

VI (i)

Documents with a red cross through them should not be placed on the website.

### Schedule of Documents

File no. 12-42

No.	Description of record	Location of record in agency	Action
1.	Internal email from Graham Harding, Subject: Cronulla Fisheries Research Centre Map, 28/8/11 4.21pm	ODG	Release
2.	Email from Richard Sheldrake to Tim Scott, cc David Dawson 2/9/11, 11.11am	ODG	Release
3.	Email from Simon Kempson to Richard Sheldrake, Subject Cronulla Subs Employee Details inc attachment, 2/9/11 11.31am	ODG	Release in part under 14(3)(a)
4.	Email from Tim Scott to Richard Sheldrake, 2/9/11 1.49pm	ODG	Release
5.	Email from Richard Sheldrake to Tim Scott, 2/9/11, 11.13am	ODG	Release
6.	Email from Geoff Allan to Della Prowse, Peter Turnell, Leanine Biviano, Richard Sheldrake, Renata Brooks, inc attachments, 2/9/11, 6.53pm	ODG	Release
7.	Email from Richard Sheldrake to Della Farthing, Jeanine Biviano, Geoff Allan, 4/9/11, 9.58am & 3/9/11, 8.03am	ODG	Release
8.	Email from Geoff Allan to Richard Sheldrake, Della Farthing, 4/9/11, 11.52am & 3/9/11, 12.37pm	ODG	Release
9.	Email from Geoff Allan to Richard Sheldrake, 5/9/11, 8.32am	ODG	Release
10.	Email from Jeanine Biviano to Richard Sheldrake, Della Farthing, 5/9/11, 10.04am inc attachment	ODG	Release in part under 14(3)(a)
11.	Email from Tim Scott to Richard Sheldrake, David Dawson, Brett Fifield, 5/9/11, 11.57am & 11.07am	ODG	Release
12.	Email from Brett Fifield to Jeanine Biviano, Richard Sheldrake, Phil Anquetil, 5/9/11, 2.49pm inc attachment Draft Fisheries doc.	ODG	Release
13.	Email from Geoff Allan to Richard Sheldrake, Della Prowse, 6/9/11, 8.19am, inc attachments	ODG	Release

14	Email from Della Prowse to Richard Sheldrake, Geoff Allan, Jeanine Biviano, 6/9/11, 11.22am	ODG	Release
15	Email from Olivia West to Jeanine Biviano, Christopher Martin, Tony Heffeman, Subject: Cronulla Costing 6/9/11, 12.06pm & 6/9/11, 12.13pm, inc attachment	ODG	Release
16	Email from Geoff Allan to Della Prowse, Erica Stafford, Jeanine Biviano, Richard Sheldrake, Subject: Employee Information Packs, 6/9/11, 1.53pm, 2.38pm, 11.42am	ODG	Release
17	Email from Richard Sheldrake to Jeanine Biviano, Della Farthing & Geoff Allan, 6/9/11, 3.47pm inc attachments	ODG	Release
18	Email from Tim Scott to Richard Sheldrake, 6/9/11, 7.30pm	ODG	Release
19	Email from Tim Scott to Richard Sheldrake and Ilse van de Meent, 7/9/11, 10.38am	ODG	Release
20	Email from Tim Scott to Richard Sheldrake, 7/9/11, 11.03am & Email from Jennifer Grant obo Richard Sheldrake to Tim Scott, David Dawson, Subject: Cronulla Subs Employee Details 7/9/11, 12.00 inc attachment	ODG	Release in part under 14(3)(a)
21	Email from Simon Kempson to Richard Sheldrake, Subject: Closure of Cronulla Briefing, 7/9/11, 12.07pm, inc attachment	ODG	Release
22	Email from Simon Kempson to Richard Sheldrake, Subject Cronulla Subs Employee Details 7/9/11, 1.21pm, inc attachment	ODG	Release in part under 14(3)(a)
23	Email from Geoff Allan to Tim Scott, Mitchell Isaacs, Ilse van de Meent, Richard Sheldrake, Subject: Cronulla info, 7/9/11, 1.45pm, inc attachments	ODG	Release
24	Email from Geoff Allan to Ilse van de Meent, Mitchell Isaacs, Richard Sheldrake, Tim Scott, Subject: Cronulla info, 7/9/11, 1.55pm, inc attachments	ODG	Release
25	Email from Simon Kempson to Richard Sheldrake, 7/9/11, 2.45pm, inc attachment	ODG	Release
26	Email from Tim Scott to Richard Sheldrake, Ilse van de Meent, Subject: Cronulla, 7/9/11, 3.49pm & 3.04pm	ODG	Release

27	Email from Geoff Allan to Tim Scott, Mitchell Isaacs, Ilse van de Meent, Richard Sheldrake, Subject: More info on heritage registered site/buildings at Cronulla, 7/9/11, 5.10pm, inc attachment	ODG	Release
28	Email from Tim Scott to Richard Sheldrake, Ilse van de Meent, Subject: Q A Cronulla Decentralisation, 7/9/11, 9.41pm, inc attachment	ODG	Release
29	Email from Tim Scott to Richard Sheldrake, Subject: Briefing on Cronulla, 8/9/11, 9.16am	ODG	Release
30	Email from Richard Sheldrake to Mark Paterson, Gary Offner, Subject: Final draft fisheries med rel &  Email from David Dawson to Richard Sheldrake, Tim Scott, Subject: Final Draft fisheries med rel, 7/9/11, 5.08pm, inc attachments	ODG	Release
31	Email from Bret Fifield to David Dawson, Tim Scott, Samantha Day, Richard Sheldrake, Phil Anquetil, Geoff Allan, Subject: First Cronulla News Report, 8/9/11, 12.35	ODG	Release
32	Email from Brett Fifield to Richard Sheldrake, Phil Anquetil, Subject: Draft message: Cronulla, 8/9/11, 4.54pm	ODG	Release
33	Email from Geoff Allan to Richard Sheldrake, Della Prowse, Erica Stafford, Subject: Cronulla Update, 8/9/11, 4.54pm	ODG	Release
34	Email from Brett Fifield to Richard Sheldrake, Subject: Media Release: Boost to Regional NSW with Decentralisation of Cronulla Fisheries Research Centre, 8/9/11, 5.18pm, inc attachment	ODG	Release
35	Email from Richard Sheldrake to Jeanine Biviano, 8/9/11, 8.54pm & 9/8/11, 2.07pm, inc attachment	ODG	Release in part under 14(3)(a)
36	Email from Jeanine Biviano to Richard Sheldrake, 8/9/11. 2.19pm, inc attachments	ODG	Release
37	Media Release – NSW Fisheries Decentralisation a win for Part Stephens Community	ODG	Release
38	Media Release – NSW Fisheries Decentralisation a win for the South Coast	ODG	Release
39	NSW Fisheries Decentralisation a win for the Coffs Community	ODG	Release



~~FW: Cronulla Fisheries Research Centre Map~~

Graham Harding to: 'richard.sheldrake@industry.nsw.gov.a  
u'

25/08/2011 04:21 PM

PRINTED

Richard

Please see map attached.

Lots 257, 1129 and 1187 DP752064 are all Crown Land, with title in the name of THE STATE OF NEW SOUTH WALES.

Lots 257, 1187 DP752064 are in R35204 for Pisciculture gazetted 21st October 1902.

Lot 1129 DP752064 was transferred from THE COMMONWEALTH OF AUSTRALIA on the 18th May 1988 but has never been specifically gazetted within a Reserve so falls into Parish Reserve 752064.

All Crown land so we can deal with it

Have to be careful that SPA does not seek to put it in its portfolio as they seem to think they now have a mandate on al government accommodation

Graham

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of the NSW Government. This email message has been swept by MIMESweeper for the presence of computer viruses.

Please consider the environment before printing this email.

**Gronulla Fisheries Research Centre**





Re: [ ]

Richard Sheldrake to: Tim Scott  
<Tim.Scott@minister.nsw.gov.au>

02/09/2011 11:11 AM

On to it. Im getting a full staff report for the site in the next 30 mins or so; but about 154.

Kind regards

Richard

Dr Richard Sheldrake | Director-General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

Tim Scott

How many people at Cronulla. Need exact fi...

02/09/2011 11:05:25 AM

From: Tim Scott <Tim.Scott@minister.nsw.gov.au>  
To: "richard.sheldrake@industry.nsw.gov.au" <richard.sheldrake@dpi.nsw.gov.au>  
Cc: David Dawson <David.Dawson@minister.nsw.gov.au>  
Date: 02/09/2011 11:05 AM  
Subject:

How many people at Cronulla. Need exact figure to be relocated. ThanksThis message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



**Fw: Cronulla\_Sub Employee Details.xls**  
Richard Sheldrake to: Tim.scott, David.dawson  
Sent by: Jennifer Grant  
Cc: Phil Anquetil

02/09/2011 11:59 AM

Tim and David  
fyi

Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

----- Forwarded by Jennifer Grant/DII/NSW on 02/09/2011 11:58 AM -----

From: Simon Kempson/DII/NSW  
To: Richard Sheldrake/DII/NSW@NSW  
Date: 02/09/2011 11:31 AM  
Subject: Cronulla\_Sub Employee Details.xls

---

printed

Richard

Our latest information for Cronulla says that we have:-

Permanent EFT - 68  
Temp EFT - 54  
Casuals - 17

I have attached the excel spreadsheet which is the source of this information. It also has age, home location, work location, business unit etc. Hope this helps.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag 21 | Orange NSW 2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: [simon.kempson@industry.nsw.gov.au](mailto:simon.kempson@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au)



- Cronulla\_Sub Employee Details.xls

3



RE: Re: [icon]

Richard Sheldrake to: Tim Scott  
<Tim.Scott@minister.nsw.gov.au>

02/09/2011 02:00 PM

sure will do  
Kind regards  
Richard

Dr Richard Sheldrake | Director-General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

Tim Scott

Thanks - can we please link in David and Sa...

02/09/2011 01:49:11 PM

From: Tim Scott <Tim.Scott@minister.nsw.gov.au>  
To: "richard.sheldrake@industry.nsw.gov.au" <richard.sheldrake@dpi.nsw.gov.au>  
Date: 02/09/2011 01:49 PM  
Subject: RE: Re:

Thanks – can we please link in David and Sam with respect to coordination of timing and messaging.

Thank

**Tim Scott**  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: [Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)  
Tel: 02 9228 5210

*This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.*

**From:** richard.sheldrake@dpi.nsw.gov.au [mailto:richard.sheldrake@dpi.nsw.gov.au]  
**Sent:** Friday, 2 September 2011 1:34 PM  
**To:** Tim Scott  
**Subject:** Re:

Underway

**From:** Tim Scott [Tim.Scott@minister.nsw.gov.au]

4.



**Sent:** 09/02/2011 01:15 AM GMT  
**To:** Richard Sheldrake  
**Subject:** Re:

Richard - we are going to need a comms plan for announcing this to our staff.

**From:** richard.sheldrake@dpi.nsw.gov.au [mailto:richard.sheldrake@dpi.nsw.gov.au]  
**Sent:** Friday, September 02, 2011 11:13 AM  
**To:** Tim Scott  
**Subject:** Re:

On to it. Im getting a full staff report for the site in the next 30 mins or so; but about 154.

Kind regards

Richard

Dr Richard Sheldrake | Director-General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

**From:** Tim Scott <[Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)>  
**To:** "richard.sheldrake@industry.nsw.gov.au" <[richard.sheldrake@dpi.nsw.gov.au](mailto:richard.sheldrake@dpi.nsw.gov.au)>  
**Cc:** David Dawson <[David.Dawson@minister.nsw.gov.au](mailto:David.Dawson@minister.nsw.gov.au)>  
**Date:** 02/09/2011 11:05 AM  
**Subject:**

How many people at Cronulla. Need exact figure to be relocated. Thanks  
This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.

5



**Re: Some initial thoughts**

Geoff Allan to: Della Prowse  
<della.prowse2@sf.nsw.gov.au>  
Cc: Peter Turnell, jeannine.biviano, Richard Sheldrake, Renata Brooks

02/09/2011 06:53 PM

Hi Della

Thanks for your plan and documents.

I have made a few minor changes and built on the DG announcement for my discussion on Wed.

I agree with the proposed plan:

1. Minister announcement Tuesday afternoon
2. Email from Richard with attachments Tuesday night – not too much detail in the email (I made a couple of minor suggested changes to both the word and ppt documents -attached).
3. I will elaborate on Richard's message at Cronulla on Wednesday morning - Jeannine to nominate Corp Services Rep on Monday. Propose staff meeting at 10:30 am at large conference centre at Cronulla. (The summary of points I will make is attached.)

In terms of the timelines, I suggest we do need to set t final date for closure. In reality this will depend on the availability of space for the staff who are relocating and will involve some construction. I think the broader change management plan is useful. I also think it is important to indicate we are not yet positive about exact locations because we want to get views from staff and work together to try to make sure we get the best possible outcome.

I do think it would be very useful to indicate the other locations in the Sydney metropolitan region that are closing. This will make staff feel they have not been singled out.

I would also like to know when we can tell the Minister's Office.

Best regards, Geoff



Blueprint for Office Closures May 2011.pptxDecentralisation of Cronulla Activities 1 Page Plan V2.pptx



Notes for DG Announcement2.docxNotes for PDF Announcement.docx

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510

6

| E: Geoff.Allan@industry.nsw.gov.au

W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org

Jeannine Biviano Hi All, Not sure if we should indicate the fact...

02/09/2011 05:14:04 PM

From: Jeannine Biviano/DII/NSW  
To: "Della Prowse" <della.prowse2@sf.nsw.gov.au>@GWY  
Cc: geoff.allan@industry.nsw.gov.au, peter.turnell@industry.nsw.gov.au  
Date: 02/09/2011 05:14 PM  
Subject: Re: Some initial thoughts

---

Hi All,

Not sure if we should indicate the fact that a proposal went up in May.  
I would prefer if that was not included in the correspondence, and focus more on the governments regionalisation strategy.

I will confirm on Monday who will be available from our Division to meet with staff.

regards,

Jeannine Biviano | Executive Director Corporate Services  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite Street | Orange | NSW 2800  
T: 02 6391 3319 | F: 02 6391 3199 | E: jeannine.biviano@industry.nsw.gov.au  
W: <http://www.industry.nsw.gov.au/>

From: "Della Prowse" <della.prowse2@sf.nsw.gov.au>  
To: <geoff.allan@industry.nsw.gov.au>, <peter.turnell@industry.nsw.gov.au>  
Cc: <jeannine.biviano@industry.nsw.gov.au>  
Date: 02/09/2011 04:55 PM  
Subject: Some initial thoughts

Gents,

I have just spoken to Richard and he read to me the announcement the minister is making. We agreed the following approach:-

Minister announcement Tuesday afternoon

Email from Richard with attachments Tuesday night – he agreed not too much detail in the email, but that Geoff could go into more detail verbally.

Geoff to speak with Cronulla staff on Wednesday morning (will need a Corp Services Rep there too to deal with those staff questions)

Attached please find a draft 1 page powerpoint that Richard could attached that very broadly gives an outline of the timeframes and activity. Just need to firm up some dates on that, as the timing will be of interest to staff.

Also there is a broader overview of the entire office closure process. Not sure if useable, but thought it may come in handy as a communication tool for holistic process. Also, slightly amended change plan. I would not

6

use this as a comms tool however.

---

Also, a draft email for Richard. Geoff, is that enough for you to start to work up a more detailed comm. For Wednesday?

Let me know your thoughts on all above, and I will liaise with Jeannine on who the CS rep will be on Wednesday.

Cheers  
Della

*Please note, emails are checked 8.00am and 1.00pm daily, cc's are read once per week. If it is urgent, please contact me on my mobile 0404 065 006. Thank you*

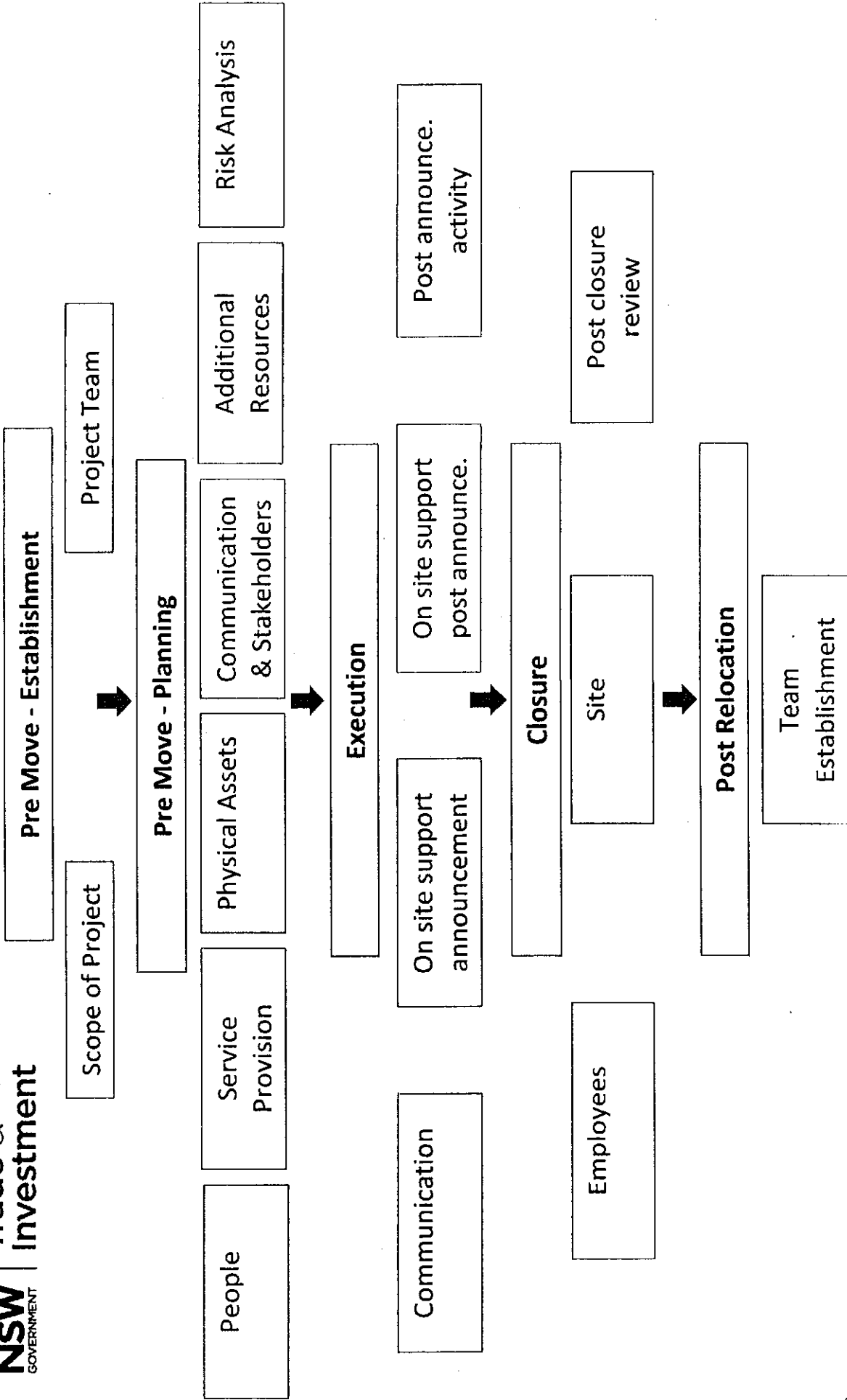
*Della Prowse,  
Director People, Learning & Culture  
Trade & Investment, Regional Infrastructure & Services  
121 -131 Oratava Rd,  
WEST PENNANT HILLS NSW 2119  
Phone: 02 9407 4249 Mob 0404 065 006*

Consider the environment and use recycled or certified paper if you need to print

**DISCLAIMER:**

This Email message is for the sole use of the intended recipient and may contain confidential and privileged information. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply Email and destroy all copies as well as the original message. All views expressed in this Email are those of the sender, except where specifically stated otherwise, and do not necessarily reflect the views of Forests NSW. [attachment "Blueprint for Office Closures May 2011.pptx" deleted by Jeannine Biviano/DII/NSW] [attachment "Decentralisation of Cronulla Activities 1 Page Plan 20110902.pptx" deleted by Jeannine Biviano/DII/NSW] [attachment "Notes for DG Announcement.docx" deleted by Jeannine Biviano/DII/NSW] [attachment "Change Management Plan - Cronulla 20110902.doc" deleted by Jeannine Biviano/DII/NSW]

# Blueprint for Decentralisation of Cronulla Activities





## Trade & Investment

# Decentralisation of Cronulla Activities

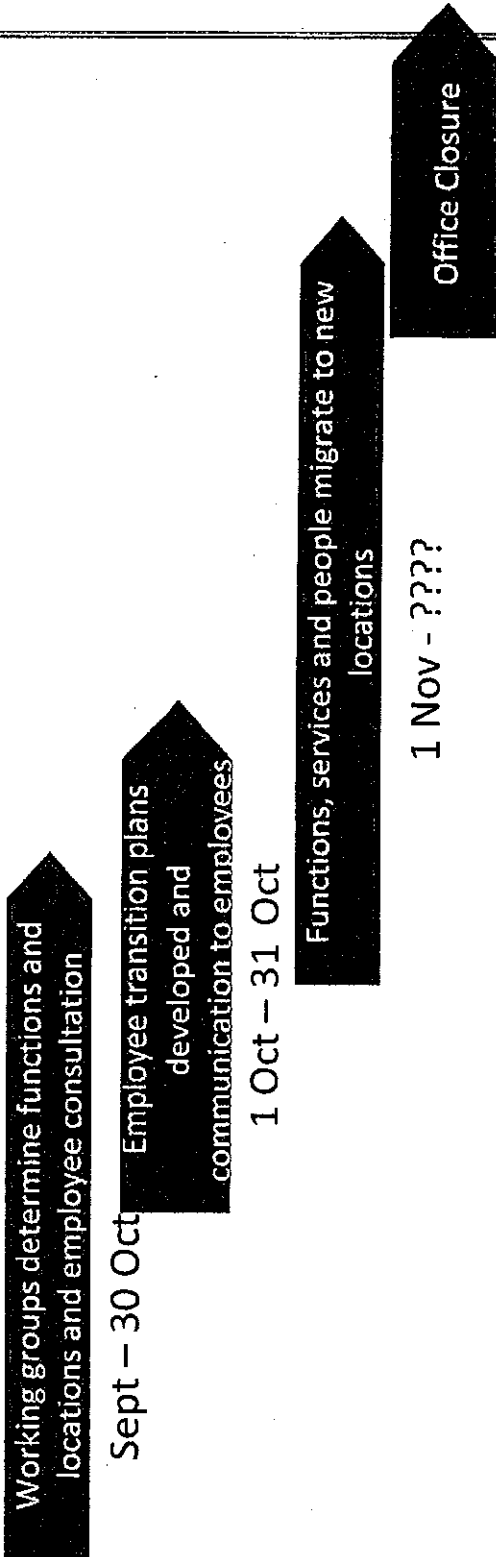
In response to the Government Regionalisation strategy, an assessment of Fisheries organisational structure identified that improved efficiencies could be made by aligning the delivery of services to regional areas . A proposal was put to the Minister to close the Cronulla office to improve management of fisheries services and functions.

