

Redevelopment of

1900 – 2003



1926

1959

1968

THIS YEAR'S ANNUAL REPORT FEATURES THE \$700 MILLION REDEVELOPMENT OF THE HISTORIC MARITIME PRECINCT AT WALSH BAY.

This 11-hectare precinct, located close to the Sydney Harbour Bridge and adjacent to the historic Rocks area, is a prime example of one of Sydney's adaptive reuse waterfront redevelopments that combines cultural, commercial, residential and public use facilities. The long term ownership of the precinct by the Waterways Authority and its predecessors throughout the twentieth century has enabled the area to be preserved. The Waterways Authority has been successful in securing the investment from the private sector that has enabled the redevelopment to occur.

Front cover: The Waterways Authority is working for the boating community to encourage and support new and improved facilities throughout NSW. Amongst those recently completed are jetties, pontoons and boat ramps at (top to bottom) Penrith, Harrington, Taree, Patonga and Murwillumbah.

Prior to 1900

Cluttered area of privately owned wharves and warehouses that grew following the increase in shipping after the discovery of gold in the 1850s.

1900

Outbreak of bubonic plague created the impetus for the government to resume and demolish the old wharfage and construct new finger wharves.

1901

Sydney Harbour Trust created and commenced wharf demolition and construction under Chief Engineer, HD Walsh.

1906

Original wharf 10 completed.

1913

Wharves 8/9 completed. Characterised by a two-storey 25 metre-wide transit shed with upper level bridge access across Hickson Road.

1914

Wharf 1 completed.

1918

Wharf 6/7 completed with a single storey shed.

1921

Wharf 10/11 extended and refurbished. Wharf 2/3 completed.

1922

Wharf 4/5 completed. Precinct comprised five timber finger wharves approximately 200 metres long with seven bond stores and warehouses.

1930s to 1940s

Increased maritime trade despite worldwide depression and war. Wharves 4/5 remodelled to include refrigeration and to accommodate passenger vessels.

1950s

A peak time for the export of wool and for ships bringing migrants to Australia.

1960s to 1970s

Commencement of containerisation and increased vessel and cargo sizes resulted in changed use to smaller coastal and Pacific Island trading ships.

Walsh Bay



2003

1976

Wharf 10/11 demolished to make way for Darling Harbour 3 container terminal.

1980

Redevelopment of Wharf 1 into Pier One as a café and amusement area. Last cargo vessels at Walsh Bay. Wharves used only by fishing vessels, ferries and charter boats.

1984

Wharf 4/5 refurbished and leased to the Ministry for the Arts where the Sydney Theatre Company and Sydney Dance Company now reside. Wharves and associated bond stores closed for shipping.

1985 to 1995

Options considered by the NSW Government to redevelop the area as a mixed use precinct but with a focus on cultural and arts facilities.

1996

Following Expressions of Interest, the Walsh Bay Partnership, a joint venture between the Mirvac Group and Transfield Holdings, selected as the developer to preserve the maritime character of the wharves.

1997

Project reviewed by renowned French architect Philippe Robert to provide a suitable balance between the commercial, residential, cultural and heritage aspects of the future redevelopment. Robert's concept to retain Piers 2/3, 4/5 and 8/9 and replace Pier 6/7 with a new structure within its originally proposed envelope was accepted by all parties.

1998

Masterplan for the redevelopment approved. Separately, another developer, TMG, commenced construction of what is now a four star hotel at Pier One.

1999

Construction commences on Pier 8/9 and Pottinger Street terraces.

2003

Project well advanced with waterfront structures and theatre near completion.

Significance

The Walsh Bay precinct is rightly considered one of Australia's major urban renewal undertakings. Importantly, it displays reminders of Sydney's maritime heritage through the retention of historical items such as a wool bale elevator, the hydraulic lifting system, jib cranes, old timber piles, timbers recycled from Pier 6/7 and used as kerbs/public seating and in the drama theatre, and original bollards which can be seen from the public boardwalk.

The site also contains remnants of an even earlier Sydney with the reuse of cobblestone paving in Ferry Lane and the display of substantial remains of an 1820s cottage found whilst excavating for the theatre and Bond 4 East site.

