

# Review of Operations

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

Program One covers regulatory and licensing activities with a focus on marine safety and the environmental protection of NSW waters. It operates under a self-funding regime where income derived from these responsibilities is 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

### HIGHLIGHTS

Strategies	Achievements	Measures of Success
Improve the effectiveness of compliance and education campaigns	~ Over 400 Safe Boating Seminars held and education campaigns conducted on a variety of issues such as bar crossings, lifejacket awareness and capsizing	~ Vessel safety compliance rate of 93% recorded ~ Lowest number of fatalities ever recorded over the summer boating season
Influence and encourage the boating community to identify and respond to environmental issues	~ Increased use of sewage pump out facilities at King St Wharf and Blackwattle Bay ~ Plans of Management for Lake Macquarie, Corindi River and Smiths Lake	~ 81% increase in registered users of sewage pump out facilities in Sydney Harbour ~ Public feedback on draft plans and implementation of completed plans
Ensure relevance and effectiveness of legislative framework	~ <i>Marine Pollution Amendment (Waste Discharge and Oil Spill Response Plans) Regulation 2003</i> introduced to control the discharge of sewage ~ <i>Marine Legislation Amendment (Marine Pollution) Act 2002</i> introduced to further penalise polluters	~ Reduction in penalties issued and prosecutions completed ~ Reduction in need to prosecute polluters in court

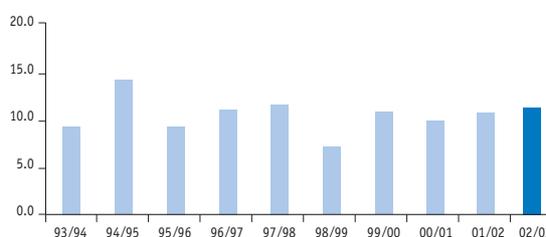
## MARINE SAFETY

### Boating incidents

Incident statistics for 2002–2003 are listed and discussed in Appendix 4. In summary:

- ~ 378 boating incidents were reported to the Waterways Authority during the year
- ~ 22 boating fatalities (from 19 accidents) were recorded, an increase of one from last year
- ~ capsizing was the most commonly reported cause, accounting for 10 fatalities
- ~ 95 per cent of fatality victims were not wearing life jackets when the incident occurred
- ~ 88 per cent of fatalities occurred on enclosed waters.

Fatalities per 100,000 registered vessels



The number of fatalities recorded per 100,000 recreational and commercial vessels was similar to recent years.



*One of the most important messages conveyed on the water during the year was the importance of carrying and wearing lifejackets*

## Education campaigns

The Waterways Authority continued its comprehensive boating safety education program throughout NSW. The main issues addressed in this year's program were the carrying of and access to safety equipment (particularly lifejackets), licence requirements, safety while crossing entrance bars, capsizing, hypothermia and alcohol. Key elements of the campaign included:

- ~ five major State-wide boating safety promotions conducted during the peak boating season. This included a national campaign largely conceived by the Authority entitled *Boat Smart from the Start: Know when to wear your lifejacket*. The campaign was awarded a high commendation at the 2003 AustSwim Water Safety Awards
- ~ a major focus through education and enforcement programs on lifejackets and their accessibility
- ~ 401 safe boating seminars throughout NSW
- ~ 84 regional educational campaigns and 43 school visits reaching over 6224 students, particularly in the Murray, Darling and Riverina areas
- ~ a focus in schools on water safety

- ~ safety awareness campaigns supported by the use of advertising, stickers, posters and brochures, the Internet, displays and media releases across NSW
- ~ a total of 33,144 vessel checks conducted during the peak boating season and 41,730 for the year.

## Bar crossings

Bars are created at the entrances to rivers and lakes by the movement of sand along the coast and sediment from catchment areas. A major area of concern is the lack of awareness amongst vessel operators of the dangers of bar crossings and the associated risk of vessel capsizing. There have been 63 recorded boating incidents and six deaths at ocean bars since 1 January 2000, with most incidents having occurred at Tweed Heads on the North Coast and most fatalities at Narooma on the South Coast.

Initiatives carried out by the Authority during the year to minimise incidents and fatalities included:

- ~ improved signage at bar crossings including advisory signs at boat ramps located near estuary entrances, including the trial of a movable electronic signage board displaying safety messages at the Narooma bar
- ~ more information on crossing bars in the Authority's Safe Boating Handbook, on the Internet and at boating seminars
- ~ specific questions on crossing bars in boating licence examinations
- ~ an updated bar crossing information brochure
- ~ a bar crossing safety awareness and advertising campaign over the Easter 2003 long weekend. The campaign, was considered a success with no incidents recorded at bar crossings and a non-compliance rate for vessels checked for observance of lifejacket regulations of just 1.5 per cent.

## Volunteer marine rescue organisations

Each year, volunteer marine rescue services in NSW attend to over 5000 calls for help and assist more than 15,000 people in all sizes of craft, in all types of weather conditions by day and by night. In recognition of this service, the Waterways Authority provided over \$835,000 in grants during the year. Volunteer grants are listed in Appendix 9.

Since the inception of these grants in 1998, the Government has provided the Volunteer Rescue Association, the Australian Volunteer Coast Guard Association and the Royal Volunteer Coastal Patrol with \$1.85 million. These 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.

In addition to these grants, the Authority subsidised other volunteer rescue organisations including Surf Life Saving NSW and the State Emergency Service to the value of \$93,000 by not charging for their boat licences, registrations, moorings or aquatic licences.

### Marine radio communications

Following the closure of the Federal Government funded and Telstra operated Coastal Radio Network (CRN) at the end of 2001–2002, an interim three-year replacement service commenced operation in NSW on 1 July 2002. Installation of this replacement service was coordinated by the Authority and is being provided by the Sydney, Newcastle and Port Kembla Port Corporations. This service provides high frequency (HF) and very high frequency (VHF) marine radio coverage previously provided by the CRN and has scope for VHF expansion in the future.

Discussions are being held at the national level regarding the provision of a longer-term marine safety communications service beyond this three-year period.

### National Marine Safety Committee

As the NSW representative on the National Marine Safety Committee (NMSC), the Authority continued to develop and assist with:

- ~ the finalisation of a standard for a national builder's plate
- ~ a national standard for commercial vessels, together with the drafting of stability criteria and loadline requirements in consultation with key stakeholders
- ~ a national standard for recreational boat safety equipment, including a review of personal flotation device standards.

### Maritime safety training

The Waterways Authority has assisted NSW maritime training organisations in implementing both the Maritime Industry Training Package and the Seafood Industry Training Package. Both packages were reviewed during the year to make them more relevant and practical for the commercial vessel sector.

The Authority developed a new record of service book known as ROPES (Record of Previous Experience and Service) in conjunction with other State and Territory marine authorities through the NMSC. This book will complement the training packages and facilitate on-board training while improving the quality and consistency of marine qualifications.

Through these initiatives, the Authority has significantly contributed towards the development of a competency-based training system that has the potential to provide more flexible training and recognition of on-the-job training for the maritime industry in accordance with the national agenda to reform Vocational Education and Training.



*Marg Wyborn, Boating Service Officer is based at our Narooma office. Marg is one of 50 such boating officers who are strategically located throughout NSW near popular boating areas. Her primary role is to help maintain and improve boating safety and environmental compliance*

This shift towards a competency-based system has also enabled the Authority to adopt a more practical approach towards assessing applicants. This was enhanced during the year with the purchase of a dedicated diesel powered vessel, similar to most commercial charter vessels, for practical testing and assessment of applicants for marine qualifications. This process will complement the oral testing procedure.

### Navigation aids

Capital expenditure on navigation aids for the year totalled \$812,000. A total of 46 lights were either newly acquired or upgraded during the year, principally at Lake Macquarie, Brisbane Water, Clyde River, Batemans Bay, Evans Head, South West Rocks and Middle Harbour. The Point Danger Lighthouse at Tweed Heads was upgraded from mains powered to solar and now incorporates the latest navigation aid hardware.

The Authority's pylon replacement program continued with 111 upgrades throughout the State. A total of 65 new buoys were also installed, 25 of which were in Myall Lake and Myall River with others in Lake Mulwala, Lake Macquarie, Lake Jindabyne, Lake Conjola, St. Georges Basin, Port Stephens and the Hacking River. A further 27 buoys were upgraded with the majority of these in Lake Mulwala, Nepean River and Clyde River.

### Personal watercraft

A range of strategies exist to curb irresponsible personal watercraft (PWC) use in NSW. These include education and compliance campaigns, PWC specific licences and further regulatory measures, such as a prohibition on PWC being operated in an irregular manner (for example riding in a circle or unnecessary weaving) within 200 metres from the shore within an area between Port Hacking, Wamberal and the Blue Mountains, excluding waters off the coast. Outside this zone, a restriction has been placed on irregular riding wherever a dwelling is located within 200 metres off a riverbank or shore and is visible from the water.

Personal watercraft have also been banned from Sydney Harbour and from operating between sunset and sunrise anywhere in NSW. These bans were implemented in response to community concerns about PWC impacts. Compliance has been exceptional and only one infringement notice was issued.

## ENVIRONMENTAL SUSTAINABILITY

### Environmental education

The Authority's environmental education program is designed to highlight to the boating and wider community the potential impacts that boating can have on the aquatic environment and what can be done to minimise those impacts.