Staff will be relocated to regional locations which reflect the service delivery priorities for those functional areas. The new areas of focus are indicated below but won't be finalised until after consultation with staff:

- Commercial Fisheries Management to Coffs Harbour
- Fisheries Research to Port Stephens
- Recreational and Indigenous Fisheries to the South Coast (location to be determined)
- There is a number staff from Finance, Strategy & Operations whose roles will most likely be relocated to Parramatta

A working group has been established to help determine the most suitable locations for each function and manage the transition.

There are no plans to delete positions as part of this decentralisation and we would like to work constructively with staff to achieve the most positive outcomes possible.



???

## Notes for DG Announcement

### Decentralisation of Cronulla Fisheries Activities

- In response to the government Regionalisation Strategy an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was approved by the Minister to close the Cronulla office to allow for more holistic management of fisheries services and functions in regional NSW.
- A working party has been pulled together to plan this transition and is made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture.
- This working party will be taking into account the needs of Government, those of our customers and of course our staff.
- It is our intention that no positions will be deleted as part of this decentralisation and we will do whatever possible to make the transitions to new locations as smooth as we can for staff.
- I understand that announcements like this may be unsettling and you may have a lot of questions, some of which we can answer now, some we may not be able to. I have arranged for Geoff Allan to hold a meeting with Cronulla staff on Wednesday to outline the approach, and to answer any questions you may have. A representative from Finance, Strategy & Operations will also be present to answer questions from staff in that Division.

Deleted:

Deleted: Allen

Deleted: of what

Deleted: will be

## Notes for Principal Director

---

### Decentralisation of Cronulla Fisheries Activities

- As you know, the Director-General, Dr Richard Sheldrake, recently announced that the Cronulla Fisheries Centre of Excellence would close as part of the government Regionalisation Strategy.
- This move is designed to complement the recent structural change in Fisheries whereby all organisational units working on fisheries related activities were brought together into one branch.
- The government's Regionalisation Strategy is part of a policy to reinvigorate regional NSW and ensure government services are concentrated in areas where our stakeholders are located.

There are broad plans to concentrate functions in certain areas, and I'll talk about those in a minute, but the details of who will go where will be developed with input from staff to ensure the people who best understand our functional needs are consulted.

- A working party made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture will oversee this transition. That team will seek input from all the work units affected. This working party will also take into account the needs of Government and those of our customers
- This relocation is not intended to as a means of deleting positions. It is primarily aimed at decentralisation and to better align our work activities. We will attempt to do whatever possible to make the transition as smooth as possible for our staff.
- I understand that this announcement will upset many of you. However, I also very much hope that many will see it as an opportunity.
- Before I open the floor to your questions, I want to outline the broad thoughts our working group has already discussed. As you know our new fisheries branch includes:
  - Commercial fisheries management
  - Recreational & indigenous fisheries management and licensing
  - Aquaculture, conservation and marine parks
  - Fisheries research
  - Fisheries compliance

In very general terms, commercial fisheries management is to be located on the north coast at Coffs Harbour, Recreational & indigenous fisheries to the south (and locations are still being discussed) and Fisheries research at Port Stephens. Fisheries compliance is already decentralised. Decisions about where licensing is located are still being held and there will be some research workers who may relocate to centres other than Port Stephens. As I said, we will seek input from staff to try to ensure this relocation works for as many people as possible and improves our ability to do our job.



- I am here to try to answer questions but also to listen to your concerns and views. I am joined today by ..... from Corporate Services who will try to answer the questions I can't.

Before I stop, let me say again that this is not a move to delete positions. Nor is it a backdoor move to sell off the site at Cronulla. Hopefully this will be a chance to redirect what we do and how we do it.



**Fwd: Some initial thoughts**

Richard Sheldrake to: Della Farthing  
Cc: "Jeannine Biviano", "Dr. Geoff Allan"

04/09/2011 09:58 AM

Della also can u discuss with Jeannine and find out the annual cost of operating the Cronulla site pls ie excluding the cost of R an D staff but including cost of staff associated with maintaining the site, actual maitainance costs and IT etc for tomorrow AM Thanx

Sent from my iPad

Begin forwarded message:

From: "Richard Sheldrake" <richard.sheldrake@dpi.nsw.gov.au>  
Date: 4 September 2011 9:11:34 AM AEST  
To: "Geoff Allan" <geoff.allan@industry.nsw.gov.au>  
Subject: Re: Some initial thoughts

Geoff Further to last night we also need to get a list of stakeholder names and their mobile nos so someone can ring them on Tuesday PM at the agreed time that I send the staff email out. Can u get a list together for tomorrow AM pls.  
I will discuss with Mins Office when it will actually be announced. Thanx Richard  
Sent from my iPad

On 03/09/2011, at 12:37 PM, "Geoff Allan" <geoff.allan@industry.nsw.gov.au> wrote:

Hi Della

Thank you for your help. With regards to the date, I suggest we put 30 June 2012, bearing in mind we will need to build and renovate the new areas before all staff move.

I am very pleased you will be with me. I also think the counsellor is a good idea. I suggest we hold the staff meeting at 10:30 and I would like to meet with you beforehand, if possible, to plan our strategy. I haven't done this before and want to do my best to reassure staff. Would 9:00 be possible? I'll organise a meeting place. I am also intending to be available all Wednesday if anyone wants to talk (or shout!). I can arrange a separate meeting place for the counsellor as well.

Thanks also for the FAQ. It would be good to leave something with staff about the process, even though there are still lots of uncertainties about where everyone will go. I'll be tied up I'm a meeting with staff on Mon pm and Tue am but will call Mon morning to plan the next step.

Regards, Geoff

From: "Della Prowse" [della.prowse2@sf.nsw.gov.au]  
Sent: 03/09/2011 08:03 AM ZE10  
To: Geoff Allan  
Cc: Peter Turnell; Jeannine Biviano; Richard Sheldrake; Renata Brooks

7

Subject: RE: Some initial thoughts

Geoff, all looks good. I will be the CS rep with you on Wednesday so Jeannine and I will talk about the impact of those staff on Monday and I will follow up with them post your announcement. (either in the group session or separately).

Richard, are you happy with the notes for your release, and the one page plan? I have put an end date of Mar 2012 for office closure. Is this realistic? I agree with Geoff, I think a date, even if not entirely accurate at this time is better than no date. It gives staff a point of focus for closure.

Geoff, given the ownership I think the staff at Cronulla have I will organise for a counsellor to be on site for Wed/Thurs. This way staff can have access to them if they choose. We usually find in these situations they get a good work over. Can you source a private office somewhere where they can locate themselves. Preferably somewhere private, where people aren't necessarily too visible going to visit. I have amended your speaking notes to reflect the availability of that service.

I will also on Monday work up a FAQ sheet we can leave with staff so they have something in writing. We have a master list that we pull from for different scenarios so will get something pulled together fairly quickly for us to review and specialise to this situation. The blueprint may be a useful handout to staff on Wednesday too so they have some comfort there is a process in place. Not sure, I'll leave that up to you Geoff.

If there is anything else you need over the weekend, please let me know.

Cheers

Della



**Re: Some initial thoughts**  
Geoff Allan to: Richard Sheldrake  
Cc: "Della Farthing"

04/09/2011 11:52 AM

Thanks Richard. Great idea to appoint someone like Kevin as project manager. I can look after the work program and restructuring needed to direct our fisheries branch but I need help with people management, and with identifying, costing and building alternative locations.

I would like to also suggest we include Tim Powys in a work group because, apart from his accounting skills that will be so important, he has a good understanding of caveats around the Cronulla site.

Finally, we need a strong communication plan for internal and external communication.

I very much like the idea of a phone hook. If at all possible, after 10 but before 12 would be best for me.

Regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510  
| E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.cpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org

Richard Sheldrake Geoff Della I've had a look at the memo to s... 03/09/2011 10:53:51 PM

From: Richard Sheldrake/DII/NSW  
To: Geoff Allan/DII/NSW@NSW, "Della Farthing" <della.farthing@sf.nsw.gov.au>  
Date: 03/09/2011 10:53 PM  
Subject: Re: Some initial thoughts

Geoff Della I've had a look at the memo to staff and ammended it a bit so ill get it fixed up first thing Mon AM and get to u. We should then have a phone hook up. Also I've suggested we close the Institute on June 30. We will need a bit of time. I would also like to appoint a Project Manager to coordinate the physical move. Kevin Cooper has done this for us a couple of times in the past and I'm inclined to use him again so ill talk to Bruce Christie about releasing him. Thanx for your help on this

8



**fisheries**

Geoff Allan to: Richard Sheldrake

05/09/2011 08:32 AM

PRINTED

Hi Richard

As discussed, numbers are still a work in progress, partly because new locations have not all been identified nor costed. This is the list and numbers I sent Della last Friday. It follows our principle of concentrating staff into functional areas. I have not included corporate services in this analysis:

1. Coffs Harbour - Commercial fisheries management and catch records.
2. Port Stephens - Majority of research
3. South coast - Recreational & indigenous fisheries management and fisheries licensing
4. Sydney metropolitan - Some recreational fisheries managers and licensing staff (relocate to Wollstonecraft)

Indicative numbers are:

1. 15
2. 53
3. 48
4. 8

We have flexibility and one key area is in commercial and recreational licensing. We could split commercial and recreational fisheries licensing. In terms of numbers it would add approximately 11 people to Coffs Harbour (and 11 less for south coast). A key driver for that choice will be costs and availability of office space. There is limited space currently at Coffs Harbour where our staff are located but new office space could be constructed within the facility.

We may also need to retain some research and management function within the Sydney region. Wollstonecraft has some space and there is potential to co-locate at SIMS (Chowder Bay) at commercial rental if necessary.

This might be a good transition arrangement to minimise disruption from loss of key staff, depending on the timing of closure of the Cronulla site.

At the moment, though, I'll just sit tight.

Thanks for your help and offer to come to Cronulla on Wednesday. I would appreciate that.

Best regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 | T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org



Re: Fw: Cronulla Subs Employee Details.xls

Jeannine Biviano To: Richard Sheldrake  
Cc: Della Farthing

05/09/2011 10:04 AM

PRINTED

Hi Richard,

The proposed locations for corporate support roles are noted on the attached spreadsheet.

2 tax positions to go to Orange  
3 ICT roles to transfer to Parramatta  
2 Learning & Development roles to Parramatta  
10 administrative support positions no longer required.



Cronulla\_Subs Employee Details.xls

regards,

Jeannine Biviano | Executive Director Corporate Services  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite Street | Orange | NSW 2800  
T: 02 6391 3319 | F: 02 6391 3199 | E: jeannine.biviano@industry.nsw.gov.au  
W: <http://www.industry.nsw.gov.au/>

Richard Sheldrake ----- Original Message ----- From: Sim... 05/09/2011 08:52:00 AM

From: Richard Sheldrake/DII/NSW  
To: "Jeannine Biviano" <jeannine.biviano@industry.nsw.gov.au>  
Date: 05/09/2011 08:52 AM  
Subject: Fw: Cronulla\_Subs Employee Details.xls

Simon Kempson

----- Original Message -----

From: Simon Kempson  
Sent: 09/02/2011 11:31 AM ZE10  
To: Richard Sheldrake  
Subject: Cronulla\_Subs Employee Details.xls

printed

Richard

Our latest information for Cronulla says that we have:-

Permanent EFT - 68  
Temp EFT - 54  
Casuals - 17

I have attached the excel spreadsheet which is the source of this information. It also has age, home location, work location, business unit etc. Hope this helps.

Regards

10.

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag  
21 | Orange NSW 2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: simon.kempson@industry.nsw.gov.au  
W: www.industry.nsw.gov.au  
[attachment "Cronulla\_Sub Employee Details.xls" deleted by Jeannine Biviano/DII/NSW]

10



**Re: Wednesday**

Richard Sheldrake to: Tim Scott  
<Tim.Scott@minister.nsw.gov.au>

05/09/2011 11:57 AM

Cc: Brett Fifield

Tim Im going to Cronulla Brett is the point person for Orange. He is already on top of the visit and will organise room and advise staff etc late Tuesday, and will organise pickup for Min from airport.

Richard  
Kind regards  
Richard

Dr Richard Sheldrake | Director-General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

Tim Scott

Richard Will you be in Orange on Wednesd...

05/09/2011 11:07:33 AM

From: Tim Scott <Tim.Scott@minister.nsw.gov.au>  
To: "richard.sheldrake@industry.nsw.gov.au" <richard.sheldrake@industry.nsw.gov.au>  
Cc: David Dawson <David.Dawson@minister.nsw.gov.au>, Brett Fifield <Brett.Fifield@minister.nsw.gov.au>  
Date: 05/09/2011 11:07 AM  
Subject: Wednesday

Richard

Will you be in Orange on Wednesday morning or are you planning on being in Cronulla? The Minister is flying up to Orange on Wednesday to address the staff on her vision/direction for the department. She will be flying back in order to be in Parliament for QT?

Who should we work with in terms of logistics around assembling staff (at very short notice) and what is the best venue to undertake the meeting?

Thanks

Tim

**Tim Scott**  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: [Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)  
Tel: 02 9228 5210

*This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient,*

11



*please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.*

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



**draft Cronulla release**

Brett Fifield to: Jeannine Biviano, Richard Sheldrake  
Cc: Phil Anquetil

05/09/2011 02:49 PM

Hi Jeannine and Richard

Here is the draft media release prepared by the Mister's office on cronulla ... ive made some suggestions and changes.

Can I please have yours asap this afternoon

Thanks Brett



DRAFT Fisheries docx.docx

Brett Fifield | Director, Corporate Affairs and Media | Primary Industries  
Department of Trade & Investment, Regional Infrastructure & Services  
161 Kite Street, Orange NSW 2800 | Locked Bag 21, Orange NSW 2800  
T: 02 6391 3311 | F: 02 6391 3321 | M: 0427 029 511 | E: brett.fifield@industry.nsw.gov.au  
W: www.industry.nsw.gov.au

< DRAFT >

<DATE – issue Wed mid-am>

### CRONULLA FISHERIES RESEARCH CENTRE TO BE DECENTRALISED

The NSW Government will provide a significant boost to regional coastal NSW by decentralising key services and facilities of the Cronulla Fisheries Research Centre under its Decade of Decentralisation election policy initiative, XXX and YYY announced today.

XXX said the NSW Liberals & National Government has a proven track record in decentralisation.

“It was our landmark vision to relocate the former NSW Agriculture headquarters to Orange in 1992.

“Ever since, this has been hailed as an unparalleled success with increased efficiencies, better and more interaction with farmers, a higher understanding of the regional and rural environment, jobs and careers for the community, and a large and regular injection of salaries into the local economy,” XXX said.

YYY said decentralisation can and does work when it is planned and implemented properly.

“With this experience the agriculture sector, it makes clear sense to re-position NSW’s fisheries specialists closer to where the vast majority of their real work is – along the coast of NSW.

“The Cronulla Fisheries Research Centre is the oldest fisheries research facility in Australia. It is situated on a waterfront site in a residential area covering 2.5ha at the end of a peninsula.

“One of several downsides of the site is that it has limited access and constrained modernisation and expansion capacity. It is time to decentralise fisheries research and management to alternative and more suitable sites in regional coastal NSW,” YYY said.

“The centre currently injects more than \$... into the community per ... in salaries.

The Centre now has a total staff of 147 people who are engaged in fisheries research and management, and work in the corporate services area for the Department of Primary Industries.

While destinations are to be finalised, the principles guiding the decentralisation program are that:

- The Fisheries research and fishery management services capacity is maintained or enhanced
- There is a higher degree of interaction between commercial and recreational fishers, and researchers and managers
- There is full utilisation of the NSW Fisheries’ existing facilities along the coast, and co-location with industry will occur where possible
- Facilities that are appropriate to the modern needs of staff and their work will be provided
- There are suitable and accessible regional health, education and transport services
- The decentralisation process will be staged over the next three years and will be conducted with due and professional regard to the needs of staff

Staff at the Cronulla Fisheries Research Centre were advised of the plan this morning.

<ends>



latest docs

Geoff Allan to: Richard Sheldrake, Della Prowse

06/09/2011 08:19 AM

PRINTED

Hi Richard and Della

I have attached the latest documents from you, Della, with minor amendments from Daniel. I have made a few copies to take to Cronulla tomorrow.

I look forward to hearing from you, Richard, on timing.

Regards, Geoff



Decentralisation of Cronulla Activities 1 Page Plan 20110902.pptxBlueprint for Office Closures May 2011.pptx



Notes for DG Announcement.docxNotes for PDF Announcement2.docx



Q & A Cronulla Decentralisation 20110905.doc

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: Geoff.Allan@industry.nsw.gov.au | W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org



## Decentralisation of Cronulla Activities

In response to The Decade of Decentralisation strategy, an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was put to the Minister to close the Cronulla office in May 2011 to allow holistic management of fisheries services and functions.

Staff will be relocated to regional locations which reflect the service delivery priorities for those functional areas ;

- Commercial Fisheries Management to Coffs Harbour Fisheries Research to Port Stephens
- Recreational and Indigenous Fisheries to the South Coast (location to be determined)
- There is a number staff from Finance, Strategy & Operations whose roles will most likely be relocated to Parramatta

A working group has been established to help determine the most suitable locations for each function and manage the transition. There are no plans to delete positions as part of this decentralisation and we would like to work constructively with staff to achieve the most positive outcomes possible.

Working groups determine functions and locations and employee consultation

Sept – 30 Oct

Employee transition plans developed and communication to employees

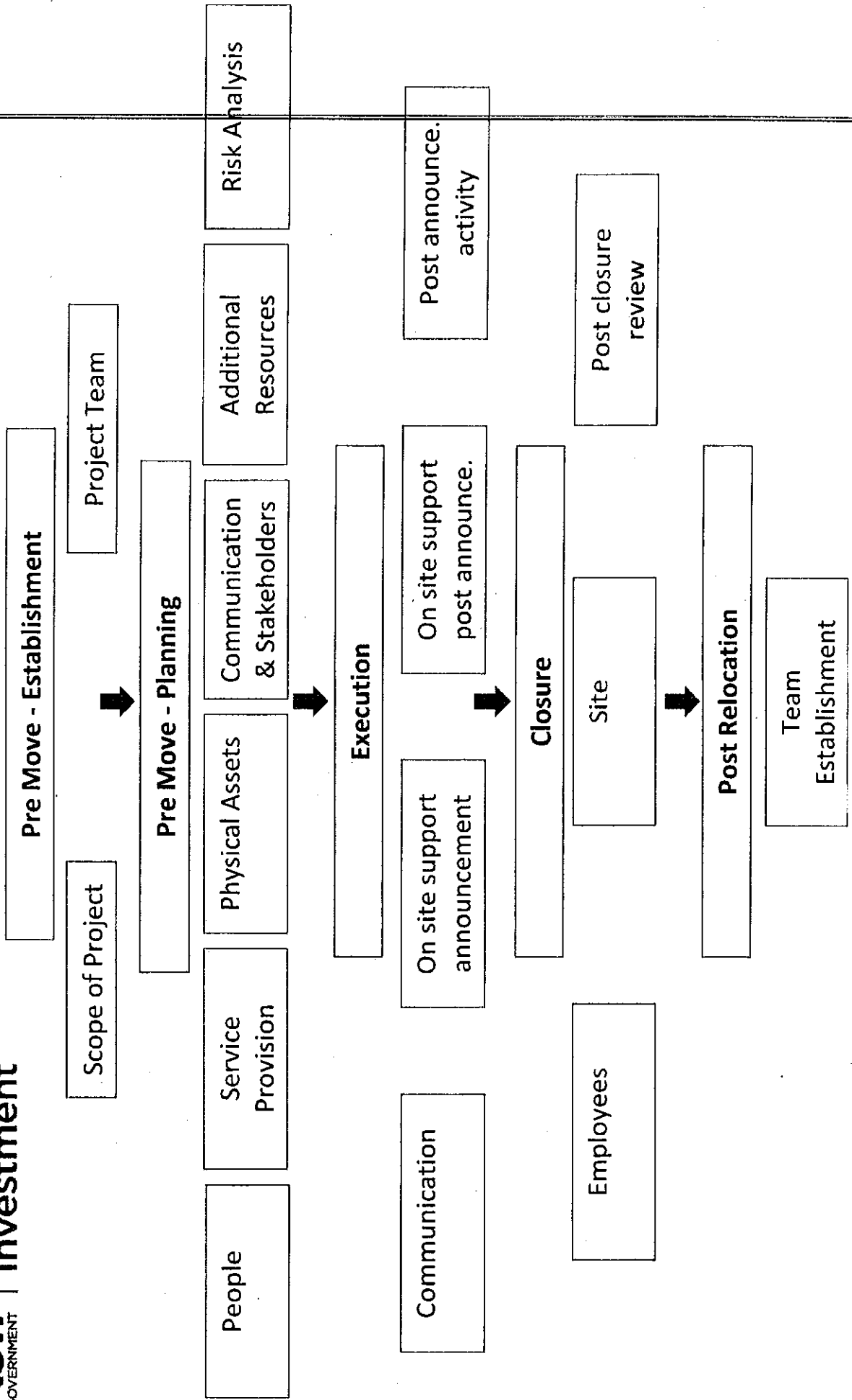
1 Oct – 31 Oct

Functions, services and people migrate to new locations

1 Nov – Jun 30

Office Closure

Jun 30



## Notes for DG Announcement

### Decentralisation of Cronulla Fisheries Activities

- In response to the government Decade of Decentralisation Strategy an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was approved by the Minister to close the Cronulla Fisheries Centre of Excellence to allow for more holistic management of fisheries services and functions in regional NSW.
- A working party has been pulled together to plan this transition and is made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture.
- This working party will be taking into account the needs of Government, those of our customers and of course our staff.
- It is not our intention to delete positions as part of this relocation. We will do whatever possible to make the transitions to new locations as smooth as we can for staff.
- I understand that announcements like this may be unsettling and you may have a lot of questions, some of which we can answer now, some we may not be able to. I will be attending the Cronulla office on Wednesday and have arranged for Geoff Allan and Della Prowse to attend to outline of what the approach will be and answer any questions you may have as best we can.

## Notes for Principal Director

---

### Decentralisation of Cronulla Fisheries Activities

- The Director-General, Dr Richard Sheldrake, has discussed the rationale for this change.
- It does provide a unique opportunity to complement the recent structural change in Fisheries where all organisational units working on fisheries related activities were brought together into one branch.
- The government's Regionalisation Strategy is part of a policy to reinvigorate regional NSW and ensure government services are concentrated in areas where our stakeholders are located. Before we talk about where positions will go, let me give you the undertaking that the details of who will go where has not been finalised and it won't be until we have had input from staff to ensure the people who best understand our functional needs are consulted. Let me also reiterate the point Richard made that this relocation is not aimed at deleting positions.
- A working party made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture will oversee this transition. That team will seek input from all the work units affected. This working party will also take into account the needs of Government and those of our customers. We will attempt to do whatever possible to make the transition as smooth as possible for our staff.
- I understand that this announcement will upset many of you. However, I also very much hope that many will see it as an opportunity.
- Before I open the floor to your questions, I want to outline the broad thoughts our working group has already discussed. As you know our new fisheries branch includes:
  - Commercial fisheries management
  - Recreational & indigenous fisheries management and licensing
  - Aquaculture, conservation and marine parks
  - Fisheries research
  - Fisheries compliance

In very general terms, commercial fisheries management is to be located on the north coast at Coffs Harbour, Recreational & indigenous fisheries to the south and fisheries research at Port Stephens. Fisheries compliance is already decentralised. Decisions about where licensing is located are still being held and there will be some research workers who may relocate to centres other than Port Stephens. As I said, we will seek input from staff to try to ensure this relocation works for as many people as possible and improves our ability to do our job.



