

# Review of Operations

To carry out its mission and objectives, the Waterways Authority has two separate programs.

Program One covers regulatory activities and focuses on marine safety and the environmental protection of NSW waters. It operates under a self-funding regime where income streams derived from the regulatory responsibilities of the Authority are used to finance the associated operations.

Program Two covers commercial activities. It focuses on the Authority's maritime property and assets. It yields a financial return to Treasury.

The Authority keeps the user-pays regime for recreational and commercial boating financially separate from its various commercial property and asset functions.

## Program 1 – Marine Safety and Environment

*The Authority's objective under Program One is to promote safety on all navigable waters and minimise the impact of waterways users on the marine environment.*

This objective is achieved by:

- educating users on safe boating through the issue of licences, educational programs (including seminars, awareness campaigns, publications and advertising), an internet site and by establishing and supporting user groups
- licensing commercial vessels and operators, including special conditions as necessary
- maintaining a statewide system of navigation aids and signs
- licensing on-water events and providing conditions to be met by licensees
- undertaking environmental assessments of on-water activities to minimise adverse environmental impacts
- cleaning floating debris from Sydney Harbour

- reducing sewage pollution from vessels (including the maintenance of sewage pump-outs in Sydney Harbour and Myall Lakes).

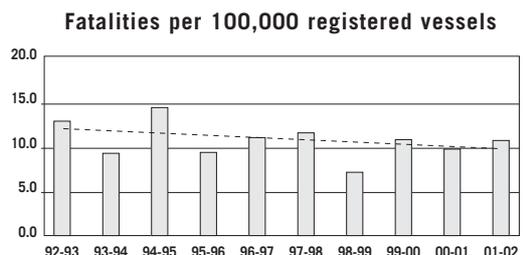
## Marine safety

### Boating incidents

There were 337 boating incidents reported to the Authority during the year, a slight reduction when compared with the 2000-2001 total of 345.

There were 21 recorded fatalities, an increase of two compared with last year. This equates to 11.0 fatalities per 100,000 registered vessels (commercial and recreational). Preliminary investigations indicate that capsize and falling overboard were some of the most commonly reported causes of fatal incidents for this year.

While there was a slight increase in fatalities during the year, the graph below shows that there has been a fall in the relative number of fatalities over the last ten years.



### Education campaigns

During the year a comprehensive boating safety education program was conducted throughout NSW. This program addressed issues such as the carrying of and access to safety equipment (particularly lifejackets), licence requirements, safety while crossing major bars, and speed. Key elements of the campaign included:

- 63 regional educational campaigns and 38 school visits reaching over 4,000 students, particularly in the Murray, Darling and Riverina areas
- six major statewide boating safety promotions, conducted during the peak boating season

- a total of 36,000 vessel checks conducted during the peak boating season
- increased safety compliance enforcement
- major focus through education and compliance programs on lifejackets
- 497 safe boating seminars throughout NSW
- safety awareness campaigns supported by combinations of advertising, publications, internet, displays and media efforts across NSW.



*The Authority conducted a total of 47,211 safety checks during 2001-2002, a 4.3 per cent increase over the 2000-2001 total*

### **Public awareness campaigns**

Three major safety and environment public awareness campaigns were conducted during the year.

In December 2001, a public awareness campaign was conducted to highlight the Authority's appointment as an Authorised Regulatory Authority. The campaign utilised advertising, brochures, media releases, articles and displays as well as using messages from other environmental campaigns such as 'It's a Living Thing'.

The 'Lifejacket Lifesaver' campaign ran during the Christmas and Easter holiday periods. Boating Service Officers led this effort out on the water and were supported by a coordinated promotional effort including print and television advertisements, brochures, stickers, internet and media releases. The combined approach played a part in the Easter period being the safest on NSW waterways for 10 years and culminated with the Authority being awarded a commendation at the 2002 AustSwim Water Safety Awards in April 2002.



*Roy Cornwall, Regional Manager Murray, presents first prize in the Murray Region's school water safety drawing competition to Adam Lynn of Wakool Public School*

Hypothermia was another safety issue that was addressed through increased coordination of compliance and education. This campaign began in June 2002 and used print advertising, brochures, stickers, internet, feature articles and media releases to support Boating Service Officers conducting awareness strategies on the water. The campaign received extensive media coverage and had a favourable reaction from the boating community.

### **Safety training**

The Waterways Authority has signed Memoranda of Understanding with two training organisations. Both the Merimbula-based training provider Skills Training Employment Program Inc (STEP) trading as Auswide Projects, and the NSW Fishing Industry Training Committee will offer training services in remote locations where it is difficult for larger organisations to satisfy the market.

The Authority continued to play a supporting role in the implementation stages of the two maritime industry training packages (trading and fishing) that have been introduced as part of national reforms in vocational education and training.

Several staff participated in a training program conducted by the Australian Maritime College for Sydney ferry masters. This course was developed by the State Transit Authority as a result of the findings of the Waterways Review of Operations of Sydney Ferries in 2000-2001 and represented

one element of the long-term strategy to improve the safety of ferry operations on Sydney Harbour.

#### **Sydney Ferries investigation**

Following a number of incidents involving STA ferries on Sydney Harbour during 2000-2001, the Minister for Transport directed the Chief Executive to carry out a comprehensive review of Sydney Ferries and its operations. On 8 August 2001 the final report was released and contained 61 recommendations, principally in relation to safety, training and vessel maintenance. A significant outcome was the establishment of a Sydney Ferries Reform Taskforce to implement the recommendations of the report.

Another outcome is that the Authority will monitor all incidents involving vessels operated by Sydney Ferries. During the year, formal investigations were conducted by the Authority into 33 reported incidents. It was found that the main factors contributing to ferry incidents were operator error and machinery failure. The Taskforce identified 12 of these incidents for follow-up action.

#### **National Marine Safety Committee**

As NSW representative on the National Marine Safety Committee, the Authority continued to manage State involvement, including the following significant projects:

- a new National Standard for Commercial Vessels (NSCV)
- a national compliance plate system for recreational vessels
- a national standard for recreational boat safety equipment.

#### **Volunteer marine rescue organisations**

Each year, NSW volunteer marine rescue services attend to more than 5,000 calls for help and assist more than 15,000 people in all sizes of craft, in all types of weather conditions, day and night. In recognition of this service, the Authority provided a total of \$622,000 to the State Rescue Board for distribution to volunteer marine rescue organisations during the year. This amount includes a new grant of \$250,000 to assist the volunteer units in meeting increased operating



*The Memorandum of Understanding providing \$622,000 in grants for volunteer marine rescue services was signed in December 2001 by Matthew Taylor and Phil Koperberg, Chairperson of the State Rescue Board*

costs. A breakdown of expenditure for the year is found in Appendix 9.

Since the inception of these grants in 1998, the Waterways Authority has provided the Volunteer Rescue Association, the Australian Volunteer Coast Guard Association and the Royal Volunteer Coastal Patrol with \$1.3 million. The funds have been used to assist in the purchase of rescue vessels at a variety of locations and for the upgrading of rescue coordination centres and marine radio bases at numerous sites along the NSW coast from Point Danger to Eden.

#### **Marine radio communications**

In NSW, offshore recreational and small commercial vessels rely on marine radio communications to receive weather and safety information, log voyage details and to relay distress calls in emergency situations. Marine radio communications have in the past been provided by the Commonwealth-funded and Telstra-operated Coastal Radio Network (CRN) and the various volunteer marine rescue organisations.

Due to changing international marine communications requirements for vessels operating under provisions of the Safety of Life at Sea (SOLAS) convention (generally vessels larger than 300 gross tonnes), the Commonwealth determined that the CRN was no longer viable and terminated the service on 30 June 2002. In order to ensure that the current standards of safety for offshore recreational and small commercial vessels were maintained, the Authority established a replacement marine communication service for Very High Frequency (VHF) and High Frequency (HF) from 1 July 2002.

In June 2002, the Authority completed negotiations with the Sydney, Newcastle and Port Kembla Port Corporations to provide a replacement marine safety communication service. The three port corporations will monitor the VHF distress and emergency frequency and provide Bureau of Meteorology weather information. Volunteer marine rescue organisations continue to monitor VHF for the rest of the NSW coastline. The Sydney Ports Corporation will monitor HF distress and emergency channels along the entire NSW coast for the same period. These arrangements will ensure the current standard of service previously provided by the CRN will be effectively maintained.

