

MARINE SAFETY AND ENVIRONMENT

Program One

The objective under Program One is to promote safety on all navigable waters and minimise the impact on the aquatic environment.



The Waterways Authority has two main areas of responsibility. Firstly, it is responsible for ensuring the safe use of navigable waters in NSW. Key aspects are the management of recreational vessels and commercial vessels that do not require a pilot, and the coordination of safe commercial ports. Secondly, it is responsible for the appropriate development and use of wetland areas in Sydney Harbour, Botany Bay, Newcastle and Port Kembla.

To carry out these functions, the Authority has established two programs. Program One encompasses regulation and licensing functions with a focus on ensuring safety on the water and the protection of the aquatic environment. Program Two consists of the Authority's property and asset management responsibilities.

Boating Incidents

A total of 355 boating incidents were reported to the Authority during the year. Of these:

- Nine involved fatalities (a decrease of 59 per cent from last year)
- Capsize caused three fatalities, falling overboard and collision caused two deaths each
- Alcohol was known to be a factor in three deaths
- 78 per cent of fatalities occurred on enclosed waters.

The number of fatalities per 100,000 registered vessels decreased by more than 50 per cent.



Incident and Fatality Summary

	2003–2004				2002–2003			
	Vessel Type				Vessel Type			
	Rec	Com	Com/Rec	Total	Rec	Com	Com/Rec	Total
Incidents	223	85	47	355	259	89	43	391
Fatalities	8	1	0	9	19	2	1	22
Serious Injuries	33	10	0	43	38	4	3	45
Minor Injuries	62	23	6	91	69	16	21	106

A total of 355 boating incidents were reported to the Authority during 2003–2004, a nine per cent reduction from last year. Over 60 per cent of these incidents involved recreational vessels. However, when compared to last year's total (259), the number of recreational vessel incidents has also declined.

A total of nine fatalities were recorded this year and is the lowest number of fatalities since 1992–1993. Eight of the fatalities involved a recreational vessel. None of the persons who died were wearing a lifejacket when the accident occurred.

Four fatalities occurred during the peak boating season from October to March. Most fatalities were recorded during the month of May 2004 (three). Capsize was the most commonly reported incident for the year, followed by falling overboard and colliding with another vessel.



Left: The Authority conducted more than 49,000 on-water safety checks across NSW.

Right: Boating Officer Steve Nugent makes a presentation on concerns relating to alcohol and boating.

Boating Safety Education

The Authority delivers a year-round boating safety education program throughout NSW. The main focus in this year's program was on safety equipment (particularly lifejackets), bar crossing safety, capsizing, hypothermia and alcohol. Key elements of the education campaign included:

- Five major statewide boating safety campaigns during the boating season
- A major lifejacket compliance campaign focussing on their accessibility and use while crossing coastal bars
- More than 400 safe boating seminars conducted throughout NSW
- 93 regional educational campaigns and 48 school visits reaching more than 4568 students in the Murray, Darling and Riverina areas
- 11 school visits and 48 community group presentations in coastal regions
- Safety awareness campaigns supported by the use of advertising, stickers, posters and brochures, the Internet, displays and media releases across NSW
- 49,227 vessel checks.

Bar Crossings

The Government introduced new regulations in September 2003 making the wearing of lifejackets compulsory when crossing designated coastal bars. This requirement aims to reduce fatal and serious injuries sustained at these localities.

Volunteer Marine Rescue Organisations

Each year, volunteer marine rescue services attend to more than 5000 calls for assistance on NSW waters. In recognition of this service, the Authority provided over \$622,000 in grants to the volunteers during the year. Details of these grants are listed in Appendix 8.

Since the inception of these grants in 1998, the Government has provided the Volunteer Rescue Association, the Australian Volunteer Coast Guard and the Royal Volunteer Coastal Patrol with \$2.94 million. These funds have been used to assist in the purchase of vessels and for the upgrading of rescue coordination centres and marine radio bases along the NSW coast.

Additionally, the Authority subsidised other volunteer rescue organisations including Surf Life Saving NSW and the State Emergency Service to the value of \$93,000 by issuing gratis boat licences, registrations, moorings and aquatic licences to these organisations.

Marine Communications

The Authority continued to coordinate the provision of coastal radio communications in partnership with the Sydney, Newcastle and Port Kembla Port Corporations. The Authority is currently working with the National Marine Safety Committee (NMSC) and its Radio Communications Sub-Committee to develop further improvements to this system.

A priority of the NMSC has been the development of a Service Definition Statement to refine previously agreed performance standards, review available technologies and assess future options for marine communication in Australia. In addition, issues such as equipment carriage, cost estimates and operator qualifications have been considered by the technical group.

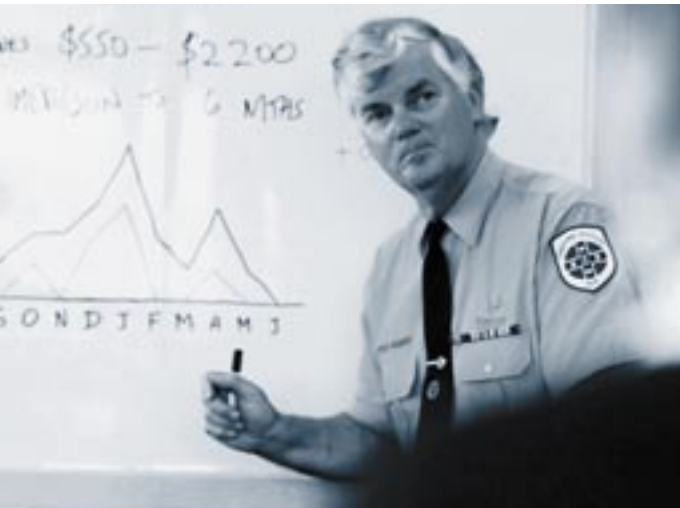
Waterways Asset Development and Management Program (WADAMP)

WADAMP provides grant funding for recreational boating infrastructure projects throughout NSW that benefit the boating community. During 2003–2004, actual expenditure on projects previously committed totalled \$1,050,733.

Contributions from vessel registration fees fund about half the program. Grants are allocated on a 50:50 basis with funding shared by local councils, other State authorities and boating groups.

This year, for the first time, applications for grant funding from WADAMP within Sydney Harbour were sought and reviewed separately to the those from regional NSW. Twenty-three applications under the Sharing Sydney Harbour Access Program (SSHAP) were received, of which 14 grants totalling \$369,625 were offered.

The SSHAP is administered through the DIPNR with funding and technical assistance provided by the Authority. Its objective is to improve access for the public between the land and water and along the foreshore of Sydney Harbour. Fifty-seven applications



for WADAMP grants were received for regional NSW, of which 33 grants totalling \$1,237,521 were offered.

Total grants amounted to \$1,607,146 for a record 47 projects. The grants will allow works worth more than \$4.3 million to be undertaken. Grants are listed in Appendix 8 of this report.

Safety Management Systems

The Transport Legislation Amendment (Safety and Reliability) Act 2003, which has been in force since 1 January 2004, has placed a greater emphasis on the safety responsibilities of commercial vessel operators and the role of the Waterways Authority as regulator.

For operators it has meant a greater responsibility to operate safely and has, for the first time, required all ferry and charter vessel operators to implement safety management systems as part of their operation.

Safety management systems must be documented and identify any significant risks that have arisen or may arise from providing the service or associated maintenance work. Safety systems must also specify the controls (including audits, expertise, resources and staff) used to manage the risks and to monitor safety outcomes.

The Waterways Authority has worked closely with the Independent Transport Safety and Reliability Regulator (ITSRR), the Ministry of Transport and the Charter Vessel Association in the development and implementation of these systems.

Medical Standards

Moves at the national level for reform of regulation in the rail industry have resulted in the gazettal of a national rail standard for appropriate medical assessments for all rail safety workers.