- We are here to try to answer questions but also to listen to your concerns and views. We are joined today by Della Prowse from Corporate Services who will try to answer the questions Richard and I can't.

# Some questions answered

## Decentralisation of Cronulla Operations

### ***Why is this change occurring?***

There is a strong commitment by the NSW Government to decentralisation. In response to The Decade of Decentralisation Strategy, an assessment of the Fisheries activities carried out at Cronulla, identified that efficiencies and cost savings could be achieved by aligning the delivery of services to regional areas.

### ***Will staffing be reduced?***

It is not our intention to delete positions as part of this relocation. All of the positions currently operating out of the Cronulla office will be relocated to another location.

### ***What is the timeframe for implementing this relocation?***

There is a need to thoroughly plan any relocation of activities and we want to make sure we do this to the best of our ability. There is a project team being pulled together to implement this change and we envisage that the office will cease operations on June 30 2012. Between now and then we will work with staff on a phased approach to transition planning to ensure the process is as smooth as possible, with minimal disruption to business activity.

### ***What consultation was done before making this decision?***

The Decade of Decentralisation is a whole of government strategy and affects all Departments. Trade & Investment is required to meet the expectations of the Government of the day. We will work with staff on the finer detail of implementation of this decision to make the transition as smooth as possible.

### ***Have the unions been consulted about this change?***

As with any organisational change there is a process to be followed that is embedded in government policy. We will be following the policies in regards to implementing any changes within our Division.

### ***What will the new structure of the functions be?***

At this stage we are still in the early stages of planning how the new branch will look. The new structure will be driven by the need to continue to provide effective service delivery and to achieve enhancements.

### ***Where will positions be located?***

At this stage our view is that:-

Commercial Fisheries Management will move to Coffs Harbour

Fisheries Research will move to Port Stephens

Recreational and Indigenous Fisheries to Nowra

Finance, Strategy & Operations roles who provide corporate wide services will move to either Parramatta or to Orange

Operational support staff will relocate to the location of their customers in Coffs Harbour, Port Stephens or Nowra

### ***Where will the remaining positions be based?***

There will be no remaining positions once the office has closed.

### ***What happens if I don't want to relocate?***

Staff who do not wish to relocate will be declared excess and managed according to the current government policy: *Managing Excess Employees August 2011*. This will include exploring a range of options including VR, or redeployment within the retention period specified in the government policy.

### ***If I'm declared excess will I be offered a VR?***

Yes. This is a requirement of the *Managing Excess Employees August 2011* policy.

### ***If I don't want a VR, what opportunities will there be for redeployment?***

The opportunities for redeployment will most likely be within Trade & Investment. Although any opportunities in other government agencies will also be open to you, as specified in the current

government policy *Managing Excess Employees*  
August 2011.

***What is the timeframe for declaring staff excess?***

For staff who opt not to relocate, they will be declared excess when their position is relocated. For staff whose positions are not relocating, they will be declared excess as functions are relocated, and the work they perform is no longer required.

***Where will I sit if I'm declared excess and opt for redeployment?***

If you are declared excess, we will work with you to find a suitable location for you during your period of redeployment. This arrangement will continue until:

- you accept a VR or
- you are redeployed or
- the retention period comes to a close.

***How can I get more information about this process?***

As we work through the project, regular communication will take place to keep staff abreast of progress. You may also contact your direct supervisor or the people listed below.

***Who should I speak to get advice about?***

Fisheries Branch

- Geoff Allan, Acting Executive Director  
Fisheries NSW  
4916 3909  
Geoff.allan@industry.nsw.gov.au

Finance, Strategy & Operations Division

- Jeannine Biviano, Executive Director  
6391 3319  
Jeannine.biviano@industry.nsw.gov.au

Entitlements, VRs, and other HR matters

- Daniel Rumbold, Manager Organisational  
Performance  
Ph (02) 63913128  
daniel.rumbold@industry.nsw.gov.au



~~Re: Q A Cronulla Decentralisation 20110905~~

Richard Sheldrake to: Della Prowse  
<della.prowse2@sf.nsw.gov.au>  
Cc: Phil Anquetil, Geoff Allan

06/09/2011 11:25 AM

Thanx Della  
Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

"Della Prowse" All, Revised Q & A with the Transferred Offi...

06/09/2011 11:22:58 AM

From: "Della Prowse" <della.prowse2@sf.nsw.gov.au>  
To: <richard.sheldrake@industry.nsw.gov.au>, <geoff.allan@industry.nsw.gov.au>, <jeannine.biviano@industry.nsw.gov.au>  
Date: 06/09/2011 11:22 AM  
Subject: Q A Cronulla Decentralisation 20110905

All,  
Revised Q & A with the Transferred Officer Award and DPI logo. Also I will be bringing Erica Stafford with me tomorrow who will be the project resource allocated to this work. She is coming to my team from Office of Water, she was their Director HR, so is well placed to lead the HR piece of this project.

Cheers  
Della

Consider the environment and use recycled or certified paper if you need to print

**DISCLAIMER:**

This Email message is for the sole use of the intended recipient and may contain confidential and privileged information. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply Email and destroy all copies as well as the original message. All views expressed in this Email are those of the sender, except where specifically stated otherwise, and do not necessarily reflect the views of Forests NSW.[attachment "Q A Cronulla Decentralisation 20110905.doc" deleted by Richard Sheldrake/DII/NSW]

14



**Fw: Cronulla Costing**  
Jeannine Biviano. to: Richard Sheldrake

06/09/2011 12:13 PM

PRINTED

Hi Richard,  
the costing is \$455K per annum

regards,

Jeannine Biviano | Executive Director Corporate Services  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite Street | Orange | NSW 2800  
T: 02 6391 3319 | F: 02 6391 3199 | E: jeannine.biviano@industry.nsw.gov.au  
W: <http://www.industry.nsw.gov.au/>  
----- Forwarded by Jeannine Biviano/DII/NSW on 06/09/2011 12:13 PM -----

From: Olivia West/DII/NSW  
To: Jeannine Biviano/DII/NSW@NSW  
Cc: Christopher Martin/DII/NSW@NSW, Tony Heffernan/DII/NSW@NSW  
Date: 06/09/2011 12:06 PM  
Subject: Cronulla Costing

---

Jeannine,

Please find attached costing for Cronulla based on Tim's original 09/10 numbers (which have also been checked against 10/11 now and are about the same year on year), plus we have now incorporated ICT costs which had not previously been included in the costing for the site (WAN link, ISDN phone lines, Phone / tech maintenance contracts - total approx \$35k additional to Tim's original numbers). Depreciation and staff costs have been excluded as per discussions. If staff are relocating from this site to other sites, some portion of the expenses may move with them (eg phone calls, PC rentals etc). Total cost now \$455k.

We have reviewed transaction level reports to ensure that most of the numbers detailed in the spreadsheet are indeed building related and estimate that the costs which may transfer with any staff who move would be in the vicinity of \$20k (out of the \$455k) comprising mainly phone call costs and PC rentals for admin staff.



Cronulla.xls

Kind regards,

Olivia West | Manager, Programme Office | Programme Management Office  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite St Orange NSW 2800 | Locked Bag 21 Orange NSW 2800  
T: 02 6391 3170 | F: 02 6391 3199 | M: 0418 269 039 | E: olivia.west@industry.nsw.gov.au  
W: [www.dtiris.nsw.gov.au](http://www.dtiris.nsw.gov.au)



Please consider the environment before printing this email

15

Research Station Overheads and Maintenance for 09/10 Financial Period

<b>Overheads &amp; Maintenance</b>	
<b>Gronulla</b>	<b>Annual Cost</b>
<b>Overheads</b>	
Fees	36,469
Printing	340
Legal Costs	-
Fuel	-
Telephone & Related Telecommun	47,031
Data Network Charges	15,900
Network & Telephony Equip Maint	12,000
Property Rentals State Propert	-
Repairs & Maintenance Assets	8,690
Other Maintenance	10,325
Local Council Rates - Paid by	3,984
Electricity	65,933
Other Operating	105,864
Stores	30,969
Domestic Travel & Accomodation	66
Training & Staff Development	-
Carrier & Freight	29,887
Other Advertising and Promotio	-
Technical Services	-
Motor Vehicles & Trucks	277
Computers (Software & Hardware	7,278
Sale of Farm Produce	-
Department Equipment	-
Other revenue- General	-
Redistributions	-
<b>Total Operating Overheads</b>	<b>375,014</b>
<b>Maintenance</b>	
- Corrective	32,804
- Preventative	47,708
- Cottage	-
<b>Total Maintenance</b>	<b>80,512</b>
<b>GRAND TOTAL</b>	<b>455,526</b>

From: "Della Prowse" <della.prowse2@sf.nsw.gov.au>  
To: <richard.sheldrake@dpi.nsw.gov.au>, <geoff.allan@industry.nsw.gov.au>  
Cc: <jeannine.biviano@industry.nsw.gov.au>, <erica.stafford@water.nsw.gov.au>  
Date: 06/09/2011 11:42 AM  
Subject: Employee Information Packs

All,

Now that we are happy with the documents, I will pull together 150 employee information packs. I have rung Brett Fifield and asked for a copy of the press release as well to include so they have everything together.

So the packs will include:-

- The Press Release
- The Q & A sheet
- The 1 page plan
- The Blueprint

Is there anything else we wanted to be handing out tomorrow?

Cheers

Della

*Please note, emails are checked 8.00am and 1.00pm daily, cc's are read once per week. If it is urgent, please contact me on my mobile 0404 065 006. Thankyou*

*Della Prowse,  
Director People, Learning & Culture  
Trade & Investment, Regional Infrastructure & Services  
121 -131 Oratava Rd,  
WEST PENNANT HILLS NSW 2119  
Phone: 02 9407 4249 Mob 0404 065 006*

Consider the environment and use recycled or certified paper if you need to print

DISCLAIMER:

16



**Re: Employee Information Packs**

Richard Shelldrake to: Geoff Allan  
Cc: Della Farthing

06/09/2011 02:38 PM

Ok We probably need a few working groups under the Taskforce headed by you, so we should give some thought to it so we can input tomorrow

Kind regards  
Richard

Dr Richard Shelldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.shelldrake@industry.nsw.gov.au](mailto:richard.shelldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

Geoff Allan

Hi Della I think those are the key items. So...

06/09/2011 01:53:28 PM

From: Geoff Allan/DII/NSW  
To: "Della Prowse" <[della.prowse2@sf.nsw.gov.au](mailto:della.prowse2@sf.nsw.gov.au)>@GWY  
Cc: [erica.stafford@water.nsw.gov.au](mailto:erica.stafford@water.nsw.gov.au), [jeannine.biviano@industry.nsw.gov.au](mailto:jeannine.biviano@industry.nsw.gov.au), [richard.shelldrake@dpi.nsw.gov.au](mailto:richard.shelldrake@dpi.nsw.gov.au)  
Date: 06/09/2011 01:53 PM  
Subject: Re: Employee Information Packs

Hi Della

I think those are the key items. Some of the other points people will be interested in are: 1) who will be on the working groups and what will their role be? 2) who will manage the move (i.e. Kevin Cooper as project manager) 3) the specific entitlements for staff (i.e. the transferred officers award) and what happens and when to staff who are unable to move for whatever reason.

My thoughts about the working group are that I will draw together people from Cronulla and key areas where staff will be relocating. The aim of the working group will be to ensure we identify the right positions for different areas and to discuss a process to ensure priority areas of work are maintained during the move. I would like to include Tim Powys on this working group, my Directors for commercial fisheries, recreational fisheries and research, Della and Daniel from Corp Services and several staff representatives.

I think Kevin Cooper is a good choice to manage the move. We do need him to have a deputy and someone from Cronulla. Richard, after reflection, I am not sure Leanne Raines is the best person and suggest we ask the working group to nominate someone. That will give staff an input.

I think/hope we have a way to address some of the other likely issues.

However, I would still like to meet at about 9:30 tomorrow to talk through our strategy.

Best regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW  
Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson  
Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: [Geoff.Allan@industry.nsw.gov.au](mailto:Geoff.Allan@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au) | [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au) | [www.was.org](http://www.was.org) | [www.aquaculturewithoutfrontiers.org](http://www.aquaculturewithoutfrontiers.org)



This Email message is for the sole use of the intended recipient and may contain confidential and privileged information. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply Email and destroy all copies as well as the original message. All views expressed in this Email are those of the sender, except where specifically stated otherwise, and do not necessarily reflect the views of Forests NSW.



~~\*Confidential: Cronulla~~

Richard Sheldrake to: Jeannine Biviano, della.farthing,  
Geoff Allan

06/09/2011 03:47 PM

Sent by: Jennifer Grant  
Cc: Phil Anquetil

CONFIDENTIAL

my talk notes and updated flow chart for tomorrow, FYI

Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)



Cronulla Announcement.docx



Cronulla decentralisation activities V3.ppt.pptx

17

**Decentralisation of Cronulla Fisheries Activities**  
**Director General Speaking Points**  
**Wednesday, 7 September 2011, 10:30 am**

- This morning the Government is announcing the **closure of the site at Cronulla** with the relocation of staff to coastal regional centres.
- The reason I am here this morning is the **Minister wanted staff to hear** the decision first and not read about it in the press or via an email.
- I understand that for some staff **this decision may be unsettling** and you may have a lot of questions, some of which we can answer now, some we may not be able to.
- Dr Geoff Allan, A/Executive Director Fisheries NSW; Ms Jeannine Biviano, A/Deputy Director General Corporate Services; Ms Della Prowse, Director People Learning and Culture; a counsellor and myself, are here to meet with staff and advise of the decision and to discuss options.
- An assessment of Fisheries organisational structure identified that opportunities existed to **align our fisheries services to industry and our community stakeholders** more effectively through a regional model, in keeping with the government's commitment to a 'Decade of Decentralisation'. Closure of the Cronulla Fisheries Research Institute will allow for a more holistic management of fisheries services and functions in regional NSW.

- **A taskforce will be established** to plan and implement this transition and will be made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture.
- The taskforce will be taking into account the needs of government, those of our customers and of course, our staff. **The taskforce to be chaired by Dr Geoff Allan** will be tasked with coordinating the move from Cronulla to the new locations. This will be complex and demanding, but I know that with the commitment of the whole department and all the staff at Cronulla, it will be achieved. I anticipate a number of sub groups will be established to facilitate this process.
- As part of the taskforce, **Kevin Cooper will be tasked** with project managing the relocation process. Kevin has experience in several of the department's previous relocation projects.
- As part of this decentralisation, we will endeavour to make the transitions to new locations as smooth as we can for all staff.
- As well, **we will establish a Q&A web site** to answer questions of a general nature and that may be relevant to a number of staff at the Fisheries Research Institute. Where questions may be more specific and of a more personal nature, Ms Della Prowse will be responsible for providing direct specialist advice in confidence.
- It is proposed that the move from Cronulla will be finalised by **1 September 2012.**

- At this stage the following locations have been identified, although the taskforce will be expected to work through these proposals further:
  - **Coffs Harbour** – Commercial fisheries and catchment management
  - **Port Stephens** – Research and development
  - **Nowra** – Recreational and Indigenous fisheries & rec licensing.
  - **Corporate Services staff** – will be relocated taking into account both work needs and personal preferences. Some Corporate Services staff may move to Orange and Parramatta.

**RICHARD SHELDRAKE**

**DIRECTOR GENERAL**



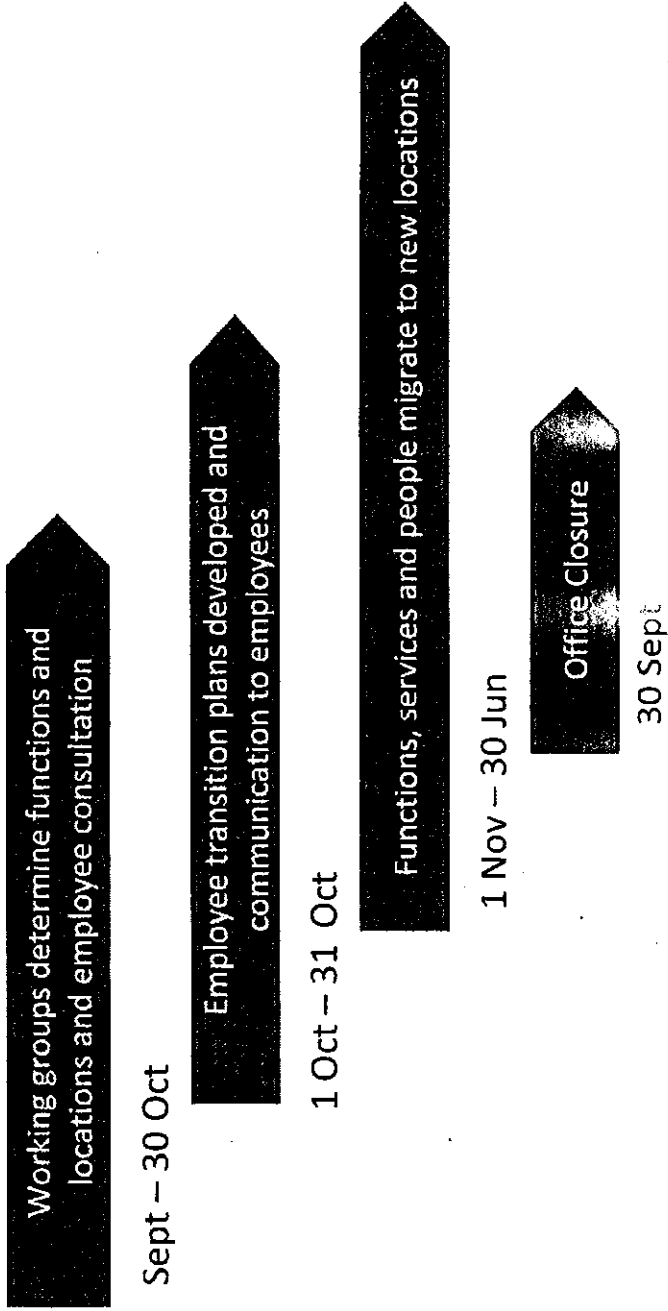
# Decentralisation of Cronulla Activities

In response to The Decade of Decentralisation strategy, an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was put to the Minister to close the Cronulla office in May 2011 to allow holistic management of fisheries services and functions.

Staff will be relocated to regional locations which reflect the service delivery priorities for those functional areas ;

- Commercial Fisheries Management to Coffs Harbour Fisheries Research to Port Stephens
- Recreational and Indigenous Fisheries to the South Coast (location to be determined)
- There is a number staff from Finance, Strategy & Operations whose roles will most likely be relocated to Parramatta

A working group has been established to help determine the most suitable locations for each function and manage the transition. There are no plans to delete positions as part of this decentralisation and we would like to work constructively with staff to achieve the most positive outcomes possible.





**RE: Re:**  
Tim Scott to: richard.sheldrake@industry.nsw.gov.au

08/09/2011 07:30 PM

We need to hold off briefing the staff at Cronulla until Thursday.

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.

From: richard.sheldrake@dpi.nsw.gov.au [mailto:richard.sheldrake@dpi.nsw.gov.au]  
Sent: Tuesday, 6 September 2011 7:21 PM  
To: Tim Scott  
Subject: Re:

Commercial positive; rec mixed/ negative (because a large no of rec fisherman in the metro area)

From: Tim Scott [Tim.Scott@minister.nsw.gov.au]  
Sent: 09/06/2011 09:09 AM GMT  
To: Richard Sheldrake

What is your view with respect to how the fishing stakeholders will receive the news tomorrow?

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

18

---

~~This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.~~

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.





**Fisheries**

Tim Scott to: richard.sheldrake@industry.nsw.gov.au  
Cc: Ilse van de Meent

07/09/2011 10:38 AM

Richard

Would it be possible to get the following information in relation to Cronulla:

- What is the size of the site?
- Map of the site; including
  - Buildings
  - Research facilities
  - Public space and walkways
  - Features of heritage value (middens, buildings etc)

Thanks

Tim

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.

**Fw: Fisheries**

Richard Sheldrake to: Geoff Allan

07/09/2011 11:34 AM

Geoff Can u provide pls . I haveb a Crown Lands photo  
Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

----- Forwarded by Richard Sheldrake/DII/NSW on 07/09/2011 11:33 AM -----

From: Tim Scott <[Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)>  
To: "richard.sheldrake@industry.nsw.gov.au" <[richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)>  
Cc: Ilse van de Meent <[Ilse.vandeMeent@minister.nsw.gov.au](mailto:Ilse.vandeMeent@minister.nsw.gov.au)>  
Date: 07/09/2011 10:38 AM  
Subject: Fisheries

Richard

Would it be possible to get the following information in relation to Cronulla:

- What is the size of the site?
- Map of the site; including
  - Buildings
  - Research facilities
  - Public space and walkways
  - Features of heritage value (middens, buildings etc)

Thanks

Tim

**Tim Scott**  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: [Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)  
Tel: 02 9228 5210

*This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.*

20

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



Re: FW: Cronulla\_Subs Employee Details.xls

Richard Sheldrake to: Tim Scott  
<Tim.Scott@minister.nsw.gov.au>

07/09/2011 11:33 AM

getting it now  
Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

Tim Scott

Is it possible to get a breakdown of the plac...

07/09/2011 11:03:12 AM

From: Tim Scott <Tim.Scott@minister.nsw.gov.au>  
To: "richard.sheldrake@industry.nsw.gov.au" <richard.sheldrake@industry.nsw.gov.au>  
Cc: Ilse van de Meent <Ilse.vandeMeent@minister.nsw.gov.au>  
Date: 07/09/2011 11:03 AM  
Subject: FW: Cronulla\_Subs Employee Details.xls

Is it possible to get a breakdown of the places of residence for the people employed at Cronulla?  
Would be good to know the numbers broken down by postcode/suburb – don't want it linked to any individual information.

**Tim Scott**  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: [Tim.Scott@minister.nsw.gov.au](mailto:Tim.Scott@minister.nsw.gov.au)  
Tel: 02 9228 5210

*This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.*

**From:** [jennifer.grant@industry.nsw.gov.au](mailto:jennifer.grant@industry.nsw.gov.au) [mailto:[jennifer.grant@industry.nsw.gov.au](mailto:jennifer.grant@industry.nsw.gov.au)] **On Behalf Of** [richard.sheldrake@dpi.nsw.gov.au](mailto:richard.sheldrake@dpi.nsw.gov.au)  
**Sent:** Friday, 2 September 2011 12:00 PM  
**To:** Tim Scott; David Dawson  
**Cc:** [phil.anquetil@industry.nsw.gov.au](mailto:phil.anquetil@industry.nsw.gov.au)  
**Subject:** Fw: Cronulla\_Subs Employee Details.xls

20



**FW: Cronulla\_Subs Employee Details.xls**

Tim Scott to: richard.sheldrake@industry.nsw.gov.au

Cc: Ilse van de Meent

07/09/2011 11:03 AM

Is it possible to get a breakdown of the places of residence for the people employed at Cronulla?  
Would be good to know the numbers broken down by postcode/suburb – don't want it linked to any individual information.

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.