The establishment costs of the communications infrastructure required for the replacement network was funded by a one-off Commonwealth grant to NSW.

#### **Navigation aids**

During the year the Authority installed 44 new lights in the Richmond, Clarence, Manning, Tweed, Myall, Hawkesbury and Narooma Rivers and in Tuggerah and Macquarie Lakes. A total of 20 lights were also upgraded including 12 in Port Stephens, which were converted to a new synchronisation system. There is now a total of 1,064 solar powered lights installed throughout the State, representing 97 per cent of all lit navigation aids.

The Authority also upgraded a total of 83 pylons in the Myall River, Port Stephens, Hawkesbury River, Brisbane Waters, Parramatta River, Port Hacking River and the Georges River. In addition, 156 new buoys were purchased to mark hazards in lieu of pylons and to mark passive recreation areas. A large proportion of these buoys will be installed in North Coast waters.

Capital expenditure on navigation aids for the year totalled \$570,000, with 43 per cent expended in the North and Hunter region, 39 per cent in Sydney and Hawkesbury regions, and 18 per cent in the South and Murray regions.

#### **Lakes Hume and Mulwala**

Following input by the Authority, both the NSW and Victorian Parliaments passed complementary legislation in December 2001 to rationalise enforcement of marine safety legislation on

Lakes Hume and Mulwala. Submerged borders at these lakes created difficulties for boaters in complying with NSW or Victorian laws.



*Water skiing, Lake Hume*

NSW marine safety laws now apply to:

- all of Lake Mulwala and that part of the Ovens River north of the Murray Valley Highway bridge and also known as 'Paralos'
- the section of Lake Hume upstream of the Bethanga Bridge.

Victorian law will continue to apply on the remainder of the Ovens River and on Lake Hume downstream of the Bethanga Bridge.

### **Environmental sustainability**

The Authority is committed to promoting the sustainable and equitable use of NSW waters for all. The Authority's emphasis in regard to sustainable environmental management is placed on inter-agency co-operation, sharing responsibilities and developing a consultative approach to sustainable waterway management. The Authority adopts this partnership approach to environmental management by using a mix of regulation, enforcement and education as the primary tools to control the environmental impact of vessels on the State's navigable waters.

#### **Boating plans of management**

Boating plans of management are designed to ensure that boating procedures and practices maximise people's safety and enjoyment, identify and protect the recreational and environmental values of a waterway and provide a consistent approach to existing and anticipated future issues. The Authority has developed a process and procedure, which has been endorsed by the

Coastal Council of NSW, for preparing boating plans of management for NSW waters. This approach is also being adapted for use in the preparation of future mooring management plans.

During the year, work continued on the development of boating plans of management for Port Hacking and Pittwater. Submissions which were received during the public exhibition of the Port Hacking draft boating plan were analysed in preparation for finalising the plan. Preliminary input to the development of a draft boating plan has been sought from the Pittwater User Group.



*The Putt Putt Regatta held in October 2001 was a popular aquatic event on Port Hacking*

#### **Williams River Plan of Management**

Boating activity on the Upper Williams River continued to be monitored in accordance with the key performance indicators set out in the Boating Management Plan. To date, a decrease in boating activity has been detected, though there has been an increase further downstream at Raymond Terrace in a less sensitive area. A final report on outcomes is due in December 2002.

#### **Mooring Management Plan – Lake Macquarie**

Following extensive discussions with the local Mooring Management Committee, the draft Mooring Management Plan for Lake Macquarie was placed on public exhibition for the second time between 19 December 2001 and 15 March 2002.

Approximately 40 submissions were received from individuals, committees, clubs and other agencies and are being reviewed in consultation with the Mooring Management Committee. Additional refinements to the draft plan will be made following further consultation.

#### **Myall Lakes Plan of Management**

A draft Myall Lakes Plan of Management was placed on public exhibition by the National Parks and Wildlife Service (NPWS) between September 2001 and February 2002. The Authority provided significant input to the boating element of the plan and facilitated the public consultation process by using local boating groups and on-water contact to raise the community's awareness of the plan. The NPWS is currently reviewing the 1,180 submissions received.

The establishment of the plan has strengthened the operational relationship between the respective agencies in terms of future planning and ongoing management in the Myall Lakes.

#### **Parramatta River shoreline monitoring**

The monitoring study covering the effects of vessel movements on the environmental health of the Parramatta River continued and is now due for completion in December 2003. An important outcome of the initial term of the study was the development of a guideline document for the design and maintenance of riverbank structures subject to wash. This document is being used by the Authority for the development and assessment of new foreshore structures on Sydney Harbour.

The focus of the continuing study is on the testing of trial bank-protection measures. Trial bank protection structures, comprising two 50-metre lengths of artificial wave attenuation devices, are to be installed in late 2002.

#### **Aquaculture**

The Authority was involved in the ongoing formulation of the draft Port Stephens Aquaculture Strategy. The Port Stephens estuary and surrounding waters have been identified as desirable for aquaculture and, as a result, projects such as snapper farming and pearl farming have attracted significant public debate. The draft strategy will provide for significant community consultation prior to any consent or approvals.

#### **Appropriate Regulatory Authority**

The Waterways Authority was declared an Appropriate Regulatory Authority (ARA) on 7 December 2001 by way of a new Regulation under the *Protection of the Environment*

*Operations Act 1997.* As a nominated ARA, the Authority's powers have been strengthened, enhancing its existing environmental role on navigable waters. This is most appropriate considering the experience of the Authority in the administration of vessels in NSW combined with its significant on-water presence.

Prior to the commencement of the new Regulation, the Environment Protection Authority (EPA), local councils and their authorised officers had several powers to deal with pollution from vessels on water. Under the new arrangements, councils will remain the ARA for marinas and slipways that do not require an EPA licence to operate.

The new powers will allow Waterways Authority officers to issue prevention notices under the environmental legislation. These notices place the onus on the owner/operator of a vessel to, for example, demonstrate that the vessel is capable of disposing of sewage and other waste in accordance with existing regulations. Vessel owner/operators can also be held responsible for the clean up of pollution events and associated costs. These powers will also allow officers to:

- enter and search vessels
- stop vessels for inspection or testing
- require persons to furnish information or records
- require persons to state their name and address
- require persons to answer questions.

These changes provide greater clarity for both regulators and the boating public and, importantly, provide for more efficient environmental protection for NSW waters.

#### **Vessel waste management**

A March 2001 report entitled *Sewage Pollution from Vessels: Findings from Public Consultation* analysed stakeholder comments and indicated how their views were taken into account. This was a significant step in the development of quality and practical outcomes that can be adopted by the boating community, while at the same time balancing health and environmental objectives in the management of the State's waterways.

Current proposals envisage the establishment of a management framework which will provide specific arrangements for various waterways. These arrangements will be based on a risk management approach and involve:

- the implementation of additional controls to prohibit the discharge of untreated sewage from all vessels in all NSW waters
- the designation of certain waterways and specific areas within waterways as 'No Discharge Zones' for treated sewage
- a requirement for certain commercial vessels to install sewage holding tanks.

Implementation of the sewage pollution initiative is expected to commence in the latter part of 2002 following approval by the State Government.

Over 1.87 million litres of waste from vessels were collected from pump-out facilities at Cabarita, Gladesville Bridge Marina, Pyrmont, The Spit, King Street Wharf and Blackwattle Bay. The facilities at King Street Wharf (5 pump-out points) and at Blackwattle Bay Wharf (8 pump-out points) were commissioned in May and June 2002 respectively. Over 183,000 litres were collected by the Authority's mobile sewage pump-out vessel at Myall Lakes.



*Appointment of the Authority as an ARA provides BSOs such as Simon Annabel with greater powers to enforce environmental legislation*

#### **Vessel noise**

It is an offence, under the *Protection of the Environment Operations (Noise Control) Regulation 2000*, for a person to allow a powerboat to emit offensive noise. Offensive noise can include an engine sound that, by reason of its nature or the time at which it is made,

interferes unreasonably with the comfort of another person.

In the past, approaching and/or stopping the driver of a vessel over a noise issue was either difficult or, in some circumstances, dangerous. Recent amendments to the Noise Control Regulation make enforcement simpler by deeming the owner and the person in charge of the vessel to be guilty of an offence in addition to any other person who could otherwise be guilty of directly causing the offensive noise.