The NSW Government, through the Waterways Authority and the Ministry for the Arts has provided some \$70 million towards the refurbishment of Pier 2/3, public foreshore promenade and open space and the new drama theatre, scheduled for its first public performance in January 2004. The precinct will remain as a public asset under the ownership of the Waterways Authority.

About Us

The Waterways Authority is a NSW Government agency created under the *Ports Corporatisation and Waterways Management Act 1995*. It reports, through its Chief Executive, to the Minister for Transport Services.

The Waterways Authority has two main areas of responsibility. Firstly, it is responsible for ensuring the safe use of navigable waters in NSW, the key elements being management of recreational vessels and commercial vessels that do not require a pilot to navigate these waters. Secondly, it is responsible for the appropriate development and use of wetland areas, particularly in Sydney Harbour, Botany Bay, Newcastle and Port Kembla. In so doing, the Authority aims to achieve the highest possible standards of safety for all people using these waters while protecting the marine and foreshore environment and providing essential marine infrastructure.

History

The Waterways Authority was created on 1 July 1995 following the dissolution of the Maritime Services Board of NSW. Other agencies created at the same time were the Port Corporations for Newcastle, Port Kembla and Sydney which are responsible for cargo handling operations and large cruise ships.

Assets

The Authority manages an asset portfolio of \$600 million which includes navigation channels, wharves, jetties, buildings and aids to navigation.

Finances

The Waterways Authority is self funding, with supplementary grants for some capital works provided by the NSW Treasury. Its total operating revenue for the year was \$111.5 million with an operating surplus of \$35.6 million.

Our people

The Waterways Authority has 305 staff in 33 offices and customer service centres throughout NSW.

Our customers

The Authority has a variety of customers including the general public, people using commercial and recreational craft, lessees and property tenants and Commonwealth, State and local government agencies.

Our Internet address

www.waterways.nsw.gov.au



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31 October 2003

The Hon Michael Costa MLC
Minister for Transport Services
Minister for the Hunter
Minister Assisting the Minister for
Natural Resources (Forests)

Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Minister

It is my pleasure to submit to you, for presentation to Parliament, the Annual Report of the Waterways Authority for the year ended 30 June 2003.

The Annual Report has been prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Ports Corporatisation and Waterways Management Act 1995*.

After the Report has been tabled, it will be made available to all stakeholders in both hard copy form and on compact disc and will be placed on the Authority's website www.waterways.nsw.gov.au.

Yours sincerely



Matthew Taylor
Chief Executive

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Vision and Mission

Our vision

Safe and responsible use of navigable waters and provision of appropriate maritime infrastructure throughout New South Wales.

Our mission

To apply our skills in the protection, development and use of the State's navigable waters, foreshores and related infrastructure by:

- ~ promoting safety on NSW waterways through education and enforcement
- ~ participating in the protection and conservation of the marine environment
- ~ ensuring appropriate development and use of wetlands, foreshores and associated maritime assets
- ~ responding to the needs of waterways users and maritime industries.

Our business programs

Program 1 – Marine Safety and Environment

To promote safety on all navigable waters and minimise the impact of vessel use on the marine environment.

Program 2 – Maritime Property and Asset Management

To ensure appropriate development and use of wetlands and associated maritime assets.

Our stakeholders

- ~ the general public of NSW
- ~ the NSW Government and the Minister for Transport Services
- ~ our employees
- ~ commercial vessel operators, wharf owners and marina operators
- ~ groups and associations representing commercial vessel operators
- ~ relevant Commonwealth, State and local government agencies including the Port Corporations of Newcastle, Port Kembla and Sydney
- ~ people using NSW navigable waters for recreation, as well as non-commercial property lessees and private mooring licensees

- ~ groups representing recreational boating activities
- ~ volunteer marine rescue organisations and emergency response groups such as the State Emergency Service and the NSW Water Police
- ~ commercial property tenants
- ~ State agencies and other groups with environmental and foreshore interests such as the Coastal Council of NSW and the Sydney Harbour Executive, as well as local indigenous and environmental groups
- ~ the media, unions representing our staff, service providers, suppliers and contractors.

