and increased risk of more intense fire.

The Trust has a responsibility to manage bushfire risk on its lands to:

- Protect life and property on both its land and adjoining lands
- Protect the natural, scenic and cultural values
- Minimise the risk of unplanned bush fires on its land
- Minimise the potential for bushfires to spread onto and from its lands

To satisfy these responsibilities the Trust will:

- Prepare a bushfire management plan having regard for Planning for Bushfire Protection (NSW Rural Fire Service & Planning, 2001) for Middle Head that takes into account ecological management requirements
- Participate and co-operate with Manly/Mosman Bush Fire Management Committee in the implementation and review of the district bush fire risk management plan and operations plan • Co-operate with all relevant authorities and neighbours to ensure co-ordination of fire management on Trust lands and on adjoining lands

Contamination

Following their history of industrial and military uses, all of the Trust lands have a degree of contamination which has resulted from activities that have taken place on or adjacent to the lands. The contamination includes: *'point source'* related contamination (such as that arising from storage tanks, oil or fuel stores), deteriorating building materials (such as lead based paints and asbestos materials) and landfill where wastes associated with the former uses, including military related wastes, have been deposited.

Detailed environmental assessments have previously been carried out for Cockatoo Island, Woolwich Dock and parklands, Middle Head- Georges Heights and Chowder Bay precincts, and North Head. Preliminary assessments have also been carried out for Snapper Island and Macquarie Lightstation. These assessments indicate varying levels of contamination on each site.

The nature and extent of contamination includes pollutants in soil, groundwater, surface waters and marine sediments, and deteriorating hazardous materials and wastes associated with buildings and structures. All of the contaminated materials have some kind of environmental and/ or aesthetic impact. In terms of its nature and extent, this impact is most significant on Cockatoo Island. However, at the other end of the scale, impacts such as lead based paint breakdown and dust release will need to be addressed at sites like Macquarie Lightstation.

In managing the impacts of this contamination the Trust will:

- Ensure that public health and the environment are protected with the application of consistent and sound environmental management practices
- Reduce the potential for offsite migration and environmental impact of contaminations
- Develop management and remediation strategies in accordance with its commitment to ESD
- Apply methods for remediation that meet currently available engineering best practice and community standards
- Conform with applicable State and Commonwealth guidelines, processes and requirements. Of particular relevance are guidelines made under the *Contaminated Land Management Act 1997* including the *National Environment Protection (Assessment of Site Contamination) Measure (NEPM) 1999*
- Engage accredited auditors to review the assessment and remediation process, where these issues are significant, and to ensure the Trust's environmental obligations are met as the lands are opened to the public

Aboriginal Heritage

Aboriginal heritage includes sites showing evidence of Aboriginal occupation and places that are of contemporary or spiritual importance according to Aboriginal culture or custom. Aboriginal sites include items such as midden deposits, rock engravings and painting sites. They may also include natural features of the environment such as ridges, creeks or beaches, as well as ceremonial or story places. The site of Bungaree's Farm at Georges Heights is an example of early contact.

European settlement was devastating to the Aboriginal people living around Sydney Harbour and nearby areas. Today much of the evidence of the traditional way of life of the Aboriginal people in Sydney has been removed as the city has developed. Aboriginal sites have survived mostly on land which was reserved for defence purposes, was too difficult to develop, or was reserved for recreational purposes.

Any information relating to Aboriginal heritage provided by members of Aboriginal communities must be treated with respect, and any agreement regarding access and/or confidentiality is to be honoured.

The Aboriginal sites and places on the Trust lands are significant to local Aboriginal people. These sites provide evidence of a traditional way of life of the original occupants and provide an opportunity for the education of Aboriginal children and the wider public. For this reason it is important to document and interpret the presence of ancient and living culture on the harbour, enabling visitors to gain a greater appreciation of Aboriginal culture and its connections to the harbour and to the Trust lands more specifically. In doing this, the Trust must be guided by the

Aboriginal community. To this end the Trust has established an Aboriginal Steering Committee to advise on all indigenous issues including consultation and matters relating to a Cultural Centre.

In order to work with the Aboriginal community in the interpretation and documentation of Aboriginal heritage on Sydney Harbour and to ensure that all visitors to the Trust lands gain a greater appreciation of Aboriginal culture, the Trust will:

- Ensure that the Aboriginal community is consulted on all Aboriginal heritage related matters
- Develop plans and ensure planning processes implemented by the Trust recognise and consider Aboriginal cultural values
- Conserve and manage Aboriginal sites on Trust lands in consultation with local Aboriginal communities
- Ensure an archaeological assessment is carried out prior to any work that has the potential to impact on Aboriginal sites. Works will be modified as necessary to avoid impacting on Aboriginal sites
- Identify, make publicly accessible and promote, where appropriate, places for contemporary Aboriginal celebration and places that reflect and celebrate the existence of Aboriginal culture
- Investigate the feasibility of establishing an Aboriginal Cultural Centre, on an appropriate site, selected in consultation with and managed by, the Aboriginal community
- Endeavour to use culturally appropriate Aboriginal names to describe Trust sites. In conjunction with the Aboriginal community, the Trust will research and verify Aboriginal names so as to ensure that any names used, bear relation to the cultural significance and use of the sites
- Encourage people to experience Aboriginal culture by identifying, interpreting and making accessible Aboriginal sites on Trust lands. These sites will be selected and managed in a sustainable and culturally appropriate manner with the guidance of the Aboriginal people

Cultural Heritage

Sydney Harbour is a complex historical place with a rich layering of past occupations and uses that are still evident. Its qualities are drawn from its origins and its history as well as its communities, patterns and form.

The opening to the harbour through the massive sandstone cliffs of North and South Heads is a gateway in both a real and spiritual sense. The Harbour was a place of arrival and refuge for the first Europeans. It also developed as a place of defence, a place of incarceration and a place of maritime industry around which other activities clustered.

These harbour related themes of defence, incarceration and maritime industry as well as navigation and marine research are all represented on the Trust's sites.

All of the Trust Land Sites and the former School of Artillery are entered on the Register of the National Estate and include specific places of national heritage importance. There is the convict prison on Cockatoo Island – the only surviving Imperially funded convict works in NSW. The fortifications on Georges Head – part of the most diverse collection of coastal defence heritage in Australia, the School of Artillery at North Head, the Macquarie Lightstation, the former Biological Research Station at Camp Cove and of course the Fitzroy, Sutherland and Woolwich dry docks.

This heritage is of great importance to the people of Sydney. Protecting convict and industrial heritage, conserving and interpreting military heritage and ensuring that new uses fit with the

special qualities and heritage significance of buildings were all ranked highly by respondents to the Sites Unseen Exhibition.

To do this the Trust will:

- Adopt the *Burra Charter of Australia ICOMOS (1993)* and the *Australian Natural Heritage Charter (2002)* for the assessment of cultural significance and natural significance and to guide the conservation of items of environmental heritage. *The Natural Heritage Charter* incorporates the Principles of Inter-generational Equity, Existence Value, Uncertainty and the Precautionary Principle
- Prepare and implement Conservation Management Plans in consultation with the Australian Heritage Commission, for important items of environmental heritage prior to any works (including adaptive re-use proposals) other than routine maintenance or urgent stabilisation works
- Respect the existing fabric and setting of a place and undertake the least possible intervention when undertaking any work involving an important item of environmental heritage
- Undertake an archaeological assessment and recording before any work with the potential to impact on subsurface archaeology proceeds
- Prepare best practice guidelines for all contractors requiring them to immediately stop work in the case of the unintentional discovery of archaeological relics
- Conserve and interpret portable objects of environmental heritage in situ whenever possible. If objects have to be removed to allow essential conservation they will be fully documented before they are removed
- Interpret the cultural heritage of the Trust sites in the most appropriate manner and in the context of the whole harbour
- Work cooperatively with neighbouring land managers such as the NPWS and the Royal Australian Artillery National Museum, specialist groups such as the Small Ships Association and Friends of Cockatoo and the Trust's volunteers to interpret historic places such as the Middle Head and Georges Heights fortifications including access by the public

Adaptive Re-use of Places and Buildings

Fulfilment of the Trust's objectives and the desire to weave these formerly isolated sites back into the life of the city so that they enrich our understanding and appreciation of the harbour will require the adaptive re-use of the places and buildings. The Plan's aim is to ensure that the future uses and activities are 'enhanced' by the nature and character of each place and that they reflect the sense of the place.

New uses will need to:

- Enhance the character and heritage value of each place and its context. Whilst the heritage values may pose significant constraints, they also contribute to the identity of each site
- Enhance and sustain desirable functions and characteristics of the harbour
- Further the understanding, appreciation and enjoyment of the harbour, its origins and the adaptation of human habitation in response to it
- Contribute towards a mutually supportive mix of activities. The sense of place may generate a central idea, which provides the basis for identifying possible uses for a range of buildings and areas at one site
- Provide opportunities for people to come and experience the lands and the harbour in ways that would otherwise not be available

- Be compatible with the objective of maximising public access
- Have minimal adverse impact on the environment and local amenity
- Be consistent with Conservation Management Plans prepared for the place or building where the place or building has been identified as having significant heritage value
- Where possible use existing buildings and facilities before considering the construction of new ones. The suitability of these structures for a range of possible uses is an important consideration. The relationship of each site with the other Trust sites, adjacent lands and the harbour needs to be reflected in the possible uses for each site. For example the Trust has several 'mess' facilities all of which may be suitable as a reception centre, but it is unlikely that there is a demand for all of these facilities to be used in this way. The Trust will need to consider what makes a particular use more suitable at one site in preference to other sites. In assessing future adaptive re-use of places or buildings, the suitability of potential uses for each site will be considered prior to the consideration of cost and revenue implications.

Removal of Buildings

There are in excess of 400 buildings and works within the plan area. The range of buildings is very wide. Some are rough-and-ready structures while others are iconic examples of environmental heritage significance. However, they all contribute to an understanding of the place – its history and operations.

The plan recognises that the sites have both natural and cultural values and that both have to be conserved and enhanced. To achieve this the Trust will allow the sites to evolve gradually and so the only buildings identified in the plan for immediate removal are temporary structures and buildings that are of little heritage value and are a clear impediment to the planning vision for the area. An example of the latter is the One Commando Company buildings at Georges Heights. The plan also recognises that although some buildings have little heritage value they are valuable community assets that can be used by community groups or leased to generate supplementary income to assist the Trust in the timely implementation of the plan.