In situations where the vessel is not stopped at the time of the offence, enforcement officers from the Authority can issue the penalty notice to the owner of the vessel. If the owner was not in the vessel at the time of the offence, the owner can give notice nominating the person in charge of the vessel.

#### **Personal watercraft**

The NSW Government introduced a ban on personal watercraft (PWC) use in Sydney Harbour on 1 October 2001 as part of the third stage of a strategic plan aimed at improving the management and operation of PWC in various waterways around NSW. This latest measure forms part of a State Government initiative to preserve the unique character of Sydney Harbour and ensure the safety of the Harbour for all. The ban follows increasing community concerns expressed to the Government over the operation of PWC.

PWC are no longer permitted to be operated throughout the entire area of Sydney Harbour, spanning from North and South Head to the head of navigation at the Parramatta River, including Middle Harbour and the Lane Cove River. Penalties for a breach of the new provision apply and include a fine and licence disqualification. PWC are also no longer permitted to operate between sunset and sunrise anywhere in NSW.

An integral part of the Authority's operational strategy was the creation of a Safety Education and Compliance Team (SECT) comprising six new Boating Service Officers to undertake compliance and education associated with the PWC legislation, predominantly in the Sydney Region.

#### **Managing aquatic weeds**

*Caulerpa taxifolia* is an invasive marine weed that has been found in several of the State's estuaries, including Lake Conjola, Port Hacking and Lake Macquarie. It is difficult to eradicate and is a threat to the environment because it can smother native seagrasses. It can grow and spread via small fragments accidentally broken off or carried by boats.

The Waterways Authority has assisted NSW Fisheries with a variety of measures designed to contain its spread. In particular, the Authority has distributed information sheets and brochures which explain the need to carefully inspect boats, anchors, chains and trailers upon removal from the water, and to properly dispose of any fragments of the weed. These measures are on the Authority's internet site and were depicted in an environmental video prepared for the 2002 Sydney International Boat Show.

The Authority has established vessel exclusion zones around heavily infested areas. These zones are identified by special buoys and are monitored and enforced by officers of both the Authority and NSW Fisheries. Signs warning of the weed have also been placed at key access points around affected waterways. The Authority has also assisted Shoalhaven Council in managing the weed by providing the boating public in the Lake Conjola area with leaflets showing the location of infested areas and specially provided wash-down facilities.

#### **Healthy Rivers Commission**

The Healthy Rivers Commission conducts independent public inquiries into selected NSW waterways, and makes recommendations on the key decisions and actions needed to ensure their future health. As the State agency responsible for ensuring the sustainable management of boating activities on the navigable waters and foreshores of NSW, the Authority provided advice on a number of Healthy Rivers Commission reports in relation to these matters.

Contributions over the year were made to Commission Inquiries into the North Coast Rivers, Hunter River and Coastal Lakes. The Authority also continued to implement recommendations from Healthy Rivers Commission Inquiries into

the Williams, Clarence, Hunter and Shoalhaven Rivers. In addition, the Authority played a role in the preliminary implementation of actions under the Inquiry into the Georges River-Botany Bay Systems.

#### **Marine Parks**

The Waterways Authority liaises closely with the Marine Parks Authority (MPA) to ensure that any prescriptions in relation to boating on marine park waters do not restrict the use of appropriate vessels. During the year, the Authority provided comment on draft zoning plans for the Solitary Islands and Jervis Bay Marine Parks. The Authority will continue to work with the MPA to achieve the highest possible standards of safety and the protection of the marine and foreshore environment.

#### **Harbour cleaning**

The Waterways Authority's Harbour Cleaning Service is responsible for the removal of floating litter and hazards to navigation on Sydney Harbour and public foreshores, comprising an area of 5,020 hectares and a shoreline of 270 kilometres.

During the year, the Service collected 3,898 cubic metres of litter and debris. This is an increase of 11 per cent over last year. It is estimated that 46 per cent of the volume collected was synthetic, the remainder being organic matter.

A joint foreshore clean-up project involving harbour-side councils, the Department of Corrective Services and the Authority continued during the year. Over 488 cubic metres of litter and waste was recovered under this program, representing 12.5 per cent of the total annual waste collected by the Service.



*The remains of a vehicle removed from the waters under Silverwater Bridge*

#### **Stormwater management**

The Authority continued to support Sydney Water's program to reduce stormwater pollution entering Sydney Harbour through the regular clearing of its stormwater boom at Blackwattle Bay and by reporting on the amount of rubbish collected and its contents.

During the year the Authority developed a stormwater boom specifically designed to trap litter. This was purchased in June 2002 and will be deployed at the mouth of Johnstons Creek, Rozelle Bay.



*The boom designed by the Authority at the mouth of Johnstons Creek, Rozelle Bay*

#### **Major aquatic events**

The Waterways Authority continued to manage major on-water events through:

- providing exclusive use zones to allow safe and uninterrupted event management
- deploying and recovering buoys marking these zones
- facilitating the flow of on-water traffic
- crowd management
- providing safety services.

There were 11,988 aquatic events held on NSW waters during the year. Events outside Sydney Harbour included the 60-hour water ski challenge on the Tweed River and the Red Cross canoe marathon on the Murray River. Major aquatic events are listed in Appendix 35 of this Report.

#### **Sydney Harbour Operations Centre**

In September 2001, the Sydney Harbour Operations Centre (SHOC), which was

successfully used for Harbour management and the staging of on-water events during the 2000 Olympics, was relocated from Walsh Bay to the Authority's Rozelle Bay complex. The centre is equipped with radio communications, networked computers and television monitors for receiving video images of Sydney Harbour. The SHOC was used for the control of major aquatic events on Sydney Harbour during 2001-2002.

#### **Special events on Sydney Harbour**

The Waterways Authority continued its successful on-water management of annual events such as the start of the Sydney to Hobart Yacht Race, New Year's Eve celebrations and Australia Day as well as the Volvo Ocean Race stopover. These events attracted a total of more than 8,000 recreational craft and several hundred commercial vessels carrying a total of 100,000 spectators. Each event was controlled by up to 50 vessels manned by the Waterways Authority, volunteer groups and the Sydney Water Police.



*Part of the annual Australia Day celebrations is the Sydney Harbour Ferrython*

#### **Volvo Ocean Race stopover**

In April 1999, Volvo Event Management, UK, chose Sydney Harbour to host one of the ocean stopovers for the Volvo Round-the-World Ocean Race scheduled for 2001-2002. The Authority, as lead NSW Government agency for the event, together with Tourism NSW, was contracted to provide facilities and management services for the stopover event and for competing yacht syndicates.

The race village, which was officially opened on 1 December 2001, was located at Pyrmont Bay Park, Darling Harbour and included Volvo exhibits and merchandise, syndicate hospitality

centres and entertainment facilities. The race headquarters, media and function facilities were located near the Australian National Maritime Museum.

The German yacht *illbruck* was the first of the eight competitors to arrive on 4 December 2001. The yachts remained in Sydney until the start of the Sydney to Hobart Yacht Race on 26 December 2001, in which they also participated. The Authority established a dual starting line and clear venue for the race start which took place without incident.

Both the Volvo Event Management and the competing syndicates congratulated the Waterways Authority and the people of Sydney for providing such a successful stopover location for the race.

### **Stakeholder relations**

#### **Client representation – WAPAG**

The Waterways Authority Policy Advisory Group (WAPAG) is the peak advisory body on commercial and recreational boating issues affecting NSW waters. Its functions include:

- bringing boating community concerns to the attention of the Authority
- providing two-way communication between client groups and the Authority.

The WAPAG met 11 times during the year and examined issues such as boating infrastructure, the environment, recreational boating (particularly in the context of Marine Parks and critical habitats), use of lifejackets and navigation lights, as well as general improvements to recreational boating.

#### **Customer response**

The Waterways Customer Service Info Line received a total of 77,996 calls during the year, slightly below last year's total. Of the calls received, 412 (0.5 per cent) were complaints. This was an overall increase of 143 over last year's total and was mainly due to the introduction of an after hours complaints service in December 2001 that allows people to lodge complaints between 4.30 pm and 8.30 am.