Our major assets

- ~ the beds of Sydney Harbour, Botany Bay, Newcastle and Port Kembla harbours
- ~ marine and port related properties throughout NSW, including foreshore lands, commercial and commuter wharves, buildings and seawalls
- ~ navigation aids and patrol boats.

Key Activities

~ *Promote safety on the water through compliance activities encompassing education and enforcement*

There are almost 450,000 recreational boating licence holders and more than 190,000 registered recreational vessels in NSW. Over 31,500 new licence holders were tested and almost 15,000 new vessel registrations granted during 2002–2003. The Authority uses its licensing and registration databases to help with the promotion of safety messages. In addition, the Authority held over 400 safe boating seminars and conducted almost 42,000 on-water safety checks.

There are 7400 registered commercial vessels in NSW. The Authority issues the operators and crews of these vessels with certificates of competency.

~ *Promote environmental responsibility among vessel operators*

The Authority seeks to minimise vessel impact on the environment through initiatives such as a State-wide strategy to manage sewage from vessels, an environmental education program and boating plans of management.

~ *License and manage private and commercial mooring sites throughout NSW*

There are over 14,600 private moorings as well as over 4500 commercial moorings at over 1100 sites in NSW.

~ *Issue aquatic licences and undertake on-water control and management of major aquatic events*

During the year, the Authority issued over 560 aquatic licences for over 16,000 events.

~ *Assist in the development and improvement of boating infrastructure through funding of the Waterways Asset Development and Management Program (WADAMP)*

Under this program, the Authority provides grants, generally on an equal basis, to local councils, boating groups and other State agencies for boat ramps, jetties and dinghy storage facilities throughout NSW.

~ *Manage its property portfolio which includes all lands below the mean high water mark in Sydney Harbour, Botany Bay, Newcastle and Port Kembla*

The portfolio includes over 2000 leases for marinas, jetties and boatsheds and a number of commuter wharves, particularly in Sydney Harbour. The Authority is also responsible for land owner's consent, direct development consent, integrated development consent and construction approval for new foreshore structures.

~ *Facilitate the redevelopment of certain waterfront precincts formerly used for cargo handling operations*

These include Rozelle Bay and Blackwattle Bay where the Authority has provided infrastructure for development by maritime industries such as waterfront contractors and charter vessels and the large-scale private-sector redevelopments of Walsh Bay and King Street Wharf for public, maritime, commercial and residential use.

Community Programs

~ *An environmental service for Sydney Harbour*

During the year almost 3600 cubic metres of rubbish were removed from the waters of the harbour.

~ *Free public sewage pump-out facilities for vessels on Sydney Harbour and Myall Lakes*

These facilities collected over 6.5 million litres of sewage and represent an integral component of our commitment to prevent the discharge of waste into NSW waterways.

~ *A subsidised boating weather telephone information service*

This service is provided through the Authority's link to the Bureau of Meteorology's 1900 weatherline.

~ *Financial support for on-water volunteer organisations and rescue groups*

Direct and indirect support for these groups totalled over \$835,000 for the year.

~ *Concessional boat licence, registration and mooring fees offered to pensioners*

These concessions provide a saving to this group of \$2.5 million annually.

Chief Executive's Overview

I am pleased to present this overview of the main issues, highlights and challenges for the Waterways Authority during 2002–2003.

Our performance

As the regulatory authority responsible for ensuring safe use of NSW navigable waters, the Authority, through its Boating Service Officers, conducted some 41,730 on-water safety checks on vessels throughout the year. It was pleasing to record that 93 per cent of boaters were compliant with boating safety equipment requirements. Efforts will continue to increase this percentage in the coming year.

The Authority also continued its strong emphasis on education, conducting over 400 safe boating seminars, 86 regional education campaigns and five major safety promotions during the year including crossing ocean bars, the wearing of lifejackets, hypothermia awareness and avoiding capsizing.