Buildings and works will be removed where they:

- Conflict with the planning vision for the land and
- Have low heritage value, or
- Impede the effective interpretation of the heritage and the place, or
- Remain intrusive visually, or
- Adversely impact on bush regeneration or the condition of the surrounding bush, and
- Have little potential to be put to a community use or to enhance the visitors' experience of the park, or to raise revenue for site improvements

The Trust will review the need to retain buildings which have been kept solely for income purposes 8 years after the date of approval of the plan.

Design Approach

The Trust lands vary from natural bushland to formal parade grounds surrounded by symmetrically arranged buildings. The Trust's approach to the urban design of these places will be to recognise and

conserve their unique characteristics that distinguish them from the surrounding city. Planning for the future of the Trust lands can be approached in a number of ways: as areas of bushland and habitat, as places for both passive and active recreation, as the setting for groups of buildings and as distinct places defined by groups of buildings.

The starting point for the Trust's planning for a place or area is to look at what is there, why it is the way it is, what its values are and what it might be in the future. The full opportunity of the lands will only be realised by considering how all these aspects can work together.

Much of the character of the sites derives from their evolution. The sites have generally developed in a quite haphazard manner that is typical of many institutional and industrial establishments. There has not been an overall plan that has been gradually implemented. Rather, as the need for new buildings arose or new functions or processes were introduced, the topography, road layouts and precinct boundaries and fences have been modified to accommodate them.

Appreciation of the places is a sequential experience. This experience is made up of various elements from entry points, to constricted pathways and to points of open vistas or glimpses of distant destinations and panoramas that are gradually revealed.

Within the lands there are places that have a particular quality – of quietude or outlook. The character and qualities of the lands extend beyond their boundaries. The way the sites are approached from their immediate surroundings and from the rest of the city, the nature of the entry to the sites – the gateways, the spatial qualities of the sites; the way buildings are disposed on the site, the way roads and tracks have been laid out, all contribute to the quality of the place.

The Trust's design approach to pathways and tracks is to recognise these intrinsic qualities and then to articulate them further; for example by making the opening out of a view more dramatic or if a feeling of bushland is disrupted by intrusive elements, by their removal.

The layout of paths and roads for the industry and military that previously occupied the lands have a distinct pattern comprising single entry points for security which then branch to lead to the outer points. Arguably these same routes should be used to best appreciate the history and former function of the sites. On the other hand the location of paths for a park are quite different. They are along brinks, around foreshores, to lookouts or to facilities. In many instances they lead to the back of the precincts and buildings. It is important for building precincts to be defined so that they can be better appreciated and understood.

The Trust will need to introduce car parking, pathways and new areas of planting to make the sites more accessible and useable. However, the weaving of the Trust lands back into the life of the city does not mean simply extending the typical pattern of the surrounding development because this could destroy some of the most distinguishing characteristics of the sites. For example, to provide car parking immediately adjacent to buildings that it serves may destroy much of the aesthetic appeal and character of the place.

The pattern of development on the lands tends to have the actual buildings and 'urban spaces' occupying only a small part of each site area. The edges of precincts and groups of buildings tend to be ragged and poorly defined. This has a detrimental impact on surrounding areas which are often bushland. Generally the Trust's approach will be to better define and restore the edges of these

precincts by both rehabilitating the surrounding bushland and more clearly demarking the extent of the more formal landscape.

The adaptive re-use of these places must be done with care to retain their simplicity, sometimes harshness, quirkiness and haphazard qualities. The juxtaposition of buildings, the variety of plant species and odd leftover spaces that haven't been designed gives the places much of their atmosphere.

In the development of outcomes the Trust will:

- Gain an understanding of the natural and cultural history of the places and the patterns they reveal to provide the basis for design
- Regenerate the character of each place by developing a palette of planting, forms, materials and finishes based on an understanding of what is there
- Allow for a gradual evolution of the lands
- Avoid adverse impacts on the harbour landscape and protect the natural setting of the Trust lands

New Buildings

The primary objective of the Trust is conservation rather than redevelopment of these harbour lands. The Trust has a great number of buildings which are capable of being adaptively re-used and although there is generally little need for new buildings, some new buildings may be required or have considerable benefits. For example on Cockatoo Island where the primary significance and future direction of the island is to provide for maritime related activity.

Accordingly, the Trust will only consider the construction of a new building if it:

- Is essential to the functional requirements of a desirable outcome and significantly improves the viability and synergy of uses
- Has minimal visual, heritage and environmental impact
- Re-establishes a desirable urban or building form or introduces a function of high civic/public significance and is of outstanding architectural design
- Is consistent with Conservation Management Plans for the place where the place has been identified as having a significant conservation value

Access

The provision of public access to the Trust lands is a fundamental objective of the Trust's Act. It is also an intrinsic part of the Trust's ongoing planning process. The Trust lands have been cut off from the rest of the community for a long time by virtue of their defence role and so they are unfamiliar to most people – even people in their immediate neighbourhood.

The Trust is committed to providing access as part of the planning phases to enable the public to become familiar with the sites. This early access will be provided by pathways that can be constructed simply, events and open days.

Access should not merely provide a means of getting from one point to another. It should be carefully designed to provide a sequence of unfolding experiences. They must enable an appreciation of the setting, heighten the expectation, provide a sense of arrival, reveal many facets of a place, create vantage points, gathering areas and quiet, contemplative retreats along the way.

Access is also an important part of interpretation – retracing the historical routes into and through heritage places helps to understand how they functioned and enriches our experience.

To do this the Trust will:

- Design longer-term access to link up with existing foreshore walks and pedestrian networks around the harbour. This will be done in collaboration with State Government agencies and neighbouring Local Councils
- Collaborate with the NSW Government in the implementation of its Sharing Sydney Harbour Access Plan
- Consider the needs of people with impaired mobility and maximise opportunities for access in a manner consistent with the natural and cultural values of the places and buildings
- Seek to continually improve existing amenity and access to the sites • The Trust lands also provide opportunities to increase access from the water for a range of activities such as:
 - Small boats to moor short term when visiting a site
 - Canoes, row boats or kayaks
 - Charter vessels for tours or functions
 - Possible future ferry services
 - Boat or barge launching ramps

The nature of the access will be determined by the capacity of each water frontage, its ecological values and vulnerability, its character and heritage and its compatibility with neighbouring uses and activities

Consultation and Communications

Community consultation and communication is integral to the development of the Plan. Importantly it is also critical to the future implementation of the Plan.

The community includes the broad community, special interest groups, non-government organisations, industry groups, professional associations and Local, State and Federal Governments. The Trust has been consulting with the community since the inception of the interim Trust and prior to a formal Community Advisory Committee being established.

The objective of the Trust is to develop an understanding of community expectations and concerns and to work closely with the community to ensure that the sites are planned and managed appropriately for the benefit of future generations.

In line with this objective, the Trust will:

- Actively seek the involvement of all stakeholders and communities of interest
- Communicate frequently through public meetings, events, newsletters and media with regard to the:
 - Trust
 - Planning process
 - Plan implementation and site management

- Encourage the community to contribute ideas and concerns through the Community Advisory Committee, public workshops, forums, or direct contact with Trust staff
- Ensure that sites are made accessible so that the community can appreciate their significance and provide informed comments
- Be receptive to ideas and suggestions from the public, responding as quickly and clearly as possible • Ensure that all individuals and organisations with an interest in these sites will be encouraged to participate in the planning and management processes
- Be fair and reasonable in all of its dealings with the public, regardless of whether the Trust is being supported or opposed
- Take particular care to understand the views of those less able to articulate or present their ideas or proposals
- Make publicly available all submissions made to the Trust through the Harbour Trust library
- Make available to the community all non-confidential reports through the Harbour Trust library
- Monitor, evaluate and continually improve its consultation and communication performance
- Report annually on consultation and communication activities and performance The Trust Act also requires that two board meetings per year are open to the public. As such, board meetings that are open to the public will be advertised in local newspapers and on the Trust website

Education

Education is a powerful tool in encouraging both an appreciation of and a sense of ownership of the Trust sites. It is important that the Trust provides the widest possible audience with educative experiences of the sites that showcase their history, natural features and future directions. Providing an enhanced understanding and appreciation of the sites will instil a greater sense of community ownership.

In addressing the educational potential of its sites, the Trust will:

- Develop and implement an Education Policy that will:
 - Showcase the unique features of the Trust sites Encourage and inspire a sense of community ownership of and an enhanced appreciation of the Trust sites
 - Target identified formal and informal groups through guided and self-directed learning experiences
- Consult from an early stage in the program’s development with a broad range of formal education representatives including teachers, academics and NSW Curriculum Support Directorate staff
- Consult and incorporate all relevant guidelines from NSW Curriculum documents and support material
- Create a diverse range of formal educational opportunities including on-site visits, lecture programs, outreach programs and school competitions
- Create a diverse and on-going range of informal and entertaining activities that draw on the ‘sense of place’ at each site
- Enhance and adapt existing Harbour Trust tools and resources such as the website and Resource Centre to provide educational material and information on the program
- Work collaboratively with other bodies, organisations and cultural institutions such as museums to create and host joint education programs • Develop and display informative interpretive signage on all sites, and produce publications that enable self-guided visits of the sites
- Develop interpretive and educative tour programs in conjunction with other organisations, in particular NPWS

- Encourage and provide on-going professional development for Staff, Volunteers, Tour Guides and prospective Teacher Guides to equip them with the necessary skills and latest information and technologies
- Encourage and undertake research activities in collaboration with tertiary institutions, adjoining land managers, other authorities and local councils which assist in the understanding of the values of the sites. This includes emphasising the scientific research value of the sites

Open Space and Recreation

One of the most important roles of the harbour, its foreshores and islands is as a place of recreation for Sydney's residents and visitors. It offers a wonderful array of passive and active recreational opportunities.

Sydney is world famous for the beauty of its bushland and waterways. This setting is both unique and important in attracting international, national, regional and local visitors and business to the city. The provision of a network of open spaces providing a range of passive and active recreational opportunities is an essential component of the Trust's objective of maximising public access and of establishing a high quality park.