Following these developments, the Authority commenced an investigation, in partnership with the National Marine Safety Committee (NMSC), on the need for more rigorous medical standards for commercial vessel operators under the National Standard for Commercial Vessels Part D-Crew Competencies.

National Marine Safety Committee (NMSC)

As the NSW representative on the NMSC, the Authority progressed a number of projects designed to assist uniform practice in marine safety. Significant focus was on the implementation of a national standard for commercial vessels and associated key projects, including:

- Crew qualifications
- Fire safety
- Stability
- Construction
- Guidelines for the auditing of Registered Training Organisation
- A record of practical experience and service manual
- A national register of compliant equipment.

The Authority continued work on the implementation of a national incident database as a result of the findings of phase two of the *Assessment of Fatal and Non-Fatal Injury due to Boating in Australia* which was released in March 2004.

Maritime Safety Training

The year was a period of consolidation for the Authority, working with registered marine training organisations in the implementation of competency based training and assessment. The focus of the new system is on the recording of task-based qualifying service and practical examinations. The Authority developed an audit system to ensure quality standards are maintained by maritime training organisations. The system is based on the NMSC Guidelines for Registered Training Organisations and will be implemented in 2004-2005.

The Authority also developed a set of competency standards for 'vehicular ferries in chains' operated by the Roads and Traffic Authority and councils at 32 waterway crossings in NSW. The new training and assessment requirements were gazetted in April 2004 and improved the standards of safety training for operators of these craft.



Left: Ken Wark is a member of the Environmental Services team that retrieved more than 2500 cubic metres of debris from Sydney Harbour last year.

Navigation Aids

Capital expenditure on navigation aids for the year totalled \$488,733. Nineteen new lights were installed with a further 23 upgraded during the year, principally at Lake Macquarie, Shoalhaven, Hawkesbury, Clarence, Richmond, Tweed and Hacking Rivers, Port Stephens, Merimbula and Tathra.

The Authority's navigation marker pylon replacement program continued with 28 pylons upgraded statewide. A total of 76 new buoys were installed across the Hunter region (35), Hawkesbury region (20) and throughout the Sydney and South Coast regions (21 in both). A further 46 buoys were upgraded.

In February this year, the Authority awarded a new navigation aid contract after an evaluation of tenders. A new contractor, Australian Maritime Systems Limited commenced work from 20 April 2004 for an initial three-year period. Benefits of the new contract include a fixed annual maintenance fee and no-cost breakdown maintenance after the initial service.

During May, the Authority and the Department of Lands jointly received four former Australian Maritime Safety Authority lighthouses under the 1997 Heads of Agreement between the Commonwealth and State. The lighthouses handed back were at Fingal Head, Crowdy Head, Tacking Point and Norah Head. The Authority now jointly maintains a total of 14 lighthouses in NSW.

Environmental Sustainability

The Waterways Authority is committed to the principles of ecologically sustainable development, in particular the control of pollution, conservation of species and protection of the aquatic environment. This is done by:

- Protecting and enhancing aquatic flora and fauna
- Minimising the impact of waste from vessels
- Remediating the legacy of past pollution to ensure land is suitable for public use
- Protecting soil and sediments within areas for which Waterways is responsible

- Encouraging the use of recycled materials and reducing waste generation
- Minimising the use of energy from non-renewable sources.

Environmental Education

The Authority provides environmental information through its website, publications, print media and radio. In particular, the Authority encourages small but important behavioural changes in everyday actions among the boating community. The messages in relation to environmentally responsible waterways use include:

- Managing waste discharge from vessels
- Minimising wash from vessels
- Protecting seagrass beds.

The Authority also supports the provision of educational material to schools through the Australian and New Zealand Safe Boating Education Group. This program, entitled *Kids and Water*, assists with the introduction of marine safety and environment education to over 270 NSW schools.

Plans of Management

The Authority is consolidating boating arrangements for individual waters across NSW into boating plans of management. Boating plans of management are designed to ensure that boating practices maximise people's safety and enjoyment while minimising environmental impact.

In addition they are designed to ensure equitable use of State waters.

The plans have proved useful and a strategy will be developed in 2004-05 to identify where further plans are required and the priority to complete them. Resources will be applied to implement the strategy.

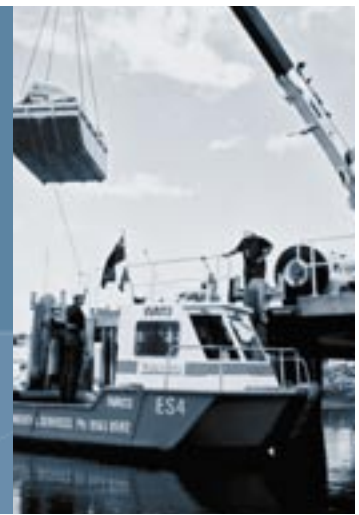
These plans will be reviewed on an ongoing basis. Completed plans include:

Williams River

The Authority continued to monitor boating activity in this area with regular patrols by Boating Officers. In consultation with the community, the Authority has re-assessed the conditions of the Boating Plan of Management with changes to the 4-knot zones and rotation of the turning areas.

The draft Tweed Estuary Boating Plan of Management being readied for public comment takes a comprehensive look at all aspects of water activity on the Tweed River and will serve as a model for future plans elsewhere in the State.

Brett Moore, General Manager Operations



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Lake Macquarie

The Lake Macquarie Mooring Management Plan was finalised in June 2003 following an extended period of comment and consultation. The area of Swansea Flats has since presented a number of management concerns in relation to moorings. An integrated plan for the area was presented to the public that would address environmental and management concerns. The plan coordinates improvement works from State and local government agencies and was supported by the community. This work is scheduled to be completed in the 2004–2005 year.

Port Hacking

The purpose of this boating plan of management is to provide a framework for the administration of boating activities on Port Hacking and to establish more effective controls for boating and associated impacts on environmentally sensitive areas such as riverbanks, seagrass beds and important fish habitats. A further aim of the plan is to develop a comprehensive body of information regarding boating and related activities and the administrative structures within which these activities take place.

Plans currently being completed include:

Tweed Estuary

The Tweed Estuary is a significant natural resource on the far north coast of NSW experiencing increasing demands, both from a recreational and commercial viewpoint.

During the year, the Authority committed to developing a boating plan of management for the estuary and released a discussion paper. Following a review of submissions, the Draft Tweed Estuary Boating Plan of Management was finalised and released for public comment.

Smiths Lake

Smiths Lake, located approximately 30 minutes drive south of Forster on the mid north coast, is an intermittently closed or open lake or lagoon that can experience dramatic changes in water levels. It is a popular area for recreational boaters in summer.

The Smiths Lake Draft Boating Plan of Management was on public display for three months at the beginning of the financial year. Following the receipt

of submissions, further review was conducted over the boating season and in conjunction with the Smiths Lake Estuary Management Committee.

The final plan is expected to be completed in the second half of 2004 with the adopted strategies progressively implemented during the 2004–2005 boating season.

Swan Lake

In liaison with the local estuary management committee, the South Coast Region undertook to develop a boating plan of management for Swan Lake. This process involved the gathering of existing data about the lake's ecology and boating practices, as well as consultation with other government agencies with an interest in the management of the lake. The plan will be placed on public exhibition in late 2004.

Lake Conjola

In January 2004, Shoalhaven City Council's Estuary Task Force requested a review of the Lake Conjola boating management arrangements to ensure they reflect community concerns. The Authority held a public meeting in May to call for submissions on the existing arrangements. A draft plan will be placed on public exhibition in late 2004 to allow further community input, prior to finalisation.

Lake Mulwala

The Authority provided significant input to the boating element of the draft Lake Mulwala Land and On-Water Management Plan. This was achieved by facilitating a public consultation process with various stakeholder groups and providing a forum for input into the plan. Work on the plan is ongoing.