The Authority provided environmental information through the Internet, as well as through brochures, the print media, radio, seminars and the annual Sydney International Boat Show. The Boat Show in particular allowed the Authority to provide information to a large number of visitors on vessel wash, waste management and, in partnership with NSW Fisheries, control of marine pests such as *Caulerpa taxifolia*. The Authority also worked with the Environment Protection Authority to produce the *It's a Living Thing* television campaign designed to promote care and protection of the environment as well as its own brochures *Leave Only Water In Your Wake* and *Take charge of your discharge!*

The Waterways Authority has also provided material to schools through the Australian and New Zealand Safety Boating Education Group. This program, entitled *Kids and Water*, has introduced marine safety and environment education to over 270 NSW schools.

During the year, the Authority's Internet site was enhanced with new information on items such as seagrass protection and vessel pump-outs, including the location of all known pump-out and amenity sites around Sydney Harbour. The environmental section of the NSW Safe Boating Handbook, which covers topics such as sewage discharge, garbage, seagrasses and boat wash, was doubled in size. Around 200,000 copies are printed and distributed at no charge each year.

### **Boating Plans of Management**

Boating plans of management are designed to ensure that boating procedures and practices maximise safety and enjoyment, identify and protect the recreational and environmental values of a waterway and provide a consistent approach to these issues. The Waterways Authority has developed a process, which has been endorsed by the Coastal Council of NSW, for preparing both boating plans of management and mooring management plans for the State's waterways.

In addition to the following plans, submissions received from the previous public exhibition of the Port Hacking draft boating plan were analysed with a view to finalisation and preliminary input to develop a draft boating plan for Pittwater was sought from the local User Group.

### **Sydney Harbour Traffic Management Plan**

The Authority placed a Sydney Harbour Traffic Management Plan Issues Paper on public exhibition between October and December 2002. The Issues Paper was designed to elicit ideas and suggestions from the general community on issues that should be addressed in a Sydney Harbour Traffic Management Plan.

The Authority received 82 submissions in response to the Issues Paper. These will be considered prior to a draft Traffic Management Plan being released for public comment later in 2003. The majority of issues related to the key areas of safety and compliance, equity of use, natural resource management and infrastructure provision.

In conjunction with the Plan, a Code of Conduct was implemented for commercial adventure vessel operators, providing a set of procedures, operating areas and navigation restrictions in the interest of optimising safety levels for the use of these craft.

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

Following the release in 1996 of an Independent Inquiry into the Williams River by the Healthy Rivers Commission, the Authority prepared a Boating Management Plan to sustainably manage boating at Seaham Weir Pool, north of Raymond Terrace.

In conjunction with the Boating Management Plan, an independent expert group was engaged to monitor and analyse the River. Its findings, released during 2003,

showed that overall bank erosion and vegetation had not been adversely impacted by ongoing boating activity and recommended that all boating activity (including water skiing) be allowed to continue. It also noted that boating activity had significantly decreased since the introduction of the Boating Management Plan.

The Authority will continue to monitor boating activity and keep the local community and boat users aware of any changes to the Boating Management Plan for the Pool.

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

Following a review of public submissions and in consultation with the local community advisory group, the Mooring Management Plan for Lake Macquarie was finalised and released in June 2003. This well-received Plan formalised the process for the placement of moorings and provided for the formation of an advisory group.

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

The Myall Lakes Plan of Management, containing a boating management component, was finalised and introduced by the National Parks and Wildlife Service (NPWS) in November 2002. The Plan incorporated the views of the 1180 public submissions received on the previously released draft Plan. The Authority was instrumental in the community consultation process using forums such as local user groups and on-water contact to raise the community's awareness of the existence of the draft Plan.

### **Corindi River Boating Plan of Management**

The Corindi River estuary system forms part of the Solitary Islands Marine Park and is located approximately 40 kilometres north of Coffs Harbour. A draft Boating Management Plan for the waters of the Corindi River was placed on public display in September and October 2002 and was finalised following the evaluation of comments.

The plan will provide a baseline so that changes to waterway usage patterns over time can be measured. The plan also proposes management options and strategies that reflect current vessel activity. Corindi River will be monitored in the coming year to gauge the plan's success.



*Simon Annabel, Riverkeeper for Georges River and Fiona Thomson, Riverkeeper for Port Hacking, are both based at our Sutherland office. They are involved in the boating safety, improvement, protection and monitoring of the ecological health of these waterways*

### **Smiths Lake Draft Boating Plan of Management**

Smiths Lake, south of Forster, is a waterway that experiences dramatic changes in water level when it is opened or closed to the sea. It is a popular spot for recreational boaters, particularly in summer.

In June 2003, a Draft Boating Plan of Management was placed on display for three months. The plan recognises the activities and characteristics which make Smiths Lake unique and seeks to protect the environment while increasing boating safety.

### **Riverkeeper program**

The Riverkeeper program is a joint venture between the Waterways Authority and local councils. The Riverkeeper appointed for Port Hacking in November 1999 was joined in January 2003 by a Riverkeeper for the Georges River.

The aim of the Riverkeeper program is to monitor and assist in the improvement of the ecological health of the estuaries within these catchment areas and to promote community awareness in the areas of boating safety, pollution control and the management of waterways and foreshore impacts. The Riverkeepers also provide a link between the Authority, its stakeholders, councils and government agencies on issues such as the granting of approvals and adherence to regulations designed to protect the waterways from sedimentation and other pollutants.

### **Parramatta River shoreline monitoring**

Monitoring of the effects of vessel movements on the environmental health of the Parramatta River continued and is now due for completion in June 2004. An important outcome from the previous term of study was the development of a draft guideline for the design and maintenance of riverbank structures subject to wash. This draft document is being used by the Waterways Authority and selected consultants for the development and assessment of new foreshore structures on Sydney Harbour.

The current study focuses on the testing of two 20-metre long artificial wave attenuation devices which were installed as trial bank protection measures in February 2003.

### **Harbour cleaning**

The Waterways Authority's Environmental Services section is responsible for the removal of floating rubbish and hazards to navigation on Sydney Harbour and surrounding public foreshores, which comprise an area of 5020 hectares and a shoreline of 250 kilometres. It also carries out a clean-up program after major aquatic events and other public outdoor functions held on Sydney Harbour. In recognizing that most waste material comes from surrounding land areas rather than from recreational boating, the service is funded from Program Two.

During the year, the service collected 3567 cubic metres of litter and debris. This is 8.5 per cent lower than last year, primarily as a result of lower than normal rainfall runoff in catchment areas. It is estimated that 39 per cent of the volume collected was synthetic, the remainder being organic matter.

A joint foreshore clean-up project involving harbourside councils, the Department of Corrective Services and the Waterways Authority continued during the year. Over 486 cubic metres of rubbish and waste was recovered under this program, representing 14 per cent of the total annual waste collected.

### Vessel waste management

New legislation to better control sewage pollution from vessels became effective from 1 July 2003, representing the culmination of an extensive public consultation process that arose from the Waterways Authority's *Sewage Pollution from Vessels Discussion Paper*. The *Marine Pollution Amendment (Waste Discharge and Oil Spill Response Plans) Regulation 2003* provides 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.

The new legislation allows for a management framework that entails specific arrangements for the State's waterways. These arrangements are 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 specific areas within waterways as 'No Discharge Zones' for treated sewage
- ~ a requirement for certain commercial vessels to install sewage holding tanks.

The Authority has begun implementing the new requirements and is working with vessel operators and other stakeholders to ensure necessary changes are implemented fairly and efficiently.

Over 6.36 million litres of waste from vessels were discharged at monitored pump-out facilities in Sydney Harbour, a significant increase over the 1.87 million litres recorded in the previous year, due to the commissioning of convenient new facilities at King Street Wharf and Blackwattle Bay and the enforcement of no discharge legislation. Over 156,000 litres were also collected by the Authority's mobile sewage pump-out vessel at Myall Lakes.

### Managing aquatic weeds

The Waterways Authority continued to assist NSW Fisheries with a variety of measures designed to contain the spread of *Caulerpa taxifolia*, an invasive marine weed that has been found in several NSW estuaries, including Lake Conjola, Port Hacking, Botany Bay and Lake Macquarie. These measures have included the distribution of information sheets and brochures that 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 outlined on the Authority's Internet site and were depicted in an environmental video displayed at the 2002 Sydney International Boat Show.

Vessel exclusion zones have been identified around heavily infested areas and are monitored and enforced by officers of both the Authority and NSW Fisheries. The Authority has also provided the boating public in the Lake Conjola area with leaflets that show the location of infested areas and specially provided wash-down facilities for vessels.



*Leslie Brix-Neilsen, Manager Environmental Services is based at Rozelle Bay. Leslie is responsible for the harbour cleaning fleet and their crews, the cleaning of stormwater booms and the maintenance and monitoring of key sewage pump-outs*

## Healthy Rivers Commission

The Healthy Rivers Commission (HRC) 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 contributed to two HRC Inquiries – one on North Coast Rivers, highlighting the need to review dredging requirements at the entrances to NSW waterways and another on the Relationship between Healthy Oysters and Healthy Rivers. The Authority also continued to implement recommendations from Inquiries into the Williams, Clarence and Shoalhaven Rivers and the Georges River-Botany Bay System.