In providing open space and recreational facilities the Trust will:

- Provide recreational opportunities that enhance the character and values of the locality and are sympathetic with the cultural and natural significance of the place
- Ensure that the recreational facilities are available to the broad community of Sydney while still contributing to some of the needs of the local community
- Promote co-operative management between the Trust and adjoining open space owners and managers
- Manage recreational activities, including special events so that the cultural, natural and recreational values of the locality are not compromised
- Improve public access to the harbour foreshores in locations where this will not diminish the environmental values of the foreshore
- Maximise public access by constructing a network of walking tracks that do not compromise the sites' cultural and environmental values, provide a high standard of walking experience and which integrate with the walking track systems for neighbouring lands
- Close and revegetate informal walking tracks where they can not be incorporated into the preferred network
- Provide useable open space that is accessed by public transport, cycle ways and walkways
- Connect new open spaces to the existing open space network
- Design open spaces and walking tracks to retain, enhance and reveal views whilst maintaining and enhancing the views of the site from elsewhere
- Enhance the diverse nature of the harbour through the provision of a range of open space and recreational areas such as picnic areas, small parks, children's playgrounds, boat launching facilities, scenic lookouts, community spaces and natural bushland that cater for a range of age groups and activities
- Co-locate recreational facilities to allow for the shared use of services and facilities, such as parking and to encourage multi-purpose journeys
- Ensure that organised group activities are managed to avoid conflicts and environmental impacts
- Provide amenities such as picnic areas with appropriate furniture and signage facilities

Sporting Facilities

The Trust has a range of existing sporting facilities including ovals and fields at Middle Head, Georges Heights and North Head, gymnasiums and multi-purpose courts. Some of these facilities such as the ovals at Middle Head and Georges Heights are currently used by a broad range of sporting groups and schools. The Trust proposes that these facilities will be retained and enhanced and will continue to be available for community use. Others such as the oval at North Head and some of the built facilities will be reviewed.

In some cases, new or upgraded sporting facilities may be suitable to achieve the objective of maximising public access, providing a diversity of activities, or may have considerable community benefits. Public access may be maximised by providing sporting facilities in addition to those that already exist.

Although in general, there is little need, or justification to develop new sporting facilities when our priority is to protect, conserve and interpret the environmental values and heritage values of the Trust lands and to enhance the amenity of the Sydney Harbour region, the Trusts' priority is also to maximise public access to the Trust lands and to establish and manage parklands.

Accordingly, the Trust will only consider new sporting facilities, whether using new or existing buildings where they:

- Are compatible with the physical capacity of the site
- Are compatible with the overall objectives and planning direction for the site, including the protection, conservation and interpretation of the sites
- Can be integrated into the overall landscape design as attractive open spaces when not being used for sports activities
- Complement the network of paths and access routes and improve or provide linkages between existing sporting facilities on Trust lands and in the vicinity
- Enhance the visual connections and continuity between parkland areas
- Have minimal negative visual, heritage and environmental impact
- Provide equity of access to all appropriate user groups
- Are co-located, where possible, to allow for shared use of essential services such as parking and amenities

Tourism

Tourism New South Wales has identified Sydney Harbour as vital to Sydney's role as an international tourist destination. Similarly the *NSW Tourism Task Force* identified Sydney Harbour as "Australia's No. 1 tourism asset". The Task Force also identified tourism as being of enormous importance to the economy of NSW and Australia.

Experiences on and around the harbour are core to the itineraries of most visitors. Of the 2.6 million international visitors to NSW in 1996, almost half took a harbour cruise with even more visiting specific harbour sites such as the Opera House.

With increasing numbers of visitors there are opportunities to improve the harbour experience and the attraction of Sydney as a tourist destination.

The Trust lands are of interest to both residents and visitors because of their rich colonial, maritime and defence history, their potential to provide access to and views of the harbour, and for their

bushland environment. Bringing the Trust lands back into the life of the city, making the land available for the enjoyment of the community and enhancing the amenity of the harbour will contribute greatly to the experience of visitors.

The potential to adaptively re-use some of the former defence buildings for accommodation and tourist related activities will also contribute to the diversity and vitality of tourism.

In addressing the tourism potential of its sites the Trust will:

- Develop a cultural tourism strategy that is consistent with the International Cultural Tourism Charter: Managing Tourism at Places of Heritage Significance (1999) and the Australian Heritage Commission's 'Successful Tourism at Heritage Places (2001)'
- Ensure that the sites provide for improved access to the harbour edge or water, allowing more people to have access as well as an enhanced appreciation of these places
- Encourage visitors to explore the full range of experiences that are available on the Trust sites
- Integrate the opportunities for maximising views of the harbour and other significant points of interest. Retain views to and from significant features of the area and enhance the amenity of Sydney Harbour
- Provide access and linkages to and between other key tourist sites such as Taronga Zoo and Balmoral beach, whilst contributing to some of the missing links in the regional harbour walks
- Explore the opportunities for themed tours of the harbour such as the fortifications and convict sites, in collaboration with other agencies like NPWS • Establish and encourage active public places and harbour gatherings with special views of the harbour. Appropriate Trust lands should be used as a stage for major festivals and public expressions, providing a variety of year-round experiences
- Provide opportunities for 'back of house' operations for cruise ships, ferries, marinas and charter vessels at the Trust's working harbour sites – Cockatoo Island and Woolwich Dock • Provide opportunities and supporting facilities for visitors to experience and understand a wide range of working harbour activities and the cultural heritage precincts at Cockatoo Island and Woolwich Dock
- Implement management practices to ensure tourism pressures do not adversely impact on sensitive areas and activities are complementary to the character and significance of the buildings and bushland

Working Harbour

Working Harbour includes a variety of land and water based activities vital to the viability of maritime industries and important to the NSW and national economies. The diversity of working harbour activities in Sydney Harbour include facilities for ports, maritime repairs, commercial waterfront contractors, recreational boating, commercial tourism, Naval Defence and maritime support services.

The harbour has an 'industrial ecology' as well as a natural ecology that is of great importance both as part of Sydney's cultural heritage and because of its contribution to Sydney's economy. Cockatoo Island has been the harbour focus for shipbuilding and repairs – both naval and commercial, as well as technological achievement for over 100 years. Similarly the dockyard at Woolwich has had a long history in both commercial and defence maritime industry. These two sites retain much of their industrial infrastructure including three of the four remaining large graving docks in Sydney Harbour.

In 1998 the State Government commissioned two independent studies into the needs of maritime industry in Sydney Harbour and the Parramatta River. These studies suggested that the demand for

waterfront land by a range of maritime industries would grow steadily over the next 20 years and that demand would generally be greater than supply. As a consequence the State Minister for Transport identified thirteen publicly owned sites – including Cockatoo Island, Woolwich Dock and Chowder Bay, as working harbour maritime precincts that should be kept.

The Trust supports the State’s policy and believes that the adaptation of Cockatoo Island and Woolwich to current maritime industry requirements is an important objective that has the potential to contribute to economic development and employment by underpinning the revival of maritime industry and supporting tourism. It would also help people to interpret and understand the cultural heritage values of the places.

However, the future success of Cockatoo Island as a place for maritime industry will be largely dependent on the provision of a land base that is accessible by heavy trucks and that allows for cost effective barge access to the island. The original land base for Cockatoo Island was located near the Iron Cove Bridge and has now been redeveloped for housing. The location of appropriate land bases is an issue that needs to be resolved on a whole of harbour basis. It is a requirement that is common to all of the harbour’s islands as well as many harbour front sites. It is critical that the remaining land bases that are linked to the regional road network are reserved. It is also important that there is a geographic spread of bases so that the impact is shared equitably and that access to the bases is through non-sensitive environments and provides cost effective travel time.

In addressing the implementation of the Working Harbour concept the Trust will:

- Work with the Sydney Harbour Executive and appropriate State Government agencies to identify both the strategic role that Cockatoo Island and Woolwich Dock play as part of the working harbour concept and appropriate land bases
- Contribute to the supply of land for waterfront industry to ensure that commercial and recreational boating industries are not squeezed out of the harbour by competing uses
- Determine how the waterfront lands should be used to assist in the long-term viability of activities that contribute to the life and vitality of the harbour. A range of other complementary uses that contribute to diversity on the waterfront will also be investigated
- Safeguard the amenity of surrounding residential areas by ensuring that the environmental practices of the proposed uses (which may include measures to mitigate noise or other impacts) and their hours of operations, are appropriate for their location
- Integrate public access and tourist visitation with working harbour activities where this is consistent with the statutory requirements for occupational, health and safety and does not impose undue constraints on work operations. Where possible, barriers between the working harbour activities and adjacent public areas should be minimised

Funding and Management of Leases

The Trust is responsible for an extensive array of built and natural assets. On-going conservation of these assets and public access to them will be assisted by adaptive re-use and leasing of some of these properties. Funding generated by these sources is essential to assist in the economic viability of the Trust and will enable it to carry out other works of public benefit.

The generation of funds through management and leasing of the Trust assets is a sensitive process.

In order to ensure that management of commercial leases and the generation of funds through the use of Trust assets are carried out in a publicly transparent and consistent manner, the Trust will:

- Develop a Leasing Policy that is compatible with the goals and objectives of the Trust and offers leasing of premises through a publicly transparent and competitive process
- Ensure commercial leases and other funding generating activities are drawn from the nature and character of the place and assist in the enhancement of the character and heritage value of each place and its context
- Ensure commercial activities are compatible with provision of public access
- Maintain generally market-based rentals and use terms, whilst permitting some community groups to occupy buildings at rental less than full market rates utilising a contestable process
- Ensure funding pressures do not adversely impact on sensitive areas and are complementary to the character and significance of the buildings and bushland

Conflicting Policy Objectives

On any one site, a number of the overarching objectives and policies will be relevant. Depending on the proposal put forward to implement outcomes, there is the likelihood that conflict will arise between different policies.

The Trust will set up a process that enables either a balance to be struck or a priority to be determined between any conflicting policies and the outcomes recommended for a particular site in the Plan. This process will be set up to ensure conflicting policies are dealt with in a transparent and consistent manner.