Sydney Harbour

The Authority continued work on a draft Boating Plan of Management for Sydney Harbour. The development of the draft plan followed the release of an issues paper designed to elicit ideas and suggestions from the general community. Priority to complete the plan will be determined as part of the overall Boating Plan of Management strategy.

The Authority has a goal to learn from recent major maritime accident investigations and ensure relevant policies and regulations are appropriate.

John Hickey, General Manager Policy and Business Improvement



Parramatta River Shoreline Monitoring

Field work on the monitoring of the effects of vessel movements on the environmental health of the Parramatta River was completed in June 2004. This study focused on the testing of two 20-metre long trial mangrove-lined embankments protected by artificial wave attenuation devices. This information will assist in the finalisation of guidelines for the design and maintenance of riverbank structures subject to wash, leading to greater protection of the foreshore environment.

Seagrass Friendly Mooring Trial – Brisbane Water

In an effort to protect important seagrass areas, the Authority has participated in trials of seagrass friendly moorings over a number of years. Versions of different types have been installed in Botany Bay, Port Hacking and Pittwater.

The latest version was installed in Brisbane Water in June 2004 and uses a cement block which does not involve costly underwater servicing by divers. The NSW Department of Primary Industries (DPI) will conduct regular underwater inspections over the next 12-months to ensure the mooring has minimal impact on seagrass beds.

Environmental Services

The Environmental Services branch was 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.

During the year, the service collected 2874 cubic metres of litter and debris. This was 19 per cent lower than last year, primarily as a result of the drought conditions and lower than normal rainfall in catchment areas.

A joint foreshore clean-up project involving harbourside councils, the Department of Corrective Services and the Authority continued during the year. More than 516 cubic metres of rubbish and waste were recovered under this program representing 17 per cent of the total annual waste collected.

Stormwater Management

The Authority supported Sydney Water's program to reduce stormwater pollution entering Sydney Harbour through regular cleaning of stormwater booms. A total of 59 cubic metres of litter and waste materials were cleaned from the stormwater booms deployed at Johnstons and Whites Creeks in Rozelle Bay.

Vessel Waste Management

The Authority continued to educate recreational and commercial vessel operators on their environmental responsibilities, particularly in relation to the management of sewage pollution. This involved on-water advisory campaigns, media releases and the provision of information on the Authority's website.

During the year more than 9.5 million litres of waste was discharged from vessels at monitored pump-out facilities in Sydney Harbour. This represents an increase of almost 50 per cent over the 6.36 million litres recorded in the previous year and is due to greater adherence to the no-discharge legislation. Over 153,000 litres were also collected by the Authority's mobile pump-out vessel at Myall Lakes.

The Authority developed a draft discussion paper on the management of vessel grey water (shower, sink and galley waste), which is scheduled to be released for public and stakeholder consultation in the last quarter of 2004.

Aquatic Weeds

The Authority continued to assist the Department of Primary Industries (DPI) with a variety of measures designed to contain the spread of *Caulerpa taxifolia*. This invasive marine weed exists in several NSW estuaries, including Lake Conjola, St Georges Basin, Port Hacking, Botany Bay, Sydney Harbour and Lake Macquarie.

This assistance has involved 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 also outlined on the Authority's website.

Left: Boating Officer Rory O'Hara takes a water sample which will be analysed following a minor pollution event.

Right: The Authority began work to introduce random breath testing of skippers in the 2004–2005 season.



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

Sustainable Boating

The Authority continues to implement recommendations from the Healthy Rivers Commission. These relate to the sustainable management of boating activities on the Williams, Clarence and Shoalhaven Rivers and the Georges River-Botany Bay System.

Major Aquatic Events

Athens 2004 Olympic Torch Relay

The Authority played a prominent role in organising and coordinating on-water aspects of the Athens 2004 Olympic Torch Relay on Friday 4 June 2004. This included establishing and maintaining exclusion zones around the torch while it was being conveyed by various vessels on Sydney Harbour and assisting official media during the water transfers.

Other Events on Sydney Harbour

During the year the Authority continued to provide on-water support, traffic control and safety monitoring for the major aquatic events on Sydney Harbour. Some of these events include the Sydney International Regatta, the start of the Sydney to Hobart Yacht Race and New Year's Eve and Australia Day celebrations.

As well as managing major aquatic events on Sydney Harbour, the Authority managed 54 major aquatic events across the State.

Stakeholder Relations

Customer Response

The Customer Service Info Line received a total of 79,030 calls during the year. This represents a decrease of 2661 on last year. Of the calls received, 259 (0.33 per cent) were complaints. A comparison of complaints is shown below:

	Complaints last year	Complaints this year
Personal watercraft	95	74
General on-water	322	183
Other	2	2

The decline in on-water complaints of 160 (or 38.2 per cent) can be attributed to the continued boating education campaign conducted by the Authority and the boating public's awareness and compliance with the regulations.

Of the 74 personal watercraft (PWC) complaints, 56 (or 76 per cent) related to passing too close and excessive speed.

The majority of the 183 general on-water complaints related to speed, noise and wash from vessels.

Waterways Authority Council

The Waterways Authority Council is the Authority's peak advisory body and provided a wide strategic view on maritime issues from a key stakeholder perspective. The Council met quarterly and provided advice on all aspects of the Authority's activities and input to the Waterways review.



Left: The boating community shares the Authority's concern about some power boat operators using excessive speed on NSW waters. Pictured is a Boating Officer using a speed gun.

Right: General Manager of Operations, Brett Moore (left), and Regional Manager Sydney, Trevor Williams, inspect the structural integrity of a part destined for a patrol boat refurbishment.

The Recreational Vessel Advisory Group (RVAG)

The Recreational Vessels Advisory Group (RVAG) met every two months to discuss recreational boating issues of statewide significance. RVAG provides a forum for the concerns of the recreational boating community to be brought to the Authority's attention.

Specialised advice was provided in terms of boating incidents and fatalities which was then linked to the Authority's Compliance Management Committee for inclusion in boating safety campaigns.

RVAG was briefed on campaign outcomes and major aquatic events. Members also conveyed reports from their constituent base in relation to safety and navigation matters throughout the State.

The Commercial Vessel Advisory Group (CVAG)

The Commercial Vessel Advisory Group (CVAG) met quarterly or more frequently as required, providing a conduit for commercial vessels operators to communicate with the Authority.

Those represented on the group include charter vessel operators, commercial fishers, water taxi operators, tall ship operators, hire and drive licensees and ferry operators. Membership is open to those able to represent any significant sector of commercial vessel operations in NSW.

Boating Weather Service

The Authority continued to subsidise calls made by the public to its weather service access telephone line which is linked to the Bureau of Meteorology 1900 weathercall line. A total of 105,951 calls were made to 13 12 36 for the year. The Authority allocated \$49,242 to subsidise the service statewide to keep costs to those of a local call.

2003 Sydney International Boat Show

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

The July 2003 event attracted more than 83,000 visitors. The Authority's display highlighted lifejacket awareness and featured a small fleet of remote control boats in a large tank. Visitors could pay their licence, mooring and registration renewals and sit for a general boat or PWC licence test.

Marine Investigations

The Authority's Marine Investigations Unit developed an investigations model, which includes a case management system to ensure marine incidents are investigated in a timely manner. Incidents are recorded on a central database, allowing for the determination of trends and the allocation of resources as appropriate.

The Unit continues to coordinate the Joint Compliance Agency Syndicate Sydney (JOCASS) meetings, an initiative enabling the Authority to liaise with other agencies and bodies such as NSW Water Police, WorkCover, Public Health, NSW Food Authority and the Commercial Vessels Association.