From: jennifer.grant@industry.nsw.gov.au [mailto:jennifer.grant@industry.nsw.gov.au] On Behalf Of richard.sheldrake@dpi.nsw.gov.au  
Sent: Friday, 2 September 2011 12:00 PM  
To: Tim Scott; David Dawson  
Cc: phil.anquetil@industry.nsw.gov.au  
Subject: Fw: Cronulla\_Subs Employee Details.xls

Tim and David  
fyi

Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: richard.sheldrake@industry.nsw.gov.au  
W: www.dpi.nsw.gov.au

----- Forwarded by Jennifer Grant/DII/NSW on 02/09/2011 11:58 AM -----

From: Simon Kempson/DII/NSW  
To: Richard Sheldrake/DII/NSW@NSW  
Date: 02/09/2011 11:31 AM

20

Subject: Cronulla\_Sub Employee Details.xls

---

printed

Richard

Our latest information for Cronulla says that we have:-

Permanent EFT - 68

Temp EFT - 54

Casuals - 17

I have attached the excel spreadsheet which is the source of this information. It also has age, home location, work location, business unit etc. Hope this helps.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag 21 | Orange NSW  
2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: simon.kempson@industry.nsw.gov.au  
W: www.industry.nsw.gov.au

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



Cronulla\_Sub Employee Details.xls



**Closure of Cronulla Briefing.doc**  
Simon Kempson to: Richard Sheldrake

07/09/2011 12:07 PM

Hi Richard

This brief has some broad stats in it that may help. Note that it is based on staffing data as at May 2011.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag  
21 | Orange NSW 2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: simon.kempson@industry.nsw.gov.au  
W: www.industry.nsw.gov.au



- Closure of Cronulla Briefing.doc

**Closure of Cronulla**

---

**Issue:**

The proposed closure of Cronulla requires a managed process to be adopted that complies with current Government policy.

Brief and talking points prepared by Simon Kempson Director Human Resources  
5 May 2011

Executive Director Corporate Services

Ministerial and Executive Support



## PRIMARY INDUSTRIES

Corporate Services – Corporate Operations/Human Resources Unit

Ministerial Briefing

### Closure of Cronulla

---

#### Issue:

The proposed closure of Cronulla requires a managed process to be adopted that complies with current Government policy.

#### Background:

The proposal to close the Cronulla site needs to be considered in terms of the industrial and legal implications for the staff involved. The relevant instruments that need to be considered include the *Public Sector Employment and Management Act 2002* and the Managing Excess Employees Policy issued by the Department of Premier and Cabinet in November 2008.

In terms of the workforce profile of the Cronulla staff the following is relevant:-

- There are currently 70 substantive permanent officers located at Cronulla which represents an EFT of 67.2 staff.
- There are 56 temporary staff representing an EFT of 52.2 staff. Many of these temporary staff have been employed for a significant number of years on long term projects or trust funding.
- There are also a significant number of casual staff that are theoretically based at Cronulla but these staff have no rights under the relevant industrial instruments to either ongoing employment or compensation should they lose their jobs.
- This closure would represent for Primary Industries the largest movement of staff from any one site since Mineral Resources moved to Maitland in 2004.
- The staff (permanent and temporary employees combined) at Cronulla work in three different Divisions namely Primary Industries (104), Corporate Services (20) and Policy Governance and Communications (2). Any decisions that impact on these staff therefore need to be considered by the relevant Ministers who are responsible for them.
- The average length of service for the permanent staff is nearly 18 years with 12 staff having over 30 years service. The average length of service for the temporary staff is approaching 6 years with 9 staff having over 10 years service. These 9 staff in particular need to be considered almost as permanent staff.
- The average age of the permanent staff is 46 whilst for temporary staff the average age is 36. There are 12 permanent staff and 3 temporary staff who are within the "retirement zone" of 55 years or older. Therefore there are less than 12% of staff who are likely to want to seriously consider retirement as a result of this decision and many of these hold key positions including 2 Principal Research Scientists and three senior managers.
- It is believed that over 60 % of the staff live in the Sutherland Shire whilst a further 20% live in an area broadly defined within the south east suburbs of Sydney. The remainder are spread across other parts of Sydney. It is likely with this age and geographical profile that many of the staff have strong ties to the area and would significantly resist any plans to relocate elsewhere.

In considering the closure from a legal perspective the Department Head has the right to relocate staff in accordance with section 87 of the *Public Sector Employment and Management Act 2002* and is only required to consult with the staff members before doing so. If a staff member refuses to transfer then the Department Head has the right to dismiss them but only if the Department Head is satisfied that there is 'no valid reason for refusing to transfer'. The Department Head however must seek the approval of the Director for Public Employment should dismissal be contemplated.

The Managing Excess Employees Policy however has been developed as a way of managing staff who are in this situation. This Policy has been the cornerstone of how Government Department's have managed these situations for the last number of years. The basic principles of the policy are:-

1. The Department is obliged to prepare a Change Management Plan(CMP). The CMP sets out the rationale for the proposal to close Cronulla and is used as the basis for consultation with the staff and unions. It therefore needs to clearly articulate **who** are affected, **why** the decision is being made, **what** will be the impact for staff and **when** the closure will take place.
2. The CMP must be approved by the relevant Ministers and then submitted to the Department of Premier and Cabinet for their approval.
3. The Department must consult with the relevant unions prior to the decision being announced to the staff and made public. The Department must then manage the industrial processes that will follow.
4. Under the policy permanent staff are entitled to be considered for relocation to the proposed new work site, redeployment to other roles within the Department and/or Public Service generally, or voluntary/forced redundancy. Temporary staff are entitled to be relocated to a new work site or given a severance pay based on their years of service. They are not ordinarily entitled to redeployment or the full benefits of the voluntary redundancy scheme.
5. Consideration of voluntary redundancies is generally made where no relocation/redeployment options exist. The group of staff within Primary Industries in particular are generally highly specialised and therefore alternative job opportunities will be limited elsewhere. As such voluntary redundancies are an inevitable consideration in this process.
6. Forced retrenchment is also a possibility where a staff member has been unable to be relocated, redeployed or willing to accept a voluntary redundancy. There have never been forced retrenchments within the Department and as such this would be a test for the implementation of this aspect of the policy. It is likely therefore that this exercise would attract considerable industrial interest from the unions.
7. Whilst the policy does not specify a timeframe for the announcement or implementation of any decision it is realistic to expect that it will take several weeks for a suitable CMP to be developed and approved by the various parties prior to the commencement of consultation. In terms of implementation of the decision previous history suggests that the transfer of staff, especially if it requires a relocation of their home, is not likely to occur before February 2012 at the earliest. In all likelihood the finalisation of the issues surrounding the implementation of the decision will not be resolved until 2013.

In conclusion the decision to close the Cronulla site will have significant operational and industrial challenges but these can be managed in line with the current Government Policy as long as the timetable set is proportionate to the challenges that this decision creates. The first step is to prepare a suitable CMP so that the necessary approvals can be obtained in a timely manner.

**Recommendation:**

The Minister notes this Brief.

Executive Contact: Jeannine Biviano 6391 3315  
Secondary Contact: Simon Kempson 6391 3341

Mob 0428 105 835  
Mob 0428 238 815

Deputy Director General

Director-General

Departmental Liaison Officer

Policy Advisor

**MINISTER HODGKINSON**



**Cronulla\_Sub Employee Details.xls**

Simon Kempson to: Richard Sheldrake  
Cc: Phil Anquetil

07/09/2011 01:21 PM

Hi Richard

I have been unable to contact the HR Systems Admin people (who work in a different Branch to me) to give you a new report on where people live by postcode so the best I could do at the moment is to give you this which shows where people live by suburb. Hope this helps.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag  
21 | Orange NSW 2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: simon.kempson@industry.nsw.gov.au  
W: www.industry.nsw.gov.au



- Cronulla\_Sub Employee Details.xls



**Cronulla info**

Geoff Allan to: Tim Scott, mitchell.isaacs, Ilse van de Meent  
Cc: Richard Sheldrake

07/09/2011 01:45 PM

Hi Tim, Mitchell and Ilse

The information you request is below. I have attached two files, one is a aerial photo of the site indicating zoning (2 zones - one for "pisciculture" and the other for "future public requirements") and the other is a line drawing indicating buildings and facilities mentioned below.

The size of the site is 3.104 Hectares.

There are 5 specific listings on the NSW Heritage Register.

F0009 - Aboriginal Middens

F0010 - Hatchery Building (building 6 on map)

F0011 - Boat shed (building 11 on map)

F0012 - Aquarium facility and surrounds (marked as pool on map)

F0013 - Hungry Point site (the whole site).

There is no public or walkways within the boundaries of the site.

Let me know if you need any other information.

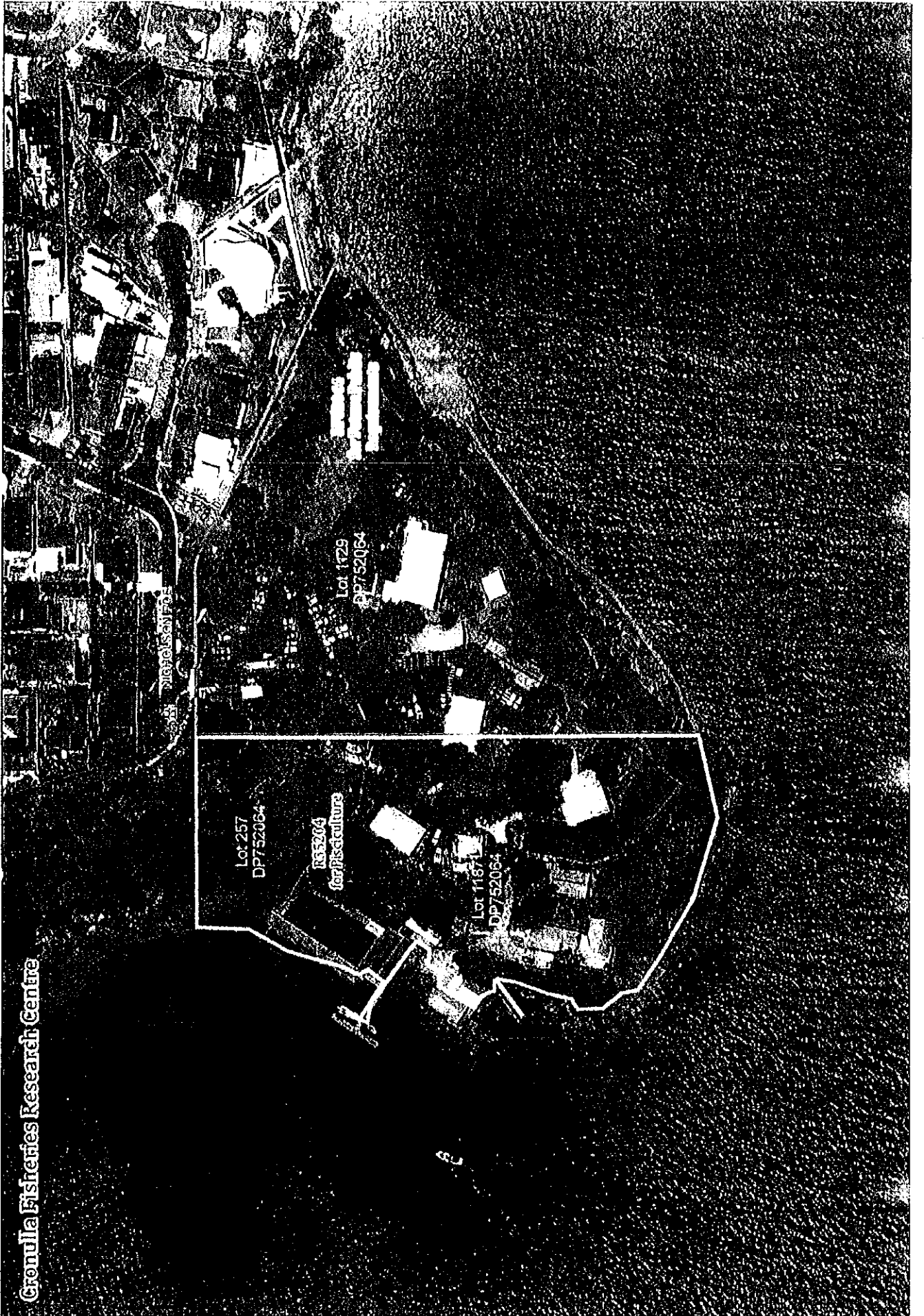
Best regards, Geoff

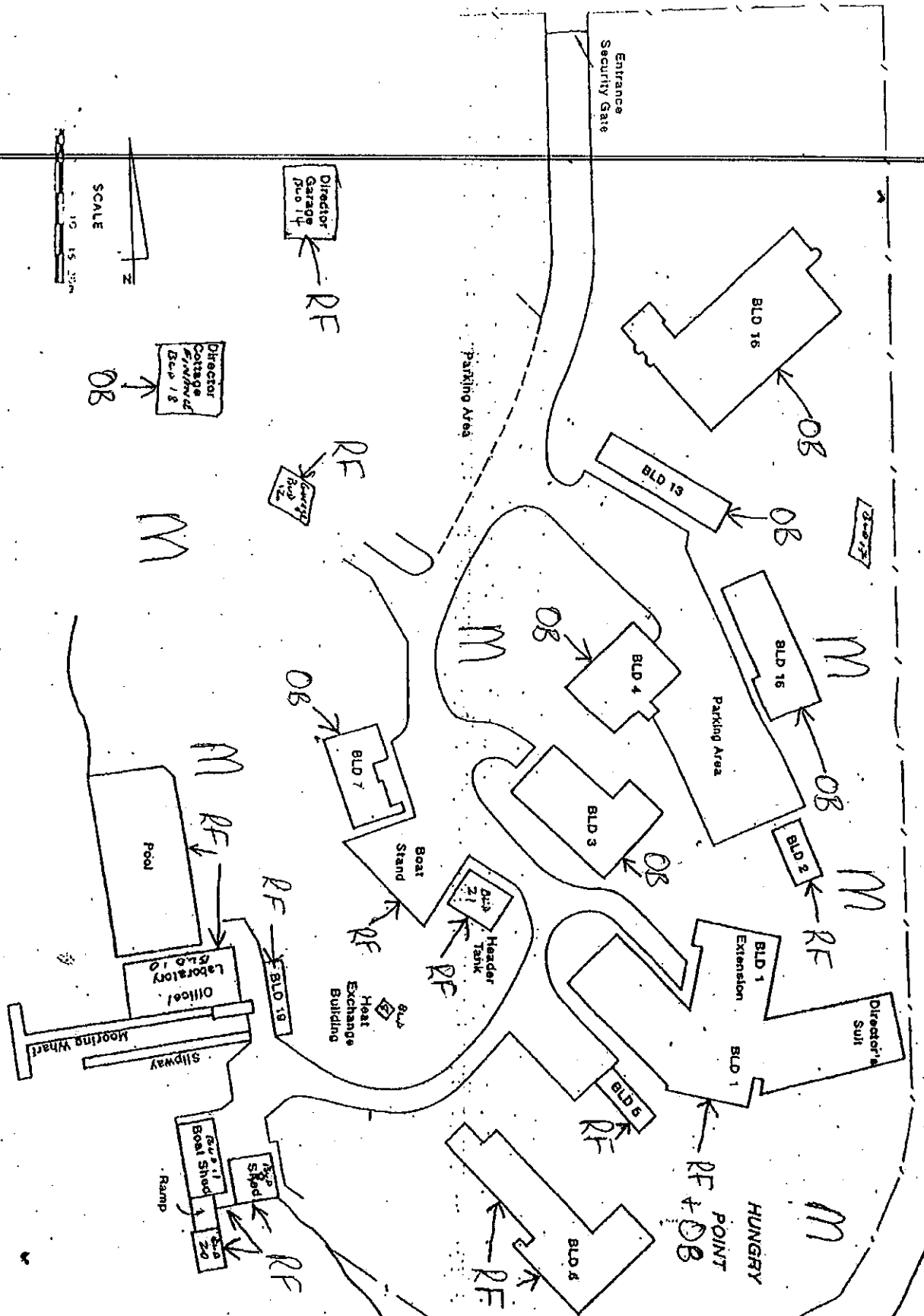


CFC aerial photo img-907131629.pdf CFC line drawing site 20110907123204.pdf

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org

**Cronulla Fisheries Research Centre**





RF = Research Facility  
 OB = Office Buildings  
 M = Middens



**Re: Cronulla info**

Geoff Allan to: Ilse van de Meent  
<Ilse.vandeMeent@minister.nsw.gov.au>  
Cc: Mitchell Isaacs, "richard.sheldrake@dpi.nsw.gov.au", Tim Scott

07/09/2011 01:55 PM

Hi Ilse

Q&A Doc attached plus the other documents I showed you this morning and a general "blueprint for office closures". Note these are all predicated on the close whole office scenario. Let me know if you would like me to amend the documents to show the option of retaining recreational fisheries function at Cronulla

Let me know if you need anything further.

Regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW  
Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson  
Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org

From: Ilse van de Meent <Ilse.vandeMeent@minister.nsw.gov.au>  
To: "geoff.allan@industry.nsw.gov.au" <geoff.allan@industry.nsw.gov.au>, Tim Scott <Tim.Scott@minister.nsw.gov.au>, Mitchell Isaacs <Mitchell.Isaacs@minister.nsw.gov.au>  
Cc: "richard.sheldrake@dpi.nsw.gov.au" <richard.sheldrake@dpi.nsw.gov.au>  
Date: 07/09/2011 01:48 PM  
Subject: Re: Cronulla info

Thanks Geoff, can you please send me the Q&A word document so I can amend it? Thanks

From: geoff.allan@industry.nsw.gov.au [mailto:geoff.allan@industry.nsw.gov.au]  
Sent: Wednesday, September 07, 2011 01:45 PM  
To: Tim Scott; Mitchell Isaacs; Ilse van de Meent  
Cc: richard.sheldrake@dpi.nsw.gov.au <richard.sheldrake@dpi.nsw.gov.au>  
Subject: Cronulla info

Hi Tim, Mitchell and Ilse

24



The information you request is below. I have attached two files, one is a aerial photo of the site indicating zoning (2 zones - one for "pisciculture" and the other for "future public requirements") and the other is a line drawing indicating buildings and facilities mentioned below.

The size of the site is 3.104 Hectares.

There are 5 specific listings on the NSW Heritage Register.

F0009 - Aboriginal Middens

F0010 - Hatchery Building (building 6 on map)

F0011 - Boat shed (building 11 on map)

F0012 - Aquarium facility and surrounds (marked as pool on map)

F0013 - Hungry Point site (the whole site).

There is no public or walkways within the boundaries of the site.

Let me know if you need any other information.

Best regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW  
Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson  
Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510 | E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily

the views of their organisation.  Decentralisation of Cronulla Activities 1 Page Plan 20110902.pptx

 Blueprint for Office Closures May 2011.pptx  Notes for DG Announcement.docx

 Notes for PDF Announcement2.docx  & A Cronulla Decentralisation 20110905.doc



## Decentralisation of Cronulla Activities

In response to The Decade of Decentralisation strategy, an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was put to the Minister to close the Cronulla office in May 2011 to allow holistic management of fisheries services and functions.

Staff will be relocated to regional locations which reflect the service delivery priorities for those functional areas ;

- Commercial Fisheries Management to Coffs Harbour Fisheries Research to Port Stephens
- Recreational and Indigenous Fisheries to the South Coast (location to be determined)
- There is a number staff from Finance, Strategy & Operations whose roles will most likely be relocated to Parramatta

A working group has been established to help determine the most suitable locations for each function and manage the transition. There are no plans to delete positions as part of this decentralisation and we would like to work constructively with staff to achieve the most positive outcomes possible.

Working groups determine functions and locations and employee consultation

Sept – 30 Oct

Employee transition plans developed and communication to employees

1 Oct – 31 Oct

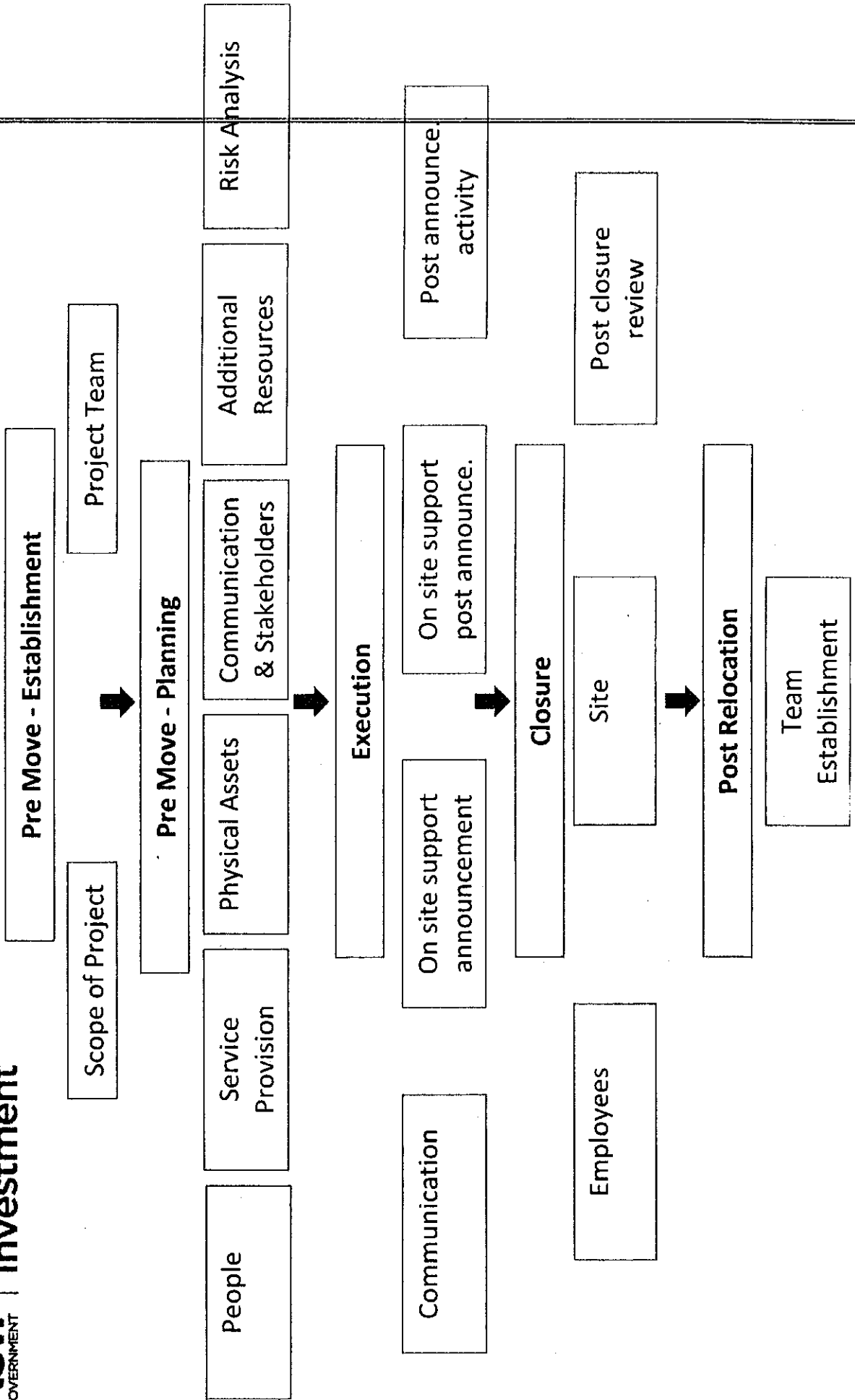
Functions, services and people migrate to new locations

1 Nov – Jun 30

Office Closure

Jun 30

**Blueprint for Decentralisation of Cronulla Activities**



## Notes for DG Announcement

### Decentralisation of Cronulla Fisheries Activities

- In response to the government Decade of Decentralisation Strategy an assessment of Fisheries organisational structure identified that improved efficiencies and cost savings could be significantly enhanced by aligning the delivery of services to regional areas. As such a proposal was approved by the Minister to close the Cronulla Fisheries Centre of Excellence to allow for more holistic management of fisheries services and functions in regional NSW.
- A working party has been pulled together to plan this transition and is made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture.
- This working party will be taking into account the needs of Government, those of our customers and of course our staff.
- It is not our intention to delete positions as part of this relocation. We will do whatever possible to make the transitions to new locations as smooth as we can for staff.
- I understand that announcements like this may be unsettling and you may have a lot of questions, some of which we can answer now, some we may not be able to. I will be attending the Cronulla office on Wednesday and have arranged for Geoff Allan and Della Prowse to attend to outline of what the approach will be and answer any questions you may have as best we can.