Attachment 8: Compliance of Heritage Strategy with the EPBC Act and Regulations

Section 341ZA Heritage Strategies	
Legislation	Comment
(1) If a Commonwealth agency owns or controls one or more places, the agency must:	
(a) prepare a written heritage strategy for managing the places to protect and conserve their Commonwealth Heritage values; and	Satisfied by the 2005 heritage strategy and this updated heritage strategy.
(b) give a copy of the strategy to the Minister;	Satisfied by the 2005 heritage strategy and this updated heritage strategy.
as soon as practicable and in any event within 2 years after the later of:	
(c) the time the agency first owns or controls a place; and	Satisfied by the 2005 heritage strategy and this updated heritage strategy.
(d) the commencement of this section.	
Note: the heritage strategy will apply to every place the agency owns to controls.	
(1A) Before making a heritage strategy, the Commonwealth agency must consult the Australian Heritage Council and take into account any advice the agency receives from the Council.	Satisfied by the 2005 heritage strategy and this updated heritage strategy.
(2) The Commonwealth agency may, in writing, amend the heritage strategy or revoke and replace the heritage strategy. The Commonwealth agency must give the Minister a copy of the amended or replacement strategy within 20 business days of the amendment or replacement.	This is an updated version of the 2005 Heritage Strategy and will be forwarded to the Minister within 20 days of adoption by the Board. See Sections 6 and 17.

Section 341ZA Heritage Strategies	
Legislation	Comment
(3) A heritage strategy must:	
(a) mention the period within which the Commonwealth agency must make a plan under section 341S; and	See Section 12 and Attachment 6.
(b) mention the period within which the Commonwealth agency must do the things mentioned in subsection 341ZB(1); and	See Section 12 and Attachment 6.
(c) address the matters prescribed by the regulations (if any); and	Satisfied by this heritage strategy.
(d) not be inconsistent with the Commonwealth Heritage management principles.	Satisfied by this heritage strategy.
(4) The Minister must advise the Commonwealth agency whether or not the agency's heritage strategy (whether original, amended or replacement) is inconsistent with the Commonwealth Heritage management principles.	
(5) At least once in every 3 year period after a heritage strategy is made, the Commonwealth agency concerned must cause a review of the strategy to be carried out.	See Sections 6 and 17 and Attachment 6.
(6) The agency must give the Minister a written report of the review. The report must address the matters prescribed by the regulations (if any).	A Review Report accompanies this updated Strategy. See Sections 6 and 17

Regulation 10.03F Report about review of heritage strategy (Act s.341ZA)	
Legislation	Comment
For subsection 341ZA (6) of the Act, a report about the review of a Commonwealth agency heritage strategy must include the following:	
(a) an outline of consultation undertaken with relevant stakeholders in the review process;	See Review Report
(b) a summary of the agency's achievements against its objectives for management of its heritage places;	See Review Report
(c) an evaluation of the success of each of the matters included in a Commonwealth agency heritage strategy in achieving the identification, protection, conservation and presentation of Commonwealth Heritage values;	See Review Report
(d) an update on the extent to which the identification and assessment of Commonwealth Heritage values of all agency property has been achieved, and the values included in an agency's heritage places register;	See Review Report
(e) an update on the progress and timeliness of the preparation of management plans for Commonwealth Heritage places;	See Review Report
(f) an outline of any physical and management changes that have occurred to the agency's Commonwealth Heritage places since the last strategy was prepared, and of any expected changes;	See Review Report

Regulation 10.03F Report about review of heritage strategy (Act s.341ZA)	
Legislation	Comment
(g) an update on progress with Commonwealth Heritage training programs;	See Review Report
(h) a specification of the time-frame for updating the Heritage Strategy following the review;	See Review Report
(i) an update on other heritage issues relevant to the agency's management of Commonwealth Heritage places in accordance with the Commonwealth Heritage Management Principles.	See Review Report

Environment Protection and Biodiversity Conservation Amendment Regulations 2003 (No. 1)

Schedule 7C Heritage Strategies	
Legislation	Comment
1. A strategy must include general matters, including the following:	
(a) a statement of the agency's objective for management of its heritage places;	See Section 6.
(b) a description of how the heritage strategy operates within the agency's corporate planning framework;	See Section 5.
(c) a list of key positions within the agency, the holders of which are responsible for heritage matters;	See Section 7.
(d) an outline of a process for consultation and liaison with other government agencies on	See Sections 6 and 8 and Attachment 4.

Schedule 7C Heritage Strategies	
Legislation	Comment
heritage matters;	
(e) an outline of a process for consultation and liaison with the community on heritage matters, including, in particular, a process for consultation and liaison with indigenous stakeholders on indigenous heritage matters;	See Sections 6 and 8 and Attachment 4.
(f) an outline of a process for resolution of conflict arising from the assessment and management of Commonwealth Heritage values;	See Section 10.
(g) an outline of processes for monitoring, reviewing and reporting on the implementation of an agency's heritage strategy.	See Sections 6 and 17
2. A strategy must include matters relating to the identification and assessment of Commonwealth Heritage values, including the following:	
(a) an outline of the process for identifying and assessing the Commonwealth Heritage values of all agency property;	See Section 11.
(b) a statement of the time-frames for the completion of:	See Section 11 and <i>Attachment 6</i> .
(i) the agency's heritage identification and assessment program; and	See Section 11 and <i>Attachments 3 & 6</i> .
(ii) the agency's register of places and their Commonwealth Heritage values; and	See Section 11 and <i>Attachment 6</i> .
(iii) the agency's report to the Minister, that includes details of the program and a copy	See Section 11 and <i>Attachment 6</i> .

Schedule 7C Heritage Strategies	
Legislation	Comment
of the register.	
3. A strategy must include matters relating to the management of Commonwealth Heritage values, including the following:	
(a) a description of how the agency's heritage places register will be maintained, updated and made accessible to the public;	See Section 11 and <i>Attachment 6</i> .
(b) a statement of the time frame for the preparation of management plans for the agency's Commonwealth Heritage places;	See Section 12 and <i>Attachment 6</i> .
(c) an outline of the existing use, by the agency, of places with Commonwealth Heritage values;	See <i>Attachment 1</i> .
(d) an outline of current or expected development, works, disposal or other proposals that may affect Commonwealth Heritage values;	See <i>Attachment 1</i> .
(e) an outline of the process to ensure that Commonwealth Heritage values are considered in the agency's planning for future development, works, divestment or other proposals;	See Section 13.
(f) a plan and budget for the maintenance and long-term conservation of Commonwealth Heritage values;	See Section 14
(g) an outline of the process by which the success of the agency in conserving Commonwealth	See Sections 7 and 17.

Schedule 7C Heritage Strategies	
Legislation	Comment
Heritage values will be monitored and reviewed.	
4. A strategy must include matters relating to Commonwealth Heritage training and promotion, including the following:	
(a) a program for the training of agency staff about Commonwealth heritage obligations and best practice heritage management;	See Section 15 and Attachment 6.
(b) a program for promoting community awareness of Commonwealth Heritage values, as appropriate.	See Section 16.

Section 341ZB Heritage assessments and registers	
Legislation	Comment
(1) A Commonwealth agency must do all of the following within the period mentioned in its heritage strategy:	
(a) conduct a program to identify Commonwealth Heritage values for each place it owns or controls;	See Section 11 and <i>Attachment 6</i> .
(b) produce a register that sets out, for each place it owns or controls, the Commonwealth Heritage values (if any) of that place;	See Section 11 and <i>Attachment 6</i> .
(c) give the Minister a written report that includes:	Partly satisfied by this heritage strategy, as register is yet to be completed. See Attachment 6.
(i) details of the program; and	
(ii) a copy of the register.	

Section 341ZB Heritage assessments and registers	
Legislation	Comment
(2) The regulations may prescribe all or any of the following:	
(a) how Commonwealth heritage values may be identified of a place;	
(b) matters a register must address;	
(c) matters a report to the Minister must address.	
(3) A Commonwealth agency must keep its register up to date.	
(4) A register may be kept electronically.	
(5) If a report under paragraph (1)(c) indicates that a place owned or controlled by a Commonwealth agency may have one or more Commonwealth Heritage values, information from the report may be used or referred to in a nomination of the place for inclusion in the Commonwealth Heritage List.	

Regulation 10.03G Heritage assessments and registers (Act 341ZB)	
Legislation	Comment
(1) For paragraph 341ZB (2) (a) of the Act, Commonwealth heritage values for a place may be identified by:	
(a) considering all natural and cultural heritage values, recognizing indigenous people as the primary source of information on the significance of their heritage and their participation as necessary to identify and assess indigenous heritage values; and	See Section 11

Regulation 10.03G Heritage assessments and registers (Act 341ZB)	
Legislation	Comment
(b) identifying values against the Commonwealth heritage criteria; and	See Section 11
(c) using expert heritage advice to ensure that levels of documentary and field research are appropriate to best practice assessment and management of heritage values; and	See Section 11 and Attachment 3.
(d) using a comparative and thematic approach; and	See the section of this strategy dealing with “ <i>Assessment of Commonwealth Heritage Values & Preparation of a Register</i> ”, page 18. See Section 11.
(e) consulting widely, as appropriate, with government agencies, stakeholders and the community.	See Sections 6, 8 and 9.
(2) For paragraph 341ZB (2) (b) of the Act, matters a register must include are the following:	
(a) a comprehensive description, and a clear plan showing the name and location, of each place that has Commonwealth Heritage values;	See Section 11
(b) a discrete heritage place identification number for each place;	See Section 11
(c) details of ownership, leases, licences, rental or other tenure arrangements, as applicable;	See Section 11 and Attachment 1.
(d) a summary description of the significant physical characteristics and elements of the place;	See Section 11
(e) a sequential summary of the use of the place;	See Section 11
(f) a statement of significance for the place, identifying its heritage values and specifying any	See Section 11

Regulation 10.03G Heritage assessments and registers (Act 341ZB)	
Legislation	Comment
that are Commonwealth Heritage values;	
(g) a record of any other heritage listings, providing relevant register numbers;	See Section 11 and Attachment 1.
(h) a record of the date and nature of any works, maintenance or other activity at the place that is relevant to conservation of its heritage values;	See Section 11
(i) a specification of any property or information access restrictions or requirements;	See Section 11
(j) an outline of any consultation requirements relating to the place;	See Sections 6, 8 and 9.
(k) a list of relevant conservation documents or references;	See Section 11 and <i>Attachments 2 & 4</i> .
(l) a record of when information has been updated;	See Section 11
(m) cross references to:	
(i) agency place records of any objects that are significant by association with the place, indicating their current location; and	See Section 11
(ii) archived records of particular importance to the heritage values of the place.	See Section 11
(3) For paragraph 341ZB (2) (c) of the Act, a report to the Minister must include the following:	
(a) an outline of the identification program;	See Section 11 and <i>Attachments 2 & 3</i> .
(b) details of any surveys conducted, or expert advice obtained by, the agency to identify the Commonwealth Heritage values;	See Section 11 and <i>Attachments 2 & 3</i> .
(c) a summary of the work undertaken with respect	See Section 11

Regulation 10.03G Heritage assessments and registers (Act 341ZB)	
Legislation	Comment
to each of the matters included in these Regulations for the identification and assessment of Commonwealth Heritage values.	