Port Security

In response to threats of terrorism, the International Maritime Organisation established a comprehensive security regime for international shipping in late 2003. The Commonwealth Government responded to these obligations by implementing these requirements under the *Maritime Transport Security Act 2003*. The Act requires all ships, port operators, port facility operators and port service providers to undertake security assessments and develop maritime and ship security plans to mitigate security risks to their operations.

The Waterways Authority assumed a coordinating role in relation to maritime security. All NSW port operators conducted the required risk assessments and provided maritime security plans to the Commonwealth Department for Transport and Regional Services by the due date. All NSW maritime security plans, including the two regional ports of Eden and Yamba were approved as required by 30 June 2004.



Emergency Response

Emergency Response Preparedness

The Shipping Safety Unit was transferred from the NSW Ministry of Transport to the Authority on 1 September 2003. The Unit, in consultation with the NSW port corporations and other government agencies, carried out an annual review of the State's oil and chemical spill contingency plans. The Unit also provided input into the State's Standing Committee on Information Management and Emergency Information Coordination Unit on improving communications and management tools for dealing with major emergencies.

Tests of oil and chemical spill response arrangements were conducted at Jervis Bay and for Botany Bay. A web site was developed to enable the public to access up-to-date information about major oil or chemical spills in State waters.

The Oil Spill Response Atlas was also updated to include a detailed map of the shoreline for Botany Bay and the location of moorings, mangrove and seagrass habitats in a number of estuaries.

Marine Pests

The Shipping Safety Unit continued to provide advice to the Department of Primary Industries which is the lead agency in NSW for marine pest issues. Progress was made on refining an Inter-Governmental Agreement for the prevention and management of marine pest incursions and a Single National Interface for shipping. A paper was also produced outlining options for continued monitoring of the NSW ports for marine pests.

Business Process Innovation

Vessel Enquiry System

The Authority is committed to efficiency and savings where appropriate through the use of technology.

A system is being tested as a low-cost high-capacity innovation that will improve information management for the Authority's field officer

operations. A prototype was developed utilising existing Authority software and databases. Using a GPRS telephone link to transmit data to officers in the field, the system provides selected key database information to staff in the field.

Future development of the system will enable officers to conduct core business in the field, with a view to reducing their office administration duties.

Wharf Booking System

The Wharf Access Scheme was introduced in late 1999 following consultation with the charter vessel industry. This system was being updated and the new Wharf Booking System was scheduled for launch in 2005.

This new system will provide enhanced security and reliability to the booking database. The principles underpinning this system were vessel and passenger safety, equity of access and maximised wharf use.

Bookings would continue to be made in blocks for periods of up to six months and subject to availability, and on a casual basis for single bookings.

High Speed Data Lines for Waterways Authority Service Centres

During late 2003, the Authority signed a three-year contract to provide a high-speed data network service. Twenty-seven of the Authority's 30 service centres were connected to the network. Significant improvements were achieved in data and information delivery to improve customer service.

Plant Maintenance

The Authority has invested in a new plant maintenance system. Its work in implementing an integrated SAP Plant Maintenance and GIS systems for the capture of navigation aid information was recognised by SAP Australia/New Zealand at its Partner-Customer Awards of Excellence ceremony held in July 2003. The combined entry from the Authority and our implementation partner BearingPoint Australia won the Innovation Award Using New Technology category over a large group of applicants.

MARITIME PROPERTY AND ASSET MANAGEMENT

Program Two

The objective of this division is to ensure appropriate development and use of wetlands and associated maritime assets.



Sharing Sydney Harbour

The Authority continued its active support for the NSW Government vision document *Sharing Sydney Harbour – Regional Action Plan*. Several projects were developed under this plan including public access to the foreshore and waters of Sydney Harbour along with a range of actions supporting the working harbour concept.

Integrated Land and Water Access Plan

The *Sharing Sydney Harbour Access Plan* was released in August 2003. This is the Government's vision to improve public access across the harbour's waterways and foreshores. The plan integrates public access opportunities for land and water with total funding of \$10 million over five years.

The plan aims to provide funding for improved access. In November 2003, funding for 13 such projects in nine local government areas was announced. Funding for the second round of grants was sought in April 2004 and will be announced early in 2004–2005.

The Authority also began assessing ways to improve public access across beaches, rock platforms and mudflats otherwise accessible at low tide.

Draft Regional Environmental Plan for the Sydney Harbour Catchment

The Authority assisted Department of Infrastructure, Planning and Natural Resources (DIPNR) and local councils with the preparation of a revised draft *Regional Environmental Plan (REP) for the Sydney Harbour Catchment*. This was developed following public exhibition of a working draft of the document in February 2003. Among the initiatives contained in the REP were the introduction of a waterside zoning system to provide clearer controls to better reflect the planning outcomes for the different parts of the harbour. The REP also contained more detailed guidelines for the siting, design and layout, visual impact and environmental management of both commercial and private marinas.

The new draft REP and accompanying Development Control Plan were released for public comment in June 2004.

Working Harbour

The Authority initiated additional projects to support and encourage the retention of a viable working harbour. Key outcomes in 2003–2004 were:

- Exhibition of a master plan for a maritime centre for Homebush Bay that will include dry boat storage, a public boat ramp, vessel repair facilities and a significant foreshore park. Approval for the master plan is anticipated early in 2004–2005



- Completion of a boat storage policy for Sydney Harbour in conjunction with DIPNR. This was based on analysis of boat registration data and the existing boat storage opportunities on the harbour to develop appropriate controls on the future type, design and location of boat storage. This document was placed on public exhibition in conjunction with the new *Regional Environmental Plan for the Sydney Harbour Catchment*
- Preliminary plans were prepared for the development of Berrys Bay at Waverton as a maritime industry site. This will be subject to public consultation and exhibition.

Tenure of Waterfront Operations

Work continued on the development of a viable, new tenure system for the Authority's leased landholdings to provide a more secure commercial operating environment for the maritime industry. The new system will encourage long-term investment and enable the Authority to apply a consistent approach to wetland valuations and the setting of rents.

During the year, the Authority, along with other government agencies, established principles for offering maritime sites on the open market in accordance with government policies. Agreement in principle was reached on relating rent to business turnover where possible. Further workshops will be held with specialist valuers to formulate the most appropriate valuation methodology for wetlands.

The Authority drafted a new form of commercial lease and documentation that will provide the foundation for competitive tendering for the Authority's sites in future.

Sydney Harbour Planning

Sydney Harbour Executive

The Sydney Harbour Executive enables all agencies with a common interest in Sydney Harbour to coordinate their activities. The Authority, along with other agencies, made a significant contribution to the performance audit on the disposal of Sydney Harbour foreshore land prepared by the NSW Auditor-General, recommending clearer governance responsibilities and an overall strategic land use and development plan for the harbour.

The Authority's aerial photography and imagery of the Sydney Harbour catchment was made available to each member of the Executive as required.

Sydney Harbour Maritime Forum

The Authority is an observer on this forum which met five times during the year. The forum provides a useful means of communicating the concerns of maritime industries and in overseeing government initiatives for reviewing and adopting public policy supporting the continuation and growth of the working harbour.



Left: Drafting Officer Ian Tait maintains the Authority's spatial data base.

Right: The Waterways redevelopment of Walsh Bay Piers 8 & 9 won the prestigious Rider Hunt Award, with a commendation also going to the redevelopment of the King St Wharf.

New Framework Plans

The framework plan process enables the Authority to develop a broad strategy for preferred water uses for key sites on Sydney Harbour. Utilising the format developed by DIPNR, new framework plans were prepared for Rose Bay West, Manly Cove West and Elizabeth Macarthur Bay at Pyrmont. Each plan was prepared following workshops with key local community members, council and State Government representatives and land owners.

Bank Street Master Plan

A Master Plan is being prepared for the area along Bank St, Pyrmont, between the Sydney Fish Market and the old Glebe Island Bridge covering land owned by the Authority and four other landowners. The Master Plan is required under State Regional Environmental Plan No 26 as a prerequisite to any future development, such as any proposed water access facility within the precinct.