## Stormwater management

The Waterways Authority continued to support Sydney Water's program to reduce stormwater pollution entering Sydney Harbour through regular cleaning of stormwater booms. A new boom, specifically designed by the Authority to trap litter, was deployed at both Johnstons and White Creeks in Rozelle Bay and has captured a total of 58 cubic metres of rubbish and waste materials to date.

## Aquaculture

The Authority contributed to the Port Stephens Aquaculture Strategy which has recommended that the estuary and surrounding waters are desirable locations for aquaculture industries such as pearl oyster farming.

## MAJOR AQUATIC EVENTS

The Authority issued 561 Aquatic Licences for 16,050 aquatic events held on NSW waters during the year. Outside Sydney Harbour, these included bridge-to-bridge events on the North Coast and Hawkesbury River, the 60 hour ski marathon on the Tweed River and the Red Cross canoe marathon on the Murray River. Major aquatic events are listed in Appendix 30.

### 2002 Sydney Gay Games sailing regatta

The Authority, in conjunction with the Yachting Association of NSW and Gay Games sailing organisers, was closely involved in the planning, organising and

traffic management arrangements for the 2002 Gay Games sailing events held on Sydney Harbour from in November 2002. Sixty registered teams from 12 countries participated in 20 Elliot Class three person yachts.

The Authority was required to accommodate the regatta at one of the busier parts of the Harbour between Bradleys Head and Fort Denison without a fixed exclusion zone. To achieve this, a 100 metre moving exclusive zone around the racing fleet was activated, with vessels other than commercial shipping and Manly ferries restricted to six knots.

The Regatta involved five races daily and, with the cooperation of harbour users, was completed successfully and without incident.

### Other events on Sydney Harbour

The Waterways Authority provided on water organisation, traffic control and safety monitoring for the major aquatic events of the Sydney to Hobart yacht race start, New Year's Eve celebrations and the Australia Day festivities on Sydney Harbour. Each year large numbers of vessels ranging from ferries, charter vessels and yachts to small runabouts and kayaks observe these on-water spectacles.

This year, inclement weather proved challenging for the Authority as some boaters caught in a Boxing Day downpour left the start of the Sydney to Hobart race simultaneously. Similarly, on New Year's Eve, rough swells and windy conditions caused cancellation of the 9pm fireworks display and proved somewhat uncomfortable for those boaters that did venture out.

In March 2003, the Authority played a key role in the on-water management, planning and coordination of the second annual Sydney Harbour Week. The aim of Sydney Harbour Week is to engage and inform the public on all aspects of Sydney Harbour. This year's aquatic program included paddling, swimming, snorkelling, historic vessels, harbour tours, harbour lecture cruises and sailing events.

## STAKEHOLDER RELATIONS

### Client representation – Waterways Authority Council

The Waterways Authority Council (WAC) replaced the Waterways Authority Policy Advisory Group (WAPAG) in June 2003 as the Authority's peak advisory group. The WAC provides a wide strategic view on maritime issues affecting NSW waterways such as marine safety, growth of the maritime industry, development of infrastructure, environmental impacts and other related matters. WAC membership is listed in Appendix 7.

The Authority also created a Recreational Vessels Advisory Group to progress issues relating to recreational boating of state-wide or national significance and a Commercial Vessels Advisory Group to bring the concerns of the commercial vessel industry to the attention of the Authority and to develop commercial vessel management arrangements.

### Customer response

The Waterways Customer Service Info Line received a total of 81,691 calls during the year, an increase of 3695 on last year. Of the calls received, 422 (0.5 per cent) were complaints.

A comparison of complaints is shown below:

	Complaints last year	Complaints this year
Personal watercraft	96	95
General on-water	297	322
Other	19	2

Of the 95 personal watercraft (PWC) complaints, 86 per cent related to their proximity to swimmers, other craft or the shoreline and excessive speed.

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

### Boating weather service

The Waterways Authority continued to subsidise the cost of STD calls made by the boating public to its weather service access telephone line which



*Jake Sietsma, Customer Service Officer is based in our Newcastle office. Customer Service Centres provide a range of products and services to clients covering boating and aquatic licences, registrations, moorings and advice on boating safety*

is linked to the Bureau of Meteorology 1900 weathercall line. During the summer boating season, approximately 26,000 calls were made with an overall saving to the public of around \$43,100 for the year.

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

WADAMP provides grant funding for infrastructure projects throughout NSW that benefit the boating community. During 2002–2003, program expenditure totalled \$1,001,248 on projects valued at over \$4 million.

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

Of the 58 applications for WADAMP funds received from councils, boating groups and State agencies during the year, 40 were approved and grants totalling \$1,310,756 offered. These are listed in Appendix 29. The grants will allow \$3 million of works to be undertaken. Since its inception in 1998, WADAMP has provided grants and other funds totalling \$8.8 million for 150 projects.

During 2003–2004, the Sydney Harbour component of WADAMP will be administered jointly with the Sharing Sydney Harbour Access Program which is the responsibility of the Department of Infrastructure, Planning and Natural Resources.

### Boat ramp survey

In order to better quantify usage of water access facilities and to determine possible improvements, the Authority conducted field surveys over two weekends in March and April 2003 at six boat ramps around Sydney Harbour. The results of this survey have provided the Authority with useful data on car and trailer numbers, waiting times, frequency of use and user postcodes at each location. The survey indicated that while a significant number of users may reside outside the council area of the boat ramp, in some locations greater than 50 per cent are local users. Suggested improvements included wider ramps and jetty or pontoon access at most locations.

### 2002 Sydney International Boat Show

The Waterways Authority continued its positive relationship with the Boating Industry Association by once again sponsoring the Sydney International Boat Show.

The event, a pinnacle for the boating industry, attracted more than 89,000 visitors. The Authority's display highlighted environmental issues, WADAMP and boating safety and featured a small open runabout complete with all essential safety equipment. Visitors could also pay their licence, mooring and registration renewals and sit for a general boat or PWC licence test.

### Superyachts

The Rozelle Bay superyacht marina had continual bookings throughout the year from both local and visiting vessels. The highest profile vessel to berth was Greg Norman's 70-metre vessel *Aussie Rules* in January 2003 which generated a large amount of publicity for the marina. The marina was also used as a showroom by a motor yacht brokerage company and this has generated significant sales, resulting in return visits by some of these vessels after purchase.

The Waterways Authority, through the marina, has continued to support the Superyachts Sydney Alliance, a marketing group initiated by the Authority that includes six leading NSW superyacht industry related companies promoting their skills worldwide.



*The Waterways Authority provides a valuable service to the community by providing on-water safety advice for all types of recreational craft*



Significant success was achieved by the Alliance in the last year. Refits totalling over \$7 million were completed on four superyachts at the ADI Newcastle facility, providing a resultant flow-on economic benefit to NSW in excess of \$30 million. The Alliance has received significant international media support and has firmly established itself as one of the top three Australian marketing entities promoting the Australian superyacht industry.

### **Medivac plans**

In collaboration with NSW Police and Careflight, the Waterways Authority continued work on the Medivac project during the year. In this project, eight maps were produced in an A4 size booklet covering the Hawkesbury River from Windsor to Brooklyn. These maps identify establishments, features, known landing sites and potential hazards by a number reference and coordinates as used by the Global Positioning System. The booklet can be used by a helicopter crew to navigate directly to any chosen location in the event of a medical emergency. The Authority intends to develop larger poster size maps that further identify evacuation routes for other types of emergencies such as floods and bushfires.

### **Bushfire mapping**

In January 2003, the Waterways Authority provided staff assistance in the electronic mapping of the bushfires that ravaged two-thirds of the Kosciuszko National Park. The work entailed updating the location of fire fronts, spot fires and burnt areas as information was brought in by field observers or taken from aerial photography, as well as the continual production of hard-copy maps for the planning and operations teams and for the fire crews.

### **Liquid Sea**

The Waterways Authority supported the *Liquid Sea* exhibit at the Museum of Contemporary Art staged between March and June 2003. The exhibition explored the symbolic nature of the sea and water in art through photography, sculpture, video and digital media and also contained a number of historical works which drew inspiration from the sea. The Museum, housed in the former Maritime Services Board building at Circular Quay, was one of Sydney's most popular attractions during this period.

## **BUSINESS PROCESS INNOVATION**

### **Hire and drive**

The hire and drive licence system implemented during 2001–2002 covers all mechanically powered hire vessels under 6 metres in length, as well as human powered and 'off the beach' sailing vessels of any length. Its implementation has been guided by an internal product team. By 30 June 2003, 173 hire and drive operators were registered with the Authority. An independent auditing system that accredits auditors to check compliance with licensing conditions was devised during the year and auditing commenced on 1 June 2003.

### **E-business**

The Waterways Authority continued its implementation of a strategic plan for its management and communication systems in line with Government and community expectations. An integral component of the plan is the continuous improvement in service delivery to clients through electronic service delivery which in turn leads to significant time and cost savings.

To further enhance electronic service delivery, the Authority introduced BPAY in October 2002 as an additional method of payment for the Authority's products. This system has had strong support from clients with over 13 per cent of all licence, registration and mooring renewal payments being made by this method of payment during the year. The proportion of renewal payments not requiring staff assistance – Interactive Voice Response, BPAY and direct credit card Internet renewals – now account for almost 36 per cent of all renewal payments.