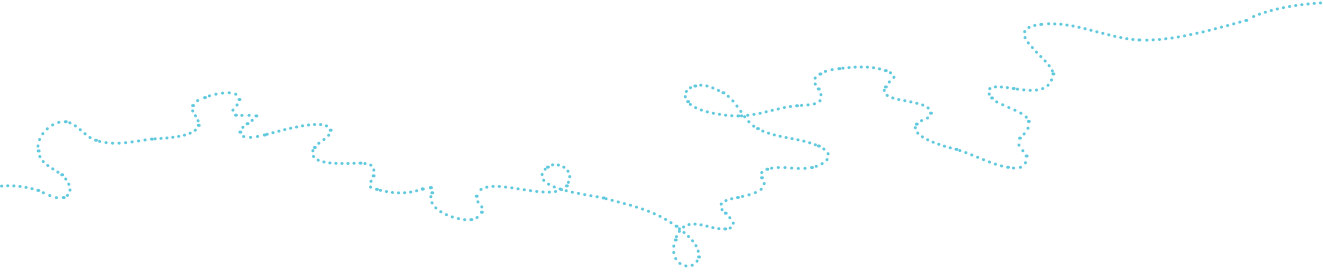
Attachment 9: Extracts from Annual Reports

Annual Report 2014-15

Appendix 3

Maintenance, heritage conservation and environmental management projects

<i>All sites</i>	Grounds maintenance General building maintenance Services maintenance Fire systems maintenance Pest management Site security
<i>Headland Park (Chowder Bay, Georges Heights, Middle Head)</i>	Ongoing external building maintenance on the historic WWI Hospital and WRAAC Building Structural repairs to Timber Wharf Contract bush regeneration Feral animal control program Bushfire hazard reduction Ongoing maintenance to the houses Minor internal fit-outs by tenants External and internal painting of tenanted buildings
<i>Cockatoo Island</i>	Modification of existing buildings to create new visitor centre and conference facilities Public safety works Reconstruction of historic machinery by volunteers Ongoing replacement and upgrading of services including electricity, water, fire services and telephone
<i>North Head Sanctuary</i>	Landscaping works to the main precinct including the parade ground and entry Construction of new walking tracks and maintenance of existing walking tracks Maintenance to the houses Reconstruction of historic military equipment by the volunteers Propagation and planting of local species by the NHSF Alterations to existing buildings at North Fort to create new visitor centre, Defence of Sydney exhibition, library and archives Contract bush regeneration Feral animal control program
<i>Woolwich Dock</i>	Construction of new walking track Contract bush regeneration Feral animal control program



Platypus

Remediation works continued on site
Partial wharf demolition was completed
Removal of asbestos from building windows

Macquarie Lightstation

Contract bush regeneration and maintenance
No major works were carried out during the year

*Former Marine
Biological Station*

No major works were carried out during the year

Snapper Island

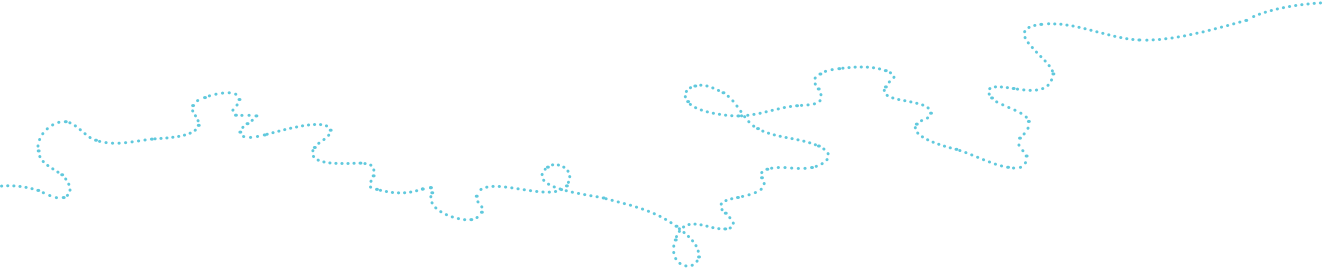
No major works were carried out during the year

Annual Report 2013-14

Appendix 3

Maintenance, heritage conservation and environmental management projects

<i>All sites</i>	<ul style="list-style-type: none">Grounds maintenanceGeneral building maintenanceServices maintenanceFire systems maintenancePest managementSite security
<i>North Head Sanctuary, Manly (Former School of Artillery and North Fort, North Head)</i>	<ul style="list-style-type: none">Landscaping works to the main precinct including the parade ground and entryConstruction of and maintenance of walking tracksMaintenance to the housesRestoration of historic military equipment by the volunteersReplacement and upgrading of services including electricity, street lighting, water, fire services, telephone and sewer to the former School of Artillery and North FortPropagation and planting of local species by the NHSFMaintenance works to GatehouseRepair of sheds at North FortContract bush regenerationFeral animal control program
<i>Chowder Bay</i>	<ul style="list-style-type: none">Ongoing external building maintenance on several historic Submarine Miners' Depot buildingsContract bush regenerationFeral animal control programBushfire hazard reduction
<i>Lower Georges Heights</i>	<ul style="list-style-type: none">Ongoing maintenance to the housesContract bush regenerationFeral animal control programBushfire hazard reduction
<i>Georges Heights</i>	<ul style="list-style-type: none">Construction of new walking tracksBuilding maintenance repairs to the Gunners' Barracks and Gunshot AlleyOngoing maintenance to the housesContract bush regenerationFeral animal control programBushfire hazard reduction



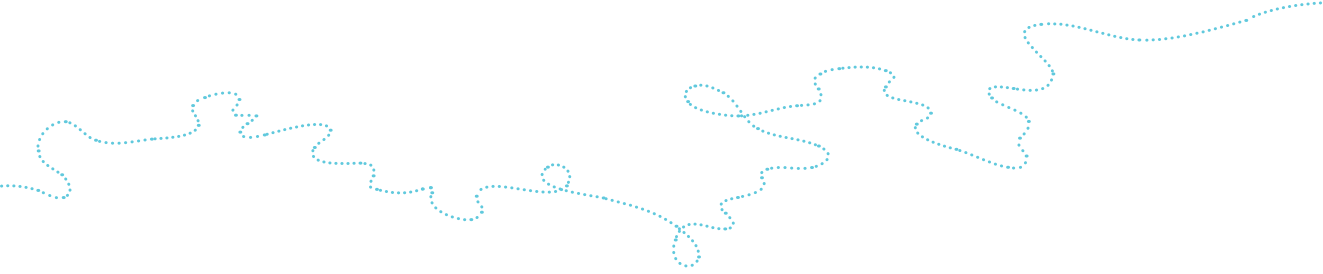
<i>Middle Head</i>	Excavation and landscaping of historic moat Refurbishment of the Middle Head cafe Contract bush regeneration Feral animal control program Bushfire hazard reduction
<i>Woolwich Dock</i>	Construction of public carpark off Margaret Street Contract bush regeneration Feral animal control program
<i>Cockatoo Island</i>	Landscape improvements to campground Removal of loose lead paint to a number of buildings Conservation and reconstruction of solitary cells Public safety works including stabilising of rock faces and walls, stabilising lead based paint and removing hazardous materials Restoration of historic machinery by volunteers Ongoing replacement and upgrading of services including electricity, water, fire services and telephone
<i>Snapper Island</i>	Basic external repairs including water and bird-proofing of buildings No major works were carried out during the year
<i>Macquarie Lightstation</i>	Internal and external refurbishment of the townhouses Contract bush regeneration and maintenance No major works were carried out during the year
<i>Former Marine Biological Station</i>	No major works were carried out during the year
<i>Former HMAS Platypus</i>	Main soil remediation works continued on site Demolition of part of concrete wharf

Annual Report 2012-13

Appendix 3

Maintenance, heritage conservation and environmental management projects

<i>All sites</i>	<ul style="list-style-type: none">Grounds maintenanceGeneral building maintenanceServices maintenanceFire systems maintenancePest managementSite security
<i>North Head Sanctuary, Manly (Former School of Artillery and North Fort, North Head)</i>	<ul style="list-style-type: none">Landscaping works to the main precinct including the parade ground and entryConstruction of and maintenance of walking tracksMaintenance to the housesRestoration of historic military equipment by the volunteersReplacement and upgrading of services including electricity, street lighting, water, fire services, telephone and sewer to the former School of Artillery and North FortPropagation and planting of local species by the NHSFBushfire hazard reduction including 4 ha burn for asset protection and biodiversity conservationContract bush regenerationFeral animal control program
<i>Chowder Bay</i>	<ul style="list-style-type: none">Ongoing external building maintenance on several historic Submarine Miners' Depot buildingsContract bush regenerationFeral animal control programBushfire hazard reduction
<i>Lower Georges Heights</i>	<ul style="list-style-type: none">Ongoing maintenance to the housesFeral animal control programBushfire hazard reduction
<i>Georges Heights</i>	<ul style="list-style-type: none">Internal and external refurbishment of Master Gunners CottageRemediation of the camouflaged fuel tanksConstruction of new walking tracksOngoing maintenance to the housesContract bush regenerationFeral animal control programBushfire hazard reduction