During the year, the commercial and recreational demands, opportunities, constraints and options for the precinct were determined following stakeholder and community consultation. It is anticipated that a draft Master Plan will be placed on public exhibition in late 2004.

Planning Committees

The Authority is a member of the NPWS Sydney Region Advisory Committee and was specifically involved in the determination of the North Head Quarantine Station private sector development proposal. The Authority also assists NPWS in the implementation of management arrangements for the protection of the Little Penguin population at Spring Cove.

Foreshore Approvals

Applications for Consent

As the land owner of the bed of the major ports of NSW – comprising Sydney Harbour and tributaries, Botany Bay, Newcastle Harbour and Port Kembla Harbour – the Authority is responsible for providing land owner's consent on these lands prior to any development application being lodged with the relevant consent authorities.

Each of these waterways is significant in terms of their natural, cultural, economic and historical value to the people of NSW.

The Authority received 80 applications seeking its consent as land owner to lodge a development application for works over its land – an increase from 69 last year. During the year, 88 applications were finalised, an increase from 62 applications last year, of which 56 (63 per cent) were approved (compared to 33 (or 53 per cent) in 2002–2003). The majority of applications involved private domestic facilities such as jetties, slipways and boatsheds adjoining residential foreshores within Sydney Harbour.

Environmental assessments were conducted for developments where an application is required under planning or maritime legislation. The environmental impacts of 58 applications were assessed, up from 39 in the previous year. Major developments assessed and finalised included the Sydney Ports Corporation's Tasmanian ferry terminal at Darling Harbour, the Authority's Towra Beach nourishment project at Botany Bay and Newcastle Council's Queens Wharf upgrade.

A total of 244 integrated development applications were reviewed for general terms of approvals under the *Rivers and Foreshores Improvement Act 1948* which are referred by local councils and other State agencies. This increased from the 206 applications considered the previous year. The number of permits issued for works within 40 metres of protected waters decreased to 49 (compared to 62 the previous year).

For works constructed on the Authority's land, construction applications represent the final stage of the approval process. During 2003–2004, the Authority provided 51 construction approvals.

Land Owner's Policy Manual

As part of the NSW Government's *Sharing Sydney Harbour Regional Action Plan*, the Authority reviewed the current *Land Owner's Consent Manual: Policies for Granting Land Owner's Consent*, released more than five years ago, to align with changes to the planning framework. A revised manual is scheduled for release in 2004–2005.

As landowner of the harbour beds of Sydney, Botany Bay, Newcastle and Port Kembla, the Authority is responsible for assessing proposed developments on these lands.

Applications for Consent



MARITIME PROPERTY AND ASSET MANAGEMENT – PROGRAM TWO

Sydney Harbour Week

The Authority played a prominent role in staging Sydney Harbour Week. This event brought together a number of government agencies and non-government organisations to celebrate the harbour.

The Week aimed to inform, educate and engage the community so as to encourage Sydneysiders to care for and share Sydney Harbour. It included a series of on-water and foreshore activities for the public ranging from swimming and sailing events, through to special forums and tours.

Botany Bay Planning Issues

Botany Bay Strategy

The Authority contributed to the preparation of the draft *Towards a Strategy for Botany Bay* which was released for public comment in June 2004. The document, which is seen as important for the local community, aims to improve the planning and management framework for Botany Bay and its environs.

Lady Robinsons Beach Erosion Management

The Authority is partially funding an \$8.47 million beach restoration project comprising construction of five new groynes and associated sand nourishment and seagrass replenishment works along Lady Robinsons Beach at Monterey and Ramsgate. Work commenced in April 2004 and is due for completion in January 2005.

Newcastle Planning Issues

Hunter River south arm dredging proposal

The Authority, as owner of the Newcastle port river bed, is the proponent for a proposal to extend the shipping channels in the Port of Newcastle. The project, which is being undertaken in conjunction with the Newcastle Port Corporation, seeks development consent for the extension of the deep water channel along the South Arm of the Hunter River. It is proposed the dredging would provide deep

water access to any berths which may be constructed as part of separately approved land-based industrial projects.

A Development Application and an Environmental Impact Statement (EIS) for the project were lodged in August 2003 and the EIS was placed on exhibition in November 2003. Seventeen submissions were made and work began on a Supplementary Report addressing all issues of concern. The report is due to be placed on exhibition in late 2004.

Major Property Projects

The 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 was achieved through the Authority's pro-active encouragement of private sector participation in waterfront redevelopment.

King Street Wharf

Construction of the \$1 billion King Street Wharf private sector redevelopment continued during the year. Significant milestones for 2003–2004 were the completion of the northern office tower now occupied by KPMG, and the commencement of stage 4B, a mixed office, retail and residential development.

Design work on a further office block and hotel next to the western distributor is proceeding. All construction is due for completion in 2006.

Charter vessel usage at King Street Wharf continued to increase and the precinct was 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.


The development received a 'Highly Commended' award from the NSW Property Council.

Walsh Bay

Construction continued on the remainder of this \$860 million joint private sector/NSW Government redevelopment which combines residential, commercial, cultural and maritime facilities with

Development Applications for the subdivision of the precinct and for the construction by the Authority of the realigned James Craig Road were submitted for assessment. Construction is expected to commence in early 2005.

Rozelle Bay Maritime Precinct



public promenades and open space within the Walsh Bay precinct. The redevelopment is due for completion in 2006. The NSW Government has provided funding support for the cultural, maritime and foreshore access aspects of the redevelopment.

Two significant milestones of public importance were reached during the year. The new 850-seat Sydney Theatre and the public promenade were both officially opened by the NSW Premier on 10 January and 3 March 2004 respectively.

The redevelopment continued to receive awards for excellence in property development and waterfront construction.

Rozelle Bay Maritime Precinct

The Authority continued to work with the eight consortia chosen to develop the precinct. Detailed design of their proposals proceeded during the year. The proposal provides for more than \$80 million of infrastructure for covered dry-boat storage, commercial/retail development, waterfront construction, boat salvage services, vessel refit and repair and maritime contracting industries will be provided on the north-western side of Rozelle Bay.

Manly Wharf

A project control group, comprising representatives from the Authority, the Government Architects branch of the Department of Commerce, TMG Developments, Sydney Ferries, and Manly Council was created to oversee the \$10 million upgrade of commuter facilities at Manly Wharf to be funded by the Authority. The upgrade is to provide the same level of access and amenity as the recently upgraded Circular Quay wharves. All government agencies agreed to a concept design which the Heritage Council approved. A development application was lodged with Manly Council in December 2003 and consent was expected early in 2004–2005.

Homebush Bay Sediment Remediation

The NSW Government continued its support for the \$90 million project to clean up dioxin-contaminated sediments at the eastern side of Homebush Bay.

A Commission of Inquiry was held into all environmental aspects of this project and concluded in August 2003. Following review of submissions, the project gained development consent in May 2004. The remediation contractor, Thiess Environmental Services Pty Ltd, still requires approval of the necessary operating licences before commencing operations.

Asset Management

Circular Quay Wharf 6 – Charter Vessel Usage

The first full year of shared usage of Circular Quay Wharf 6 by the three major charter vessel operators using Sydney Harbour ran smoothly. During the year, negotiations continued with charter vessel operators for the installation of permanent ticket selling booths at the wharf.

East Circular Quay

The Authority intends to replace the existing East Circular Quay pontoon with a wharf tailored to the needs of charter vessel operators who use the facility. In February 2004, the Authority held a value management workshop with relevant stakeholders and developed a concept design. The design is to be finalised and a development application submitted during 2004–05.