### **SAP upgrade**

The Authority's SAP Enterprise Resource Planning system, which integrates corporate modules such as personnel management, payroll accounting and plant maintenance, was upgraded to version 4.6C. This provides improved functionality, further opportunities to streamline systems, and a better platform for e-business activities.

## Plant maintenance

The SAP Plant Maintenance module was implemented by the Waterways Authority during the year. This module can capture field data on the condition of navigation structures, integrating it with Geographic Information System (GIS) maps and SAP data. Information entered on hand-held units by regional staff regarding breakdowns to beacon lights for example, is automatically logged allowing the maintenance contractor to be immediately notified. The collection of this data electronically, including parts and service costs, greatly streamlines the business process and provides the Authority with more accurate information on individual navigation aids.

The module was trialled successfully in the South Coast region and, following further development to add functionality, will be introduced to all regions in the coming year.

## Employee Self Service

Following successful trials, SAP Employee Self Service (ESS) was fully implemented during the year. ESS enables staff to access their employment information, apply for leave, change their address, view and print pay details and view their leave balances and approvals through the Intranet. The introduction of ESS has removed the need for paper pay slips and leave approval forms and has reduced leave application and processing time. Staff have also benefited from improved computer literacy and the ability to access information faster from regional offices.

## Mooring Data Capture application

A new software application was developed by the Authority to allow Boating Service Officers (BSOs) to manage moorings as part of an interactive mapping system. The application uses the GIS and Global Positioning System to allow the BSOs to capture positions and gather information on moorings. This information can then be uploaded into the Authority's corporate GIS for display on maps and for referencing by relevant staff. The application will be used to conduct a comprehensive audit and for the ongoing management of the State's 19,152 commercial and private mooring sites.

## Improvements to the Integrated Graphical Leasing System (IGLS)

To broaden the capabilities of the IGLS system, which details the location and tenure of the Authority's landholdings, additional GIS layers that show locations of contaminated sediments, aquatic vegetation and foreshore with good public access, were developed during the year. These layers, together with access to land title data and a digital video of the Sydney Harbour foreshore, now provide staff with increased site information to assist in decision making.

## Communications improvements

The Waterways Authority Vessel Enquiry System (WAVES) trial was extended during the year to provide access to database information on vessels and clients from WALROS for staff during on-water patrols. The connection was successfully operated using mobile technology and infra-red connections to laptops or hand-held units for enquiry and information transfer to operational staff. This initiative has led to significant improvements to customer service, the regulatory environment and deployment of field staff.

## Further business improvements

Further initiatives carried out throughout the year included:

- ~ participation with other government agencies in e-procurement and e-tendering
- ~ development of a preliminary education plan for the Authority's Continual Improvement Framework
- ~ implementation of a Business to Business (B2B) Internet ordering system between the Authority and its contract printer
- ~ development of Standard Operating Procedures for a contractor to load distillate onto vessels from tanker trucks at the Ballast Point fuel facility
- ~ upgrade of the Authority's Intranet site including divisional and branch profiles to make the site more meaningful to staff
- ~ weekly, and sometimes daily, updates to Internet content to ensure information public is current
- ~ increased use of the Internet to efficiently inform the public and media of issues, events and news.



*Chris Bolton, Manager Special Aquatic Events (standing) together with Sydney Region BSOs Luke Tucker (centre), Nick Richards and John Crawford (far right) and officers from the National Parks and Wildlife Service study the harbour traffic coordination plan for Operation Whale Watch*

### **Whale monitoring application**

In conjunction with other agencies, the Waterways Authority manages on-water traffic coordination and crowd management associated with the annual whale migrations along the eastern seaboard. Following the visit of two whales to Sydney Harbour in August 2002, the Authority developed an application that records whale locations using GPS technology. The application allows BSOs to accurately record the location of visiting whales on a grid map using a laptop or hand held unit. This information is then relayed to the Sydney Harbour Operations Centre at Rozelle Bay and to other agencies as required.

### **Government Access Program – Moama service centre**

The Government Access Program is a whole of government initiative to provide a range of State Government services and information in country towns through “one stop shops” known as Government Access Centres (GAC). The aim of the program is to

make government services such as the processing of transactions and the provision of office space for use by visiting specialists or outreach services, locally accessible in regional and remote communities.

In April 2003, the service centre at Moama became the first fully functional GAC hosted by the Authority. It now acts as an agency for the NPWS, the Registry of Births, Deaths and Marriages, the Department of Housing and the Office of Fair Trading, as well as for payment of Infringement Notices to the NSW Police. These additional services are carried out with no changes to Authority staff or to office hours.

## PROGRAM 2 – MARITIME PROPERTY AND ASSET MANAGEMENT

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

### HIGHLIGHTS

Strategies	Achievements	Measures of Success
Facilitate port and maritime related development of NSW waterways	<ul style="list-style-type: none"> <li>~ Sites at Rozelle Bay allocated for \$50M maritime industry development</li> <li>~ Continuation of \$43M Eden multi-purpose wharf construction</li> <li>~ Continuation of \$700M Walsh Bay redevelopment</li> <li>~ Announcement of \$10M Manly Wharf refurbishment</li> </ul>	~ Improved usage or access to waterfront facilities by maritime industries and the general public
Facilitate improvements in usage of Sydney Harbour foreshores	<ul style="list-style-type: none"> <li>~ Draft Access Plan for Sharing Sydney Harbour completed</li> <li>~ Land Owner's Consent Policy redrafted and prepared for public comment</li> </ul>	<ul style="list-style-type: none"> <li>~ Improved public intertidal access and use of water access facilities at Homebush Bay West and Blackwattle Bay</li> <li>~ Clearer understanding of land owner's consent process by applicants</li> </ul>
Maximise value for money	<ul style="list-style-type: none"> <li>~ Commencement of shared charter boat usage at Wharf 6 Circular Quay</li> <li>~ First-ever aerial video survey completed to identify excessive and dilapidated structures on Sydney Harbour</li> </ul>	<ul style="list-style-type: none"> <li>~ Increased choice of harbour cruises departing from Circular Quay</li> <li>~ Identification of non-compliant structures (100 identified to date)</li> </ul>

### SHARING SYDNEY HARBOUR

The Authority continued its active support for the NSW Government vision document *Sharing Sydney Harbour – Regional Action Plan*. It was involved in five of the 10 key projects as described below. A highlight for the year was the staging of a wide-ranging Sharing Sydney Harbour public exhibition between 8 February and 4 April 2003 by the then PlanningNSW that included material on several projects provided by the Authority.

#### Integrated Land and Water Access Plan

The key outcome of the *Foreshores and Access Improvement Project* for the year was the completion and subsequent exhibition of a draft Integrated Land and Water Access Plan. This Plan identified numerous opportunities to improve public access to and along the foreshores and waterways of Sydney Harbour for pedestrians, cyclists and all types of small recreational craft.

Coinciding with the launch of the exhibition, the Premier announced an \$11.5 million commitment over five years, on a dollar-for-dollar basis with councils, to capital works projects that improve public access and, in June 2003, a call was made for applications

for grants in 2003–2004. Under the grants program, now known as the *Sharing Sydney Harbour Access Program*, the Waterways Authority will provide \$1 million for recreational boating projects on Sydney Harbour that previously came under the WADAMP program. The Authority will work in partnership with the Department of Infrastructure, Planning and Natural Resources (DIPNR) and other agencies to manage the program.

The Authority has taken the lead role in progressing two new water access facilities identified in the Access Plan to alleviate the shortage of public boat ramps in western and central Sydney. A Master Plan for land owned by the Authority at Homebush Bay West was completed during the year. The facility would include a boat storage and boat launching facility for small vessels and is to go on public exhibition later in 2003. The Authority also acquired a site at Bank St Pyrmont underneath the eastern abutment of the Anzac Bridge from the Roads and Traffic Authority during February 2003 for the development of a water access facility. Conceptual designs for the facility, incorporating parkland, a foreshore promenade and a cycleway are being prepared and will be submitted for community consultation.

## The Working Harbour

The *Land Supply for the Working Harbour Project* is designed to provide for the future growth of maritime industries. Key outcomes for 2002–2003 were:

- ~ Receipt of technical and infrastructure advice for the retention of a maritime refuelling centre at Ballast Point. The Authority is working with the Sydney Harbour Foreshore Authority to specify the requirements of the refuelling facility for inclusion in a Master Plan for the site.
- ~ Commencement of a vessel storage strategy for Sydney Harbour. The Authority, in conjunction with DIPNR, has initially focused on the development of a comprehensive analysis of boat registration data, a pricing policy for swing moorings and marina berths and the development of visual assessment guidelines for boat storage facilities. A draft strategy is to be placed on public exhibition by the end of 2003.
- ~ Distribution of a short report as part of the Sharing Sydney Harbour exhibition that outlines the future direction of working harbour policies and actions. Discussions with the major land holders and industry groups will determine a strategy and timetable to develop the available sites to satisfy industry needs.

## Plans for strategic sites

This project has resulted in the preparation of framework plans for more than 20 key Commonwealth, State Government and privately owned sites around Sydney Harbour, for example Berrys Bay, Balls Head and Walsh Bay Pier 2/3 and the Commonwealth sites of Cockatoo Island, Woolwich Dock and Chowder Bay. These plans, currently with DIPNR for future public exhibition, outline preferred land and water uses for each site and will guide their long-term development.