In the areas of environmental protection, I am pleased to record a number of solid achievements for the year. These include:

- ~ commencement of the *Marine Pollution Amendment (Waste Discharge and Oil Spill Response Plans) Regulation 2003* to control sewage pollution from vessels
- ~ commencement of the *Marine Legislation Amendment (Marine Pollution) Act 2002* to increase penalties for offences, oil spills, failure or delay in reporting incidents and failure to co-operate in investigations
- ~ increased use by commercial operators of the new sewage pump-out facilities at King Street Wharf and Blackwattle Bay, into which over 5.8 million litres were discharged
- ~ release of final boating and mooring management plans for the Corindi River and Lake Macquarie, the display of the draft plan for Smiths Lake and a review of the plan for the Williams River
- ~ preparation of an issues paper on the Sydney Harbour Traffic Management Plan which attracted over 80 submissions.

The Authority continued to consult on boating matters through a State-wide network of 37 local boating user groups that include representatives of local sailing and boating clubs, fishermen, oyster farmers, councils,



Matthew Taylor, Chief Executive

commercial operators and volunteer marine rescue organisations. These groups have assisted in the task of providing improvements in access and the development of various plans of management. Their work has been supplemented by the activities of the Commercial Vessels Advisory Group and the Recreational Vessels Advisory Group. In June 2003, the Authority created a new peak advisory group, the Waterways Authority Council, to assist in decision-making on maritime issues at a strategic level.

A number of new initiatives were introduced to provide better service for our customers. These included:

- ~ introduction of a BPAY facility to extend options for payment of licence, registration and mooring renewals thus furthering our commitment to e-business
- ~ development of competency based training systems to provide more flexible training for the maritime industry
- ~ staging or sponsoring of special events such as the Sharing Sydney Harbour exhibition, Sydney Harbour Week and the *Liquid Sea* exhibition held at the Museum of Contemporary Art
- ~ establishment of the first Government Access Centre at a Waterways Authority customer service centre (Moama) thus further extending the provision of government services in rural NSW.

The Authority accelerated its infrastructure development program with significant expenditure on the redevelopment of Walsh Bay, the port of Eden multi-purpose wharf and the navigation aid upgrading program. Particular highlights for the year included the announcement of eight consortia that will develop Rozelle Bay into a \$50 million maritime precinct for industries such as boat storage, boat repair and wharf maintenance, the announcement of a \$10 million upgrade of Manly Wharf and the completion of a new \$1.2 million ferry wharf at Stockton in Newcastle that provides easier access for the disabled.

Consultation with local residents, other government agencies, local councils and environmental groups has assisted in the completion of an Environmental Impact Statement for the remediation of the Lednez site, Rhodes and Homebush Bay. Similarly the process of consultation through the Sydney Harbour Maritime Forum saw the inception of plans for the new maritime precinct at Rozelle Bay. The proposed boat ramps at Bank Street in Blackwattle Bay and Homebush Bay West will also involve community consultation to allow the delivery of the best possible facilities and avoid conflict with other users of these areas.

Outlook for 2003 – 2004

Following a good year, highlighted by our involvement in a number of important projects, the Waterways Authority is well positioned to effectively manage its role and responsibilities for the coming year. Our major highlights and challenges in 2003–2004 will include:

- ~ increasing efforts to reduce accidents and fatalities through education and on-water awareness and compliance campaigns
- ~ continuing the development of traffic and boating plans of management for NSW waterways and in particular for Sydney Harbour, Pittwater and the Tweed River
- ~ further development of e-business applications, reduced turnaround times for processing foreshore applications and extension of whole-of-government initiatives for business improvement
- ~ progressing *Sharing Sydney Harbour* initiatives, particularly new water access facilities, finalisation of the Land Owner's Consent Policy and the exhibition of a vessel storage and marina berth strategy

- ~ completion of the port of Eden cargo storage facility and wharf, as well as the commencement of maritime industry development of Rozelle Bay and the refurbishment of Manly Wharf
- ~ the introduction of new foreshore leases and a campaign to remove excess and dilapidated structures from harbour foreshores which will be assisted by footage taken from the first ever aerial digital video survey of Sydney Harbour in April 2003.

Acknowledgment

I wish to thank the Minister for Transport Services, Michael Costa, and the previous Minister for Transport, Carl Scully, and their staff for their support and to commend my management team and our professional, hard-working and innovative people for the zeal with which they undertook their tasks during the year.