A comparison of complaints is shown below:

	Complaints last year	Complaints this year
Personal watercraft	78	96
General on-water	189	297
Other	2	19

Most personal watercraft (PWC) complaints related to their proximity to swimmers, other craft or the shoreline, excessive speed and excessive or offensive noise. The 22 per cent increase in PWC complaints could be attributed to greater public awareness of new PWC regulations. As a response to these complaints, the SECT team was formed to deal specifically with PWC compliance and education and increased the number of on-water patrols.

The majority of general on-water complaints related to speed, safety, noise and wash from vessels. The Authority has responded by increasing boating education campaigns and on-water patrols.



Queanbeyan BSO Bob Clegg attends to boating inquiries at the October 2001 Canberra Leisure Show

**Waterways Asset Development and Management Program (WADAMP)**

The WADAMP was initiated in 1997-1998 to provide grant funding for infrastructure projects throughout NSW that benefit the boating community. Eligible projects need to meet essential criteria such as being infrastructure of a lasting nature, being able to be used by a broad cross-section of the boating public and having the support of local councils and the community. During 2001-2002, program expenditure totalled

\$1,076,018 on projects valued at over \$4.6 million.

Contributions from vessel registration fees partially fund the program on a 50:50 basis with local councils. Projects constructed on wetland owned by the Authority in Sydney Harbour, Botany Bay, Newcastle and Port Kembla are funded from Program Two.

Of the 57 applications for WADAMP funds received from councils, boating groups and State agencies during the year, 31 were approved and grants totalling \$1,098,307 offered. These are listed in Appendix 34 of this Report. The grants will allow almost \$2.6 million of works to be undertaken in the future. Since the inception of WADAMP, the Waterways Authority has provided grants totalling \$7.5 million for 120 projects.



The Authority provided \$112,000 in WADAMP funding for the redevelopment of the Patonga boat ramp which was opened on 4 May 2002 by the Mayor of Gosford City Council, Robert Bell and the State Member for Peats, Marie Andrews

**Coastal boating maps**

A new series of seven coastal boating maps were released during the year. These maps, prepared with the assistance of the RAN Hydrographic Service, were designed to be conveniently sized and waterproof to suit small recreational boat operators. Prior to the release of the map series, all mariners needed to carry the much larger scale Admiralty or Australian Hydrographic Chart covering the area of their intended journey.

**Centenary of Federation**

As its contribution to Australia's Centenary of Federation celebrations, the Waterways Authority prepared a commemorative book entitled *Ships and Shores and Trading Ports*. Sydney maritime

author Mary Shelley Clark wrote the book which describes the maritime heritage of 32 NSW coastal and river communities since the time of Federation through the eyes of men and women from each of these communities. It was launched by the Chairman of the NSW Centenary of Federation Committee, Barrie Unsworth, the Minister for Transport and the Authority's Chief Executive on 25 September 2001.

Copies of the book were sold through Waterways Authority customer service centres and through outlets such as the Australian National Maritime Museum and were given free of charge to historical museums and to every high school in NSW. Demand for *Ships and Shores and Trading Ports* was such that the book was reprinted in June 2002.



Author Mary Shelley Clark signs a copy of her book for the NSW Minister for Transport, the Hon Carl Scully MP

#### 2001 Sydney International Boat Show

The Waterways Authority continued the positive relationship with the Boating Industry Association by renewing its sponsorship of the Sydney International Boat Show in July 2001.

A pinnacle event for the boating industry, the Boat Show has attracted more than 75,000 visitors in recent years and proved to be a valuable opportunity for the promotion of boating safety and environment issues. The Authority's 2001 display highlighted safe boating practices including wearing a lifejacket and avoiding hypothermia. The show also highlighted the Volvo Ocean Race stopover, vessel wash impact and the Harbour areas earmarked for maritime industry. It also provided the opportunity to conduct licence tests.

#### Clean Waters Expo

The Authority hosted the Clean Waters Expo on 28 and 29 November 2001 at its Rozelle Bay headquarters. The Expo, attended by 7,000 people, provided an opportunity for environmental industries to showcase the latest equipment and techniques to stakeholders who have a direct influence on the quality of the marine environment such as marina and charter vessel operators, marine contractors, developers and local government agencies.



The Waterways Authority stands at the Sydney International Boat Show (top) and the Clean Waters Expo (bottom)



#### MEDIVAC plans

The Authority participated in a pilot project to develop a map of the Hawkesbury River that included satellite positioning reference points for suitable landing sites for medical evacuations by air and water. NSW Police and Careflight were extremely positive about the outcome of this pilot project and discussions are under way which could result in the expansion of the project to encompass similar maps of all major waterways.

#### Internet use and improvements

The internet site was redesigned during the year to make it more readable, accessible and flexible, and to build a platform for electronic customer feedback.

In addition, a quarterly on-line customer newsletter entitled *Waterlines* was established and forwarded to interested stakeholders and also made available on the Authority's website. This use of contemporary technology has enabled access to a wider database, provided convenient client access to the latest news and achieved a reduction in paper publications.



*The superyacht Vava being repainted at ADI Newcastle*

### **Superyachts Sydney**

The Rozelle Bay Superyacht Marina, constructed for the 2000 Olympics, continued to operate during the year, attracting six superyachts of over 30 metres in length and numerous smaller vessels.

During the year, the Authority initiated and facilitated the formation of 'Superyachts Sydney', a marketing alliance to promote NSW marine businesses to the international superyacht community in order to increase visits and gain subsequent economic benefit to the State. The members of the alliance, which is chaired by the NSW State Chamber of Commerce, include the ADI shipyard in Newcastle, industry representatives and the Authority. The alliance had its first success when in Easter 2002, the 47-metre superyacht *Vava* commenced a three-month refit at the ADI shipyard. The direct economic benefit of this refit to the State of NSW was in excess of \$2.7 million.

## **Business process innovation**

### **Boatcode scheme**

The NSW Government introduced the Boatcode Scheme in 1996 in response to marine industry endeavours to improve consumer confidence in the trading of boats. The scheme, which facilitates the identification of vessels, provides protection against theft and vessel rebirthing schemes.

Following extensive discussions with the Authority, the Boatcode scheme was purchased by South Australia in September 2001. This follows Western Australia's purchase of the scheme in February 2001.

### **Hire and Drive**

A new hire and drive licence system was finalised in late 2001. It covers powered hire vessels which are under 6 metres in length, as well as human powered and 'off the beach' sailing vessels of any length. It is designed to make the licensing of hire and drive vessels administratively simpler and equitable while at the same time ensuring the safe and secure operation of hire vessels on State waters.

Following a period of staff training, the Authority introduced the new system on 1 February 2002. A significant amount of information on the system, including a series of frequently asked questions, application form and checklist, templates and comprehensive information packages, has been placed on the internet site. At 30 June 2002, there were 1,253 vessels covered by a Hire and Drive licence.

### **Office cash procedures**

A major revision of office cash procedures was completed during the year, replacing existing procedures last issued in 1995. The new procedures document the guidelines for the handling of public monies in accordance with the *Public Finance and Audit Act* and incorporate a user guide for the on-line cash register payments system.

On-line credit card payment and EFTPOS facilities were introduced at all service centres by the end of 2001, thereby increasing the range of payment options available to customers.

### **Employee Self Service**

The Authority began the implementation of Employee Self Service (ESS) in June 2002 using the Hunter/Inland region and the Maritime Property and Assets Division as pilot sites. This initiative is consistent with the NSW Government's focus on electronic business and service delivery and was supported through the provision of funding from the NSW Premier's Department for the necessary software and development.

ESS provides staff with local or remote on-line access to information on human resources functions, including submission, approval and recording of leave, and access to their remuneration details for any pay period on record.

ESS utilises the Authority's current information technology and intranet infrastructure and reduces or eliminates labour intensive and paper-based procedures, thereby enabling the Authority to better redirect resources to best service stakeholders. The Authority will continue to focus on electronic business solutions and will add to ESS capability during 2002-2003.

#### **Communications improvements**

During the year, dial up networking for direct access to the Authority was established at 14 service centres throughout the State. This has involved the introduction of new internet-based virtual private network technology. As a result, ISDN line rental requirements have been eliminated and the communication costs of these service centres have been reduced by some 85 per cent.

A real-time access information system, using current technology and wireless communication, was introduced during the year to enable the Authority's vessel surveyors and Boating Service Officers to access vessel licence, registration and infringement details from the Authority's database when at remote locations.