## Notes for Principal Director

---

### Decentralisation of Cronulla Fisheries Activities

---

- The Director-General, Dr Richard Sheldrake, has discussed the rationale for this change.
- It does provide a unique opportunity to complement the recent structural change in Fisheries where all organisational units working on fisheries related activities were brought together into one branch.
- The government's Regionalisation Strategy is part of a policy to reinvigorate regional NSW and ensure government services are concentrated in areas where our stakeholders are located. Before we talk about where positions will go, let me give you the undertaking that the details of who will go where has not been finalised and it won't be until we have had input from staff to ensure the people who best understand our functional needs are consulted. Let me also reiterate the point Richard made that this relocation is not aimed at deleting positions.
- A working party made up of representatives from Fisheries, Finance, Strategy & Operations and People, Learning & Culture will oversee this transition. That team will seek input from all the work units affected. This working party will also take into account the needs of Government and those of our customers. We will attempt to do whatever possible to make the transition as smooth as possible for our staff.
- I understand that this announcement will upset many of you. However, I also very much hope that many will see it as an opportunity.
- Before I open the floor to your questions, I want to outline the broad thoughts our working group has already discussed. As you know our new fisheries branch includes:
  - Commercial fisheries management
  - Recreational & indigenous fisheries management and licensing
  - Aquaculture, conservation and marine parks
  - Fisheries research
  - Fisheries compliance

In very general terms, commercial fisheries management is to be located on the north coast at Coffs Harbour, Recreational & indigenous fisheries to the south and fisheries research at Port Stephens. Fisheries compliance is already decentralised. Decisions about where licensing is located are still being held and there will be some research workers who may relocate to centres other than Port Stephens. As I said, we will seek input from staff to try to ensure this relocation works for as many people as possible and improves our ability to do our job.

- We are here to try to answer questions but also to listen to your concerns and views. We are joined today by Della Prowse from Corporate Services who will try to answer the questions Richard and I can't.

## Some questions answered

### Decentralisation of Cronulla Operations

#### ***Why is this change occurring?***

There is a strong commitment by the NSW Government to decentralisation. In response to The Decade of Decentralisation Strategy, an assessment of the Fisheries activities carried out at Cronulla, identified that efficiencies and cost savings could be achieved by aligning the delivery of services to regional areas.

#### ***Will staffing be reduced?***

It is not our intention to delete positions as part of this relocation. All of the positions currently operating out of the Cronulla office will be relocated to another location.

#### ***What is the timeframe for implementing this relocation?***

There is a need to thoroughly plan any relocation of activities and we want to make sure we do this to the best of our ability. There is a project team being pulled together to implement this change and we envisage that the office will cease operations on June 30 2012. Between now and then we will work with staff on a phased approach to transition planning to ensure the process is as smooth as possible, with minimal disruption to business activity.

#### ***What consultation was done before making this decision?***

The Decade of Decentralisation is a whole of government strategy and affects all Departments. Trade & Investment is required to meet the expectations of the Government of the day. We will work with staff on the finer detail of implementation of this decision to make the transition as smooth as possible.

#### ***Have the unions been consulted about this change?***

As with any organisational change there is a process to be followed that is embedded in government policy. We will be following the policies in regards to implementing any changes within our Division.

#### ***What will the new structure of the functions be?***

At this stage we are still in the early stages of planning how the new branch will look. The new structure will be driven by the need to continue to provide effective service delivery and to achieve enhancements.

#### ***Where will positions be located?***

At this stage our view is that:-

Commercial Fisheries Management will move to Coffs Harbour

Fisheries Research will move to Port Stephens

Recreational and Indigenous Fisheries to Nowra

Finance, Strategy & Operations roles who provide corporate wide services will move to either Parramatta or to Orange

Operational support staff will relocate to the location of their customers in Coffs Harbour, Port Stephens or Nowra

#### ***What relocation entitlements are available to me?***

Staff have available to them the entitlements under the Crown Employees Transferred Employees Compensation Award 2009. Entitlements under this award may include special leave, travelling and accommodation expenses, temporary accommodation, support for relocation and property transactional costs. A copy of this award will be made available to you.

#### ***Where will the remaining positions be based?***

There will be no remaining positions once the office has closed.

#### ***What happens if I don't want to relocate?***

Staff who do not wish to relocate will be declared excess and managed according to the current government policy: *Managing Excess Employees August 2011*. This will include exploring a range of options including VR, or redeployment within the retention period specified in the government policy.

***If I'm declared excess will I be offered a VR?***

Yes. This is a requirement of the *Managing Excess Employees August 2011* policy.

***If I don't want a VR, what opportunities will there be for redeployment?***

The opportunities for redeployment will most likely be within Trade & Investment. Although any opportunities in other government agencies will also be open to you, as specified in the current government policy *Managing Excess Employees August 2011*.

***What is the timeframe for declaring staff excess?***

For staff who opt not to relocate, they will be declared excess when their position is relocated and the work they are doing is no longer performed from Cronulla.

***Where will I sit if I'm declared excess and opt for redeployment?***

If you are declared excess, we will work with you to find a suitable location for you during your period of redeployment. This arrangement will continue until:

- you accept a VR or
- you are redeployed or
- the retention period comes to a close.

***How can I get more information about this process?***

As we work through the project, regular communication will take place to keep staff abreast of progress. You may also contact your direct supervisor or the people listed below.

***Who should I speak to get advice about?***

**Fisheries Branch**

- Geoff Allan, Acting Executive Director  
Fisheries NSW  
4916 3909  
Geoff.allan@industry.nsw.gov.au

**Finance, Strategy & Operations Division**

- Jeannine Biviano, Executive Director  
6391 3319  
Jeannine.biviano@industry.nsw.gov.au

**Entitlements, VRs, and other HR matters**

- Erika Stafford, General Manager,  
Organisational Performance
- Ph (02) 8838 7573  
erika.stafford@water.nsw.gov.au





**Cronulla.xls**

**Simon Kempson** to: Richard Sheldrake  
Cc: Phil Anquetil

07/09/2011 02:45 PM

printed

Richard

Information on postcodes.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag  
21 | Orange NSW 2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0428 238 815 | E: simon.kempson@industry.nsw.gov.au  
W: www.industry.nsw.gov.au



- Cronulla.xls



Cronulla	2230
Cronulla	2230
Cronulla	2230
Cronulla	2230
Cronulla	2230
Cronulla	2230
Dolans Bay	2229
Dora Creek	2264
East Ballina	2478
Eden	2551
Ellenborough	2446
Erskineville	2043
Fairlight	2094
Grays Point	2232
Gynea	2227
Gynea	2227
Gynea Bay	2227
Haberfield	2045
Helensburgh	2508
Helensburgh	2508
Hurstville	2220
Illawong	2234
Iluka	2466
Jannali	2226
Jannali	2226
Kareela	2232
Kareela	2232
Kingsgrove	2208
Kirrawee	2232
Kogarah Bay	2217
Kororo	2450
Kurnell	2231
Kurnell	2231
Lake Illawarra	2528
Lilli Pilli	2229
Lilli Pilli	2229
Loftus	2232
Loftus	2232
Lugarno	2210
Lugarno	2210
Maianbar	2230
Manly Vale	2093
Maroubra	2035
Maroubra	2035
Maroubra	2035
Maroubra alternate Dalgely	2035
Mascot	2020
Mascot	2020
Matraville	2036
Menai	2234
Miranda	2228
Miranda	2228
Miranda	2228
MIRANDA	2228
Miranda	2228

Miranda	2228
Miranda	2228
Moorebank	2170
Mosman	2088
Mt Lewis	2190
Neutral Bay	2089
Newton	2042
Oak Flats	2529
Oatley	2223
Pymble	2073
Quakers Hill	2763
Rosebery	2018
Rosebery	2018
Seven Hills	2147
South Cronulla	2230
South St Marys	2760
Stanmore	2048
Sutherland	2232
Sutherland	2232
Sydney South	2000
Toongabbie	2146
Tuncurry	2428
Wangi Wangi	2267
Wentworth Point	2127
West Pymble	2073
Wollongong	2500
Wollongong	2500
Woollahra	2025
Woolooware	2230
Woolooware	2230
Woolooware	2230
Woolooware	2230
Wooloweyah	2464
Woonona	2517
Woonona	2517



**Fw: Cronulla.xls**  
**Richard Sheldrake** to: tim.scott, Ilse.vandeMeent

07/09/2011 03:02 PM


fyi

Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

25



**Re: Cronulla.xls**   
**Richard Sheldrake** to: Simon Kempson  
Cc: Phil Anquetil

07/09/2011 03:00 PM

thanx  
Simon Much appreciated  
Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

25-



**RE: Cronulla.xls**

Tim Scott to: richard.sheldrake@industry.nsw.gov.au, Ilse van de Meent

07/09/2011 03:49 PM

Thanks Richard – we are all set to go for tomorrow.

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.

From: richard.sheldrake@dpi.nsw.gov.au [mailto:richard.sheldrake@dpi.nsw.gov.au]  
Sent: Wednesday, 7 September 2011 3:04 PM  
To: Tim Scott; Ilse van de Meent  
Subject: Fw: Cronulla.xls

fyi  
Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: richard.sheldrake@industry.nsw.gov.au  
W: www.dpi.nsw.gov.au

----- Forwarded by Richard Sheldrake/DII/NSW on 07/09/2011 03:01 PM -----

From: Simon Kempson/DII/NSW  
To: Richard Sheldrake/DII/NSW@NSW  
Cc: Phil Anquetil/DII/NSW@NSW  
Date: 07/09/2011 02:45 PM  
Subject: Cronulla.xls

26

Richard

Information on postcodes.

Regards

Simon Kempson | Director Human Resources | Division of Corporate Services  
NSW Department of Trade & Investment, Regional Infrastructure and Services | 161 Kite Street | Locked Bag 21 | Orange NSW  
2800  
T: 02 6391 3341 | F: 02 6391 3414 | M:0426 238 815 | E: [simon.kempson@industry.nsw.gov.au](mailto:simon.kempson@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au)

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.

26



VI (ii)



~~more information on heritage registered sites/buildings at Cronulla~~

Geoff Allan to: Tim Scott, mitchell.isaacs, Ilse van de Meent 07/09/2011 05:10 PM  
Cc: Richard Sheldrake

printed

Hi Tim, Mitchell and Ilse

Following the info I sent earlier about the site, here is a more comprehensive description of fisheries heritage areas including sites/buildings with heritage value at Cronulla. There is a lengthy section on context but the sites and buildings relevant to Cronulla are described on pages 73-81.

Regards, Geoff



Fisheries Heritage Report.pdf

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510  
| E: Geoff.Allan@industry.nsw.gov.au  
W: www.industry.nsw.gov.au | www.dpi.nsw.gov.au | www.was.org | www.aquaculturewithoutfrontiers.org



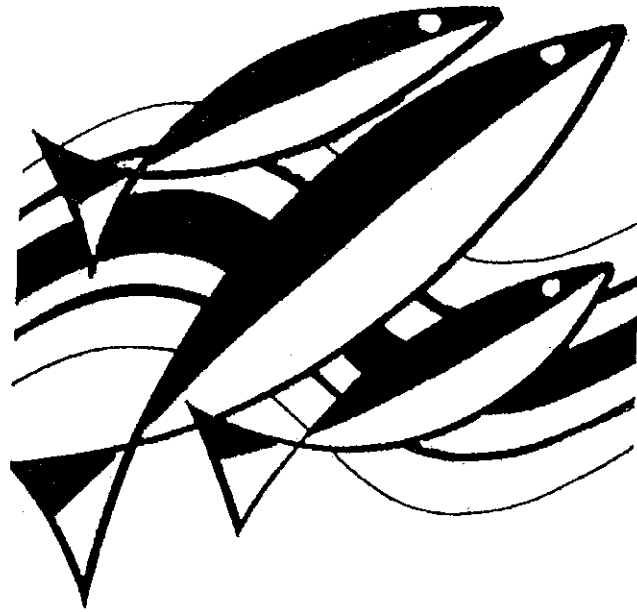
**NSW FISHERIES**

1997

NSW FISHERIES  
HERITAGE AND  
CONSERVATION REGISTER

1997

**NSW FISHERIES  
HERITAGE AND  
CONSERVATION REGISTER**



# CONTENTS

<b>Introduction and Acknowledgements</b> .....	5
<b>Thematic History of NSW Fisheries</b> .....	7
Introduction.....	9
Aboriginal Use of and Association with the Gunnamatta.....	13
Moves Towards the Protection and Regulation of Fisheries .....	18
European Development and Management.....	23
Personnel Who Influenced the Early Hatchery.....	46
Conclusion.....	48
Chronology of the Development of Fisheries in Australia.....	50
<b>Register</b>	
F0001 - Bushrangers Bay Aquatic Reserve .....	56
F0002 - Fly Point - Halifax Park Aquatic Reserve .....	58
F0003 - Julian Rocks Aquatic Reserve .....	60
F0004 - Long Reef Aquatic Reserve.....	62
F0005 - North Sydney Harbour Aquatic Reserve.....	64
F0006 - Shiprock Aquatic Reserve .....	66
F0007 - Towra Point Aquatic Reserve .....	68
F0008 - Solitary Islands Marine Reserve.....	70
F0009 - Aboriginal Middens, Cronulla.....	72
F0010 - Building No 6, Cronulla (former hatchery).....	74
F0011 - Building No 9, Cronulla (boat shed) .....	76
F0012 - Fish Pond, Cronulla.....	78
F0013 - Fisheries Research Centre, Cronulla.....	80
<b>Maintenance of Heritage Assets</b> .....	82
<b>Possible Future Inclusions</b> .....	85

---

## INTRODUCTION

In 1987 Section 170 was added to the NSW Heritage Act, requiring all Government instrumentalities to prepare a Heritage and Conservation Register of assets it controls or owns.

A primary reason for these registers is to help each government agency to understand the significance of any heritage assets it owns or controls and to manage them accordingly.

This register has been prepared in accordance with S170 of The Heritage Act and with the assistance of the Guidelines for the Preparation and use of Heritage and Conservation Registers supplied by the Heritage Council of New South Wales.

## ACKNOWLEDGEMENTS

This register has been prepared with the assistance of the following NSW Fisheries staff; Wayne Jones, Co-ordinator, Dave Pollard, Principal Scientist-Marine Protected Areas and Kathy Bown and Carolyn Bland-Librarians.

Acknowledgement is given to Geoff Ashley-Built Heritage Specialist, Joan Kent-Historian, Fred Yarad-Historian and Jill Sheppard, Associate Director, of Godden Mackay Pty Ltd, Heritage Consultants.

Acknowledgement is also made for the assistance of Helen McDonald, Librarian, Sutherland Shire Council, staff from the Archives Office of New South Wales and to oral informants R Spinks and C Brown who worked at the site now known as the Fisheries Research Centre from the 1940s.

**THEMATIC HISTORY**

**NSW FISHERIES**

## 1.0 Introduction

### 1.1 Background

This Historical Context Report has been prepared for NSW Fisheries by Godden Mackay Pty. Ltd in compliance with the preparation of heritage and conservation registers requirements of s170 of the NSW Heritage Act. A Historical Context Report is required to not only provide such historical information as is available regarding specific items included in a register but also to place the items within an historical, administrative and environmental context.<sup>1</sup> This report augments a study undertaken in July 1996 by Godden Mackay Pty Ltd on several buildings at the Fisheries Research Institute Cronulla.

### 1.2 Site Location

The Department of Fisheries has its head office at the NSW Fish Markets in Pyrmont. The NSW Fisheries Research Institute is located at Hungry Point, Port Hacking, in the southern Sydney suburb of Cronulla. The study focuses on the group of older buildings and equipment constructed during the first decade of the century but also records subsequent development and usage. As a number of buildings at the site, built during the Stage 2, CSIR period, are now approaching the fifty year heritage assessment point, consideration should be given to collecting information regarding their construction and usage.

The other current NSW Fisheries Research Stations at Narrandera, Salamander Bay and Grafton have not been included in this study as although they are an important part of Fisheries' research network, they do not yet qualify on the basis of age (50 years). The sites should however be investigated for exceptional technological and industrial archaeological significance, during both NSW Fisheries management and during prior occupations.

The Aquatic Reserves included on the NSW Fisheries Heritage Register for their natural heritage significance have not formed part of this study. They should be the subject of a separate study, preferably carried out by NSW Fisheries staff.

### 1.4 Constraints

An administrative history of the agencies (State and Federal) which have managed the Gunnamatta Hatchery site has been compiled. It must however be emphasised that because of resource constraints of both time and funding, this is by no means a full and complete history of any agency; because the Gunnamatta Hatchery is the only heritage site currently listed on the NSW Fisheries Register, the study focuses on that site and the types of activities carried on there.

Accordingly it has not been possible to include the full range of activities which NSW Fisheries in all its guises has carried on: the involvement with early fish marketing and liaison with municipal and industry authorities; the considerable research into inland fisheries at various locations throughout the state; the network of coastal inspectors and sub-inspectors at strategic locations along the coastline; the state trawling industry experiment; the system of 'closed waters' whereby netting was prohibited in bay estuaries and rivers at certain seasons, for periods of time or permanently.

Apart from resource constraints, the inaccessibility of much of the various NSW Fisheries agencies' archival records has inhibited the breadth of research possible. No use of CSIRO archival documents and photographs has been possible, apart from published records and Annual Reports. This has meant that it has not been possible at this time to link particular activities and events with specific buildings.

### 1.5 Comment

This study should be read in conjunction with the Heritage Assessment prepared by Godden Mackay in July 1996. The fact that historical research for the Heritage Study has followed rather than preceded the Heritage Assessment has meant that a considerable amount of information which would otherwise have formed part of the Assessment has necessarily been included in the Heritage Study's text.

A comprehensive history of the Australian fishing industry is yet to be produced necessitating considerable primary research in order to establish a context for the Study. More detailed information regarding the CSIRO's fisheries activities can be found in Vivienne Mawson et al, (eds) *CSIRO at Sea 50 Years of Marine Science* (CSIRO Australia, Marine Laboratories, Tasmania, 1988) ISBN 0 643 04835 9

### 1.6 Nomenclature

Throughout its European occupation the Hatchery site has been known variously as the Port Hacking Hatchery, the Gunnamatta Bay Hatchery, the Cronulla Hatchery, the Government Fish Hatchery, the Headquarters of the Fisheries Investigation Branch of the CSIR (later the Division of Fisheries and Oceanography of CSIRO) and the Fisheries Research Institute. The area is referred to variously as Port Hacking, Cronulla, Hungry Point and Gunnamatta Bay.

### 1.7 Endnotes

<sup>1</sup> NSW Heritage Guideline for the Preparation and Use of Heritage and Conservation Registers in Accordance with S17 of The Heritage Act for State government agencies



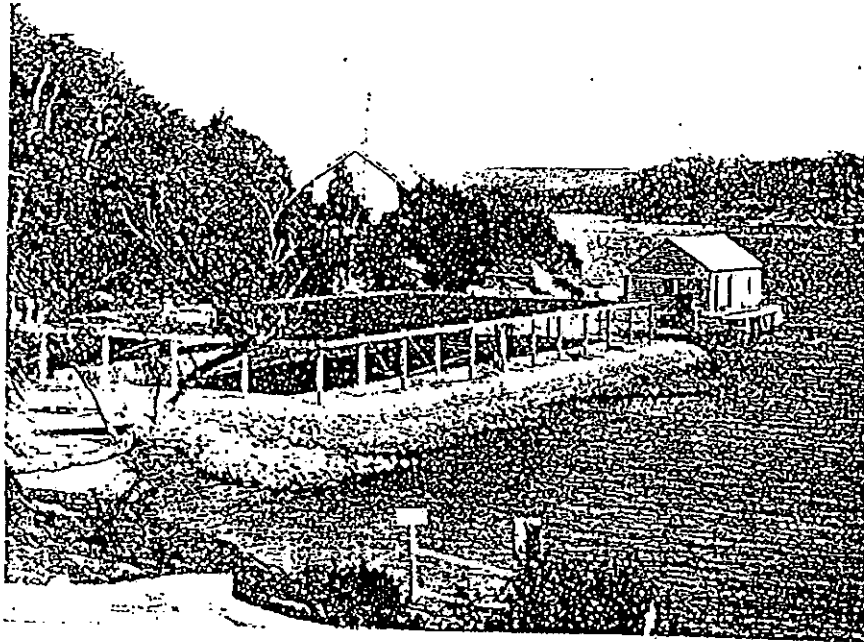


Figure 1.2 Fish Hatchery c1911.

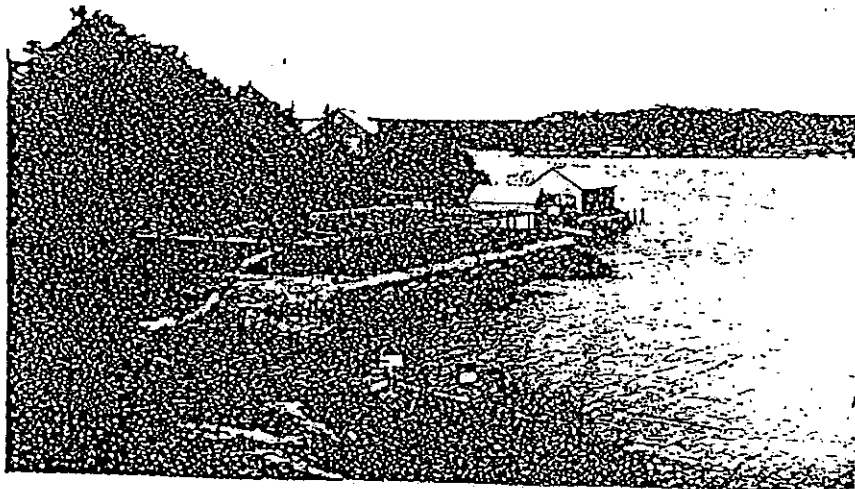


Figure 1.3 Photo showing the Hatchery c1930-1940s. Note the small building next to the Fish Pool. This was later replaced in the late 1940s by the elongated building which now occupies that site. (From CSIRO at Sea, 1988).