Matthew Taylor
Chief Executive

Summary of Financial Results

The Waterways Authority is self-funding. It has two distinct sources of revenue, the first associated with recreational boating and commercial vessels (Program 1) and the second from commercial property leases and wetlands (Program 2). Financial results for the year are summarised below.

	2001–2002	2002–2003		
		Program 1	Program 2	Total
Revenue from ordinary activities	\$121.9M	\$38.6M	\$72.9M	\$111.5M
Net surplus/(deficit)	\$45.4M	\$0.6M	\$35.0M	\$35.6M
Capital expenditure	\$9.1M	\$5.0M	\$17.4M	\$22.4M
Distribution to NSW Government	\$38.8M	—	\$17.2M	\$17.2M

Revenue from Program 1 is mainly derived from payments for one-year and three-year boating licences and from vessel registrations (\$26.4 million for 2002–2003). Other sources are from commercial and private boat moorings, vessel inspections and registrations and fees for the issue of licences for events such as waterski races. Program 1 yields a modest surplus.

Program 2 revenue is derived largely from property rentals and wetland leases in Sydney Harbour, Botany Bay, Newcastle and Port Kembla (\$36.3 million for 2002–2003). The property portfolio includes the Maritime Trade Towers site in Kent Street, Sydney, Circular Quay wharves and promenade, and sites along the foreshore beyond the mean high water mark principally leased to commercial businesses (such as marinas) or adjacent private residences. Other sources of income are derived from fees paid by the Port Corporations for use of dredged shipping channels, management of the ports of Eden and Yamba,

State Government grants for some capital investment and from the private sector for large redevelopments such as Walsh Bay and King Street Wharf.

The decrease in both revenue from ordinary activities and operating surplus for 2002–2003 was mainly due to smaller 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 for the site.

The increase in capital expenditure was due mainly to progress payments totalling \$12.7 million made during the year for the reconstruction of Pier 2/3, Walsh Bay which is being restored for public use.

The Authority's annual distribution to the NSW Government derives from its Program 2 surplus. The distribution for 2002–2003 comprised \$6 million from normal operating revenue and \$11.2 million from property developments and sales.

Key Performance Indicators

Indicator	2001–2002	2002–2003	Trend/Comment
FINANCIAL			
Total assets (\$M)	534.12	599.96	up due to level of investment funds and from the redevelopment of King Street Wharf
Net surplus (\$M)	45.37	35.63	down due to a smaller value of assets acquired from the developer of King Street Wharf
Distribution to State Government (\$M)	38.75	17.16	comprises \$6M from normal operating surplus and \$11.16M from property revenue
Average revenue per employee (\$000)	425	374	down due to decreased operating revenue
OUTPUTS			
Boating licences	445,251	449,549	smaller increase for the year due to the introduction of boating licences in Victoria
Registered recreational vessels	184,225	190,720	demand has increased faster than recent population growth
Educational seminars presented	497	401	concentration this year on bar safety, lifejackets, and hypothermia
Solar navigation aids installed	1064	1017	97% of lit navigation aids are now solar powered
Volume of waste recovered from Sydney Harbour (cubic metres)	3898	3567	down due to lower than normal rainfall in catchment areas
No. of commercial vessel discharges at sewage pump-out facilities at Pyrmont, King Street Wharf and Blackwattle Bay	2746	4971	increased operator awareness and full year usage of the new pump-outs at King Street Wharf and Blackwattle Bay
Foreshore development applications finalised	41	36	fewer applications received during the year
Projects offered WADAMP grant funds	31	40	record number of applications received & approved
OUTCOMES			
Fatalities per 100,000 recreational vessel registrations	11.5	10.1	less recreational vessel fatalities recorded for the year
Fatalities per 1000 commercial vessel registrations	0.0	0.4	more commercial vessel fatalities recorded for the year
Safety compliance rate: ~ recreational vessels (%)	93.8	93.1	results reflect consistent safety awareness and high enforcement levels
~ commercial vessels (%)	94.5	94.1	
~ personal watercraft (%)	94.7	92.7	
Licence, registration and mooring renewals paid using Interactive Voice Response, the Internet or BPAY (%)	24.3	35.6	BPAY facility introduced in October 2002
Complaints received on Waterways Infoline (%)	0.5	0.5	main complaints were about vessel wash, PWC proximity, speed and noise
Major foreshore redevelopments announced	1	2	Rozelle Bay and Manly Wharf
Trade through Eden and Yamba ('000 tonnes)	817	764	cessation of petroleum product imports through Eden
Residual workers compensation exposure (\$M)	1.42	1.25	no. of claims remaining open reduced by 12.5%
STAFF			
Full time equivalent staff at 30 June	292	305	increased number of on-water staff
Hours lost due to industrial disputes	0	0	no disputes