<i>Middle Head</i>	Excavation of the historic moat Refurbishment of the Middle Head cafe Contract bush regeneration Feral animal control program Bushfire hazard reduction
<i>Woolwich Dock</i>	Stabilisation works to cliff faces and crib retaining wall Remediation and construction of new parking area at LARC Park Contract bush regeneration Feral animal control program
<i>Cockatoo Island</i>	Stone conservation works to the former Superintendent's House, Biloela Removal of loose lead paint to a number of buildings Conservation and reconstruction of solitary cells Resurfacing of the convict courtyard Public safety works including stabilising of rock faces and walls, stabilising lead based paint and removing hazardous materials Restoration of historic machinery by volunteers Ongoing replacement and upgrading of services including electricity, water, fire services and telephone
<i>Snapper Island</i>	Basic external repairs including water and bird proofing of buildings
<i>Macquarie Lightstation</i>	Internal and external refurbishment of the townhouses Contract bush regeneration and maintenance
<i>Former Marine Biological Station</i>	No major works were carried out during the year
<i>Former HMAS Platypus</i>	Main soil remediation works continued on site

Annual Report 2011-12

Appendix 3

Maintenance, heritage conservation and environmental management projects

<i>All sites</i>	<ul style="list-style-type: none"> Grounds maintenance General building maintenance Services maintenance Fire systems maintenance Pest management
<i>Former School of Artillery, North Head</i>	<ul style="list-style-type: none"> Landscaping works to the main precinct including the parade ground and entry Photovoltaics and rainwater harvesting under the Green Precincts Grant Maintenance to the houses Restoration of historic military equipment by the volunteers Replacement and upgrading of services including electricity, water, fire services, telephone and sewer to the former School of Artillery and North Fort Cultivation and harvesting of local species Fire hazard reduction Contract and volunteer bush regeneration Feral animal control program
<i>Chowder Bay Miners'</i>	<ul style="list-style-type: none"> Ongoing external building maintenance on several historic Submarine Depot buildings Bush regeneration Feral animal control program Bushfire hazard reduction
<i>Lower Georges Heights</i>	<ul style="list-style-type: none"> Ongoing maintenance to the houses Contract bush regeneration Feral animal control program Bushfire hazard reduction

<i>Georges Heights</i>	<ul style="list-style-type: none"> Internal and external refurbishment of a house at 7 Commonwealth Avenue Ongoing maintenance to the houses Contract and volunteer bush regeneration Feral animal control program Bushfire hazard reduction
<i>Middle Head</i>	<ul style="list-style-type: none"> Middle Head car park and associated landscaping Design of the Middle Head café (underway)
<i>Woolwich Dock</i>	<ul style="list-style-type: none"> Stabilisation works to cliff faces and crib retaining wall
<i>Cockatoo Island</i>	<ul style="list-style-type: none"> Stone conservation works to the former Superintendent's house, Biloela Removal of loose lead paint to a number of buildings Conservation and reconstruction of solitary cells Resurfacing of the convict courtyard Public safety works including stabilising of rock faces and walls, stabilising lead-based paint and removing hazardous materials Finalisation of photovoltaics and rainwater harvesting under the Green Precincts Grant Restoration of historic machinery by volunteers. Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer
<i>Snapper Island</i>	<ul style="list-style-type: none"> Basic external repairs including water and bird-proofing of buildings
<i>Macquarie Lightstation</i>	<ul style="list-style-type: none"> No major works were carried out during the year
<i>Former Marine Biological Station</i>	<ul style="list-style-type: none"> No major works were carried out during the year
<i>Former HMAS Penguin</i>	<ul style="list-style-type: none"> Main soil remediation works began on site

Annual Report 2010-11

Appendix 3

Maintenance, Heritage Conservation and Environmental Management Projects

All Sites	<ul style="list-style-type: none"> Grounds maintenance General building maintenance Services maintenance Fire systems maintenance Pest management
Former School of Artillery, North Head	<ul style="list-style-type: none"> Internal and external refurbishment of the North Fort café Installation of photovoltaic arrays and rainwater and stormwater harvesting systems under the Green Precincts Fund grant Full external refurbishment of six houses Renewal of low voltage electricity supply within the former School of Artillery site Finalisation of strategic Masterplan Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer Seed collection and propagation of local species Fire hazard reduction Contract and volunteer bush regeneration Feral animal control program Revegetation
Chowder Bay	<ul style="list-style-type: none"> Ongoing external building maintenance on a number of historic Submarine Miners' Depot buildings Bush regeneration Feral animal control program Bushfire hazard reduction
Lower Georges Heights	<ul style="list-style-type: none"> Internal and external refurbishment of four former Navy cottages Landscaping and bush regeneration to the rear of the Cobbittee Street houses Landscaping works to Middle Head Road houses Installation of the gun pedestal and restored artillery gun to the 1877 battery Contract bush regeneration Feral animal control program Bushfire hazard reduction
Georges Heights	<ul style="list-style-type: none"> Internal and external refurbishment of two houses Contract bush regeneration Feral animal control program Bushfire hazard reduction
Middle Head	<ul style="list-style-type: none"> Restoration of buildings and car park within the former ASOPA precinct. Works included new toilets, air conditioning, repainting, landscaping, paths, and planting
Woolwich Dock	<ul style="list-style-type: none"> Goat Paddock track repairs, weed control and revegetation Fox control

Appendix 3 Continued...

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Cockatoo Island	<p>Stone conservation works to the Convict Guardhouse, Mess Hall and Superintendent's residence</p> <p>Installation of photo-voltaic array and rainwater and stormwater harvesting under a Green Precincts Fund grant</p> <p>Refurbishment of Edwardian duplex, Building 23 along with adjacent landscaping and public paths</p> <p>Removal of lead paint to a number of cranes</p> <p>Internal refurbishment of Building 30 into conference and office accommodation</p> <p>Convict Trail for public access completed in the Plateau area</p> <p>Ongoing public safety works including stabilising of rock faces and walls</p> <p>Establishment of works depot</p> <p>Restoration of two historic cranes</p> <p>Removal of material from Eastern Apron Bolt wharf area</p> <p>World Heritage nomination approved</p> <p>Remediation of former coal store</p> <p>Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer</p> <p>Silver gull control and netting</p> <p>Volunteer gardening</p>
Snapper Island	Basic external repairs including water and bird proofing of buildings
Macquarie Lightstation	Soil remediation complete to Macquarie Lighthouse, the Headkeepers House, and Assistant Keepers House
Former Marine Biological Station	No major works were carried out during the year
Former HMAS <i>Platypus</i>	First stage of remediation works completed with the removal of hazardous materials to buildings and structures

Annual Report 2009-10

Appendix 3 Continued...

Middle Head	<p>Restoration of buildings and car park within the former ASOPA precinct including new toilets, air conditioning, repainting, landscaping, path and planting substantially complete</p> <p>Restoration of the former Golf Club House, and construction of an associated carpark, paths and lighting</p> <p>Upgrade of Middle Head Road and the construction of a pedestrian path and associated landscaping</p> <p>Installation of parking meters and associated signage</p>
Woolwich Dock	<p>Woolwich Function centre and adjacent landscaping and public pathway</p> <p>Remediation, stabilisation and reconstruction of the lower Horse Paddock and seawall including an adjacent public path and landscaping</p> <p>Horse and Goat Paddock track repairs, weed control and revegetation</p>
Cockatoo Island	<p>Stone conservation works to the Convict Guardhouse and Mess Hall</p> <p>Green Precincts Fund grant for the installation of photo-voltaics and rainwater harvesting</p> <p>New café completed</p> <p>Upgrade of the Visitors Centre in the former Muster Station</p> <p>Refurbishment of Edwardian duplex, Building 23 commenced along with adjacent landscaping and public paths substantially complete</p> <p>Cranes restoration program has commenced</p> <p>Retraction of the Sutherland caisson</p> <p>External joinery repairs to office and workshop buildings 10, 12 and 15</p> <p>Installation of a suspended walkway to enable viewing of the convict silos</p> <p>Formalising of the Convict Trail for public access</p> <p>Elevated grain silo walkway complete</p> <p>Public safety works including stabilising of rock faces, overhead structures and fittings and path repairs</p> <p>Remediation, services upgrade, and re-asphalting of the southern apron</p> <p>Seating and shade structures to the eastern apron</p> <p>Creation of group camping area with associated amenities</p> <p>Upgrade of public amenities including three toilet blocks</p> <p>Establishment of a swimming area within existing slipway including adjacent landscaping</p> <p>Structural repairs to public access stairs</p> <p>Remediation validation report completed for the northern apron</p> <p>Upgrade of the main wharf access – the Parramatta wharf</p> <p>World Heritage visit</p> <p>Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer</p>
Snapper Island	Basic external repairs including water and bird proofing of buildings
Macquarie Lightstation	No major works were carried out during the year
Former Marine Biological Station	No major works were carried out during the year
Former HMAS <i>Penguin</i>	No major works were carried out during the year

Annual Report 2008-09

Appendix 2

Community Advisory Committee Members

Cockatoo and Snapper Islands

Damian Coble-Finch
 Martin Connolly
 Peter Conroy
 Joe Glascott
 Tony Hardy
 Ted Moore
 James Morton
 Terry Ryan
 Gary Sawyer
 Angelo Tsirekas

Middle Head

Tony Abbott MP
 Bryce Bridges
 Edward Elsom
 Don Goodsir
 Sue Halmagyi
 Ian Henderson
 Michael Hickey Cmdr RAN
 Stewart Reed
 Jillian Skinner MP
 Denise Wilton

North Head

Mike Baird MP
 Ian Freeman
 Walt Graham
 Jennie Minifie
 John Platt
 Judy Reizes
 Douglas Sewell

Woolwich

Peter Astridge
 Austin Driscoll
 Susan Gorst
 Joe Hockey MP
 Phillip Jenkyn
 Peta Lewis
 Margie Powell
 Barry Smith
 Adam South

South Head

Allan Coker
 Peter Debnam MLA
 Dr Robin Derricourt
 Keri Huxley
 Will Jones
 Peter Poland
 Michael Rolfe

Former HMAS *Platypus*

Carole Baker
 Diana Davidson
 Brian Evesson
 Joe Hockey MP
 Penny Holloway
 Denny Linker
 Genia McCaffery
 Zena O'Connor
 Alick Osborne
 Merryn Pearse
 Chris Skinner
 Jillian Skinner MP
 Peter Smith
 Robert Tearne

Whole of Harbour

Anthony Iacona
 Jennifer McMonnies

Appendix 3

Maintenance, Heritage Conservation and Environmental Management Projects

All Sites

- Grounds Maintenance
- General building maintenance
- Services maintenance
- Fire systems maintenance.