In October 2002, the Sydney Harbour Federation Trust released a draft plan for the future use of seven former Defence sites situated on or near the foreshores of Sydney Harbour. The Authority's comments that Woolwich Dock and Cockatoo Island should remain working harbour sites and that appropriate remediation and management measures should be developed to contain the migration of contaminants into Sydney Harbour were conveyed to the Trust.

## Tenure of waterfront operations

Under this project, a viable, new tenure system for the Authority's leased landholdings is being developed to provide a more secure commercial operating environment for the maritime industry. The new system is designed to encourage long-term investment and enable the Authority to apply a consistent and commercial approach to wetland valuations and the setting of rents.

The Authority is redrafting its standard commercial lease to provide a foundation for competitive tendering for leased sites in the future. A more commercial approach to rent setting will increase income from the Authority's landholdings significantly as rent reviews are carried out.

## Sydney Harbour and Parramatta River Regional Environmental Plan

This Plan proposes to consolidate the three current planning instruments that cover the waters of Sydney Harbour and its tributaries into a single instrument, while maintaining the Authority's consent role for water-based development. Submissions to a working draft were reviewed during the year.

## SYDNEY HARBOUR EXECUTIVE

The Waterways Authority is one of the 24 State and Commonwealth Government agencies that comprise the Sydney Harbour Executive. This body enables all agencies that have a common interest in Sydney Harbour to coordinate their planning activities.

## Sydney Harbour Week

A key initiative of the Executive during the year was the staging of Sydney Harbour Week in March 2003. The Authority contributed to the working harbour events staged by hosting an on-water tour to maritime industry sites and participating in a public forum on Sharing Sydney Harbour initiatives.

## Sydney Harbour land data consortium

The Authority, on behalf of the Sydney Harbour Executive, administers a contract to supply aerial photography of the Sydney Harbour catchment every two years until 2007. A run was completed in April 2003 and resultant imagery is being forwarded to agencies on the Executive.

## Sydney Harbour Maritime Forum

The Forum, which is supported administratively by the Authority, was re-constituted during the year to serve a wider purpose within the structure of the Sydney Harbour Executive. It participated actively in discussion over the functionality of sites that sustain maritime industries. These included the important sites under the control of the Sydney Harbour Federation Trust as well as the Homebush Bay West precinct.

## Planning committees

The Waterways Authority is a member of the Sydney Harbour Catchment Management Board, which during the year released a Catchment Management Blueprint for Sydney Harbour that had extensive input from the Authority. The Authority is also a member of the NPWS Sydney Region Advisory Committee which released its draft Plan of Management for Sydney Harbour. In conjunction with these groups and the Coastal Council of NSW, the Authority is funding the mapping of seagrasses in Sydney Harbour, due for completion by the end of 2003.

## FORESHORE APPROVALS

Most of the applications for foreshore development received by the Authority during the year were for Sydney Harbour and its tributaries.

## Applications for consent

A total number of 69 applications were received for land owner's consent, down from 72 last year. Sixty-two applications were finalised, of which 33 (53 per cent) were given consent (compared to 28 (or 40 per cent) in 2001-2002). The number finalised this year was down due to the need to request significant additional information from applicants. The appointment of additional staff and a streamlining of procedures should quicken the processing of applications in the coming year.

The number of development applications received was also down from last year. The number finalised, for which the Authority is the consent authority under either Part 4 or 5 of the *Environmental Planning and Assessment Act 1979* totalled 36, a decrease of five for the year. Of these, 32 (89 per cent) were approved.

The Waterways Authority finalised 200 applications for integrated development (advice to councils as to whether a permit from it is required for any development proposal within 40 metres of the foreshore), down from 217 last year. It issued 59 permits under Part 3A of the *Rivers and Foreshores Improvement Act 1948*, up from 39 last year. This increase is attributed to the level of building industry activity in foreshore areas.

There were 64 construction applications approved during the year, a reduction of six from last year. An initiative was introduced to refer all but the most complex applications directly to one of a panel of five engineering consultants and this is expected to decrease future turnaround times.

## North Head Quarantine Station

The Waterways Authority was one of the determining authorities for the proposed conservation and adaptive reuse of the North Head Quarantine Station which includes an upgrade of the existing wharf to cater for ferry visitors. The development was approved in June 2003 following an independent report by a Commission of Inquiry into the environmental aspects of the proposal. The approval requires continued consultation with the Authority in relation to the appropriate upgrade of the wharf and protection and monitoring of seagrass adjacent to the Station.

## Land Owner's Policy Manual

The Waterways Authority proposes to replace the current Land Owner's Consent Manual with an updated document to better clarify both the Authority's requirements for applicants and lessees, and the Authority's approval and management role of the waterway and foreshore areas in Sydney Harbour, Botany Bay, Newcastle and Port Kembla. Two volumes of the proposed updated policy and operational documents – the *draft Land Owner's Policy Manual and Glossary of Definitions* formed part of the *Sharing Sydney Harbour* public exhibition. The thrust of the submissions received endorsed the Authority's approach to protect Sydney Harbour for the benefit of the wider public and to retain and expand intertidal access for the public. The final version of the Manual should be available on the Authority's Internet site later in 2003.

## **BOTANY BAY PLANNING ISSUES**

### **Botany Bay strategy**

A major milestone for Botany Bay planning occurred in November 2002 when the NSW Government announced its commitment towards improving Botany Bay's special environmental, heritage and cultural values, and recognising its significant role for industry and international trade. This followed a Healthy Rivers Commission report on the Georges River-Botany Bay system released in the previous year. The Waterways Authority will play an important role in developing an integrated approach to the management of the bay and a bay-wide planning strategy, as well as pursuing natural resource, environmental management and marine policy objectives.

During the year the Authority was an active participant in the new Botany Bay Strategy Advisory Committee which is guiding the formulation of the bay-wide strategy, and in the Botany Bay Studies Unit Interim Steering Committee which is investigating the possibilities of independent scientific and environmental studies to guide future decision-making.

### **Botany Bay Coastal Management Committee**

The Waterways Authority has been chairing this committee since March 2003. Its major focus during the year was on proposed beach stabilisation works at the northern end of Lady Robinsons Beach. This project, to be funded by the Authority and three other agencies, is to commence in 2003 – 2004.

### **Towra Spit beach erosion management**

The Waterways Authority, as owner of land below mean high water mark at Botany Bay is acting as proponent for erosion control works at Towra Point on behalf of the National Parks and Wildlife Service. The preferred option is beach nourishment and the project has received funding from the NSW Environmental Trust. A concept design received general endorsement from the Towra Point Steering Committee and an Environmental Impact Statement (EIS) is now being prepared. It will be placed on public exhibition early in 2003–2004.

### **Taren Point maritime precinct**

The Authority commenced a master planning process with Sutherland Shire Council to ensure a significant maritime precinct site is retained at Taren Point.

## **NEWCASTLE PLANNING ISSUES**

### **Hunter River south arm dredging proposal**

As part of an agreement with Austeel Pty Ltd for the establishment of a steel mill and associated infrastructure in Newcastle, the NSW Government is planning to provide a deeper navigation channel in the south arm of the Hunter River. Dredging of the channel will also require the removal and remediation of some heavily contaminated river sediments adjacent to the former BHP steelworks site.

The Authority, as owner of the river bed within the port area, became the proponent for the dredging project and a draft EIS was completed on 31 March 2003. The final EIS is to be lodged later in 2003.

### **Land purchase for maritime use**

As part of the strategy to retain areas of waterfront land for maritime use in Newcastle, the Authority purchased a 2.3 hectare site facing Throsby Creek from the Honeysuckle Development Corporation in May 2003. This site is leased to the Newcastle Cruising Yacht Club and followed the previous purchase of the adjacent area that is leased to the Newcastle Commercial Fishermen's Cooperative.

## **MAJOR PROPERTY PROJECTS**

The Waterways Authority is responsible for the redevelopment in Sydney Harbour of a number of former cargo handling wharves and storage areas for public, commercial, residential, tourism or maritime industry use. This has been achieved through the Authority's pro-active encouragement of private sector participation in waterfront redevelopment at little or no cost to Government. The Authority continued to share this expertise and experience with attendees at international forums, such as the United Nations sponsored Third World Water Forum held in Kyoto, Japan in March 2003.

## King Street Wharf

Construction of the \$1 billion King Street Wharf private sector redevelopment continued during the year. Charter vessel usage at King Street Wharf continued to increase and 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. All construction is due for completion in 2005.

In March 2003, the final waterfront building was officially opened at the northern end of the site by the Minister for Transport. Along with commercial tenants and restaurants, the building provides front-of-house and back-of-house facilities for Pontoon 1 (leased to Captain Cook Cruises) and Pontoon 2 (leased to Blue Line Cruises).

In October 2002, the Authority, with the developer, received a 'Highly Commended' development excellence award from the NSW Urban Taskforce for the redevelopment.



*The refurbishment of Walsh Bay Pier 2/3 continued during the year and comprised replacement of worn piles and substructure as well as the roof and wall cladding*

## Walsh Bay

Construction continued on this \$700 million joint private sector/Government redevelopment which will combine residential, commercial, cultural and maritime facilities with public promenades and open space within the Walsh Bay precinct. The redevelopment is due for completion in 2005. The NSW Government is providing funding support for the cultural, maritime and foreshore access aspects of the redevelopment.