Towra Beach Restoration

The Authority, on behalf of the NSW Department of Environment and Conservation, commenced a \$1.5 million project to protect the freshwater wetlands of the Towra Point Nature Reserve, Botany Bay. The plan was to restore Towra Beach through sand renourishment and plant revegetation to its alignment that existed in the early 1970s.

The project involves the pumping of around 60,000 cubic metres of sand from the nearby Towra Spit Island. This process is designed to contribute to the protection of the habitat for the migratory Little Tern and other wading birds during the summer months.



Left: The Waterways Authority has a Development Application lodged with Manly Council for the \$10 million upgrade of the commuter wharf.

Right: Human Resources Manager Sue Ohanian and Acting General Manager Corporate Services Brian Stanwell discuss strategies for the Authority's equity plan.



MARITIME PROPERTY AND ASSET MANAGEMENT – PROGRAM TWO

The Environmental Impact Statement for the project, exhibited in October 2003, was subject to rigorous assessment. Final approval for work to commence from the relevant Commonwealth and State Government agencies was received in May 2004 and subject to a range of environmental and operating conditions. After an extensive tendering process, National Dredging Services Pty Ltd was appointed as contractor, with work scheduled for completion in October 2004.

Ballast Point

The Authority's present plan is to maintain a small maritime refuelling facility at Ballast Point as part of the working harbour program.

Activities during the year included commencement of a Master Plan for the site and ensuring Caltex remediation responsibilities for the site. Construction of the open space area and the proposed refuelling facility is expected to commence in late 2005.

Dawes Point Seawall

The Authority owns a significant section of the century-old stone seawall and heritage fencing at Dawes Point. Following the completion of a detailed remediation plan, work commenced on the necessary structural and cosmetic repairs in June 2004.

Seaplane Management

The Rose Bay seaplane base continued to be managed by Indian Pacific Consultants (IPC), under licence from the Authority. The major achievement for the year was the implementation of a 'user pay' fees system based on passengers numbers.

During 2004-05, IPC intends to provide additional land-based buildings and pontoons to provide more space for seaplane operators and their passengers.

Sydney Harbour and Parramatta River Commuter Wharf Maintenance

The Authority continued its \$1 million annual maintenance program for the 25 commuter wharves it owns on Sydney Harbour. The Authority also commenced maintenance works on six ferry wharves owned by the Ministry of Transport on a fee-for-service basis.

Maritime Trade Towers

The building at 207 Kent St is the Authority's major commercial asset. At 30 June 2004, it had an occupancy rate of 94.55 per cent.

Following completion of a survey conducted by the Sustainable Energy Development, the building received a 3.5 star environmental rating, placing it in the top 10 'environmentally efficient' buildings in Sydney.

Wetland Property Portfolio

The Authority continued to manage a number of former commercial port sites including the former BP oil terminal wharves at Berrys Bay, the former coal loader at Balls Head Bay and the Snails Bay 'dolphins'.

The Authority administers approximately 2044 wetland leases with an average size of 625 square metres. Of these, 1499 were classified as private residential leases for jetties, pontoons etc over the Authority's land, while the remainder were leased mainly to commercial businesses and to community and government organisations.

Superyachts

The Rozelle Bay Superyacht Marina continued to be used by local and visiting vessels including the *Barbara Jean*, *Mea Culpa*, *Lady Janine* and *Ophelia IV*. The facility has now established itself as a Sydney and Australian visiting superyacht venue.

The Authority, through the superyacht marina, has continued to support the Superyacht Sydney Alliance – a private sector consortium that promotes NSW superyacht industry skills worldwide.



Boating Officer Nick Richards chats to kayaker about basic safe navigation and the need to keep a proper lookout at all times in such small craft.

IPART Review of Private Foreshore Rentals

The Authority administers 1499 public land sites leased or licensed for private recreation purposes in Sydney.

On 23 April 2004 the Independent Pricing and Regulatory Tribunal (IPART) recommended a change in how rentals for waterfront tenancies in NSW should be calculated. In doing so, IPART recognised rental rates had not changed since 1988 despite significant changes in land value over this time.

IPART recommended existing leases be altered to longer term licences which reflect the life expectancy of the waterfront structures. These licences would be notated on the adjacent freehold property title and be transferable to a new owner.

Recommendations also include the phasing in of increases over a period of up to seven years, an annual cap of \$2500 on any increase and provision of discounts to pensioners.

The Authority is to contact all lease holders and provide advice on the IPART decision.

Wetland Property Initiatives

The Authority has now advised almost 800 current and incoming lessees that structures on their sites that do not conform with the current planning and construction standards would need to be modified or removed. This initiative, together with implementation of further foreshore easements where appropriate, is designed to enhance public access to the harbour, reduce the scale of foreshore development and restrict public alienation to a minimum. This is required under the principles outlined in the *Sydney Harbour Regional Access Plan* and the *Regional Environmental Plan for the Sydney Harbour Catchment*.

Former Alcatel Site, Port Botany

In May 2004 the lease of the former 5.4 hectare Alcatel site at Port Botany was re-assigned to Patrick Port Services which was to develop the site as an import cargo distribution centre and a technology support centre for its existing container terminal.

Hydrographic and Cadastral Surveys

Survey and spatial information databases for NSW waterways were upgraded. Major tasks carried out during the year were a cadastral survey for the Blackwattle Bay precinct resulting in the issue of new land titles and hydrographic surveys for the Clarence River, Swansea Channel and coastal river entrance bars at Clarence River, Clyde River and Jervis Bay to assist in the re-alignment of channel leads for navigation. In addition a new sector light at Corrie Island, Port Stephens was aligned.

Boat Ramp Survey

An assessment of the public use of boat ramps on Sydney Harbour during the year was completed. This was based on data collected from on-site interviews conducted at six boat ramps during March 2003, the April 2003 Easter long weekend and the January 2004 Australia Day long weekend. The purpose of the survey was to better quantify usage of water access facilities and to identify possible improvements in the planning, management and information needs of these facilities.

Signage

Signage symbols for subjects such as 'No Wash' and 'No Power Turns' were refined. The package of symbols developed by the Authority were adopted as the de-facto national standard by other Australian boating authorities.

Together with the Geographical Names Board of NSW, work continued to standardise ferry wharf names on signs, maps and street directories.

As a significant initiative in safeguarding mangrove stands and one of the two remaining patches of salt marsh in the Sydney Harbour region, the Authority acquired a 3.2 hectare site facing the Duck River at Silverwater from an adjacent developer in June 2004. The site is to be managed as passive open space.

Wetland Property Initiatives

MARITIME PROPERTY AND ASSET MANAGEMENT – PROGRAM TWO

Regional Ports Management

Trade Summary

The Authority manages the regional ports of Eden and Yamba. These ports remain important to local business and regional development.

Trade through the Port of Eden totalled 769,708 mass tonnes, an increase of 2.0 per cent for the year. Woodchip exports (753,469 tonnes), primarily to Japan but also to China and Taiwan, were up by 2.4 per cent. The highlight for the year occurred on 6 June 2004 with the initial export of 16,239 tonnes of softwood pulp logs to China, which were loaded from the new multi-purpose berth onto the vessel *Albany Sound*. There were 31 vessel visits to Eden for the year including seven Naval vessels.

Trade through the Goodwood Island wharf at the Port of Yamba totalled 12,677 mass tonnes, 26.0 per cent above last year's total. The volume of general cargo to the Lord Howe Island/Norfolk Island/New Zealand trade route declined slightly. However exports of treated logs to the Philippines more than doubled. There were 41 vessel visits, five more than last year.

Eden Port Development

The NSW Government has provided a \$5 million contribution towards the construction, by the Commonwealth Department of Defence, of a 200 metre long multi-purpose wharf, and for a cargo storage area to be used by commercial shipping in conjunction with the wharf. The wharf, which can handle cargo vessels of up to 32,000 deadweight tonnes, was completed during the year and opened by the Assistant Secretary to the Minister for Defence in October 2003. It is available to commercial shipping for 290 days of the year.