#### **Geographical Information System (GIS)**

Stage 1 of the Waterways Authority's GIS Strategic Plan commenced during the year with the implementation of the latest technology for the maintenance, capture and storage of spatial data. This will underpin the second stage, which is to provide users with access to spatial data and provide links from the GIS to other corporate systems from a desktop computer.

#### **New harbour cleaning information system**

The Authority increased the number of monitored sewage pump-out facilities during the year to 17 following the introduction of five units at King Street Wharf and eight at the upgraded Blackwattle Bay wharf. All electronic components at the new units are fully integrated and feature keypad entry.

Data gathering and data entry from sewage pump-out facilities was previously performed with the aid of 'scanning and position recognition' technology. This system was replaced during the year with hand-held pocket PCs and software developed in-house to capture the required data. The introduction of this technology will reduce administration costs by over \$8,000 a year.



*Harbour Cleaning Team Leader Wayne Cartner (left) and IT Consultant Igor Rakhimov (right) in the process of uploading software to Ipaq handheld PC units*

#### **Records management**

In accordance with the *State Records Act 1998 (NSW)*, the Authority ensured that its records management program conformed with the standards and codes of best practice approved by the State Records Authority.

In particular, a Records Policy Statement was prepared, the Records Guidelines and Procedures Manual was updated and both documents, as well as access and guidelines to the Authority's principal record-keeping system *RecFind*, were placed on the intranet site.

#### **Further quality improvements**

Further initiatives carried out during the year included:

- implementation of a Continual Improvement Plan and Framework for day-to-day operations
- continuation of the documentation, flowcharting and review of the Authority's business processes. During the year, 13 critical processes relating to the Integrated Graphical Leasing System were reviewed. Since the project commenced in 1999, a total of 132 of the Authority's business processes have been reviewed.

## Program 2 – Maritime Property and Asset Management

***The Waterways Authority's objective under Program Two is to ensure appropriate development and usage of wetlands and associated maritime assets.***

This objective is achieved by:

- developing and maintaining maritime facilities or renewing existing assets including, where appropriate, facilitating private sector development
- realising non-core assets and ensuring a sound financial return to the State Government
- managing the regional ports of Eden and Yamba which contribute to the economic development of their local regions and NSW
- providing advice on major planning and environmental matters involving wetlands which comprise land below the mean high water mark
- assessing foreshore development plans and applications through balanced consideration of community and commercial needs
- funding the provision of boating infrastructure on the Authority's land.

The year's major Program Two activities covered:

- Sydney Harbour planning issues
- Botany Bay planning issues
- Newcastle planning issues
- major property development and improvement
- asset management
- regional port management.

### Sydney Harbour planning issues

The Waterways Authority is one of the 24 State and Commonwealth Government agencies that are members of the Sydney Harbour Executive. This body enables all agencies that have a vested interest in Sydney Harbour to coordinate and work together in planning activities affecting the Harbour including the following projects involving the Waterways Authority.

### Sharing Sydney Harbour

Waterways is actively involved in five of the 10 key projects that have resulted from NSW Government vision document *Sharing Sydney Harbour – Regional Action Plan*. The Authority is the lead agency for two of these projects – *Land supply for the working harbour* and *Tenure of waterfront operations*. The Authority has made a major contribution to *Plans for strategic sites*, the *Foreshore and access improvement program* and the *Sydney Harbour Regional Environmental Plan*.

A strategic analysis of waterfront industry, examining all areas of current use and potential growth, was carried out under the *Land supply for the working harbour* project. This analysis identified 18 key Commonwealth, State and privately owned sites that are either vacant or under-utilised. Options for their future use are currently being considered.

A viable, new tenure system that satisfies industry and Government and provides a more commercially secure operating environment for maritime industry is currently being prepared under the *Tenure of waterfront operations* project. A draft lease has been prepared by the Authority which will require lessees to prepare Operational Management Plans that address the environmental, occupational health and maintenance requirements for their sites.

Under the *Plans for strategic sites* project, draft framework plans have been prepared for 11 key strategic sites on Sydney Harbour. These sites include Homebush Bay West and Walsh Bay Wharves 2/3 which are owned by the Authority as well as other sites such as Berrys Bay and Balls Head, Ballast Point and the Sydney Fish Market. These plans summarise the land use issues and future planning opportunities for these sites.

Under the *Foreshore and access improvement program*, a *Draft Integrated Land and Water Access Plan* has been prepared that recommends specific improvements to foreshore and waterway access within Sydney Harbour for pedestrians, cyclists and recreational boaters.

A draft *Sydney Regional Environmental Plan – Sydney Harbour and Catchment* (SREP 32) was formulated during the year. The draft Plan provides a context and framework for ongoing planning for the Harbour within a single statutory instrument. It contains principles to guide planning and development within the Sydney Harbour catchment, including consistent, updated and improved controls for waterway and marina development and updated controls to protect the environmental heritage of waterway and foreshore areas.

PlanningNSW will exhibit the progress of each of the projects early in 2002-2003, coinciding with the release of the draft *Regional Environmental Plan*. The projects will be further advanced following submissions from the public.

#### **Sydney Harbour Maritime Forum**

The Waterways Authority continued to host the Sydney Harbour Maritime Forum which represents the administrative, shipping, boating, maritime construction, recreational and commercial interests of Sydney Harbour. The Forum, which meets bi-monthly, was actively involved in defining the issues and preparing the inputs for various *Sharing Sydney Harbour* projects. The Forum also assisted in the review of the redevelopment of Jones Bay Wharf and Rozelle and Blackwattle Bays and in planning for the Sydney Harbour Federation Trust sites.

#### **Sydney Harbour catchment blueprint**

The Authority is a member of the Sydney Harbour Catchment Management Board, which during the year was involved in the development of a catchment blueprint for Sydney Harbour. The Authority also supported the preparation of blueprints for other coastal areas of NSW. These documents will provide the strategic direction and priorities for future investment of funds for natural resource and environmental management in 21 catchments throughout the State over the next 10 years.

#### **Sydney Harbour LandData Consortium**

The Sydney Harbour Executive has given the Waterways Authority the lead role in the continuing operations of the Sydney Harbour LandData Consortium. This group was

established to facilitate the joint procurement of spatial data for relevant agencies and has commenced planning for the purchase of digital aerial photography for the Sydney Harbour catchment area in the coming year.

#### **Rozelle and Blackwattle Bay maritime precincts**

An important step in the Authority's continued strategy to retain Sydney Harbour as a working port was the calling for private sector use of Rozelle and Blackwattle Bays for maritime industries such as marine contractors, charter vessels, boat storage and support services. At 14 December 2001 when Expressions of Interest (EOI) closed, there were four proponents for Blackwattle Bay and 25 for Rozelle Bay.

In March 2002, the State Government determined that the Sydney Harbour Foreshore Authority (SHFA) was to provide the day-to-day management of the Blackwattle Bay site resulting in the termination of the EOI process for that site. For Rozelle Bay, an extensive evaluation process was undertaken before the finalisation of a short list of proponents in May 2002. Further negotiation and evaluation is continuing and it is anticipated that successful proponents will be advised in late 2002.

#### **Review of Land Owner's Policies**

The Land Owner's Consent Manual provides guidance on the criteria for assessing development proposals on Waterways Authority wetlands. The Manual also outlines the scope of information that must accompany a request to the Authority as landowner for consent to lodge a development application. In response to the transfer of the former MMHC's (see Appendix 36 – Glossary) property portfolio to the Waterways Authority, a review of the Manual was commenced in December 2001.

Submissions from the public and interested Government and industry groups are currently being analysed by the Authority. The outcomes of the consultation process will be reflected in redrafted documents that will be publicly exhibited in 2002-2003. The new Land Owner's Policies will provide a clearer guide to requirements for applicants and lessees and to the Authority's role as owner.

### Development applications

The number of applications for land owner's consent totalled 72, down from 77 last year. Of these, only 28 were approved compared to 36 last year. The number of approvals reflects a more rigorous assessment process and is consistent with the Authority's advertised approach of encouraging development of shared use facilities for structures such as jetties, ramps and pontoons.

Partly as a consequence of the reduced number of land owner's consents over the last few years, the number of finalised development consents for foreshore applications, for which the Authority is the consent authority under either Part 4 or 5 of the *Environmental Planning and Assessment Act*, also dropped from 78 to 41 for the year. Of these, 30 were approved. The Authority also reviewed 217 applications for integrated development (comprising any development proposal within 40 metres of the foreshore for which the Authority is not the consent authority) and issued 39 permits under Part 3A of the *Rivers and Foreshores Improvement Act*, up from 14 last year. The increase is attributed to the level of building industry activity in foreshore areas.