Most of the existing heritage structures are in the process of being restored, including the old Bond Stores, timber-piled finger Piers 2/3 and 8/9, the historic Hickson Road facade and the heritage bridges and walkways.

Significant stages of the project completed during the year included the 140 residential apartments located on Pier 6/7, the adjacent 99 apartments in the former Shore Sheds 6/7 and 8/9, the public boardwalk between Pier 4/5 and repairs to the bridges over Hickson Road. In addition, work to replace the roof and repair the walls and substructure of Pier 2/3 and on the new Sydney Theatre neared completion.

In the coming year, the Authority proposes to transfer responsibility for future management of roads and parks in the Walsh Bay precinct to the City of Sydney Council.

## Rozelle Bay redevelopment

An important step in the Authority's continued commitment to retain Sydney Harbour as a working port is the proposed commercial redevelopment and utilisation of the north-western side of Rozelle Bay for the development of a maritime precinct.

Following assessment of expressions of interest, eight successful consortia were announced in February 2003. Their successful bids will provide more than \$50 million of infrastructure for covered dry boat storage, commercial/retail development, waterfront construction, boat salvage services, vessel refit and repair and maritime contracting industries. Following approval of the various development applications, construction is due to start in early 2004. The Waterways Authority will supplement this development with the provision of infrastructure, including the realignment of James Craig Road, and a commercial boat ramp.

The Master Plan for Rozelle and Blackwattle Bays Maritime Precinct was released by the Authority during the year and placed on the Authority's Internet site.

### **Manly Wharf**

On 12 February 2003, the Minister for Transport announced that a \$10 million upgrade of commuter facilities at the historic Manly Wharf would be funded by the Authority. This upgrade will ensure Manly Wharf has the same standard of passenger access, waiting areas and visual amenity as at Circular Quay. Concept design proposals have been prepared and construction is expected to commence in 2004.

## **ASSET MANAGEMENT**

### **Circular Quay**

In order to encourage increased choice, variety and frequency of harbour cruise services, expressions of interest were sought from the charter vessel industry for the use of Sydney Cove wharves including Circular Quay Wharf 6. After detailed and protracted negotiations, three charter vessel companies commenced shared wharf operation in January 2003. Captain Cook Cruises now operate from the eastern side of the wharf while Blue Line Cruises and Matilda Cruises share the western side.

Future enhancement of facilities in Circular Quay will include the replacement of the existing East Circular Quay pontoon with a facility tailored to the needs of charter vessel operators and a possible water-taxi rank.

### **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. Thiess Environmental Services has been contracted to remediate these sediments and contaminated soil on the adjacent former Union Carbide (Lednez) site. Upon completion of the work, estimated to be in 2007, the Authority will transfer the site to Thiess' development partners, Trafalgar Properties Ltd and Multiplex Developments Pty Ltd for residential development in accordance with the Rhodes Peninsula Development Control Plan. An Upper House Parliamentary report completed in mid June 2002 provided support to the

project and indicated that safety from the contaminant destruction process was of paramount importance.

Thiess completed its development application and EIS for the project based on a method that minimises environmental risk in contaminant destruction. The EIS was placed on public exhibition in March 2003. Subsequently, the NSW Minister for Planning directed that a Commission of Inquiry be held into all environmental aspects of this project for which the first round of hearings were completed in June 2003. A determination of the development application is expected in late 2003.

A presentation on the removal and destruction of contaminated sediments by the Authority was made to the NSW Coastal Council annual conference in December 2002.



*Suzanne Harris is the Environmental Planner with the Maritime Property and Assets Division. Suzanne provides strategic and project-specific advice on environmental issues that arise through the day-to-day management of the Authority's assets. Suzanne and Roly Webb, Engineering Manager overiewed the preparation of the Environmental Impact Statement for the remediation of Homebush Bay*



*The new Stockton Ferry Wharf has been specifically designed to meet the needs of elderly and disabled commuters*

### **Stockton ferry wharf**

A new ferry wharf at Stockton providing access for the disabled was completed during the year and opened by the Minister for Transport on 9 December 2002. The cost of construction including demolition of the old wharf was \$1.2 million and was shared with TransportNSW. The new wharf has been declared an outstanding success by the local community and Newcastle City Council is planning to upgrade the complementary city-side Queens Wharf so that it too provides access for the disabled.

### **Dawes Point seawall**

The Waterways Authority owns a significant section of the century-old Dawes Point stone seawall and heritage fencing. The seawall needs structural and cosmetic repair and, during the year, detailed engineering and heritage investigations were completed to enable over \$2 million of repair and reconstruction works to commence in 2003–2004.

### **Sydney Harbour and Parramatta River ferry wharf maintenance**

The Authority continued its \$1 million annual maintenance program for 25 commuter wharves on Sydney Harbour and the Parramatta River. The Authority has proposed that it manage the

safety and maintenance regime for the remaining 25 commuter wharves owned by other government agencies or local councils. This initiative has general support from these organisations and funding models are currently being evaluated.

### **Wharf Road seawall, Newcastle**

Emergency repair work to the rock seawall and adjacent promenade in the vicinity of the former tug berths was completed in September 2002 at a cost of \$365,000. The Authority intends to retain the berths for use by charter vessels and visiting vessels and will commence replacement of the access ramps with aluminium pedestrian walkways in the coming year.

### **Rose Bay seaplane base**

Following the completion of \$120,000 of wharf maintenance works at Lyne Park and after expressions of interest were received, the Authority appointed a seaplane base manager in October 2002 for an initial 12-month period. The manager has endeavoured to expand the facility and assess the growth potential of the market and has completed improvements to the pontoons and terminal structure to enable all seaplane movements to operate safely from the facility. The five seaplane operators have signed operating agreements and have indemnified the Authority against misadventure.

### Maritime Trade Towers

This is the Authority's major commercial asset and is located at 201–207 Kent Street, Sydney. At 30 June 2003 it had an occupancy rate of 93.4 per cent. During the year a significant upgrade of the building's air conditioning chiller units incorporating an ozone-friendly refrigerant was completed.

### Wetland property portfolio

The Waterways Authority administers approximately 2033 wetland leases with an average size of 603 square metres. Of these, 75 per cent are privately leased, mainly to adjacent landowners, 11 per cent are leased to commercial organisations and 14 per cent are leased to community and government organisations. Average annual rental for private residential leases was \$975.

To date, the Authority has not been able to enforce true market wetland values of wetlands and rents on prime waterfront land. During the year, a new approach to wetland lease valuations was discussed with valuers, tenant advocates and Land NSW as manager of the Crown land estate. A submission to Government for more realistic valuations and rentals will be made in the coming year.

### Aerial video survey

During April 2003, the Authority carried out an aerial digital video survey of the entire foreshore of Sydney Harbour and the southern and western foreshore of Botany Bay, the first ever comprehensive video survey of these areas. The video was recorded from helicopter using an Aerial Video Mapping System at an average altitude of 150 metres and as low as 50 metres. Previously, filming had been from far higher altitudes providing much less detail.

The video footage was captured at low tide and has subsequently enabled the Authority to visually assess the position and condition of public and private moorings, jetties, wharves and foreshore structures. This has assisted the Authority in identifying locations of excess, illegal or dilapidated structures. The digital imagery is also being used to assess applications for maritime developments such as slipways, boat ramps and jetties and will in future be conducted on a regular basis.



*George Gaweda, Property Manager is based at Rozelle Bay. George manages private leases in Sydney Harbour and is also responsible for applications for stormwater, submarine and power line crossings, disposal of abandoned vessels, preservation of heritage items and the historic South Head Signal Station*

### Wetland property initiatives

During the year, all private lessees were advised of new procedures that relate to the sale of properties which provide access to leased, reclaimed or submerged land. The procedures reinforce the Authority's commitment to enhance public access to the harbour, reduce the scale of foreshore development and restrict alienation to a minimum. Aided by the result of the aerial video survey, more than 100 lessees were advised that structures on their sites that do not conform to construction standards are to be modified or removed.

### Little Penguin population at Manly

The Authority is committed to protecting the natural environment of Sydney Harbour. In December 2002, the land and water area in the vicinity of Manly Point where the endangered population of Little Penguins is known to nest, was declared a critical habitat zone by the Minister for the Environment. The Authority will assist in the implementation of the Regulations under the declaration and has been working with the NPWS to determine the best approach to this task.

## REGIONAL PORTS MANAGEMENT

The Authority manages the regional ports of Eden and Yamba with input from Port Advisory Committees.

Although these ports together handle only 0.6 per cent of total sea trade through NSW ports, they remain very important to local business and regional development.

### Trade summary

Trade through the Port of Eden totalled 754,289 mass tonnes, a decrease of 6.4 per cent for the year. Woodchip exports (736,106 tonnes), primarily to Japan but also to Indonesia, were down by 2.8 per cent. Unfortunately petroleum product imports from interstate have now ceased following the closure by Mobil of its storage facility at Eden, the last shipment being made on 26 August 2002. As a result, there were just 23 vessel visits to the port, nine less than for the previous year.

Trade through the Goodwood Island wharf at the Port of Yamba totalled 10,059 mass tonnes, 10.8 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 remained at similar levels, however exports of treated logs to the Philippines decreased. There were 36 vessel visits, 11 less than last year.