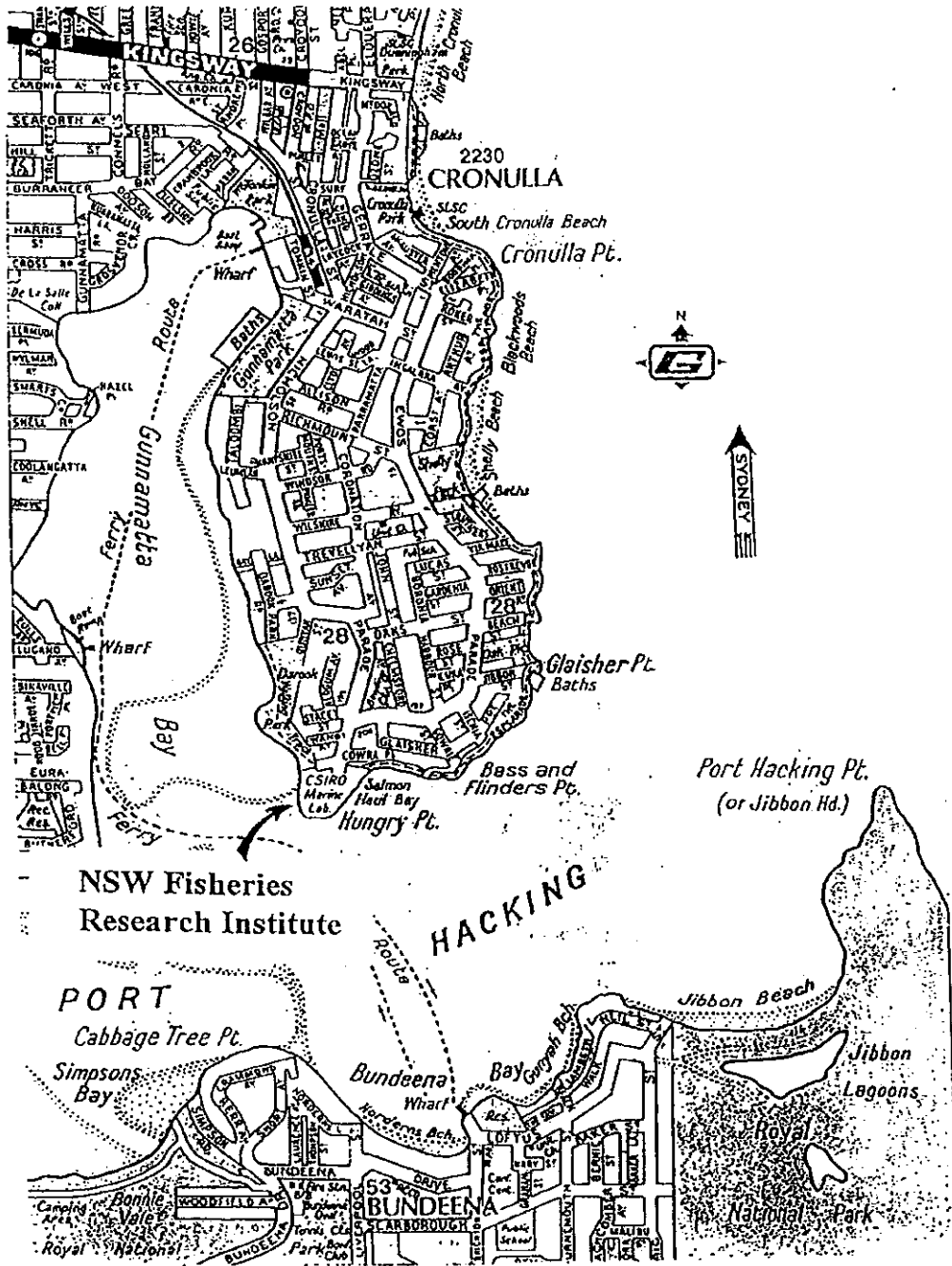


Figure 1.1 Location of NSW Fisheries Research Institute.

## 2.0 Aboriginal Use of and Association With the Gunnamatta

When the First Fleet straggled into Botany Bay in January 1788 the 'Eora' people occupied Sydney Cove, while the northern shore of Port Jackson from the Lane Cove River to Middle Harbour belonged to the Camaraigal. North of Many was the homeland of the Gayimai and to the west the Walumeda. South from Botany Bay was Cadigal country while the Gwiyalgal hunted and fished in the swamps between Botany Bay and Port Hacking. Radiocarbon dating indicates that Aborigines were using areas of the Royal National Park at least 7500 years ago.<sup>1</sup>

The Gwiyalgal were of distinctive appearance - they stuck resin in their hair to give it a mop-like appearance - and spoke the Dharawal language. They almost certainly witnessed Cook's landing at Kurnell in 1770 as well as the First Fleet's arrival in 1788. Being a coastal group, the main food gathering occupation was fishing, although vegetables and land animals were also important.<sup>2</sup>

Coastal Sydney appears to be an exception to the generally accepted rule that the collection of vegetable foods was the task of Aboriginal women; accounts of coastal Sydney portray the male as the principal vegetable gatherer and women the major fish providers. While both men and women fished, they nevertheless had their own distinct fishing methods. Women fished from canoes with hook and line; a fire was kept burning in the middle of the canoe to heat and cook the catch, portions of which were chewed and spat into the water as berley. A fishing spear was used to bring in larger fish which they had hooked. Early observers believed the *mal-gun* operation (removal of the top joint of the little finger on the right hand) was to avoid the fishing line tangling with the little finger as it was wound around the hand.<sup>3</sup>

Aboriginal men tended to fish from the shore with the four-pronged *mooting*, but as they needed a calm surface to see the fish, a place out of the wind was necessary. They too used chewed fish or cockle as berley. Men also speared from canoes, lying across their canoes with their faces in the water and their spears immersed. For smaller surface species, the *mooting* was thrown. Strips of stringybark were used as torches for night fishing. The fishing catch was either cooked and eaten on the canoe or brought to the shore, cooked on a fire on the beach or nearby and consumed on site, resulting in huge mounds of shells and fishbones, known as middens, at popular locations on high points or secluded caves and overhangs.

Analysis of fish bones found in coastal middens indicates that snapper, bream, groper and wrasse were eaten as well as morwong, leatherjacket, flathead, tailor and blackfish. Estuarine middens produced evidence of snapper, bream, groper, mulloway, leatherjacket and wrasse. The Sydney people reportedly did not eat sharks or stingrays, although no reason for this rejection of a seemingly valuable food source was recorded. It is more surprising as whales were a prized catch. Estuarine and coastal molluscs were eaten when other foods were scarce. Men would jump off rocks and dive for shellfish which were then cooked on a fire - oysters, rather remarkably, were reputedly opened with the



Figure 2.1 Aborigines spearing and cooking fish on the seashore. The two men in the left foreground are using woomeras but the man on the right is not.



Figure 2.2 A man and his wife fishing from a canoe. A woomera is not being used. (R Browne, watercolour, 1819, Dixson Galleries.)

~~thumbnail in the Sydney region. In middens in the Gympsea Bay and Connells Point areas~~  
the larger species commonly found in the area are well represented - Sydney rock oyster, Sydney cockle, hairy mussel, southern chama and mud oyster. In ocean-front middens limpets, rock welks, abalone, periwinkles, nerites and mussels are found, while on the southern edge of the Kurnell peninsula pipi shells were gathered on local beaches in large numbers.<sup>4</sup>

The three Aboriginal middens on the Gunnamatta Hatchery site [Heritage Register No F0009], registered with the National Parks & Wildlife Service in January 1996, should be analysed by appropriate personnel to ascertain the species contained therein. Adjacent Darook Park (named for a group of local Aborigines) reportedly contains carvings and spear sharpening grooves. Frank Cridland identified the locations as Darook Park and Wahgunyah cliffs. Writing in 1924 Cridland described an Aboriginal water-hole extant in Darook Park with an immense 'kitchen-midden' nearby. He wrote also of rock carvings (figures and art) in caves and overhangs along the beachfront backing onto the present Nicholson Parade.<sup>5</sup>

Cridland identified a number of sites around Gunnamatta Bay on Burraneer Point as well as the Darook shoreline where life-size carvings of two whales, 35' and 38' long, a shark and a bream could be found, as well as figures and other fish and native animals. One, a kangaroo carved into the vertical face of the cliff on Burraneer Bay was described as a splendid piece of work. Handmarkings were located in various local cave shelters. W D Campbell, a surveyor, reputedly surveyed, measured and described rock and cave drawings between 1886 and 1893 and examples of his drawings are reproduced by Cridland.<sup>6</sup>

While the Aboriginal population of the Sydney region appeared to the newcomers to be well provided for with fish, land animals and vegetables, the Europeans had little concept of how precarious was the balance between starvation and sufficiency. The sudden influx of over 1,000 extra mouths to feed placed unbearable strains upon the available supply of fresh food. Kangaroos, birds, herbs and fish all ended up in the pots of the newcomers, in quantities never before witnessed by the Aborigines. During the winter of 1788, when the fish supply naturally declined, Aborigines died of starvation in the bush, their spears and handlines being no match for the introduced guns and seine-nets in an environment already drastically depleted of its food resources.

The Aborigines, desperate and resentful, began taking a share of the netted catch by force. Governor Phillip had already issued a General Order to fishing parties to give part of their catch to the Aborigines if they approached, but this no longer appeared to satisfy them. As Willey comments, 'hunger and pestilence are seldom far apart in the more melancholy passages of history' - and the advent of smallpox or some other pestilence was to decimate the local population, killing perhaps half of all the Aborigines in the vicinity of Port Jackson.<sup>7</sup> Argument has raged ever since as to the nature of the disease. This is outside the ambit of this work and does not alter the fact that many hundreds died, relieving the pressure on the food chain in a truly tragic manner.

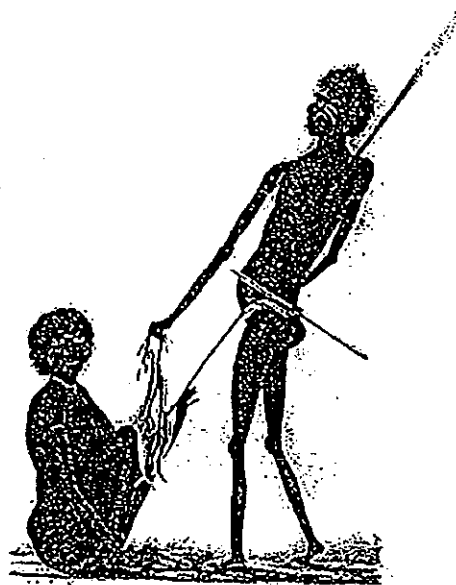


Figure 2.3 The 'Noble Savage' had become the 'Comic Savage' by the time R Browne painted this picture of an Aborigine returning with his catch of fish in 1819. (Rex Kivell Collection, National Library).

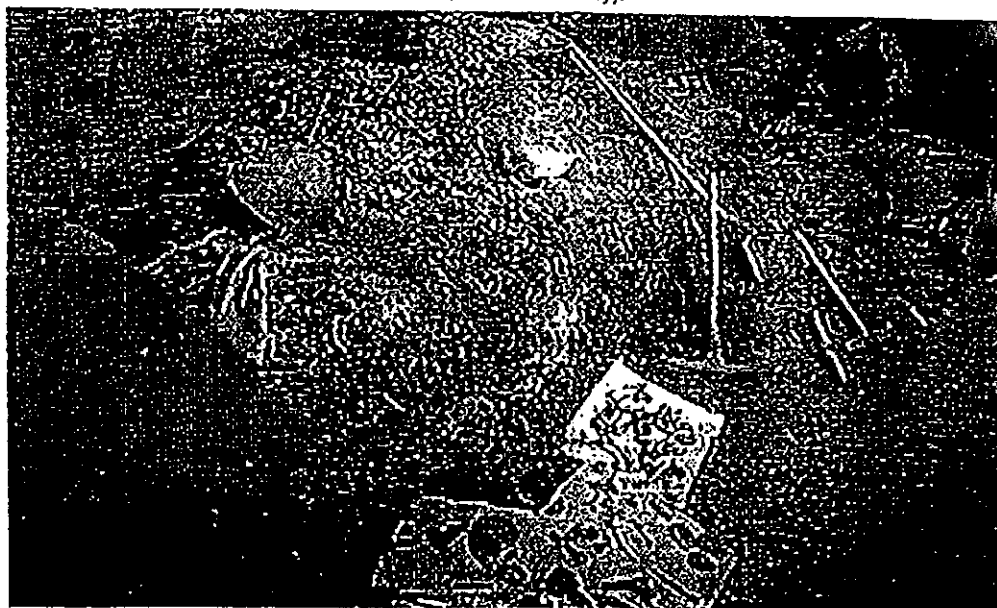


Figure 2.4 Aboriginal remains in Port Hacking, 1918.

A series of photographs in the Government Printing Office collection, taken in 1918, graphically record a large number of Aboriginal bones and artefacts, uncovered at the site of a rock or cave collapse at Port Hacking. The occupants were clearly trapped and died, remaining buried until the date of photography.<sup>8</sup> But the evidence of the Dreamtime occupants of the Gunnamatta Bay region is sparse.

By the time the Europeans began passing legislation to protect the fisheries they so ruthlessly appropriated and subsequently squandered, the last remnants of the Sydney tribes were decimated and dispossessed, leaving only their art and artefacts along the coastline and in isolated caves and rock overhangs. The wise husbanding of the extensive food resources which their tribal lands provided was overwhelmed by an alien economic and social system, the only evidence now it seems being middens, three ironically protected because they were located on the site of the Gunnamatta Hatchery.

#### 2.1 Endnotes

<sup>1</sup> Keith Willey, *When the Sky Fell Down* (Sydney, 1979) p 15; Peter Turbet, *The Aborigines of the Sydney District Before 1788* (Kangaroo Press, 1989) p. 10

<sup>2</sup> Turbet, *op cit*, pp 16, 23

<sup>3</sup> *ibid*, pp 53, 70

<sup>4</sup> *ibid*, pp 55/58

<sup>5</sup> Megan Pitt, *A Walk Around Cronulla* (Sutherland Shire Council, 1990) np

<sup>6</sup> Frank Criland, *The Story of Port Hacking* (Sydney, 1924) pp 34, 44/46, 141/148

<sup>7</sup> Willey, *op cit*, pp70/78

<sup>8</sup> GPO Series I, Stills # 17919, 17920, 17928, 18233, 18234, 18235

### 3.0 Moves Towards the Protection and Regulation of Fisheries

#### 3.1 The Settlement of New South Wales Before 1850

As outlined in 2.0 above, fishing, with all its social and cultural associations, was a traditional use of the Port Hacking area of New South Wales (NSW), as was most of the eastern seaboard of the Australian continent. With the intrusion of Europeans into the Sydney area, the white invaders took the fisheries of the inland and seaboard as their own, in time replacing subsistence farming of the resource with private enterprise in the form of fish barrows, stalls and house to house sale of fish. The earliest documentary reference to a local fishing 'industry' appears in the *Sydney Gazette* of December 14, 1806 which reported:

*'On Friday, a boatload of salted fish, amounting to 13 cwt. was brought in at the Hospital Wharf' (the site of the Museum of Contemporary Art in the former Maritime Services Board building) <sup>1</sup>*

Crews of whalers had ranged up and down the coast for some years before the newspaper report but the whalers of many nations were transient and not much interested in establishing trading links with the marginal penal colony - not at least until the 1840s when the flamboyant Ben Boyd began harvesting the ocean just as enthusiastically as he reaped the profits of inland squatting.

From a late twentieth century perspective it is difficult to calculate the importance to the fledgling penal colony of the great variety of fish available in the surrounding waters - a population largely dependent upon the salted meats transported over many months from their home ports and upon the fish and game they were able to hunt. For such as these, fish of whatever kind was a welcome addition of fresh food. The British in particular were a nation who traditionally looked to seafood as a staple food and they brought with them the trade of fishmongering, a system of mass harvesting of available fish stocks for resale to a consuming public - a far cry from the traditional Aboriginal concept of hunting and fishing for the family's immediate consumption.

Despite the vital place which fresh fish played in the diet of Sydney's traditional and early European population, the indigenous varieties were not highly esteemed during the nineteenth century, no doubt another instance of the belief that all things British were *ipso facto* superior to the local. This view was clearly enhanced in the case of fisheries by the smaller stocks of a greater variety of fish in Australian waters, compared to the huge European fishing grounds of herring, cod and salmon. Fish auctions were first held in Sydney about 1827 when a certain Boyle, agent for Mr J Lord held sales on the race-course, latterly Hyde Park. Daily supplies from Botany Bay in the 1820s and 30s exceeded that offered for sale in the 1890s. <sup>2</sup>

The remnants of the Eora people had long been aware the impact of the greatly enlarged population and methods of mass harvesting had upon their traditional fishing grounds; awareness of the effects of the destruction of fish fry upon the future potential of the industry became apparent but it was not until the 1860s that the dire



condition of the Colony's fisheries prompted any attempt to control the industry by legislation.

### **3.2 Establishment of fisheries legislation, post 1860**

Throughout the first half of the nineteenth century seine-hauling for fish had been widespread and totally unrestricted with regard to net length and size of mesh, although only Port Jackson, George's River and Botany and Broken Bays could be fished with nets. The resultant depopulation of fish stocks was finally recognised by the public and the more astute fishermen who enlisted the assistance of Richard Driver Jnr MLA in bringing the matter before a Select Committee of the House. The Committee heard that the general custom was to work with nets of  $\frac{3}{4}$ " (20 mm) which caught and destroyed enormous quantities of fry, a major cause of the depletion of the fishing grounds. Another major cause of spoliation was the system of 'stalling' which consisted of:

*'shooting at high tide a net of some 250 or 300 or more of fathoms across a shallow bay or around flats and leaving it until the receding tide had left the enclosure dry. By this means tons upon tons of fish were destroyed and as from these quantities only those of a saleable size and of the more choice species were selected, the large remainder of the stranded fish was left unused and to rot on the beaches...'*<sup>3</sup>

#### **The Fisheries Act, 1865 (28 Vic No 10)**

As a result of the evidence placed before the Committee the Fisheries Act of 1865 (Dick Driver's Act) was passed, specifying the size of mesh permitted for use in particular seasons and locations, and restricting the practice of 'stalling', making it a penal offence to fix or stake any net within a mile of the shore or at the mouth of any river. Unfortunately administration of the Act was entrusted to the Police and Customs Departments which were totally unequal to the task.

#### **Royal Commission to enquire into and report on the actual state and prospects of Fisheries of the Colony of New South Wales, 1880**

After some fifteen years of inactivity and procrastination, William Macleay MLC presided over a Royal Commission enquiring into the current situation in the Colony's fisheries and tendering advice to Government for developing and preserving them. The Commissioners heard that the present quantity of the catch did not of itself affect appreciably the available supply, the rapid decline of which was a result of the 'wanton destruction by fishermen of the spawn and young'. However they also learnt of the wide-spread practice overseas of annually liberating a much larger number of artificially-reared fish than the annual catch.<sup>4</sup> They also collected information on acclimatisation and pisciculture in Australia and overseas and recommended

*'that assistance should be given by the Government to any competent association engaged in Pisciculture, by a grant of money, and the use, if required, of the "National Park" at Port Hacking.'*

The Report<sup>5</sup> recommended a more detailed survey of the sea bottom for a distance of twenty miles from the land; and special fisheries for mullets, herrings etc. which periodically visited the coast in large shoals, together with a closed season for the protection of young fish. Immediate legislation was urged for the protection of the oyster fishery and crayfish canning was suggested as a profitable industry. The Commissioners anticipated increased fish supplies as a result of the use of a superior class of fishing boats, improved methods of capture and preservation in ice. A closed season prohibiting net fishing in rivers and bays from 1st April to 1 October was recommended and the minimum net size to be set at 1½ inches (38 mm). Stalling was to continue to be tightly controlled and the minimum mesh size suggested was 4 inches (102 cm). Administration, control and direction of the fisheries should be vested in a central board, with competent local inspectors.<sup>6</sup>

### The Fisheries Act, 1881 (44 Vic No 10)

As a result The Fisheries Act, 1881 (44 Vic No 10) repealed the former legislation and allowed for the appointment of five Commissioners to supervise the implementation and operation of the Act, divided the Colony into three 'Grounds' for effective administration under the supervision of Inspectors and sub-Inspectors, some of whom it was envisaged for reasons of economy would be local members of the police force. The recommendations of the Commissioners were incorporated into the new legislation, with penalties for the destruction of undersized fish and the prohibition of explosives and poisonous substances for the purpose of destroying fish.<sup>7</sup>

The five Commissioners, all of whom had acted as Fisheries Royal commissioners, immediately began implementing the new Act and in keeping with their obligations to develop the fish supply induced the Government to import a variety of innovative fishing-gear currently being used in England, America and Norway to assess their suitability for Colonial waters and in order that 'our fishermen might be instructed in the modes of fishing practised in those countries'.<sup>8</sup>

Calamity struck on the morning of 22 September 1882 when the imposing Garden Palace, erected in the Sydney Botanic Gardens for the Great International Exhibition of 1879/80, was totally destroyed by fire, obliterating amongst many irreplaceable Government records, the collection of fishing implements and all the books and records of the Fisheries Department. Soon afterwards, the entire original Fisheries Board retired, to be replaced by five new Commissioners, all but two of whom had also served on the 1880 Fisheries Royal Commission. Stability proved to be a problem for the Fisheries Board, with fifteen different appointments being made between 1881 and 1893.<sup>9</sup>

Nevertheless the reconstituted Board enthusiastically prepared for the Colony's contribution to the Great International Fisheries Exhibition to be held in London in 1883. The Commission also recommended a survey of the seabed outside Port Jackson, at an estimated cost of £1000, and the purchase of a seaworthy steam launch to lay down oysters on exhausted beds.<sup>10</sup> Claims that the 1881 Act was deficient and needed redrafting soon emerged, initiated and supported by disgruntled fishermen and interested parties who believed the Act placed undue restrictions upon them. A Select Committee of

the Legislative Assembly was established resulting in the Fisheries Act Amendment Act, 1883 which reduced the stringency of the regulation of the industry, not however sufficiently for the protesters who continued to agitate until their cause was taken up by Frank Farnell MLA.

Farnell criticised the Fisheries Commission 'for want of practical knowledge, and the officers under them for their administration of the Act'. The Select Committee subsequently appointed, including Farnell, reported in August 1889 in a negative assessment of the Act repeating Farnell's parliamentary criticisms: that it operated harshly upon those engaged in the industry, that it offered insufficient encouragement of oyster-culture and that its regulations were unnecessarily restrictive; it recommended encouragement of trawler fishing and abolition of the Fisheries Commission, with the re-establishment of the department under direct Ministerial control, or the addition of two representatives of the fishermen to the Board. It also appended two draft Bills amending the Act, but despite a further Royal Commission in 1894 which repeated calls first articulated in 1880 for deep sea surveys and the establishment of a marine fish hatchery<sup>11</sup>, pressure of parliamentary business and changes in the Ministry<sup>12</sup> resulted in those and subsequent draft Bills (1883, 1890, 1895, 1898) remaining on the table of the House. Indeed the Fisheries Commission's staff numbers and activities declined in 1893 when the Government introduced stringent economies and retrenchments as a result of the 1890's depression.