There were 70 construction applications approved during the year, an increase of one from last year.

### Botany Bay planning issues

The Waterways Authority is a member of the Botany Bay Coastal Management Committee and during the year contributed to the Southern Sydney Draft Catchment Blueprint covering Botany Bay as well as providing comment on the 'Turning the Tide' regional management plan prepared by the southern Sydney regional organisation of councils.

The Authority provided the Sydney Ports Corporation with its requirements for the preparation of an Environmental Impact Statement (EIS) for the proposed expansion of Port Botany, particularly in relation to the potential impacts on coastal processes and water quality, construction impacts and relocation of the Penrhyn Road boat ramp.

The Waterways Authority also commenced action to relocate several existing leases in Taren Point to improve public access and to secure habitat for the local shore bird community.

In conjunction with other agencies, the Authority will also:

- continue investigations in preparation of an EIS for beach nourishment works and protection of the little tern habitat at Towra Point
- contribute towards the funding of groyne construction and beach nourishment works to protect the northern end of Lady Robinsons Beach from erosion.



*The Waterways Authority is responsible for balancing the needs of both commercial port and recreational boating users of Botany Bay*

### Newcastle planning issues

A number of significant dry and wet land developments associated with the Port of Newcastle are currently in various stages of planning. Although much of the detail is still to be clarified, these key projects all have a degree of public exposure. The proposals include:

- Project Newport (for which the Authority is a member of the Steering Committee) – deepening and widening of the main navigation channels
- dredging of the south arm of the Hunter River
- Austeel – large steel plant to be located east of the Tomago aluminium smelter
- Protech – steel plant to be located west of the Kooragang Coal Loader berths

- Newcastle Coal and Bulk Terminal – two separate development areas, with the coal facility west of the Protech site and the bulk facility south of the existing K2 bulk berth (which is owned by Newcastle Port Corporation and currently operated by P&O Ports).

The Waterways Authority owns significant wetland areas relating to all the projects and will, along with other key government agencies, be closely involved with their progress.

## Major property development and improvement

### King Street Wharf

Construction of this \$750 million private sector redevelopment continued during the year. Following favourable media reports on the precinct and its restaurants, use of the new charter vessel facilities has greatly increased. The precinct is now fulfilling its dual role of catering for the future growth of tourism on Sydney Harbour and relieving the high levels of tourist bus usage at Circular Quay.

During the year, a sewage monitoring system was commissioned to enable the volume of charter vessel sewage discharges at the facility to be recorded. Construction of further waterfront buildings at the northern end of the site also commenced and these will provide further charter vessel front and back-of-house facilities. The residential buildings at the southern end of the site were completed and excavation works for office tower construction adjacent to the Western Distributor began. The King Street Wharf redevelopment is scheduled for completion in 2004.

### Walsh Bay

Construction continued on this \$650 million private sector/Government redevelopment which will convert the Walsh Bay precinct into a mix of residential, commercial, cultural and maritime facilities and public open space. The NSW Government is primarily responsible for the cultural, maritime and foreshore access aspects of the redevelopment.

Most of the existing heritage structures are being restored, including the old Bond Stores, timber-

piled finger Wharves 2/3 and 8/9, the historic Hickson Road facade and the heritage bridges and walkways.

Work progressed during the year on:

- the Pottinger Street apartments (completed in December 2001)
- the reconstruction of Wharf 6/7 for future apartments
- the theatre on the former Bond Store 4 site, office accommodation at Towns Place East and the apartments on the Bond Store 4 East site
- the stripping of the superstructure and removal of the asbestos roof from Wharf 2/3. Replacement and repairs to the substructure commenced.



*Walsh Bay progress during the year included the completion of terrace apartments in Pottinger St and removal of the roof and outside cladding at Wharf 2/3 (below)*



- additional funding sought for the future usage of Wharf 2/3.

### **Manly Wharf**

Manly Wharf is leased to a private company and after a number of years of negotiation, a significant upgrade of the existing ferry wharf retail complex commenced at the beginning of 2002. This work is due for completion in early 2003. The lessee is also committed to carry out a substantial wharf repair and maintenance program which is due to commence in 2002-2003.

### **Blackwattle Bay wharf upgrading**

The \$5.5 million redevelopment of 136 metres of wharfage at the southern end of Blackwattle Bay, between the former coal bunker site and the current wharf area leased by Pioneer Concrete, was completed in March 2002. This comprised:

- creation of 5,820 square metres of new wharfage and re-levelled hardstand area
- installation of lighting together with new water, telecommunications, fire service and power outlets for up to 16 vessels
- a sewage pump-out system for recreational and commercial vessels.

On 22 March 2002, the Authority signed a management agreement that assigned management of the wharf to the Sydney Harbour Foreshore Authority (SHFA). At year's end, the SHFA had sought expressions of interest for a short-term lease of the wharf.



*The \$5.5M Blackwattle Bay wharf upgrading project included the provision of new services and eight new landing steps on the Blackwattle Bay jetty*

## **Asset management**

### **Circular Quay**

Expressions of interest from the charter vessel industry for the use of Sydney Cove wharves including Circular Quay Wharf 6 closed on 16 October 2001. This was done to encourage increased choice and access, more frequent cruise services and a better range of prices in line with national competition policy. Negotiations with charter vessel operators on the issue of time-slot arrangements in the Quay were continuing at year's end.

### **Homebush Bay sediment remediation**

The NSW Government is providing \$21 million towards the clean up of dioxin-contaminated sediments from the eastern side of Homebush Bay.

In December 2001 a contract was signed with Thiess Environmental Services for the removal of these sediments from the Bay and the adjacent former Union Carbide (Lednez) site. Upon completion of the work, estimated to be in 2006, the Authority will transfer the former Union Carbide site to Thiess' partner, Trafalgar Properties Ltd for development in accordance with the Rhodes Peninsula Development Control Plan, which was also adopted by the NSW Government in December 2001.

Thiess is responsible for obtaining all statutory approvals and it is expected to lodge an EIS with PlanningNSW in the fourth quarter of 2002.

Community consultation continued during the year and a project information page was created on the Authority's website. The Authority provided oral and written advice to the NSW Parliament's Standing Committee on State Development Inquiry into the Rhodes Peninsula. In its report tabled on 27 June 2002, the Inquiry made a number of recommendations in response to community concerns.

### **Stockton ferry wharf**

In conjunction with TransportNSW, the Authority is funding a replacement ferry wharf at Stockton in Newcastle which provides disabled access. A contract was awarded in May 2002 and the project is due for completion in October 2002 following which the old wharf will be demolished.

**Ferry wharf maintenance**

The Authority continued to maintain its 25 ferry and common user wharves on Sydney Harbour and the Parramatta River and a further three wharves at Newcastle. During the year, discussions commenced on developing a systematic and prioritised safety and maintenance regime to cover all commuter wharves in Sydney Harbour and the Parramatta River.

**Dawes Point seawall**

As part of investigations into the condition of the century-old Dawes Point stone seawall and heritage handrail during the year, the Authority and the SHFA completed heritage and geotechnical studies which will assist in commencing repair work during 2002-2003.

**Newcastle seawall**

Work commenced in May 2002 to repair the Newcastle Wharf Road seawall and adjacent promenade, which had been severely undermined in the vicinity of the former tug berths.

**Seaplane bases**

The Authority took possession of the seaplane facilities at Rose Bay and Newcastle and carried out repairs to enable the safe accommodation of the planes and their passengers. Expressions of Interest for a new long-term base operator, received in April 2002, are currently being reviewed.

**Maritime Trade Towers**

The Authority owns the site of office buildings at 201-207 Kent Street, Sydney, as well as the Veritas House 207 Kent Street sub-lease.



*The Authority's largest asset disposal during the year was the sale of the former Hickson Rd workshops site which included the site of Sydney's first gasworks (above). Planners Bob Murphy (left) and Chris Hughes (right) negotiated the sale.*

At 30 June 2002, there was a high 95.3 per cent occupancy rate of office space in Veritas House. During the year, a significant upgrade of the building's air conditioning chiller units, funded by the Authority, neared completion. The upgrade will provide additional chiller capacity and use an ozone friendly refrigerant.