Corporate Governance

Corporate structure

The Waterways Authority is a NSW statutory body created under the *Ports Corporatisation and Waterways Management Act 1995*. It does not have an external Board of Directors. The Authority's Chief Executive is responsible and accountable to the Minister for Transport Services and to the NSW Parliament for the Authority's overall performance and ensuring that the Authority performs in a manner consistent with legislative compliance and best practice principles. The Authority has an Executive Management Committee consisting of the Chief Executive and the four General Managers. This Committee meets regularly to review operational performance and compliance with both the Authority's strategic directions and operational management. Advisory bodies and committees, which include the newly formed Waterways Authority Council, also provide advice to the Executive Management Committee.

Statutory framework

The Waterways Authority operates under the following Acts of Parliament:

- ~ *Ports Corporatisation and Waterways Management Act 1995*
- ~ *Maritime Services Act 1935*
- ~ *Navigation Act 1901*
- ~ *Marine Pilotage Licensing Act 1971*
- ~ *Commercial Vessels Act 1979*
- ~ *Marine (Boating Safety – Alcohol & Drugs) Act 1991*
- ~ *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001*.

Work continued on the Marine Safety Regulation which will enable the introduction of the *Marine Safety Act 1998*. The Act consolidates all of the above legislation other than parts of the *Ports Corporatisation and Waterways Management Act* and the *Marine Safety Legislation (Lakes Hume and Mulwala) Act*.

The Authority also has responsibilities relating to the marine environment under:

- ~ *Rivers and Foreshores Improvement Act 1948*
- ~ *Environmental Planning and Assessment Act 1979*

~ *Marine Pollution Act 1987*

~ *Protection of the Environment Operations Act 1997*.

Code of Ethics and Conduct

The Waterways Authority's Code of Ethics and Standard of Conduct details the values and standards the organisation applies to relationships with customers, contractors, staff and the community. The Code is reviewed regularly and enhanced to ensure it provides up-to-date guidelines on what to expect from the Authority and explains the mutual obligations, roles and constraints of all parties. There were no amendments to the Code during the year.

Use of corporate credit cards throughout the Authority has been in accordance with the appropriate Government policy, Premier's Memoranda and the Treasurer's Directions.

Prevention of fraud and corruption

The Authority complies with all legal requirements for the reporting of corrupt conduct and it supports staff who come forward with allegations or suspicions. Investigations of allegations may involve the engagement of external, specialised investigators.

Audit committee

The Authority's Audit Committee is chaired by the General Manager, Corporate and Business Services and comprises senior staff representing all divisions of the Authority, a representative of our non-public sector internal auditor and observers from the Audit Office of NSW. The committee meets every four months to consider progress against the audit program, oversee the direction of the internal audit function and consider the adequacy of the financial control and reporting systems. It also reviews the Authority's end-of-year financial statements.

Strategic and business planning

Corporate objectives and strategies are set by the Chief Executive and senior management to meet the NSW Government's priorities and community and customer needs. The Corporate Plan, which is available on the Authority's Internet site, sets out the organisation's vision, mission and key priorities and the level of

success measured against the major initiatives. The Authority has a corporate and business planning cycle involving analysis of internal and external environments, strategic development and planning, service delivery and performance monitoring and evaluation targets.

Executive appointments and remuneration

The Minister for Transport Services is responsible for approving the Chief Executive's appointment and contract. The Chief Executive, in turn, is responsible for approving senior executives' appointments and contracts. These contracts may be for up to five years and include annual performance agreements.

The Chief Executive's remuneration is determined by the Minister. The Chief Executive determines the remuneration of senior executives in accordance with determinations issued by the Statutory and Other Offices Remuneration Tribunal on 1 October of each year.