No legislative amendments took place until the turn of the century, despite representations in each Annual Report to Parliament and the appointment to the Board of its most vocal parliamentary critic, Frank Farnell, in 1895.<sup>13</sup> Finally responding to recommendations in previous Royal Commission Reports since 1880, Farnell supervised a trawling expedition on behalf of the Government in 1898 to test the ocean bottom off the coast to ascertain whether trawling operations were likely to be successful. The Government steamer *Thetis* fitted out for the purpose and equipped with an otter trawl but despite a 'very interesting and instructive report' submitted to Parliament by Farnell no immediate action was taken.<sup>14</sup>

The perennial problems of fishery closures and catch regulation occupied much of the Board's attention:

*It is very difficult to adopt necessary measures for a proper protection of the fish and fishing-grounds without causing a certain amount of dissatisfaction amongst the fishermen, but, while the Commissioners are anxious to assist the licensed men as far as practicable, they find it absolutely necessary for the preservation of fish, and to maintain the supply, that breeding-grounds should be nursed and protected.<sup>15</sup>*

Despite the plethora of Royal Commissions and Select Committees, draft Bills and parliamentary criticism, the regulation of the fishing industry ground slowly into the twentieth century. The Department of Fisheries Report for 1899, presented to Parliament on 26 May 1900, again pleaded for stronger legislative support:

*We consider that it is our duty, in the interests of the fishing industry to again urge upon the Government the necessity of introducing more stringent laws than those at present in force for the protection of fish and fisheries, and for the better administration of the fisheries.<sup>16</sup>*

### 3.3 Endnotes

<sup>1</sup> Quoted M Hutton Neve, *Sutherland Shire Society Bulletin*, May 1978, p.145

<sup>2</sup> Lindsay G. Thompson, *History of the Fisheries of New South Wales...*, Sydney, 1893, p 44 ML981/65A1

<sup>3</sup> Thompson, *ibid*, , pp 26/7

<sup>4</sup> Thompson, *ibid*, pp 30/31

<sup>5</sup> *NSW Commissioners of Fisheries Report 1880*, *passim* ML 639N

<sup>6</sup> Borchardt, *Checklist of Royal Commissions, etc.: Part IV, NSW, 1855-1960*, pp 107/8

<sup>7</sup> Thompson, *op cit*, pp 26/35

<sup>8</sup> Thompson, *ibid*, pp36/38 These implements included a purse-seine net from Maine, USA; a French trammel net; a collection of glass hooks and floats as used by Norwegian fishermen; a herring-net and otter trawl and beam trawl-net of English east coast origin.

<sup>9</sup> Thompson, *op cit*, pp 37/38

<sup>10</sup> NSWLA, *Annual Report - Fisheries of the Colony, 1883*, pp 2/3

<sup>11</sup> *Report of the Royal Commission into Fisheries, 20 November 1894*, *passim*, ML Q639.2/1A1-2. The Report recommended the immediate passage of a new Bill; systematic exploration of the sea coast by a properly equipped trawling vessel to determine the capabilities of the deepsea fisheries; inquiries into the crayfish and inland water industries; establishment of fish hatcheries; improvement in Fish Market accommodation; reduction in market dues; abolition of middlemen allowing fishermen to vend their own fish; erection of a Central Fish Market near Darling Harbour Railway Terminus, with Urban and Suburban auxiliary markets.

<sup>12</sup> Thompson, *op cit*, pp38/43

<sup>13</sup> NSWLA - *Annual Report - Fisheries of the Colony, 1895*, pp 1/2

<sup>14</sup> NSWLA - *ibid*, 1898, p 7

<sup>15</sup> NSWLA - *ibid*, p 3

<sup>16</sup> NSWLA - *ibid*, p 12

## 4.0 European Development and Management

### 4.1 Stage I - New South Wales Fisheries Development of the Hatchery : 1902 - 1938

#### 4.1.1 Development in the period leading to the Fisheries Act, 1902 (Act No.119, 1902)

Predictably it took an event as life-threatening as an outbreak of bubonic plague to achieve new legislation and stricter regulation of the industry. The impact was more dramatic as the plague coincided with the revelation that a large quantity of dead fish and prawns had been found floating on the surface of Johnson's Bay, causing much alarm to the public who believed the mortality was caused by the large amounts of chemicals and disinfectants used to control disease emptying into the rivers and bays surrounding Sydney.

The public's response was to immediately refuse to purchase fish of all types; the Board's response was to close the whole of the waters of Port Jackson to net-fishing and to adopt stringent measures to prevent fish from these waters reaching the markets. A feeling of *deja vu* prevails when one reads the comment of the Annual Report of the Fisheries Department for 1900:

*'The prejudice of the public extended to the consumption of oysters, although they came from inlets north and south of Port Jackson, and were in a healthy and sound condition.'*

The Bacteriologist of the Linnean Society examined the dead fish and prawns, reporting that there was nothing to account for the disease in either. Samples of water from the localities in which the dead fish were found were examined by the Government Analyst who found that 'although charged with sewage matter, no trace of disinfectants could be detected.' The Board was inclined to accept the findings of the Commissioner of Fisheries in Ottawa, Canada, on water pollution there, that the fatalities were caused by sluggish turbid waters, especially during the summer months.

#### 4.1.2 Fish Hatcheries and Oyster Culture

The NSW Commissioners admitted in the 1900 Annual Report that a number of fish species had been found in diminishing quantities for some years and they believed NSW should follow overseas examples (notably the USA, Norway, Canada, New Foundland and Scotland) by stocking exhausted grounds with fry hatched in sea-fish hatcheries. However they had in fact already initiated the establishment of a marine hatchery for salt-water fish and crustacea, and for the cultivation of oysters, at Cabbage Tree Creek and Basin on the southern shore of Port Hacking (described as Maianbar but apparently

located on the sandy foreshore adjacent to Bonnie Vale Camping Ground between the villages of Maianbar and Bundeena); the completion of the works associated with 'an experimental farm and fish preserve' had been reported in the previous Annual Report, which concluded that 'the hatching and propagation of fish, as carried out in England, Canada and America, will now be only a question of funds'. The Report proposed the construction of fish breeding paddocks and the laying down of oysters on the shallow flats, 'with a view to studying their habits and life history.'<sup>2</sup>

This was however by no means the first attempts at acclimatisation and fish culture in Australia, although initially these attempts were aimed at acclimatising Northern hemisphere inland fish varieties; as early as 1864 brown trout and salmon eggs transported from Europe were hatched out at Plenty Salmon Ponds in the Derwent Valley, Tasmania, following three unsuccessful attempts at transportation between 1841 and 1864. In that year salmon and brown trout eggs at the 'eyed' stage were shipped to the Australian mainland, packed in moss and charcoal in a special container cooled by the water from melting ice blocks. This technique was later used to transport rainbow trout eggs from California to Australia via New Zealand - the original stock from which rainbow trout farmed in southern Australia is derived.<sup>3</sup>

Also in 1864 10,000 salmon and 1,000 brown trout eggs were transported from England to Tasmania. However the 3,000 salmon fry eventually released were lost and only 300 brown trout were hatched. The progeny of the latter, the brood stock at Plenty Hatchery, now stock the rivers and lakes of Tasmania, mainland Australia and New Zealand.<sup>4</sup> In 1888 NSW Fisheries Commission, through the co-operation of the Victorian Government and the Geelong Acclimatisation Society, obtained over a thousand trout fry which were liberated in streams throughout the Colony. However attempts at oyster culture were most unsatisfactory, attributed to the very dry season.<sup>5</sup>

Following the erection in 1894 of hatching troughs specially erected in an old blacksmith's shop below Prospect Reservoir, three rearing ponds were constructed at Prospect and in the following year Prospect Hatchery was erected. This was the first fish hatchery in NSW and for more than 25 years the only trout hatchery in the State. It was a very low profile experiment with no mention of the prospective event in preceding Annual Reports until notice of expenditure in the appendices of the 1895 Annual Report of £250 for the erection of houses for trout hatching.<sup>6</sup>

Considerable success was reported in 1898 with the hatching at Prospect Hatchery of several thousand rainbow (*salmo irideus*), brown (*salmo fario*) and loch leven (*salmo levenensis*) trout from ova obtained from the Wellington Acclimatisation Society; several thousand fry were liberated in the knowledge that previous liberations were resulting in successful acclimatisation throughout the Colony.<sup>7</sup> By 1899 the Commission was convinced that the rainbow trout (*salmo irideus*) was the most suitable fresh water fish for importation into NSW.<sup>8</sup>

It seems strange that the hatching of coastal fish took so long to be established but apart from the continuing enthusiasm for acclimatising Northern hemisphere varieties, a clue is



Figure 4.1 View of NSW's first fish hatchery at Maianbar, 1901. GPO Server 1.

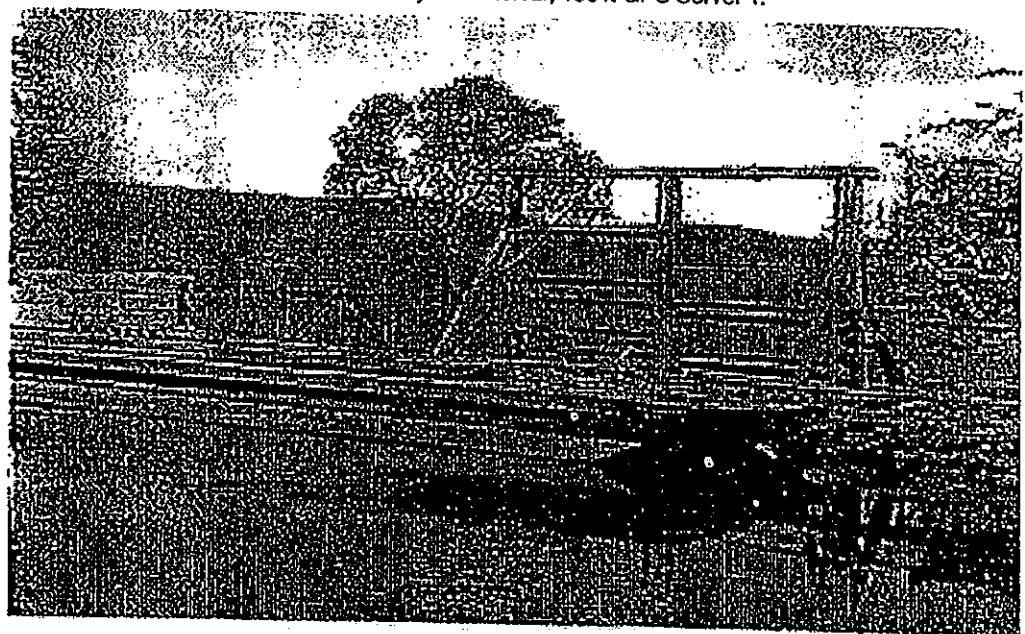


Figure 4.2 Detail of fish hatchery which preceded Gunnamatta hatchery and received fish stocks brought to NSW by Dannevig in 1902.

found in the Commissioners' comment in the above Report that 'many of the waters in which [rainbow trout] are being liberated are devoid of edible fish life. On the eastern slopes of our northern tablelands the only edible inhabitants of the streams are eels, and on the western slopes there are no fish except where cod have been introduced from the rivers of the plain country.'<sup>9</sup> There may have been problems with the coastal fisheries but the situation had not yet reached the dire state of the inland rivers and lakes.

#### 4.1.3 The Fish Hatcheries at Maianbar and Gunnamatta Bay, Port Hacking

The Maianbar Fish Nursery was modelled on that at Dunbar in Scotland, which had been established in 1893: a hatching house, spawning pond, egg collection chamber, pump and boiler house and tidal pond. A stone dyke was constructed with small-meshed wire-netting gates to admit the tidal waters, with close wire-netting wings 22 feet long and 3 feet 9 inches high which continued to the shore. Two small marine paddocks were erected in the water on the western shore for the placement of fish in order to observe the spawning. The Government provided £500 with which to make a start on the project, which initially was aimed at the study of indigenous varieties. A site for a trout hatchery in the Snowy Mountains was being actively sought, but the cost was found to be temporarily prohibitive.

The Commissioners were also interested in introducing plaice from Europe and Tasmanian crayfish and trumpeter. An experimental shipment of the latter was made but unsuccessfully. Despite the Government's best efforts over nearly forty years

*'it is beyond doubt that some of the valuable food fishes indigenous to the waters of this State are - in close proximity to the coast about Sydney - becoming more scarce each year, we have determined to introduce some of the best food fishes from the United Kingdom when the hatchery is sufficiently equipped to successfully propagate them.'*

The Board was further convinced, after correspondence with the Gatty Marine Laboratory at St Andrews, that 'a scientific superintendent' and a reliable Fisheries Adviser, obviously trained at that institution, were vital to the success of the acclimatisation programme. The decision to construct a more ambitious sea-fish hatchery at Port Hacking was also made by 1900 when enquiries were made to obtain the services of an overseas expert in fresh water and marine fishes and oysters. This would also allow the possibility of importing European varieties under trained supervision.<sup>10</sup>

To this end the President, Dr James Cox, on a six-month visit to England and Scotland in 1901, visited famous fishing centres in Scotland, and inquired into methods adopted at the Aberdeen Sea-fish Hatchery, with a view to introducing a similar Marine Hatchery at Port Hacking. It had been found to be impossible to secure an expert in both fish and oyster, the two studies being considered separate areas, and it was decided that a knowledge of oyster culture would not be regarded as absolutely necessary.

Parliamentary approval for the position having been obtained, the Agent-General NSW secured the services of Harald C Dannevig (see Section 5.0) who had been



charge of the Aberdeen Marine Fish Hatchery for the previous nine years. David G. Stead (see Section 5.0) was secured as Scientific Assistant to the Department, 'as there is absolutely nothing known of the biological history of our fishes at the present time'. Stead was to investigate the habits and life history of the State's fish, crustacea and oysters, working from the Marine Fishery at Maianbar. Advice on the requirements of sea-fish hatcheries, together with plans and photographs, was furnished by T. Wemyss Fulton, Scientific Superintendent of the Aberdeen Marine Laboratory of the Fishery Board for Scotland, while selection of appropriate sites was left to H C Dannevig upon his arrival.<sup>11</sup>

Dannevig's appointment also allowed the accomplishment of a scheme initiated in 1900 - the importation of Scottish fish under specialist care, ova having been rejected because of the unlikelihood of their survival on a long sea voyage. He was authorised to spend no more than £200 on their capture and transportation; subsequently 722 plaice of one, two and three years' growth and a number of soles, turbot, brill, lobsters and crabs accompanied him to Sydney, only the plaice and soles being considered 'successful' importations. Live fish had previously been transported from England to America and India, but this was the first successful voyage to Australia. Nevertheless 162 plaice and 8 soles were lost on the voyage.

A wire-netting enclosure measuring 90 x 50 x 10 feet deep had been erected to receive the live fish at Turriell Point, on the northern shore of Port Hacking (in the vicinity of Shiprock Aquatic Reserve [Heritage Register No F0006]); however Dannevig preferred the one-third of an acre wire-netting paddock in the more placid waters at the Maianbar Fishery site. A number perished during the transfer to the Fishery early in August 1902, but the staff were optimistic. However, small numbers continued to die over the following three months, despite the seemingly healthy appearance of the survivors. Five days of extreme heat in December took their toll and by the end of that month all the plaice had been destroyed by octopi and starfish or the high temperature. Several soles were seen but Dannevig was loathe to disturb any remaining stocks until it was necessary to remove them to the new concrete pond being constructed at Gunnamatta Bay. Unfortunately Dannevig's report on the condition of any surviving fish stocks, an Appendix to the 1902 Annual Report was omitted 'by the direction of the Printing Committee of the Legislative Assembly'.<sup>12</sup>

#### 4.1.4 The Fisheries Act, 1902 (Act No. 119, 1902)

The above Act was assented to on 29th December 1902, bringing to fruition the planning and perseverance of the previous Board over some fifteen years. The Act prescribed a Board consisting of a Chairman (appointed by the Governor for three years) and nine other members, one required to be a licensed fisherman of five years' standing and an oyster lessee of equal experience, one a representative of the Inland Fisheries and six representatives of the Crown. The Board was given extensive powers and responsibilities under the new Chairman, Frank Farnell, to supervise the industry, to carry out investigations likely to be of service, and to ensure observance of regulations regarding dimension of nets, closure of inland and tidal waters, net-fishing, etc.<sup>13</sup>

The Land Agent at.....

TRACING..

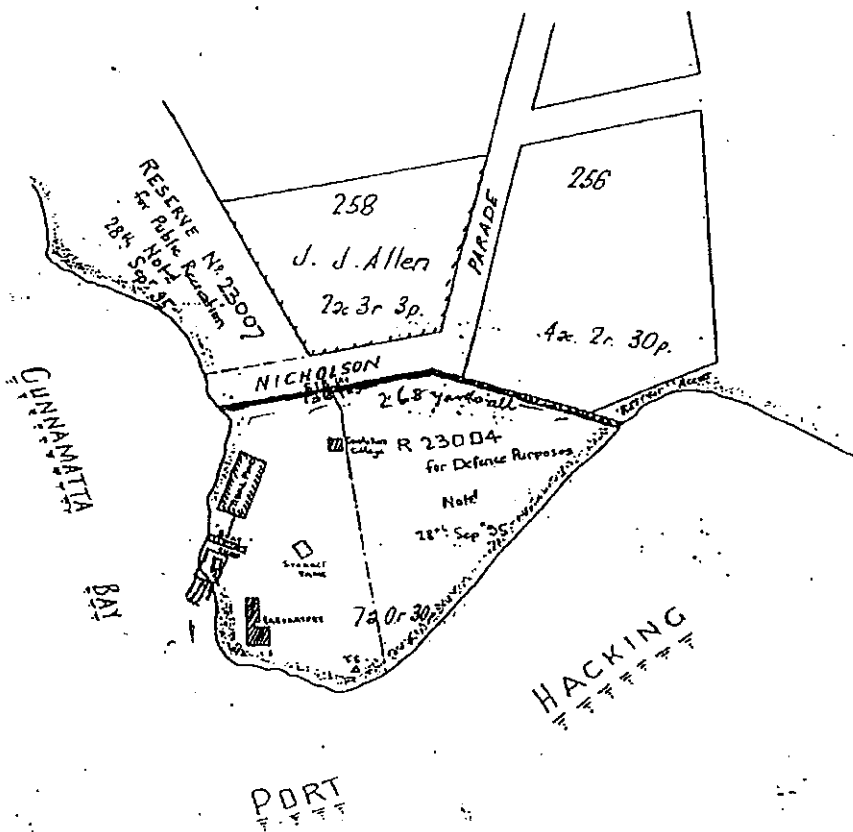
Shewing by Green band proposed lines for fencing to include Hatchery Site

at Port Hacking

Parish of Sutherland

County of Cumberland

Scale 4 Chains to an Inch



Note: Lines proposed to be fenced shown by Green band

Figure 4.3 Subdivision of Defence Reserve to create Fish Hatchery on 3 acres, 1 rod and 20 perches.

Clearly, however, despite the Board's insistence that legislative changes were long overdue, many of the initiatives which were to direct the control of the industry and the scope of its activities over coming decades had already commenced before the passage of the new Act. Indeed no steps were taken by Government to constitute a Board under the 1902 Act until two months after it's assent.

#### 4.1.5 The Construction of the Gunnamatta Fish Hatchery - Stage One

Engaged as Superintendent of Fisheries Investigations and Fish Hatcheries from 1st May, 1902, Harald Dannevig left Plymouth on 21st June in the *RMS Oroya*, arriving in Sydney with his live cargo on 2nd August. Three days after his arrival he was directed to investigate the waters between Broken Bay (initially Lake Macquarie) and Port Hacking for a suitable site for 'a marine fish hatchery and fish-pond'.<sup>14</sup> Dannevig completed a thorough Report dated 18th August 1902,<sup>15</sup> for submission to the Board of Commissioners, explained in the 1902 Report as follows:

*'After consideration of the suitability of different sites as regards the density, purity, and temperature of the salt water procurable for the development of marine fish eggs, and harbour and other required accommodation, it was decided to select a site on the eastern shore of Gunnamatta Bay, near the entrance to Port Hacking.'*<sup>16</sup>

Dannevig's Report recommended the acquisition of the whole of Hungry Point on Gunnamatta Bay, Port Hacking, which had been reserved as Reserve No 23004 for Defence Purposes on 28th September, 1895, simultaneously with the gazettal of the adjoining Reserve No 23007 for Public Recreation, now known as Darook Park (see Figure 4.3). This would allow for the construction of buildings and ensure sufficient privacy for marine activities. He also wanted the sandy beach to the north west of the proposed pond site, then part of the public grounds, to be included.

The Board accepted his recommendations and further agreed that 'he will reside at a suburb near Hurstville, that a conveyance will be provided for him to go out and in to the Hatchery at option and that a telephone be established between [his] residence and the Hatchery establishment'.<sup>17</sup> It was not a simple matter however to arrange the transfer of land. Three State governments departments were involved - Fisheries, Lands, Chief Secretary's as well as two Commonwealth - Defence and External Affairs.

Furthermore the Defence Department was unwilling to revoke the whole of the Reserve and Fisheries could not accept the other option of permission only to erect buildings, as they required exclusive control of any site where the Hatchery and Ponds were to be erected. Finally an area of 3 acres 1 rood 20 perches - roughly half the area originally requested - was placed under the control of the Fisheries Commissioners for pisciculture, leaving the way open to at last begin construction.<sup>18</sup> In the meantime an offer had been received to lease, with the option of purchase, the Bondi Aquarium and grounds for a site for a marine hatchery, 'but for various reasons the offer could not be accepted.'

There remained small complications such as the status of local residents' 'grace and favour' occupation of the site, resulting in the purchase for £7/10/- an iron roofed boat shed, a 240 gallon galvanised iron tank, and a 'trolley and ways', the shed to be used to store cement during the proposed construction.<sup>19</sup>

In 1902 in response to an estimate by the Harbours and Rivers Department of Public Works, £500 was advanced from the Colonial Treasurer's Advance Fund and construction of the fish pond 100' long 45' wide and 10' depth at centre was begun by Harbours and Rivers; however when the work was well advanced it was found that a further sum of £150 would be required to complete it. The funds not being available, work on the project stopped.<sup>20</sup>

With the resolution of the problems associated with the acquisition of land at Hungry Point, plans and specifications were drawn up by April 1903 for the Hatchery complex: a hatchery building, laboratory, reservoir and pumping plant, and caretaker's residence, this construction estimated to cost £1,825. A further £150 was requested to complete the fish pond. The Chairman of the Fisheries Board, Frank Farnell convinced the Colonial Treasurer of the worth of the project - it was estimated that

*'the hatchery would be capable of propagating 100,000,000 fish every season, which will be distributed along the Coastal Waters and inlets to stock the depleted waters with the more valuable forms of fish'*

and the Treasurer provided £800 from the Advance Fund to begin the process. The balance was placed on the Estimates for 1903-4.<sup>21</sup>

A number of modifications were made to the plans - the box windows on the north and west side of the Hatchery were to be fitted with louvre shutters, a verandah to be erected on the south side of the laboratory building, timber was to be used instead of brick to construct the caretaker's cottage (thus reducing the cost to the sum of £200 or less) and a fireplace was to be provided in the laboratory.<sup>22</sup>

Tenders were called and on February 3, 1904 the Chief Secretary's Office advised that Mr Charles McCarthy of Mosman had been successful with a tender of £1,371 which included the construction of a storage tank. Construction was to be completed in 26 weeks from January 28, 1904.<sup>23</sup> McCarthy also completed the tidal pond, at a cost of £167 (£17 more than budgeted for, a fact which was noted with some disapproval by the Under Secretary to the Chief Secretary), although it is not clear whether this was completed before or after the main complex construction.