**Wetland property management**

The Authority administers approximately 2,035 wetland leases, of which 11 per cent are with commercial organisations, 15 per cent with community and government organisations and 74 per cent with adjacent landowners. On 1 November 2001 the Authority announced a revised approach to the re-leasing of structures. Incoming purchasers of foreshore property must now ensure that existing structures comply with current assessment criteria or be removed prior to re-sale. In response to increased subdivisions and multi-unit development along foreshores, and a greater demand for more wetland structures such as jetties, the Authority is placing a greater emphasis on shared use facilities where practicable.



*The Waterways Authority is targeting a reduction in wetland structures, such as the above at Vaucluse Bay, through the encouragement of shared use facilities*

**Coastal and foreshore protection**

In addition to the *Sharing Sydney Harbour* initiatives, the Waterways Authority continued its involvement in foreshore improvement programs through its participation in the NSW Coastal Council and the NPWS Sydney Region Advisory Committee. As a member of the Inter-departmental Committee on Coastal Management, the Authority also provided input in the development of the Coastal Protection Package to protect the State's beaches and headlands. Key elements of the package

developed during the year included a Comprehensive Coastal Assessment which is an \$8.6 million program over 3 years to assess the environmental, social and economic values of the State's 1,500 kilometre coastline.

### Manly penguins

The Waterways Authority is a signatory to the Little Penguin Recovery Plan, which commits the organisation to the control of recreational boating activity in the vicinity of the penguin population. During the year, the Authority was involved in numerous discussions with the NPWS on balancing the needs of the boating community and the protection of the penguin population, particularly in the Quarantine, Store and Collins Beach areas.

### Regional ports management

The Authority manages the small regional ports of Eden and Yamba with input from Port Advisory Committees. These ports together handle 0.7 per cent of total sea trade through NSW ports. During the year, the Port of Eden recorded a slight trading surplus. The Port of Yamba remained important to local business and regional development and facilitated trade to Lord Howe Island and Norfolk Island.

### Trade summary

Trade through the Port of Eden totalled 806,218 mass tonnes, an increase of 1.8 per cent for the year. Woodchip exports (735,248 tonnes), primarily to Japan but also to Indonesia, were up 3.0 per cent. However, due to annual fluctuations in demand for petroleum products, imports from interstate (49,127 tonnes) were down 12.9 per cent on last year. There were 32 vessel visits, up from 28 last year.

Trade through the Port of Yamba totalled 11,272 mass tonnes, 12.2 per cent below last year's total. The volume of general cargo shipments on the Yamba/Lord Howe Island/Norfolk Island/New Zealand trade route was at similar levels to last year, however exports of treated logs to the Philippines decreased. Total vessel visits decreased to 45, ten less than last year. Funding for maintenance work to the Goodwood Island Wharf totalling \$700,000 was approved and this is due for completion in April 2003.



*Signatories and witnesses to the State of NSW's first Indigenous Land Use Agreement which was signed in November 2001 and paved the way for the commencement of construction of the new port of Eden naval and commercial berth*

### Eden port development

The Commonwealth Government is constructing a \$41 million Naval Armaments Facility on the southern shore of Twofold Bay, which will be made available for commercial shipping for around 290 days of the year. The NSW Government is providing a \$5 million contribution towards the development of a 7-hectare cargo storage area and other works to upgrade the wharf to handle vessels of up to 32,000 tonnes in size.

Following the signing of both a Memorandum of Understanding between the Commonwealth and NSW Governments and an Indigenous Land Use Agreement with the local native title group, construction commenced in April 2002. At year's end, dredging of the turning and berthing basin for the wharf had been completed and pile-driving works on the access jetty commenced. When completed in December 2003, the facility will allow new trades from the region, particularly softwood exports, to commence and assist in the development of local industry.



*Location of the new berth and cargo storage area on the southern shore of Twofold Bay*

# Corporate governance

The Waterways Authority reports to the Minister for Transport through its Chief Executive. An Executive Management Committee consisting of the Chief Executive and senior executive managers meets weekly to review and set the Authority's strategic directions and operational management.

## Risk management

Following a review of the functions and composition of the Risk Management Committee, a new committee was established which contains representatives from all areas of the organisation. The new committee has commenced the development of a formal risk management policy and objectives as well as a comprehensive risk management framework using the guiding principles of the Australia /New Zealand Risk Management Standard.

The following risk management goal has been adopted:

"The Waterways Authority embraces risk management principles as an integrated business and management tool that will steer the organisation towards excelling in corporate governance by:

- taking accountability by managing our business risks
- ensuring employees, clients and business relationships work and operate safely
- managing the organisation to ensure business continuity and to maximise value and return to stakeholders."

The framework provides a systematic way to make informed decisions about risk and encourages the identification of greater opportunities for specific improvement.

Actions to manage the risks associated with the staging of aquatic licence events included:

- applicants were asked from February 2002

to increase their public liability cover from \$5 million to \$10 million and provide evidence of this coverage

- new licence conditions were introduced that require organisers to advise all participants that they were not covered under the licensee's public liability insurance; to provide a briefing to all participants of the proposed event including what the event encompassed and any potential hazards etc; and to have all courses inspected by a suitably qualified or experienced person before the commencement of any activity.

Other risk management activities included:

- the implementation of guidelines and procedures for the engagement of contractors. A contracts register has been established along with 'contractor agreement' documentation
- procedures for engaging consultants.

The Authority's insurable activities continued to be effected through the NSW Treasury Managed Fund, providing coverage for industrial, special risks (fire), marine hull, public liability, personal accident and professional indemnity.

## Audit

Internal auditors PricewaterhouseCoopers completed the second of a three-year contract. During the year, the following audits were conducted:

- Goods and Services Tax
- pricing of moorings
- procurement and accounts payable
- service centres
- staff leave administration
- superannuation
- workers' compensation.

The Authority's Audit Committee reviewed the results of these audits and changes were implemented where improvements to processes and procedures were identified.

## Internal review

In October 2001, the Chief Executive implemented the results of a Functional Review to improve the structure of the Authority and to better address its future business needs and opportunities. The outcomes of the Review that have been adopted by the Authority were:

- more coherent reporting relationships within the Authority
- formal integration of staff into the Maritime Property and Assets Division

- creation of two new units – Business Improvement and Development and Commercial Projects – to maximise and promote business opportunities
- establishment of a more proactive role in risk management.

These outcomes have provided the Authority with a more commercially and outcomes based focus.



*The Authority introduced new licence conditions for aquatic events aimed at ensuring the highest possible standards of safety*

# Financial performance

## Financial outcomes

The Waterways Authority is a self-funding agency. However, for the purposes of classification, the NSW Treasury and the Australian Bureau of Statistics categorise the Authority as a General Government Budget Dependent agency. The Authority has two distinct sources of revenue, the first associated with recreational boating and the second from leasing commercial property and wetland. A distribution to the NSW Treasury is paid from the latter source. The amount to be paid in 2002-2003 from operating revenue earned in 2001-2002 is \$9 million.

During the year the asset base was increased from \$515.1 million to \$534.1 million. The net surplus for the year was \$45.4 million compared to a \$2.2 million deficit for 2000-2001. The fluctuation in surplus is due to the effect of single large transactions that are separate to normal business. For 2000-2001, this was a downward asset adjustment of \$36.4 million, while for 2001-2002 these comprised proceeds from the development of King Street Wharf of \$27.1 million.

## Factors affecting performance

The main factors affecting normal business performance for the year were:

- a 5.3 per cent increase in recreational boating licences
- a 2.4 per cent increase in vessel registrations
- a 3.5 per cent increase in all boating, mooring and vessel survey fees and charges from 1 October 2001
- increased PWC licence and registration fees
- rental reviews on commercial leases

- a 3 per cent increase in salaries and wages in accordance with the 2001-2004 Enterprise Agreement
- increased surplus from the disposal of assets.

## Introduction of boating licences in Victoria

Recreational boat operator licensing is now being introduced in Victoria. Operators of personal watercraft and all boat operators under 25 years of age in Victoria are required to hold a licence from 1 February 2002, while all remaining recreational powerboat operators must be licensed from 1 February 2003. Victorians already holding interstate licences will have their current licences automatically recognised in Victoria until the licence expiry date.