North Head Sanctuary

- Heritage restoration of former medical and printing buildings
- Structural repair documentation complete for Building 1
- Establishment of plant nursery
- Raising of section of walking track in wetland area
- Renewal of high voltage electricity supply within the former School of Artillery site
- Services Masterplan commenced
- Fire hazard reduction
- Contract and volunteer bush regeneration
- Feral animal control program.

Chowder Bay

- Base buildings works to Sergeants' Mess completed
- New public pathway and lighting
- Common garbage room constructed
- Bush regeneration
- Feral animal control program
- Bushfire hazard reduction.

Lower Georges Heights

- Contract bush regeneration
- Restoration of significant artillery gun
- Ongoing establishment of sculptures as part of sculpture trail
- Feral animal control program
- Bushfire hazard reduction.

Georges Heights

- Restoration of remaining barracks buildings within the former Training Command precinct including construction of new toilets, air conditioning, repainting, landscaping, public paths and lighting.
- Observation post conserved
- Decontamination of precinct complete
- Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer
- Contract and volunteer bush regeneration
- Rainwater recycling submission completed
- Commandos landscape earth mounds and associated landscaping completed
- Feral animal control programs
- Bushfire hazard reduction.

Middle Head

- Conservation and refurbishment works completed on the former Golf Club House and Quarry carpark
- Middle Head Road works commenced
- Headland Park Traffic Management study.

Appendix 3 Continued...

Woolwich Dock

- Completion of the road realignment, carpark and wharf facility
- Decontamination of the Horse Paddock and the upper lookout area including landscaping
- Goat Paddock track repairs, weed control and revegetation.

Cockatoo Island

- Edwardian duplexes were refurbished and furnished
- Café relocation commenced
- Stage One archaeological investigation into convict remains substantially complete
- Further investigations have commenced on evidence of the former solitary cells
- Installation of shading to the Northern Apron
- Safety works to cliff areas, landscaping and rock stabilisation
- Design of new Convict Trail
- Works to new group camp area commenced
- Civil works and services renewal to the southern apron
- Restoration commenced on the 'African Queen' crane
- Ongoing services repairs; sewer relining and low voltage reticulation
- Civil works to the north east apron complete
- Rainwater recycling submission completed
- World Heritage nomination submitted
- Ongoing public safety works.

Snapper Island

- No major works were carried out during the year.

Macquarie Lightstation

- No major works were carried out during the year.

Former Marine Biological Station

- No major works were carried out during the year.

Compliance Index

The table below shows compliance with *Commonwealth Authorities and Companies (Report of Operations) Orders 2005*, issued by the Minister for Finance and Administration in June 2005.

The table has also been compiled with selected regard to Requirements for Annual Reports for Departments, Executive Agencies and FMA Act bodies, approved by the Joint Committee of Public Accounts and Audit under subsections 63(2) and 70(2) of the *Public Service Act 1999*, June 2008.

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Appendix 3

Maintenance, Heritage Conservation and Environmental Management Projects

All Sites

- Grounds maintenance
- General building maintenance
- Services maintenance
- Fire systems maintenance

Former School of Artillery, North Head

- Construction of Blue Fish Road car park
- Raising of section of walking track in wetland area
- Renewal of high voltage electricity supply
- Heritage restoration of Buildings 2, 3 & 4
- External structural repairs to the former gymnasium and gun shed
- Initial structural investigations into Accommodation Building 1 and Officers' Mess
- Fire hazard reduction
- Refurbishment works to the Officers' Mess, and other buildings for tenancy by the Police
- Contract and volunteer bush regeneration
- Feral animal control program

Chowder Bay

- Tenant fitout works at the Submarine Miners' Depot
- Restoration of cable pit for tenant use
- Refurbishment of Accommodation Building 1 for tenant occupation
- Bush regeneration
- Feral animal control program
- Bushfire hazard reduction

Lower Georges Heights

- Contract bush regeneration
- Restoration of significant artillery gun
- Ongoing establishment of sculptures as part of sculpture trail
- Feral animal control program
- Bushfire hazard reduction

Georges Heights

- Restoration of buildings 3, 4, 26 & 38 completed, including construction of new toilets, air conditioning, repainting, and landscaping
- Realignment of Suakin Drive and two car parks
- Ongoing decontamination of precinct
- Ongoing replacement and upgrading of services including electricity, water, fire services, telephone and sewer
- Landscaping of main pedestrian routes through the precinct
- Refurbishment of the former barracks into a childcare facility
- Contract and volunteer bush regeneration
- Completion of the Georges Head lookout
- Rainwater recycling investigations
- Commandos landscape earth mounds
- Feral animal control programs
- Bushfire hazard reduction

Woolwich Dock

- Completion of the upper area lookout
- Substantial completion of the road realignment, car park and wharf facility
- Ongoing decontamination of the Horse Paddock and the upper lookout area
- Goat Paddock track repairs, weed control and revegetation

Appendix 3 Continued...

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Cockatoo Island

- Completion of refurbishment of buildings 101, 102 & 103
- Replacement of roofs for most of the industrial buildings on the island, a total of 15 buildings
- Restoration of sections of the roof to the Turbine Shop buildings
- Completion of the northern apron park, camp ground, office, kitchen and amenities
- Provision of services to northern apron
- Repair of seawall
- Completion of cliff top walkway
- Decontamination of the northern apron area and the upper plateau
- Civil works to the eastern apron
- Stabilisation of rock faces
- Heritage restoration of Edwardian terraces , building 24
- Ongoing public safety works

Snapper Island

- No major works were carried out during the year.

Macquarie Lightstation

- No major works were carried out during the year.

Former Marine Biological Station

- Tenant works completed

Annual Report 2006-07

Appendix 4

Maintenance, Heritage Conservation and Environmental Management Projects

All Sites

- Grounds Maintenance
- Feral animal control program
- General building maintenance
- Services maintenance
- Fire systems maintenance
- Volunteer groups bush regeneration

North Head

- Construction of stages 2 and 3 of walking track
- Renewal of high voltage electricity supply
- Heritage restoration of the Gatehouse
- Establishment of interpretation and education centre
- Fire hazard reduction
- Investigation into decontamination of the plotting room
- Initial restoration works on the officers' Mess, and other buildings for tenancy by the NSW Police
- Bush regeneration
- Restoration of electricity and sewer services to Gatehouse

Chowder Bay

- Tenant fitout works at the Submarine Miners' depot, barracks building and mining workshop
- Restoration of the wharf and mooring facilities
- Completion of tenant ancillary facilities such as post boxes, rubbish areas etc

Lower Georges Heights

- Volunteer bush regeneration
- Restoration of significant artillery gun
- Establishment of sculptures as part of sculpture trail
- Provision of services to the landship and public use areas

Georges Heights

- Restoration of buildings 24, 21, 23, 30, 32, 34, including construction of new toilets, air conditioning, repainting, and landscaping
- Construction of two carparks for precincts
- Decontamination of precinct
- Replacement of services including electricity, water, fire services, telephone and sewer
- Landscaping of main pedestrian routes through the precinct
- Refurbishment of the former barracks into a childcare facility
- Volunteer bush regeneration
- Completion of the Georges Head lookout
- Provision of public access to the Georges Head tunnels
- Installation of gun carriages and guns to Georges Head

Woolwich Dock

- Provision of services including sewer, water, electricity and fire services
- Decontamination of the horse paddock and the upper lookout area
- Commencement of the upper area lookout
- Completion of site and building repairs to enable tenant occupancy
- Commencement of the new carpark area and alternative access point to the site.

Appendix 4 Continued...

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Cockatoo Island

- Completion of refurbishment of buildings 101, 102 and 103
- Replacement of roofs for most of the industrial buildings on the island, nine buildings in total
- Restoration of sections of the roof to the turbine hall buildings
- Commencement of Northern apron park and camping ground
- Provision of services to Northern apron
- Conversion of buildings 33 and 34 into public toilets
- Repair of seawall
- Commencement of cliff top walkway
- Restoration of the entry building and surrounds
- Decontamination of the northern apron area and the upper plateau
- Completion of the mooring dock on the Southern side of the island
- Restoration of the camber wharf
- Restoration of heritage cranes
- Upgrade of the roll on roll off ramp
- Provision of site services to eastern entry area
- Stabilisation of rock faces
- Heritage restoration of Edwardian terraces , building 24
- Make safe much of the island open areas for public access

Snapper Island

- Decontamination of the island site
- Restore and make safe the wharf for public access

Macquarie Lightstation

- Prepare information for archeological dig

Former Marine Biological Station

- Complete landscaping and park works

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All Sites	Grounds maintenance
	General building and services maintenance
	Fire systems maintenance
	Feral animal control program
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North Head	Construction of the new walking track
	Basic internal strip-out of the Gatehouse
	Upgrade of the sewerage system near the Gatehouse and St. Barbaras Ave residences
	Repair work to the site's high voltage cabling undertaken by Energy Australia
	Volunteer bush regeneration groups
	Fire hazard reduction
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Chowder Bay	Tenant fit-out works undertaken at Submarine Miners' Depot
	Fire hazard reduction
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Lower Georges Heights	New amenities block completed
	Volunteer bush regeneration
	Monitoring of tree injection for <i>Phytophthora cinnamomi</i> management program
	Fire hazard reduction
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Georges Heights	Refurbishment of Gunshot Alley and tenant fit-out works
	Parade Ground re-turfing and conservation of gun emplacements
	Demolition of buildings at former 1 Commando Company Headquarters
	Demolition of two Markham Close houses
	Removal of all internal hazardous materials to Buildings 3, 4, 5, 21, 22, 24, 26, 30, 32, 34 and 38
	Tenant fit-out works to the Gunners' Barracks including courtyard stone flagging, road resurfacing, services upgrade, turfing of lower terrace and new garden planting
	Stonework to Georges Head lookout
	Planting program including revegetation of areas around Gunshot Alley car park and terrace and slopes adjacent to Gunners' Barracks
	Volunteer bush regeneration
	Tree removal and pruning
	Monitoring of tree injection for <i>Phytophthora cinnamomi</i> management program
	Fire hazard reduction