During the year, the Authority actively encouraged future wharf usage particularly for local timber exports and as a venue for eco-tourist cruise vessel visits to facilitate regional tourism growth. Its first success was a shipment of timber from the wharf.

A development application for the eight hectare cargo storage area to complement the berth was prepared in August 2003 with approval for a preferred construction contractor given in March 2004. It was envisaged that the storage area would be available for use in 2005.

Yamba Port Upgrade

The design of a new wharf to accommodate the port's tug/pilot vessel *Francis Freeburn* and the local Boating Officer's patrol boat was completed and a development application submitted. The new facility would replace the current outmoded wharf and enable the mooring of the Authority's Clarence River vessels to be rationalised at one location.

Work was also completed on an \$870,000 maintenance contract for the 30-year-old Goodwood Island wharf, with work 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.

In January 2004 the Authority undertook maintenance dredging off the entrance to the Port of Yamba. The work was carried out by the Port of Brisbane's dredge *Brisbane* and was completed in three days at a cost of \$320,000.

Port Security Plans

Maritime security plans for both Eden and Yamba were prepared and approved by the Commonwealth Department of Transport and Regional Services in June 2004 in accordance with the new maritime security framework for ships and port facilities that came into effect on 1 July 2004. These plans set out the security measures and controls for the movement of personnel and cargo within the ports.

PERFORMANCE AND RISK MANAGEMENT

The operating surplus recorded by the Authority for the year decreased from \$35.6 million to \$23.7 million. This decrease can be attributed to a reduced appropriation for the redevelopment of Walsh Bay Wharves and the development of the Port of Eden.



Financial Outcomes

The Authority increased its asset base from \$600 million at 30 June 2003 to \$602.5 million at 30 June 2004. This was largely due to an increase in cash assets resulting from operating activities.

Economic and Other Factors Influencing Performance

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

- 1.2 per cent decrease in boat licences as at 30 June 2004
- 9.3 per cent decrease in PWC licences
- 2.7 per cent increase in all boating fees from 1 October 2003
- 3 per cent increase in salaries and wages in accordance with the 2001–2004 Enterprise Agreement (from 1 July 2003)
- 1 per cent performance bonus paid in December 2003 and June 2004 to successful performance management teams.

Qualification to the Financial Statements

As indicated in note 27(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

During the year the Risk Management Committee was restructured and the risk management process refined. This was achieved by redrafting the risk criteria to incorporate a consequence rating matrix.

A plan was developed to significantly upgrade the Authority's computer system disaster recovery capability to achieve the same level of protection as the licensing and registration system (WALROS). Systems covered by this plan include SAP, IGLS, GIS and email.

A disaster simulation exercise was undertaken to test the Disaster Recovery Plan (DRP). The simulation was successful in familiarising key staff with the DRP and in identifying areas for further improvement.



A risk management review of assets and operations at the ports of Port Kembla and Yamba was undertaken. The following areas were identified and incorporated into the risk register:

- Driver fatigue and safety
- Patrols in isolated areas
- Asset maintenance plans
- Safety inspection program for maritime assets
- Plans for removal of obstructions to navigation
- Procedures for pilots to board vessels and suitability of the Yamba pilot boat.

A review of insurance coverage resulted in adjustments to maritime property assets insurance values. The Authority's insurable activities are covered by the Treasury Managed Fund.

Safety Management System

The Authority commenced the establishment of a Safety Management System (SMS) for the operators of commercial vessels in NSW. The statutory system is designed to improve the industry's safety culture, performance and operational reliability.

The SMS guidelines developed by the Authority are based on the International Maritime Organisation's ISM Code, including items from the National Standard for Commercial Vessel Part E Operating Practices, the OH & S Standard AS4801, the Environmental Management System Standard AS14001, as well as the Ministry of Transport's Drug and Alcohol Program guidelines for ferry operators, and Fatigue Management Guidelines developed by AMSA.

The Authority's SMS guidelines document was endorsed by the Independent Transport Safety and Reliability Regulator and was pilot tested by a group of commercial operators. The experience and lessons achieved during this pilot program would be applied during implementation to the industry planned for the second half of 2004.

WATERWAYS ORGANISATION AND PEOPLE

The Authority's reputation as a provider of high-standard, authoritative training is recognised by other agencies. Compliance training was provided to ITSRR staff and enquiries were received from the Department of Primary Industries regarding compliance training under the environmental protection legislation.

Learning and Development

Development of our Organisation

Full time equivalent staff as at 30 June 2004 totalled 309, an increase of 4 staff members on 30 June 2003.

As part of the 2001-2004 Enterprise Agreement, the Authority has established a team-based performance management system linked to performance agreements. The agreements are screened by a panel of management and unions to ensure they meet agreed standards. Achievements and results are presented to a different panel for evaluation.

A staff opinion survey was conducted in early 2004 with a 78 per cent staff response rate. The Authority scored just below the Australian average for Australian industries. The areas in the survey identified as requiring attention will be included in the Authority's business goals for 2004-2005. One of these relates to recognising good performers and this links well with the Authority's plans for an 'Employee Recognition Scheme'.

Job Evaluation Scheme

The Authority is preparing to convert to the Cullen Egan and Dell Job Evaluation System after many years of using the Organisation Consulting Resources system. The new system is public sector accredited and widely recognised as offering improvements in accuracy, comprehensiveness and transparency. The conversion process will involve liaison with unions and staff and the Authority will provide training to staff involved with the evaluation of positions.

Learning and Development

It was another busy year for learning and development with staff undertaking many strategic learning activities. Staff members received an average of three days of training.

In October 2003, the Vocational Education and Training Accreditation Board audited the Authority's Registered Training Organisation (RTO) status. The Authority satisfied all the requirements and was re-accredited as an RTO for another five years. The Authority is approved to deliver nationally-recognised qualifications - Certificates II, III and IV in Government and Certificate IV in Government (Statutory Investigation & Enforcement). The Authority also issued its first Statement of Attainment.

Other highlights include:

- Compliance and re-certification training for boating officers, vessel surveyors and marine investigation staff
- Performance management training provided to all staff to provide skills for effective participation in discussions about performance
- Prevention of harassment in the workplace training delivered to all staff to highlight changes in bullying policies and to further support the Authority's reputation as a safe and equitable working environment



- Negotiation and influencing skills training for managers and key staff involved in negotiation
- Two induction courses.

Occupational Health and Safety

The Authority promoted and encouraged a safe and healthy culture in the workplace. The expanded OH&S consultative framework led to an increased level of reporting and controlling hazards in workplaces. As a result, employees benefit from this learning process and ably support local efforts to manage their safety and well being.

The main points of this effort are as follows:

- Emphasis on reporting of OH&S hazards to management or representatives for timely resolution
- Unresolved issues referred to OH&S committees for resolution
- Regular reporting and monitoring implementation of control measures.

OH&S program initiatives implemented or dealt with during 2003–2004 were as follows:

- Periodic Medical Assessment Program of targeted field operators
- Developed and/or reviewed Safe Systems of Work in targeted areas
- Disseminated worksite health awareness, diseases information and screening programs
- Commenced a statewide OH&S Inspection Program of workplaces and locations.

OH&S Statistics

- Average sick days leave per employee was 4.63
- Number of lost-time injuries decreased from eight to six
- Reported non-lost time injuries decreased from 16 to 11
- Total number of workers' compensation claims increased from 16 to 22
- Days lost for workers' compensation per employee decreased from 1.09 to 0.73
- There were no OH&S legislation prosecutions.

These results reflect an improvement on the previous reporting period.

Dust Diseases

As a result of the potential liability exposure to dust diseases claims, the Authority has set aside \$2.72 million as at 30 June 2004 for such claims. Currently, one dust diseases claim has been lodged with the Authority as the fifth respondent.