### Eden wharf development

The Commonwealth Government is currently constructing a new \$43 million munitions base on the southern shore of Twofold Bay which it will use for only 70 days of the year thereby making it available for

commercial shipping at other times. The NSW Government, through the Waterways Authority, has provided a \$5 million contribution towards the work necessary to allow 200 metre long x 30 metre wide wharf to cater for ships of up to 32,000 tonnes in size and for an eight-hectare cargo storage area. The facility will enable the viable export of softwood logs from the region to take place as well as provide the opportunity for passenger cruise vessel visits to the region and subsequent expansion as a tourist destination.

Construction of the wharf continued during the year with completion expected in October 2003. Construction of the access roadway and design of the cargo storage area have commenced. Discussions continued with potential wharf users and with the Department of Defence, State Forests and Harris-Daishowa to finalise the necessary land transfers and the on-going operation of the wharf.

### Yamba port upgrade

Work commenced on a \$0.9 million maintenance contract for the 30-year old Goodwood Island wharf consisting of repairs to pile coatings, replacement of rubber fenders and construction of a cathodic protection system for the concrete deck structure and supporting piles. Work is due for completion later in 2003.

To enable the Waterways Authority to consolidate its operations in the port of Yamba, preliminary options to redevelop the pilot station for both port operations and recreational boating staff and to construct a new wharf to accommodate both the pilot and the BSO vessel are being developed.



*The new Eden wharf (at right in above picture) takes shape at the southern end of Twofold Bay adjacent to the existing woodchip wharf. Max Saunders is the Harbour Master/Pilot at the port of Eden. His major responsibility is the safe navigation of trading vessels using the port. These include woodchip vessels which carry up to 96,000 cubic metres of woodchips per shipment for export*

# Performance and Risk Management

## Financial outcomes

Financial results are presented in a consolidated form in the Authority's Financial Statements. During the year, the Authority increased its asset base from \$534.1 million at 30 June 2002 to \$600.0 million at 30 June 2003. This was largely due to an increase in cash assets resulting from a \$32 million security deposit from the developer of King Street Wharf and unspent money from NSW Treasury for the Walsh Bay redevelopment and the Eden multi-purpose facility.

The operating surplus recorded by the Authority for the year decreased from \$45.4 million to \$35.6 million. This decrease mainly resulted from the lower value, compared with the previous year, of the infrastructure transferred to the Authority from the developer of King Street Wharf as part of the redevelopment schedule for the site.

## Economic and other factors influencing performance

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

- ~ a 1.4 per cent increase in non-PWC recreational boating licences
- ~ a 3.9 per cent increase in non-PWC recreational vessel registrations
- ~ a reduction in the number of PWC licence and registration holders
- ~ a gradual reduction of the 65,000 client base from Victoria following the introduction of boating licences in that State
- ~ an increase in boating fees by 2.8 per cent from 1 November 2002 and increases in commercial vessel periodic survey fees from 10 to 50 per cent
- ~ rent reviews for the Maritime Trade Towers
- ~ a 3 per cent increase in salaries and wages in accordance with the 2001–2004 Enterprise Agreement
- ~ reduced cost of service contractors following the previous year's staging of the Volvo Round-the-World stopover
- ~ increased interest from invested funds due to higher cash holdings.

## Qualification to the Financial Statements

As indicated in note 26(b) to the Financial Statements, the Waterways Authority pays for the costs of removal of contaminated sediments in Homebush Bay as they arise. The Auditor-General is of the view that future costs should be recognised as a liability.

## Risk management

The Waterways Authority's Risk Management Committee in conjunction with the General Managers continued to review the major risk areas affecting the organisation. In February 2002, the Authority's Risk Register was updated and appropriate strategies and action plans developed to mitigate the potential adverse risks.

Other achievements for the year included:

- ~ information on risk management policy and framework, use and methodology was placed on the Authority's Intranet site and reinforced by risk management education of office and field staff
- ~ the contractor database was updated and checked to ensure that consistent procedures were in place and that contractors had appropriate public liability and workers compensation insurance. The Authority's standard guidelines for engaging consultants and contractors were also placed on the Intranet site



*Brian Stanwell, Finance Manager is based at the Maritime Trade Towers in Kent Street. His Finance team is responsible for the Authority's finance and accounting requirements which include preparing financial statements and management reports and reporting to the NSW Treasury*

~ the NSW Treasury Managed Fund agreed to sponsor the development of Standard Operating Procedures for the Authority. This will comprise the development of a template for use throughout the Authority

~ the Authority's IT Disaster Recovery Plan (DRP) was upgraded and a maintenance agreement and program instigated to ensure that the DRP retains its relevance and accuracy.

The Authority's insurable activities continued to be effected through the Treasury Managed Fund.

### Internal audit

Internal auditors PriceWaterhouseCoopers conducted the following audits during the year:

- ~ Integrated Geographical Leasing System
- ~ Information technology
- ~ Boating Service Officer activity management
- ~ Workers compensation
- ~ Suspicious transaction analysis
- ~ Privacy Act
- ~ Refunds.

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

### Performance Reviews

#### 1. Land owner's consent process

It is a requirement of the *Environmental Planning and Assessment Act 1979* that any proposed development must be accompanied by the permission of the land owner to submit a development application. The Waterways Authority is the land owner of submerged and reclaimed land, particularly in Sydney Harbour, Middle Harbour and the Parramatta River, and in this capacity is responsible for protecting these assets and preserving the features of the tidal foreshore.

Although the number of applications seeking land owner's consent from the Authority for structures such as private landing facilities and mooring pens has dropped since the 2000 Olympics, the Authority was still required to seek expert advice on a large number of occasions during the assessment process. As a

result, turnaround times averaged three to six months depending on the complexity of the application.

During 2002–2003, an internal performance review of the land owner's consent process was carried out with the following actions implemented:

- ~ responsibility for land owner's consent was transferred from the Property Services section (whose primary responsibility is to administer existing leases for land and structures), to the Property Planning section which assesses development applications
- ~ completion of a review and the placing on public exhibition of a draft Land Owner's Consent Policy to more clearly define the Authority's approval and management role (to replace the existing Land Owner's Consent Manual which was prepared in 1998)
- ~ appointment of two additional staff dedicated to assessing applications
- ~ introduction of a new Microsoft Access database for staff to track the current status and outcomes of applications and provide a complete history of applications since 2000 (the system being compatible with the data tracking and management system for development applications)
- ~ placing the onus on applicants to justify their proposals with relevant supporting information, and undertaking a more comprehensive assessment earlier in the process to identify the full range of issues associated with an application.

With the implementation of these initiatives, the Authority aims to reduce turnaround times for land owner's consent applications in the coming year to two or three months.

#### 2. Engineering construction approvals

To reduce turnaround times for construction applications, an internal review was held on the current procedure and, as a result, five external engineering companies were appointed to undertake future assessments. This outsourcing is expected to reduce the current turnaround time from two or three months to a target of six weeks.

# Our Organisation and People

## Development of our organisation

Full-time equivalent staff at 30 June 2003 totalled 305, an increase of 13 for the year. This total includes three staff who have been seconded to the National Marine Safety Committee. A number of operations staff, particularly BSOs, were recruited during the year to fill vacant positions.

Two initiatives beneficial to our staff and arising from the current Enterprise Agreement were implemented during the year. These were the introduction of novated leases for motor vehicles and the introduction of financial assistance with child care fees. Negotiations for a new job evaluation system neared completion. The Authority also continued its employee assistance program to provide a valued service to staff.

New working arrangements and the aggregate wage allowance introduced during the year have benefited the Environmental Services section. These arrangements involve rostered weekend overtime and clustered shifts and have resulted in improved efficiencies and job satisfaction.

Other highlights included:

- ~ the implementation of the Electronic Self Service module of the SAP system which has improved service delivery to our staff by streamlining and expediting the leave process and by providing a new tool for workforce planning management
- ~ the establishment of a Human Resources user group to receive feedback from current and proposed organisational policies.

There were no industrial stoppages for the ninth consecutive year.

## Learning and development

The Authority continued to be at the forefront of learning and development in relation to electronic service delivery and services to both internal and external clients. Expenditure on learning and development increased to 1.7 per cent of salaries and wages and, at an average of \$926 per employee, was 10 per cent higher than the State public sector average. CD-ROM based training and support continued as a means of delivering consistent information and increasing skill levels to staff with varied work patterns throughout the Authority. This included:

- ~ staff training in the conversion from MS Office 97 to MS Office XP and on use of MS Office products
- ~ training compliance officers to access legislation via CD-ROM from sites remote from the office
- ~ development of a Water Sampling CD-ROM to ensure consistency of sampling by officers of the Authority under its responsibility as an Appropriate Regulatory Authority under the *Protection of the Environment Operations Act 1997*.

A requirement of the Authority as a Registered Training Organisation is to ensure accredited training provided meets national standards and for this purpose 15 staff, mainly senior BSOs and regional coordinators, attained Certificate IV qualifications in Assessment and Workplace Learning during the year.



*Drew Jones, Boating Service Officer, Sydney Region, takes a water sample near a marina. The sample will then be 'fingerprinted' to determine any suspected source of pollution*

These staff are now suitably qualified to assess the competency levels of other BSOs and Customer Service Officers employed by the Authority.

As part of the focus on electronic service delivery, 23 staff successfully completed an e-business Strategy and Management course run by the University of NSW. In addition, staff from the North Coast Region participated in a FrontLine Management program sponsored by TAFE NSW. The Authority also commenced the conduct of its own internal compliance officer training courses formerly provided by the Police Academy at Goulburn.