Woolwich Dock	<p>Construction of the dockside walkway</p> <p>Removal of temporary bridge over the dock</p> <p>Removal of redundant fuel tanks and associated slabs</p>
Cockatoo Island	<p>Stripping-out of hazardous materials and redundant services and fixtures from Buildings 102 and 103</p> <p>Refurbishment of Buildings 101, 102 and 103</p> <p>Joinery repairs to Buildings 6 and 124</p> <p>Steel and timber windows repaired and or replaced and reglazed in both the Powerhouse and the adjacent Rectifier Room</p> <p>Powerhouse basement pumped out and cleaned</p> <p>Geotechnical investigations undertaken on the northern cliff face</p> <p>Removal of noxious weeds to the plateau housing precinct</p> <p>Tree removal and pruning on plateau and adjacent slopes</p>
Snapper Island	<p>Upgrade of the Snapper Island wharf and pontoon</p> <p>Termite treatment undertaken on the whole site</p>
Macquarie Lightstation	<p>Archaeological investigations undertaken around the lighthouse and on the Greenway wall</p>
Former Marine Biological Station	<p>A new park created on part of grounds of former residence, connecting suburb with Camp Cove beach</p>

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All Sites	<p>Feral animal control program</p> <p>Volunteer groups bush regeneration</p> <p>Planting program – 30 Terminal, Georges Heights, Gunshot Alley</p> <p>Monitoring of tree injection for <i>Phytophthora cinnamomi</i> control</p> <p>Grounds maintenance</p> <p>Fire systems maintenance</p>
Chowder Bay	<p>Completion of conservation works to the submarine miners' buildings – Numbers 10, 11 and 17</p> <p>Building Code of Australia compliance works to Harbour Offices prior to leasing</p> <p>Repair of brick buildings – Numbers 19, 20 and 2</p> <p>New entry road and car parking including bus turning circle</p> <p>New pedestrian pathway and refurbishment of parade ground</p> <p>Extensive soft landscape works to the precinct</p> <p>Refurbishment of timber barracks including construction of new public amenities</p> <p>Replacement of fire hydrant system</p> <p>Installation of a new low voltage electrical system that includes a new main distribution board along with metered switchboards for individual buildings</p>
Headquarters Training	<p>External repairs and painting to all buildings</p>
Command	<p>Hazardous materials removal, including asbestos-cement wall and roof sheeting, from buildings 26,28 and 29</p> <p>Installation of traditional galvanized iron roof sheeting, including rolled and dressed lead ridges and flashings, to buildings 26 and 29</p> <p>Conservation, refurbishment and adaptive reuse of building 28 for new Trust offices</p>
Lower Georges Heights	<p>Remediation of contaminated lands at 30 Terminal</p> <p>Construction of Stage 1 of the Headland Park at 30 Terminal</p> <p>Construction of a new amenities block at 30 Terminal</p> <p>Completion of boardwalk linking Middle Head Road to Balmoral Park</p>
Georges Heights	<p>Repairs to the Gunners' Barracks including selective replacement of stone flagging in the courtyard and the repair and repointing of the stone retaining walls</p> <p>Removal of asbestos roof sheeting</p> <p>Structural repairs to the roof framing and the installation of a new slate roof</p> <p>The installation of air conditioning</p> <p>Refurbishment of the Suakin Drive tennis court</p> <p>Removal of heavy bunker fuel and decontamination of the three camouflage fuel tanks</p> <p>Construction of new car park and associated pedestrian pathways at Gunshot Alley</p> <p>Stage 1 renewal of fire, water and data services</p> <p>Commencement of construction of a new lookout and interpretation works at the Georges Head gun emplacements</p>

10 Terminal, Middle Head	Completion of the refurbishment of the ASoPA cottage
Cockatoo Island	<p>Reconstruction of stone walls at the gaol precinct</p> <p>Installation of interpretive and building signage</p> <p>Decontamination Zone B (workshops at the top of the island)</p> <p>Structural audit – selected buildings</p> <p>Road and footpath resurfacing</p> <p>Upgrading of the connection of the pontoon access ramp to the Parramatta Wharf</p> <p>Commencement of conservation work to buildings 57 and 58</p> <p>Preparation of an artefact inventory of buildings 57 and 58</p> <p>Installation of netting along the northern seawall for seagull control</p> <p>Replacement of leaking valves in the main water supply system on the Southern Apron</p> <p>CCTV inspection of, clearing of, and repairs to sewer system for use during the Cockatoo Island Festival</p> <p>Investigation and service of all plumbing fixtures, hot water services and drainage systems in buildings used during the Cockatoo Island Festival</p> <p>Repairs to roofs, gutters and cladding on buildings 6,10,12,13, and 15</p> <p>Repairs to window frames and glazing on buildings 6,10,12,13 and 15</p> <p>Connection of buildings to electrical substations</p>
Woolwich Dock	<p>Refurbishment of building 6</p> <p>Construction of a new boardwalk around the head of the dry dock</p>
North Head	<p>Clearance of blocked stormwater mains around the parade ground</p> <p>Renewal of stormwater lines from the Sergeants' Mess</p> <p>Repair of leaking hydrant mains in Scenic Drive</p> <p>Repair of boundary picket fence on Scenic Drive</p> <p>Roofing repairs on building 6</p> <p>Replacement of gates and fencing at boundary with North Fort and Sydney Harbour National Park</p>
Watsons Bay	<p>Aboriginal Heritage Survey</p> <p>Construction of a new park linking Pacific St and the beach</p>

Annual Report 2003-04

All Sites	<ul style="list-style-type: none"> Security guarding Grounds maintenance Fire systems maintenance
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North Head Artillery School	<ul style="list-style-type: none"> Upgrade of stormwater and water services Refurbishment of Sergeants' mess, Officers' mess and Roden Cutler buildings Refurbishment of Gun Park shed Repairs to high voltage distribution network Repairs to concrete spalling in school entry and barracks buildings
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Middle Head, Georges Heights and Chowder Bay	<ul style="list-style-type: none"> Demolition of the 'boomerang' barracks building, Georges Heights External repairs to buildings at Headquarters Training Command, Georges Heights Re-roofing building 28, Other Ranks' mess, Georges Heights Refurbishment of Gunshot Alley buildings, Georges Head Re-slating Gunners' Barracks roof, Georges Head Carpark creation, Georges Head Decontamination of World War II fuel tanks, Georges Heights Repairs to buildings at 30 Terminal, Georges Heights Remediation of hazardous materials at Master Gunner's cottage, Georges Heights Walking track construction – Middle Head Road to Balmoral Renovation of School of Pacific Administration cottage Chowder Bay access works Installation of amenities at Chowder Bay Conservation of lower workshop buildings at Chowder Bay Upgrade of Markham Close services
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Cockatoo Island	<ul style="list-style-type: none"> High voltage network upgrade Parramatta wharf repairs Fit-out of multi-purpose room in the former Administration Building Installation of floodlighting, eastern cliff face Decontamination of the workshop buildings
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Snapper Island	<ul style="list-style-type: none"> Tenders called for wharf and boatramp repairs

Annual Report 2002-03

All Sites	<ul style="list-style-type: none"> Security guarding Grounds maintenance Termite treatments Fire systems maintenance
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North Head Artillery School	<ul style="list-style-type: none"> Ongoing repairs to stormwater and water mains Cleaning and CCTV survey of sewer system BCA works to Officers' Mess and Sergeants' Mess Survey of spalling to gatehouse and main barracks buildings Fire service upgrade works Weed management Bush regeneration Rabbit control program Monitoring of Long-nosed Bandicoot populations Review of bushfire risk and hazard reduction works
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Middle Head, Georges Heights and Chowder Bay	<ul style="list-style-type: none"> Conservation and stabilisation on the main building of the Submarine Miners' Depot at Chowder Bay Conservation of metals in the fortifications at 30 Terminal and installation of security grilles Repairs to water and sewerage systems at 30 Terminal and Chowder Bay Repairs and installation of essential fire safety equipment to the cottage at Chowder Bay Repairs, BCA and OH&S compliance works to Harbour Trust offices at Chowder Bay Repairs to Chowder Bay boatshed winch and slipway Preparation of a bushland action plan Bush regeneration on 30 Terminal and along the walking track Study into dieback and <i>Phytophthora cinnamomi</i> Baseline study, contamination and stormwater, 30 Terminal Survey of hazardous materials in the Cross St Drill Hall and buildings at 30 Terminal and Chowder Bay Environmental site and catchment study for 30 Terminal Flora study Preparation of a Threatened Species Management Plan for <i>Acacia terminalis</i> subsp. <i>Terminalis</i> Review of bushfire risk and hazard reduction works

Woolwich Dock

Works to provide public access – walking track installation, landscaping, planting, fence repairs

Provision of a temporary vessel docking facility

Geotechnical survey of the cliff top stone wall and repointing of damaged sections

Metal conservation of the dock fittings

Upgrading of water and electrical services to the dockside

Removal of contaminants from dockside areas

Flora and fauna study

Cockatoo Island

Archaeological surveying prior to excavation and works

Design of electrical reticulation network with Energy Australia

Completion of civil works on the eastern apron for future events and functions

Repairs to the Patrol Boat Wharf

Repairs and stabilisation of the eastern tunnel

Repairs to office and warehouse buildings on the eastern apron

Cleaning, repairs, vermin-proofing and securing of industrial buildings on the southern apron

Completion of painting and repairs to three residences

Geotechnical stabilisation works and emergency stabilisation of gaol stonework

Ongoing monitoring of the stability of three grain silos

Preparation of an environmental management plan

Site audit for remediation

Eastern apron rehabilitation works

Removal of hazardous materials from buildings

Survey of hazardous materials in buildings on the southern and eastern aprons

Flora and fauna study

Snapper Island

Site audit for remediation

Macquarie Lightstation

BCA compliance works for safe access on open days

Marine Biological Station

Essential building repairs