Women's Action Plan

Women represent 39 per cent of the Authority's employees. During the year, the following activities are of note in relation to women:

- Penny Crossley and Pauline Crowe were appointed as the Authority's spokeswomen. The spokeswomen provide advice and support for female employees and sponsored female staff to attend relevant

The Authority provided financial assistance of up to \$250 per staff member to place their children into approved child care facilities.

Women's Action Plan



training courses. The Authority provides a budget to the spokeswomen's program to fund its activities

- Nicola Wass was appointed to the position of Chair of the Spokeswomen's Program Management Committee for 2004–2005. Nicola was previously a member of the Program's Management Committee
- The first female was employed as an Environmental Services Officer
- Two women participated in development opportunities as boating officers and new opportunities will be offered in the coming year
- The Authority's female riverkeeper, Fiona Thomson, delivered a presentation at the Spokeswomen's Program Annual Conference.

Equal Employment Opportunity (EEO)

An Equity and Diversity Management Plan was developed to enhance EEO. An Employment Policy was also developed regarding the employment of temporary and casual employees.

The Authority initiated a policy which sees all job advertisements actively encouraging applications from women and Aboriginal and Torres Strait Islanders. Two indigenous trainees joined the Authority as part of a commitment to indigenous training. To assist with these traineeships, cultural sensitivity training was conducted for team leaders and supervisors. Support was also provided by the Department of Education's Indigenous Training Coordinator.

Multi-Cultural Relations

The Authority has a long-standing commitment to providing its large multi-cultural client base with quality services. Achievements for the year include:

- The licence test book was translated into Vietnamese
- A Safe Boating Seminar including licence testing was delivered in Vietnamese to 60 members of the Vietnamese community
- Ten written and six audio safety and environment messages were made available on the Authority's website in Arabic, Cantonese and Vietnamese
- New employees' induction training includes information and discussion on multicultural diversity.

Staff participated in the Community Relation Commission's Community Language Allowance Scheme and provide interpreter services for customers.

Personnel Policies and Procedures

The Authority's policy on the Prevention of Harassment in the Workplace was updated in relation to bullying. Other updates to policies included the Transfer Procedures for Boating Officers and the Grievance Handling Procedures (the latter form part of the Enterprise Agreement).

A major overhaul of the Personnel Policy Manual is currently underway to produce a user-friendly, consolidated document.

Disability Action Plan

The Authority's Disability Action Plan links to the Ministry of Transport's portfolio-wide Disability Action Plan. As part of the development process for the next plan, the Authority participated in a consultation forum with relevant peak bodies.

The Disability Action Plan is published on the Authority's Human Resources Intranet and Internet sites. The plan incorporates the following actions:

- Consider accessibility for disabled persons during the earliest stages of infrastructure project planning
- Incorporate accessibility for disabled persons into all new and major modifications of ferry wharves and similar maritime facilities
- Train all new employees in disability awareness in the induction program.

A significant initiative for this year was the creation of a specific position for a person with a disability. This was filled with the assistance of the Hornsby Foundation. In recognition of its strong commitment to employing people with disabilities, the Authority was nominated for the 2003 Prime Minister's Employer of the Year Award.

An Authority employee continues to take part in the network and training meetings of the Deaf and Hearing Impaired Network, co-ordinated by the Office of Employment, Equity and Diversity.

CORPORATE DIRECTIONS

The Year Ahead

Left: Administration Officer Costas Pinakis explains some of the detailed navigation and safety tips contained in the series of boating maps that are available for purchase from all Waterways offices. All maps are printed on waterproof paper.

Right: Media Project Officer Kim O'Meara ensures information on the Authority's website is updated as it comes to hand.



The Waterways Authority Corporate Plan for the period 2003–2006 was published in June 2003 and is available from www.maritime.nsw.gov.au.

The plan outlines new and ongoing strategies and initiatives. This plan has been supplemented by a brochure *The Way Forward 2004–05*, which lists specific goals for each Division.

The measures of success to meet corporate objectives for the previous year and for the coming two years are listed below:

Service Model Innovation

Corporate Objective

- To meet and exceed stakeholder expectations by providing quality services and innovative products

Strategies

- Identify innovative service delivery options, including greater use of the Internet and e-business to improve responsiveness to clients
- Improve the effectiveness of compliance and education campaigns – progress the national marine safety strategy in NSW
- Reconcile the interests of all waterways users, including vessel operators, foreshore users and residents
- Facilitate port and maritime related development of NSW waterways
- Influence and encourage the boating community to identify and respond to environmental issues
- Enhance the sustainable use of the marine environment
- Increase maritime and community benefits of property portfolio management.

Initiatives

- Develop a Customer Relationship Management (CRM) system to handle client information
- Provide application forms for products, brochures, maps and the like on our website for easy access and in community languages where applicable
- More effectively target 'at risk' groups in education campaigns

- Progress national marine safety strategy in NSW
- Develop boating plans of management
- Finalise and implement a new coastal bar and service crossings policy
- More effectively facilitate the supply of efficient facilities (eg boat ramps) for customers
- Conduct 'public education' and awareness programs about environmental issues
- Undertake or facilitate the development of maritime foreshore precincts
- Ensure adequate remediation of contaminated lands and sediments
- Improve intertidal access and compliant development on Sydney Harbour foreshores.

Measures of Success

- Reduction in boating incidents, fatalities and injuries
- Increase in safety compliance rates
- Reduction in complaints
- Major projects satisfying community needs constructed on time and budget
- Lands remediated to acceptable standard for proposed future uses
- Reduction in non-compliant foreshore structures
- Introduction of policies for the protection and preservation of the foreshores of Sydney Harbour.

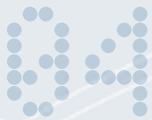
Business Process Innovation

Corporate Objective

- To incorporate quality assurance and best practice initiatives in our business process, service delivery and client relationship.

Strategies

- Increase emphasis on the internal review of business processes
- Ensure effective risk management and corruption prevention strategies
- Ensure relevance and effectiveness of legislative framework.



Initiatives

- Continue documenting, reviewing and redesigning business processes
- Incorporate quality principles in business processes
- Adopt risk management principles
- Enhance environmental responsibility within business practices.

Measures of Success

- Efficient, effective, user friendly documented business processes
- Completed risk management assessments of procedures and asset groupings
- Application of revised property, planning and management policies and processes.

Commercial Orientation

Corporate Objective

- To retain, diversify and increase revenue streams and optimise return on resources and assets for community benefit.

Strategies

- Maintain financial growth
- Minimise cost of overheads
- Maximise value for money.

Initiatives

- Review the commercial returns realised on assets
- Introduce the Authority-wide pricing policy framework
- Improve commercial practices across all service areas
- Improve efficiency and turnaround times for statutory processes
- Consider 'whole of government' approaches to managing issues
- Identify partnership opportunities with industry and non-government organisations.

Measures of Success

- Costs of overheads reduced
- Financial growth maintained and improved
- Achievement of market related rentals
- Increased proportion of e-business transaction (eg renewal payments on the Internet)
- Number of client solutions provided through 'whole of government' approaches.

Creativity and Learning

Corporate Objective

- To build an equitable, quality focussed organisation fostering learning and innovation.

Strategies

- Promote open and consultative communication
- Continue development of a performance based culture
- Ensure staff have the skills and resources to complete tasks efficiently through a planned approach including learning and development
- Achieve a consistent succession planning approach
- Promote and value creativity and innovation.

Initiatives

- Develop knowledge management models
- Increase individual and corporate skills
- Increase organisational commitment to the performance management system
- Develop an employee recognition framework
- Encourage workforce equity.

Measures of Success

- Evaluation and implementation of individual and organisation training plans
- Team performance reviews are submitted three times a year
- Employee recognition system implemented.