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

The Authority continued to meet its obligations under the *OH&S Act 2000* and the OH&S Regulation 2001. This has resulted in the implementation of enhanced risk management and consultation provisions and included:

- ~ a review and expansion of the OH&S consultative framework from two to four committees
- ~ briefing sessions that advised staff of changes to the OH&S legislation and specific obligations imposed on employers and employees
- ~ the revision of our OH&S policy specifying its duty of care commitments
- ~ implementation of properly structured and caring rehabilitation programs for injured workers
- ~ the review and testing of security measures at Rozelle Bay for all staff and visitors
- ~ continuation of health awareness promotions and sickness prevention and screening programs.

There were no prosecutions under the *OH&S Act 2000* and, in general, performance continued to improve with the following results compared to the previous year:

- ~ average sick leave per employee reduced by 15 per cent to 4.95 days
- ~ the number of lost time injuries reduced from 9 to 8, although the number of non-lost time injuries increased to 16
- ~ the number of workers compensation claims remained constant at 16, although the average days lost per employee increased to 1.69 days.



*Fran Rein, Senior Policy Officer, is based at Rozelle Bay. Her work includes preparing strategic and operational policies and procedures for hire and drive licences and commercial leases*

### Women's Action Plan

Over the last five years, the percentage of women employed by the Authority has risen from 36 per cent to 41 per cent. Two senior female staff members successfully completed the Premier's Executive Development Program during the year.

The Authority's two spokeswomen continued to provide advice and support to female staff and to sponsor female staff in relevant training programs from a budget provided for this purpose by the Authority. One of our spokeswomen was elected to the NSW management committee of the Spokeswomen's Program, thereby facilitating the rapid flow-on of women's initiatives into the Authority.

### Equal Employment Opportunity (EEO)

The Authority's EEO Management Plan 2001–2003 lists significant EEO strategies. Performance relative to these strategies was as follows:

- ~ fair policy and procedures – a review of the Authority's relieving policy began and is near completion to improve access to higher duties and promotional opportunities and eliminate barriers

~ needs-based programs for EEO groups – Aboriginal recruitment in the traineeship area was targeted but despite two recruitment actions, a trainee is yet to be appointed

~ managers and employees are informed, trained and accountable for EEO – all senior executives have EEO accountability in their performance contracts.

The Authority's Harassment Contact Officers participated in a workshop during the year to share information and experiences and update skills. The workshop was led by a representative of the Anti-Discrimination Board who also provided training for the officers. This network has provided valuable assistance to staff and facilitates the handling of harassment concerns before they escalate.

The major planned EEO outcome for the coming year is the update of the current EEO Management Plan into a new Equity and Diversity Management Plan. The main target areas will be aboriginal recruitment, improved female representation amongst staff, the finalisation of the relieving policy and continued training on equity issues for management and supervisory staff.

### Multi-cultural relations

The Authority is committed to delivering quality services to its large multi-cultural customer base. It regularly holds community safe boating seminars, provides boating safety information in the ethnic media and has a number of staff who can fill interpreter roles for customers. Specific initiatives for 2002–2003 included:

- ~ safe boating seminars held for aboriginal communities including the Yorta Yorta Tribe at Barmah and at a correction centre at Tumbarumba
- ~ safe boating seminars held for the Italian, Greek and Turkish communities in Mildura and for the Italian and Torres Strait Islander communities in Griffith
- ~ development in Vietnamese of a licence test book
- ~ development of core boating safety and environment protection measures in multiple languages for posting on the Internet in 2003–2004
- ~ introduction of a CD-ROM for new employees containing topics on multicultural diversity.

### Personnel policies and procedures

In keeping with community and industry developments, the Authority's e-mail policy was updated to define offensive material and to link the



*Roy Cornwall is the Regional Manager of the Murray/Inland team and is based at our Albury office. Roy's team oversees the many lakes and rivers of the Murray Darling Basin, from the Snowy Mountains to the South Australian border*

policy to the Authority's discipline policy, while the prevention of harassment policy was updated to cover the issue of bullying in the workplace.

### Disability Action Plan

The Authority contributed to the Transport portfolio's Disability Action Plan which was completed in November 2002. The relevant parts of the portfolio-wide plan form the basis of the Authority's Disability Action Plan which is located on the Authority's Internet site.

The Authority also attended a consultation forum with relevant peak bodies on transport safety issues for vision impaired persons.

Important initiatives covered in the plan are:

- ~ consideration of the access needs of persons with disabilities at the earliest stage of infrastructure and customer service office planning
- ~ that all commercial vessels under initial survey are designed and built to accommodate access requirements for persons with a disability
- ~ that all new public access maritime facilities incorporate accessibility and other disability standard requirements.

# Corporate Directions – The Year Ahead

The Waterways Authority Corporate Plan for the period 2003 to 2006 was published in June 2003 and is at [www.waterways.nsw.gov.au](http://www.waterways.nsw.gov.au). The plan outlines both new and continued strategies and initiatives and their measures of success to meet corporate objectives for the coming year and the following two years, as listed below.

Corporate objective	Strategies	Initiatives	Measures of success
<p><b>Service Model Innovation</b></p> <p>To meet and exceed stakeholder expectations by providing quality services and innovative products</p>	<p>Identify innovative service delivery options, including greater use of the Internet and e-business to improve responsiveness to clients</p> <p>Improve the effectiveness of compliance and education campaigns – progress the national marine safety strategy in NSW</p> <p>Reconcile the interests of all waterways users, including vessel operators, foreshore users and residents</p> <p>Facilitate port and maritime related development of NSW waterways</p> <p>Influence and encourage the boating community to identify and respond to environmental issues</p> <p>Enhance the sustainable use of the marine environment</p> <p>Increase maritime and community benefits of property portfolio management</p>	<p>Develop a Customer Relationship Management system to handle all client interaction</p> <p>Provide application forms for products, brochures and maps on-line for easy access and in community languages where applicable</p> <p>More effectively target 'at risk' groups in education campaigns</p> <p>Progress national marine safety strategies in NSW</p> <p>Develop Boating Plans of Management</p> <p>Finalise and implement a new ocean bar and utility crossings policy</p> <p>Facilitate the supply of infrastructure (eg boat ramps) for customers</p> <p>Conduct public education and awareness programs about environmental issues</p> <p>Undertake or facilitate the development of maritime foreshore precincts</p> <p>Ensure adequate remediation of contaminated lands and sediments</p> <p>Improve intertidal access and compliant development on Sydney Harbour foreshores</p>	<p>Reduction in boating incidents, fatalities and injuries</p> <p>Increase in safety compliance rates</p> <p>Reduction in complaints</p> <p>Major projects satisfying community needs are constructed on time and to budget</p> <p>Lands remediated to acceptable standard for proposed future uses</p> <p>Reduction in non-compliant foreshore structures</p> <p>Introduction of policies for the protection and preservation of the foreshores of Sydney Harbour</p>

Corporate objective	Strategies	Initiatives	Measures of success
<p><b>Business Process Innovation</b></p> <p>To incorporate quality assurance and best practice initiatives in business process, service delivery and client relationship</p>	<p>Increase emphasis on the internal review of business processes</p> <p>Ensure risk management and corruption prevention strategies are effective</p> <p>Ensure legislative framework is relevant and effective</p>	<p>Continue documenting, reviewing and redesigning business processes</p> <p>Incorporate quality principles in business processes</p> <p>Adopt risk management principles</p> <p>Enhance environmental responsibility within business practices</p>	<p>Efficient, effective and user friendly documented business processes</p> <p>Completed risk management assessments of procedures and asset groupings</p> <p>Application of revised property, planning and management policies and processes</p>
<p><b>Commercial Orientation</b></p> <p>To retain, diversify and increase revenue streams and optimise return on resources and assets for community benefit</p>	<p>Maintain financial growth</p> <p>Minimise cost of overheads</p> <p>Maximise value for money</p>	<p>Review the commercial returns realised on assets</p> <p>Introduce an Authority-wide pricing policy framework</p> <p>Improve commercial practices across all service areas</p> <p>Improve efficiency and turnaround times for statutory processes</p> <p>Consider 'whole of Government' approaches to managing issues</p> <p>Identify partnership opportunities with industry and non Government organisations</p>	<p>Costs of overheads reduced</p> <p>Financial growth maintained and improved</p> <p>Achievement of market related rentals</p> <p>Increased proportion of e-business transactions (eg renewal payments on the Internet)</p> <p>Number of client solutions provided through 'whole of Government' approaches</p>
<p><b>Creativity and Learning</b></p> <p>To build an equitable, quality focussed organisation fostering learning and innovation</p>	<p>Promote open and consultative communication</p> <p>Continue development of a performance based culture</p> <p>Ensure staff have the skills and resources to complete tasks efficiently and effectively through a planned approach including learning and development</p> <p>Achieve a consistent succession planning approach</p> <p>Promote and value creativity and innovation</p>	<p>Develop a knowledge management model</p> <p>Increase individual and corporate skills</p> <p>Increase organisational commitment to the performance management system</p> <p>Develop an employee recognition framework</p> <p>Encourage workforce equity</p>	<p>Evaluation and implementation of individual and organisational training plans</p> <p>Performance agreements forwarded to Human Resources by 1 November each year</p> <p>Employee recognition system implemented</p>