The northern waterfront building at King Street Wharf was officially opened on 13 March 2003. The building contains offices and facilities for charter vessel companies and other commercial tenants. Pictured are Dennis O'Regan, Director and General Manager of Multiplex Constructions (left) and Matthew Taylor at the opening

Management and Structure



CHIEF EXECUTIVE
Matthew Taylor ~ AM, FAICD, FAIM

Matthew served with the Royal Australian Navy until his retirement in 1990 at the rank of Commodore. In his last two appointments as a serving officer he was directly responsible for all aspects of the operational readiness and support of the Australian Fleet Air Arm and the 50 seagoing vessels of the Australian Fleet. Matt was made a Member in the Military Division of the Order of Australia in 1989.

In 1990 he was appointed General Manager, Marine Safety and Environment with the Maritime Services Board (MSB). This was followed by a senior executive position with the NSW Department of Transport and, following the dissolution of the MSB in June 1995, Chief Executive of the Office of Marine Safety and Port Strategy, the Office of Marine Administration and the Ministry for Forests and Marine Administration. He was appointed Chief Executive of the Authority in July 1999.



OPERATIONS
Brett Moore ~ General Manager



CORPORATE & BUSINESS SERVICES
Paul Robinson ~ General Manager (BBus, BSurv, MIS Aust)

Brett joined the MSB Waterways Authority in 1991 as Customer Services Manager after a five year term at senior executive level at the Australian Broadcasting Corporation. He had also spent periods in the maritime industry as a master and as a designer of recreational vessels. In 1992 he was appointed manager of the Hawkesbury River-Broken Bay region. Brett was appointed General Manager Operations in October 1997.

Responsibilities

- ~ Aquatic events
- ~ Vessel survey
- ~ Hawkesbury/Broken Bay operations
- ~ Hunter/Inland operations
- ~ Murray/Inland operations
- ~ North Coast operations
- ~ South Coast operations
- ~ Sydney operations
- ~ Marine certification
- ~ Client services

Total staff ~ 188

After graduating with Honours in Surveying from UNSW in 1975, Paul worked for the NSW Department of Public Works until 1988 when he was appointed Manager Survey Services in the former Maritime Services Board. In 1992 he completed a Business Degree and in 1995 was appointed an Accredited Commercial Mediator with the Australian Commercial Disputes Centre. He was appointed General Manager in 1997.

Responsibilities

- ~ Asset management
- ~ Finance
- ~ Information technology
- ~ Survey and spatial Information
- ~ Human resources
- ~ Legal (commercial & recreational boating)
- ~ Risk management
- ~ Workers compensation
- ~ Business improvement

Total staff ~ 64

MINISTERIAL & EXECUTIVE UNIT

Total staff ~ 4



MARITIME PROPERTY & ASSETS

Zenon Michniewicz ~ General Manager (*BSc, BE, MEngSc*)

Zenon joined the Department of Planning in 1977 where he developed a program for the release of residential home sites in the Sydney metro area. He joined the MSB in 1990 as Property and Planning Manager, with particular responsibility for foreshore redevelopments such as Woolloomooloo, Walsh Bay and King Street Wharf. He has held executive property, planning and asset management positions with the Office of Marine Administration and the NSW Department of Transport until transferred to the Authority in his present position in July 1999.

Responsibilities

- ~ Development projects
- ~ Asset management
- ~ Property acquisitions and disposals
- ~ Development and construction approvals
- ~ Regional Ports
- ~ Strategic planning
- ~ Legal (property)

Total staff ~ 32



POLICY & RESEARCH

John Hickey ~ A/General Manager

John held numerous senior positions in various Federal Government departments before joining the MSB Waterways Authority in 1991. He worked in various administrative and management positions in the Southern Region before joining the Authority's Policy, Planning and Research Division in 1995. John was appointed Marine Safety and Environment Policy Manager in 1997 and in February 2002, he became Acting General Manager.

Responsibilities

- ~ Public affairs
- ~ Products and services policy
- ~ Marine safety policy
- ~ Legislation
- ~ Environment policy
- ~ National consultative process

Total staff ~ 13