Approximately 50,000 Victorians hold a Waterways Authority boat licence. As a result, there will be an annual loss of revenue to the Authority of up to \$1 million a year from February 2003 as Victorians cancel their Waterways Authority boat licences and obtain Victorian ones.



*The Big Boat Show was held in November 2001 at Rozelle Bay*

# Our organisation

## Organisational development

Actual full time equivalent staff at 30 June 2002 totalled 292, an increase of 10 for the year.

The 2001-2004 Enterprise Agreement was finalised during the year, following agreement on annual salary adjustments and workplace reform measures. New initiatives in the Agreement include provision of novated leases for motor vehicles, an individual performance management system, an aggregate wage allowance, a new job evaluation system and new rosters for the Harbour Cleaning Service. In addition, the team-based performance management system was revised.

For the eighth consecutive year there were no industrial stoppages.

## Personnel policies and procedures

During the year, the Authority continued its ongoing program to develop or update personnel policies. New policies finalised, issued to staff and placed on the intranet covered:

- personal carer's leave
- employee transfer costs
- first aid
- BSO transfer procedures.

Policies for e-mail, intranet and internet use and procedures for grievance handling and dispute resolution were also revised.

## Learning and development

The Authority conducted a number of learning and development programs during the year to enable staff to competently carry out their duties or to prepare for change. Learning and development expenditure totalled some 1.5 per cent of total salaries and wages.

Programs in the area of compliance included training for new roles and responsibilities as an Appropriate Regulatory Authority under the

*Protection of the Environment Operations Act 1997* and on-water sampling techniques. Work also commenced on the development of an in-house capacity to train compliance officers.



*BSO Tim Hayes carrying out water quality sampling in Sydney Harbour*

Programs in the area of performance management included workshops with managers on the performance management system and its link to the corporate planning process, seminars on the prevention of harassment and bullying, training for new staff, assessor and workplace training and staff selection skills.

Programs in the area of business improvement covered employee self service usage, business and investigation writing, defensive and 4WD driving and computer training.



*16 new staff participated in the Authority's week-long induction training program in July 2001*

The Authority is currently working towards adopting the Public Sector Training Package that will provide staff with nationally recognised qualifications and generally raise the capability of the organisation.

### **Occupational Health and Safety (OH&S)**

The Waterways Authority continued to emphasise its commitments to a safe, healthy and caring workplace. The commencement of the new OH&S Act and Regulation from 1 September 2001 allowed the Authority to review and implement the main risk management and consultation provisions embodied in the legislation.

OH&S programs and initiatives during the year focused on the prevention of injuries to provide a more safety-conscious culture and minimise exposure to liability. The main activities included:

- a statewide noise assessment survey of the Authority's vessels
- an OH&S inspection and compliance audit program
- worksite health awareness and screening programs covering diet, skin cancer, Hepatitis B immunity screening, back and neck health
- commencing strategies and actions relevant to the new OH&S legislative requirements
- coordinating the presence of a St John's First Aid Centre at the Volvo Ocean Race Village during December 2001
- developing safe working guidelines and procedures for water sampling tasks where water pollution has been detected and for mail handling, plus a review and update of the PWC training and procedures manual.

### **Equal Employment Opportunity (EEO)**

During the year, the Waterways Authority formulated its EEO Management Plan. Most of the strategies in the plan are based on issues raised by staff at focus groups held in conjunction with the development of the Plan.



*Participants at the Harassment Contact Officer conference held in November 2001*

The Harassment Contact Officer (HCO) network continued to operate well and proved worthwhile. It provides an avenue for less formal assistance and advice which is sometimes preferred by staff.

A second HCO conference was held in November 2001. That conference served as a forum for the exchange of ideas and experiences to assist the HCOs in performing their role.

### **Multicultural relations**

In accordance with its Ethnic Affairs Priorities Statement (EAPS) for 2001-2002, the Authority:

- conducted safe boating lectures to eight ethnic groups in Melbourne
- conducted safe boating lectures in the aboriginal communities of Wilcannia and Barmah
- consulted with the Newcastle Fishermen's Co-operative to identify ways of communicating with ethnic commercial boating operators to better address safety and operating concerns, and used interpreters to explain survey and crewing requirements
- continued to investigate the placing of multi-lingual safety and environmental messages on the internet
- made additional licence testing books available in Vietnamese and distributed these to customer service centres in the Sydney region
- under the Indigenous Land Use Agreement signed in November 2001 to enable the Eden multi-purpose wharf to proceed, the Eden Local Aboriginal Land Council was permitted to use the future wharf for cultural purposes for up to 5 days per year

- introduced multi-cultural diversity as a permanent topic in all staff induction training programs.

The Authority's EAPS initiatives for 2002-2003 are listed in Appendix 19.

### **Disability Action Plan**

Disability Action Plan strategies continued to be implemented, including the placing of a wide range of information on the internet, the expeditious handling of complaints, and frequent consultation with ageing boaters, young boaters and peak disabled groups on relevant issues.

The Waterways Authority represents NSW on the Marine Modal sub-Committee of the Accessible Transport Standards' Consultative Committee. During the year, this sub-Committee prepared and reviewed the marine aspects of the draft Disability Standards for Accessible Public Transport 2001. The Authority also made a significant contribution to the Accessible Transport Action Plan for NSW Transport Agencies.

Other achievements included:

- a new wharf with disabled access under construction at Stockton
- disability access locations indicated on all new Waterways Authority boating maps
- rationalisation of the names of wharves in Sydney Harbour identified in the Action Plan – this will facilitate communication on disabled access
- all television safety awareness advertisements carried appropriate text-message options

- increased size of typeface in select publications and use of plain English writing
- participation in the Government Access Centre scheme to provide information on accessible services to people with disabilities in regional and remote areas
- communicating with disabled people included as a topic in the staff induction program.

### **Women's Action Plan**

An active and well-supported Spokeswomen's Program was maintained and was headed by two spokeswomen. During the year the Program sponsored a number of places on relevant training courses for female staff including the highly regarded and very successful Springboard program. The Spokeswomen's site on the intranet was launched by the Chief Executive on International Women's Day and provides a further useful resource for female staff.

The Authority also agreed to introduce childcare fee assistance of up to \$250 per annum per staff member in the new Enterprise Agreement.

### **Waterways employee assistance program**

This program continued to provide an opportunity for staff and their immediate families to access professional, independent and confidential counseling for work and/or personal issues. In particular, staff continued to utilise the regular on-site visits of the counsellor as one way of addressing issues that impact on their working lives.

# Strategic direction

The Waterways Authority's Corporate Plan for 2002-2005 has identified actions under its four critical strategies to address the future needs and expectations of stakeholders.

## Service model innovation

- improving responsiveness to clients, including enhanced communications providing broader client access through the internet and electronic service delivery
- improving the effectiveness of compliance and education campaigns
- progressing the national marine safety strategy in NSW
- reconciling the interests of all waterways users with foreshore users and residents
- facilitating port development and the maritime use of State waters
- enhancing the sustainable use of the maritime environment by:
  - introducing a standard statewide vessel sewage discharge policy
  - providing environmental education programs and ensuring compliance with environmental legislation and policy
  - developing plans of management for major waterways
  - where appropriate encouraging programs for the remediation of the contamination in beds of waterways and adjacent land areas
- increasing the maritime and community benefits of property portfolio management by:
  - facilitating growth of sustainable maritime industries, particularly in Sydney Harbour
  - funding key waterways infrastructure and facilitating major redevelopment projects in former commercial port areas.

## Business process innovation

- identifying new opportunities for improvements to business processes
- implementing a feedback system to monitor effectiveness and efficiency of processes
- increasing emphasis on internal review of business processes
- ensuring effective risk management and corruption prevention strategies.

## Commercial orientation

- adopting risk management principles as a business and management tool to ensure:
  - accountability by managing business risks
  - employees, clients and other stakeholders work and operate safely
  - business continuity and maximising value to stakeholders
- the introduction of an Authority-wide pricing policy framework to ensure commercial principles are observed where appropriate
- consideration of new technology and technology sharing arrangements and 'whole-of-Government' approaches to managing issues
- identification of partnership opportunities with industry and non-Government organisations.

## Creativity and learning

- innovative methods to keep our staff well informed and capable of meeting future business demands
- open and consultative communication
- continued development of a performance-based culture
- ensuring that staff have the skills and resources to complete tasks efficiently and effectively through a planned approach including learning and development.