A handwritten note to a memo, dated August 23, 1904, confirms that the hatchery buildings and fish pond were completed but it was essential that hatching operations should be commenced without delay and this could only be done by obtaining £500 from the Advance Fund to carry on till the Estimates were passed. This was approved late in October enabling 3" and 4" piping to be fitted to the pump, as well as filtering apparatus and material and hatching and automatic apparatus for the hatchery; covering and filtering material for the tidal pond; and construction of the engine and boatshed and landing.<sup>24</sup>

As a result further work to a total of £318 was undertaken by McCarthy that same month

- the fish pond was covered with a roof 110' x 50' of galvanised wire and lattice on 6"x4" hardwood posts (£140)
- a combined engine shed, store room and boat house, boat slip and platform. Constructed in weather board with iron roof. Engine shed to have concrete floor, store and boat house wooden floors. Size of building 40' x 20' (£153)
- constructing 270 lineal yards of 6 wire anchor fence, including 9' gate (this was to enclose the entire Government area, including the Defence Department's Reserve) (£20)
- cutting a flight of steps in stone (£5)<sup>25</sup>

Following the supply of hatching boxes by McCarthy, the construction of a water wheel and pit and with the completion of the cutting of existing stone ledges and the securing of filtering mats in February 1905, the Hatchery Complex was ready for commissioning. Frederick Aldrich, formerly Inspector of Fisheries at Port Hacking was appointed Keeper at the Gunnamatta Hatchery from 1st July that year at the increased salary of £150 per annum. Already however the Commissioners were reporting the undermining by the public of the stone walls surrounding the area.<sup>26</sup>

The Commissioners were able to report that the Hatchery came into full operation at the beginning of 1906, the initial stock comprising whiting, red bream, flathead, trevally and crayfish. Later a few schnapper and other deep sea fish were introduced. These all flourished in their new surroundings but disappointingly refused to spawn. Dannevig travelled to Hobart to escort 1,200 flounder taken from the Derwent River to Gunnamatta. 1,050 survived the voyage and were liberated in the fish pond.

Eggs from the first collection of roe a few days later were transferred to the hatchery apparatus for development. When a second shipment of 1,100 flounder was received in July 1905, resulting in a total output for the season of over 20,000,000 liberated into Port Hacking, Botany Bay, Middle Harbour and Brisbane Water, expectations were buoyant.<sup>27</sup>

#### 4.1.6 Troubled Waters

Dannevig's reputation grew with the success of the hatchery; he was 'loaned' to the Commonwealth in 1907 to prepare plans for construction of the Fisheries Investigation vessel, to Victoria to advise the Government on a site for a fish culture station and advised local councils on matters of river health and suitability. He travelled the State investigating and advising on inland fish and fisheries. David Stead, the Department's Naturalist, published and lectured widely, enhancing the Department's reputation at home and abroad.<sup>28</sup>

Dannevig's fame was such that in July 1908 he was appointed by the Commonwealth Government as Director of Fisheries for Australia, his main purpose to be the investigation of the deep-sea fisheries off the Australian coast. His departmental car was sold (for £35)

as there was no further use for it, his position as Superintendent of Fisheries Investigations and Fish Hatcheries being left vacant. The Fisheries Board was distracted by such issues as the Fish Markets Inquiry, a proposal to establish a Government aquarium at Manly and the 'unsuitable and inconvenient' accommodation in which they were compelled to hold their meetings.

But with the departure of Dannevig, gloom seems to have settled on the Hatchery. No flounder importations were made in 1908 and the only work carried out was some crayfish hatching. The varieties indigenous to the State's coastline would not spawn in the ponds, except for a few whiting. During the year only one and a half million fry were hatched, a small number of which were preserved as specimens and the remainder liberated in Port Hacking. Observation and recording of the species occupied the staff, with visitors to the site becoming increasingly important - over 600 visitors were recorded as visiting the site in 1908. While propagation activities were stagnant, the hatchery was by no means neglected - minor improvements and repairs took place - the roof of the spawning pond at the Hatchery was strengthened by the erection of concrete pillars along the centre of the pond, a new stone path was formed from the hatchery to the boatshed and new skids for the boats were laid down.<sup>29</sup>

The 1909 season was more productive following a further importation of Tasmanian stock, with some 7,000,000 fish and 4,000,000 crayfish being liberated - but still a far cry from the initial projected figure of 100,000,000 (see above). More worrying was the fact that there was no evidence that the large quantities of flounder fry previously liberated were surviving, although the Board pointed out that no systematic search with suitable equipment had been made.

The Board was clearly concerned about the hatchery's viability and recommended to the Government that 'the Establishment be carried on as a Marine Biological Station...giv[ing] special attention to the investigation of the early history of our fishes and crustacea rather than to the hatching solely of sea fishes.' However the Government did 'not consider...[it] opportune to carry out the suggested alterations.'

Gunnamatta Keeper, Frederick Aldrich, increasingly spent his time involved with the development of inland fishery activities, particularly in the Jenolan Caves area. A wire-netting enclosure had been erected at the Maianbar Fishery which continued to operate using methods which allowed the flounder to 'deposit their spawn in a natural way' in Cabbage Tree Basin.<sup>30</sup> Over time Gunnamatta Hatchery began to release its' Tasmanian flounder fry into Cabbage Bay Basin as well as the open waters.

A new initiative was to make facilities at Gunnamatta available to the students of Sydney University to carry out biological work during September and the launch and gear were placed at their disposal. This continued for a number of years with useful research being supervised by Professor Anderson Stuart of the University and his assistant, Mr Kesteven but 'only a limited number [of students] availed themselves of the privilege.'<sup>31</sup>

~~The Gunnamatta Hatchery was not a happy working environment at this point.~~ David Stead, who had carried out the duties of Naturalist since the Hatchery's inception had anticipated (it is not clear with what encouragement from Dannevig) to succeed the latter as Superintendent of Fisheries Investigations & Fish Hatcheries. He apparently carried out these duties for some time but when the Board were refused to formalise his position he began a deluge of at times acrimonious correspondence with the Board members and others to expedite a decision. He also appears to have felt threatened by Frederick Aldrich, the Keeper of the Hatchery, whom Stead believed undermined his authority at the Hatchery.<sup>32</sup> To be fair the Board had its own preoccupations with new far-reaching legislation regarding fisheries administration being prepared and a cloud hanging over their own personal prospects.

With less than spectacular results being obtained in the fish nursery activities at Gunnamatta, new avenues were obviously indicated, and here Stead was forthcoming. He was clearly the instigator of the unsuccessful suggestion [4.1.37 above] that the site be converted to a Marine Biological Station where the only hatching operations would be simply a means of pursuing marine biology. To this end he submitted a report detailing how alterations could easily be carried out to the main hatchery building to convert it into an aquarium. Stead believed the hatchery operations were superfluous because of 'our great fish-fauna, so rich in both species and individuals.'<sup>33</sup>

Advice from various sources was given to the Chief Secretary as to possible means of improving the viability of Gunnamatta, increasingly centred on attracting the public for educational and recreational visits; this involved extending the number of visiting days and additional assistance to the Keeper was suggested. It is not clear whether this advice was accepted.

Controversy enveloped the hatchery at this vulnerable period : in response to an earlier letter suggesting the Government find more funds for the hatchery, an anonymous letter to the editor of the *Sydney Morning Herald* on January 7, 1910. 'M' was highly critical of the methods used at the hatchery, pointing out that because there was no 'nursery' for the flounder fry, they were liberated at the three day old stage into local waters - a practice, it was claimed, 'on a par with putting three-day-old chickens into a ferret coop'. The practice was obviously unsuccessful, 'M' rightly claimed, as despite the millions of fry liberated no effect could be determined on local fish stocks. And as to the scientific study of local fish located in the unsuitable conditions 'in the dug-out pond', it was ludicrous to believe that a fish would 'exhibit...to the student as he was meant to his natural habits'.

The Chairman of the Fisheries Board, Frank Farnell, was of the opinion that the Board should not respond to anonymous criticism 'unless the gentleman came from behind the hedge' and ordered a report prepared detailing the activities of the hatchery for the Chief Secretary. The Board itself however appears not to have supported him and he prepared a note (it is not clear that this was published or circulated) which stated that he had not been involved with the foundation of the establishment, that he was opposed to its continuance purely as a sea-fish hatchery which he considered to be unnecessary and

that the Board had recommended to the Minister some time ago that the establishment should be converted into a marine station.<sup>34</sup>

#### 4.1.7 Fisheries (Amendment) Act, 1910

There was clearly Government and public dissatisfaction with the management of the Fisheries Board and this event could not have improved its reputation. New legislation amended the 1902 Act by establishing the principle of Ministerial administration and the former Board of Fisheries became the Fisheries Branch of the Chief Secretary's Department.

The amended Act 'contemplated' the appointment of a Chief Inspector of Fisheries and an Advisory Board consisting of no more than five persons to advise the Minister, who was charged with the control and regulation of the sale of fish and oysters, whether produced in the State or imported. The Amendment was not implemented until early in 1911, when it was 'not deemed necessary to...appoint...an Advisory Board as experience has shown that such a board is not so far necessary.' The staff moved from Richmond Terrace to the Chief Secretary's Department<sup>35</sup>.

The legislation appears to have had little effect on the hatchery operations, which continued to stagnate especially after the Keeper, Frederick Aldrich, resigned to take up the Chief Inspectorship of Fisheries in Western Australia. The long overdue appointment of a permanent replacement for Dannevig (who had resigned in 1908) eventuated in a separation of his former duties; J B Grane was appointed to the practical aspects as Supervising Inspector of Fisheries and D G Stead to the scientific as Superintendent of Fishery Investigation.

Hatchery work continued to be beset by problems; disease began to affect fish held in the spawning pond due to partial stagnation and imperfect oxygenation. In addition the pond was leaking and required re-concreting, which necessitated removal of the fish, so it was decided to let the matter stand over. The work of the hatchery was being further impeded by the influx of visitors, who reportedly interfered with the fish requiring the spawning pond to be enclosed by a wire-netting structure.<sup>36</sup>

During 1911 Stead was given permission to embark upon an experiment in curing and pickling fish caught at Port Hacking, adapting existing facilities at a small cost; the aim was to provide fishermen with expertise in these activities, using indigenous plants ('honeysuckle banksia' and eucalypts) as fuel for smoking. A small smoke-house already existed at the Inspector's house at Port Hacking and was removed to Gunnamatta. One side of the boat-shed was used as a drying room for suspended fish, which were arranged so as not to interfere with boat launching. Splitting was done in the net-room and a small empty area in the NE corner of the hatchery building was used for final arrangement and storage. Large quantities of product were not expected but a number of firms had expressed interest in purchasing them. J J Mair, who had experience in curing fish in Scotland was employed to take charge of this activity.<sup>37</sup>



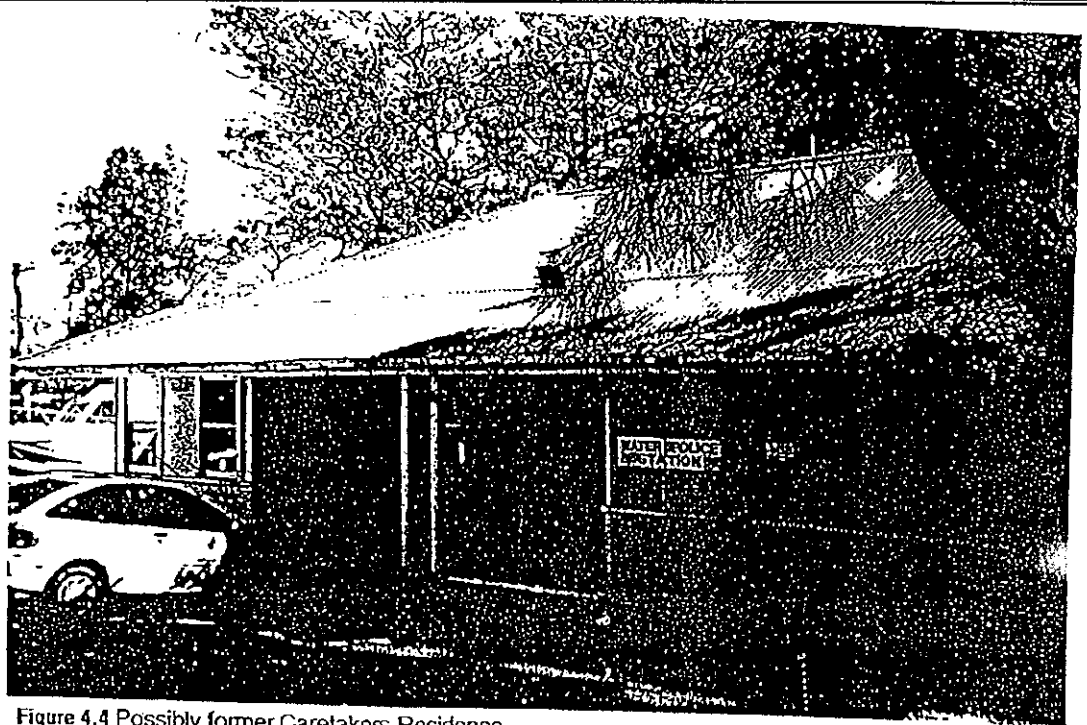


Figure 4.4 Possibly former Caretakers Residence

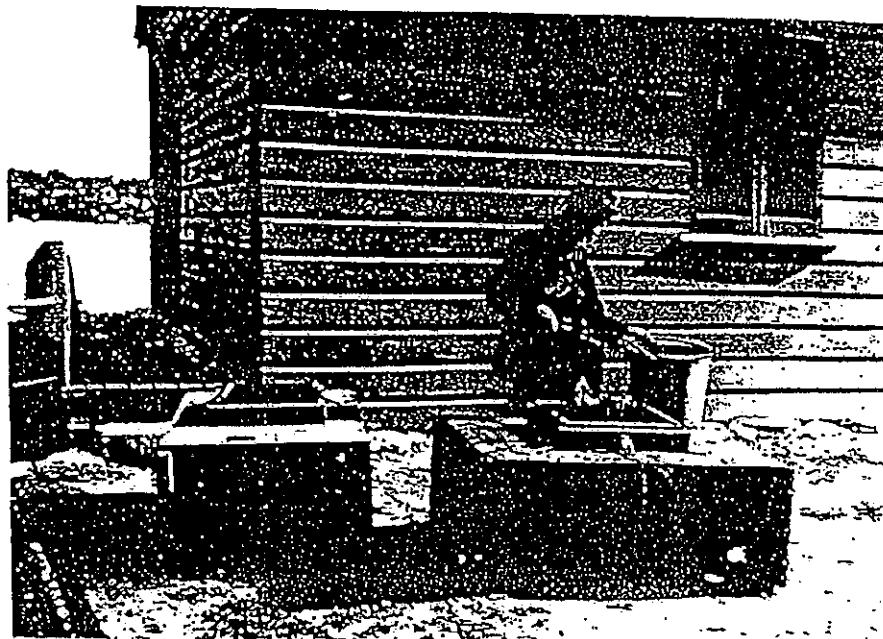


Figure 4.5 "Transferring fish from portable tanks" (undated photo in CSIRO at sea, p12). Note Boat Shed in background.

Within weeks, controversy had erupted in the press; local residents were incensed on a number of points: the downgrading of the scientific activities at the hatchery, the visual impact, not to mention the odour, of fish-curing on the site, the netting of fish in the closed waters of Port Hacking and the 'practical shutting off of the...one of the finest spots on the river...from the public.'<sup>38</sup>

In a letter of explanation to the Under Secretary, Stead expressed the view held by both he and the local Inspector of Fisheries that the criticism was emanating from a very influential movement in Cronulla which sought the practical handing over of the hatchery area to the public for a pleasure resort. Stead had previously complained of the intrusion at all hours of holiday-makers and picnickers, when visitation was again restricted to two afternoons per week and only on the possession of an order from the Chief Secretary. As a result of the public outcry, the curing experiment was discontinued and the assistant Mair, was eventually dispensed with.<sup>39</sup>

Calm descended on Gunnamatta Bay until February 1914 when during unusually muggy and thunderous weather a large number of fish at Gunnamatta died. Water samples revealed very low oxygen levels which, combined with the weather conditions, resulted in vast quantities of micro organisms which killed all the fish except the sea mullet and crayfish.

In response to this event former Chairman of the Board of Fisheries Frank Farnell wrote a long explanatory letter to the press, claiming that the original concept (which, he emphasised, had been worked by political influence and with which he had not been involved) of acclimatising English fish was mistaken. This situation was exacerbated by the Government's refusal to fund the construction of a nursery pond to allow reasonable growth of the fry before liberation. Farnell reiterated strongly that he did not want to see the hatchery closed but wished to see the continuation of hatching suitable fresh-water species and indigenous fish such as Murray cod.<sup>40</sup>

#### 4.1.8 Temporary' Closure

Farnell may not have intended to hasten the Gunnamatta Hatchery by the publication of his letter and the resultant public discussion but that is what was achieved. Finally in July 1914 the decision was taken to close the hatchery 'temporarily' and the remaining sea mullet and crayfish in the spawning pond were netted and liberated into the waters of Port Hacking. A month before, David Stead had travelled to Europe to make enquiries into the fishing industry and to arrange for the initiation of the trawling industry into NSW, which was to provide a new direction for both Stead and the Fisheries Department.<sup>41</sup>

Despite the stated 'temporary' nature of the Gunnamatta closure, it began to appear increasingly permanent. Henry Aldrich, Fisheries Inspector at Port Hacking, was moved, with his family, to the hatchery in 1914, combining the activities of inspector and caretaker. The hatchery still received occasional visitors although no hatching was carried out.

---

Aldrich and his family remained at Gunnamatta until 1920 when he took charge of the Sydney fish markets.<sup>42</sup>

In the intervening period little mention of Gunnamatta Hatchery is found in official records: a good deal of termite damage to the buildings was reported in 1917, necessitating repairs and renewals and treatment by 'the white-ant expert'. The following year complaints were received from a local resident that fisherman had established a camp at Gunnamatta Point within the Hatchery grounds and spread their nets out to dry on the Departmental boat skids. However the offenders moved on request and those operating at Salmon Haul were given permission to spread their nets on the wall and wharf at the boatshed.<sup>43</sup> After nearly fifteen tempestuous years, the Hatchery 'went with a whimper rather than a bang'. A report on the Port Hacking district in the *Annual Report for Fisheries* for 1917 serves as an depressing obituary:

*'Tests were made...in the early part of...[1917], with a specially constructed net, to endeavour to ascertain whether the Tasmanian Flounder had become acclimatised in the waters of Port Hacking.*

*'The operations were carried out in Cabbage Tree Basin, Gunnamatta Bay, and various parts of the river. Several species of ground fish were captured, but no Flounder.*

*'About 44,000,000 fry of the Tasmanian Flounder were liberated in Port Hacking and other coastal waters between the years 1906 and 1910, and no evidence has been obtained of their acclimatisation in the waters of this coast. It may be that the fish found the local conditions unfavourable, and returned to the southern waters from which their parents came.'<sup>44</sup>*

## 4.2. Stage 2 - CSIR and CSIRO, C 1936 - 1984

### 4.2.1 1936-1939

There is a direct link between the work of Harald Dannevig (as NSW Superintendent of Fisheries Investigations and for the Australian Government on the Fisheries Investigation vessel *Endeavour*) and the establishment of the Council for Scientific and Industrial Research (CSIR). Following Dannevig's work and death, an Advisory Council of Science and Industry was established in 1916 by Prime Minister Billy Hughes, modelled on the Great Britain example. The Advisory Council became the Institute of Science and Industry and in 1926, the Council for Scientific and Industrial Research. The Council's brief included the initiation and conduct of research in connection with or for the promotion of primary and secondary industries, the training of research workers, the making of grants for pure research and the supervision of the testing of scientific apparatus and standardisation.<sup>45</sup>

In 1926 H F Heath's *Recommendations for the Reconstitution of the Commonwealth Institute of Science and Industry* had promoted the establishment of a fisheries section and in July 1927 the National Fisheries Conference had urged the Commonwealth to set up an organisation for fisheries investigations; nothing however had eventuated. By the

mid 1930s there was a growing realisation that the problems which faced the fishing industry and the scientific investigation of indigenous varieties could best be solved by cooperation between the States (especially where they shared waterway boundaries) and a national approach supervised and funded by the Federal Government. Recognition at Federal level was apparent with the Cabinet decision of July 29, 1935 which resulted in CSIR assuming responsibility for the recently initiated fisheries investigations section originally established under the auspices of the Development Branch of the Prime Minister's Department.

Simultaneously the NSW Government determined to reinstitute scientific research in tandem with the enactment of new comprehensive fisheries legislation. It was careful however to avoid duplication of the work of other bodies such as the CSIR, Universities and Museums. G. L. Kestevan was appointed Scientific Investigating Officer to the State Fisheries organisation in March 1937 and an Advisory Council of various organisations with an interest in fisheries was established to advise the Minister. On the interstate front, a conference to discuss the position of inland fisheries was held in Melbourne in October, with particular reference to alleged depletion of supplies.<sup>46</sup>

The CSIR's initial program of fisheries research comprised:

- (i) Exploration of fishing grounds by a specially designed vessel
- (ii) Experiments in canning...and the manufacture of fish by-products
- (iii) Tests for methods of curing and preserving fish, especially the more common varieties
- (iv) Marine biological investigations, including research into the life histories, distribution &c. of economically important fish.

The biggest hurdle was seen to be the dearth of appropriately trained and experienced staff to implement the program. After extensive enquiries overseas Dr Harold Thompson was appointed OIC of the Fisheries Investigations Section but not before some administrative complications. Thompson, the British Government Fisheries expert in Newfoundland had accepted the post for five years at a salary of £1,000 per annum and was aghast when he found that the salary offered was in pounds Australian rather than pounds sterling. A compromise of an immediate rise of £250 was negotiated. A local candidate, Captain Flett, was appointed master of the Council's fisheries investigations vessel.<sup>47</sup>

To combat the lack of local expertise two Australian graduates were sent overseas for two years' postgraduate training in scientific fish preservation and marine biology, financed by the Science and Industry Endowment Fund. Over the next three years a marine biologist (Professor W J Dakin), a hydrologist, a bacteriologist ( E J Fergusson Wood) and a graduate technical assistant were appointed and aerial reconnaissance was begun by Stanley Fowler in a seagull amphibian off NSW, Victoria and Tasmania.

Plans for a research vessel, the *FVR Warreen* (Aboriginal for 'the sea') were begun at Cockatoo Island Shipyard, the building of which was carried out by the Melbourne Harbour

~~Trust in 1936/37.~~ The first cruise left Melbourne in May 1938. The Council's mandate to carry out fish preservation investigations was set in motion by the planning of laboratories and experimental cold chambers in Sydney and a skilled fish curer was sought to determine the most suitable fish varieties.<sup>48</sup> An enormous vitality and enthusiasm is evident in official documentation of the period, and coupled with previously undreamt of levels of funding, enormous progress was made in the establishment of national fisheries investigations.

This led to the re-birth and devitalisation of Gunnamatta Bay Hatchery, apparently idle since 1920. Thompson, the newly appointed OIC of Fisheries Investigations, first chose a site for the new laboratory at Portsea in Victoria but soon realised its unsuitability. In August 1937 he recommended the old Port Hacking site, which the Minister subsequently approved; the Minister further suggested that Dannevig's old buildings could still be used, a decision which David Tranter believes resulted in 'the section [being] saddled with those derelicts for the next 40 years'.<sup>49</sup> The site was transferred to the Commonwealth the following year, with provisions made to also house the NSW Fish Biology Branch and occasional use by students of The University of Sydney. The Fisheries Section moved from Melbourne in April 1938 and planning began for additional buildings and renovations at the site; the newly-erected biological laboratory was occupied during the last week of June, 1939. Restoration works cost £167/10/- and the main building £15,000.<sup>50</sup>

The CSIR Annual Report for 1938-39 gives a bird's-eye view of the site at the time of occupancy and an indication of the work being carried on:

*The [biological laboratory] building contains offices and a strong room, one bacteriological and one chemical laboratory (with common preparation room), five biological laboratories, a dark room, a balance room, a library, a stock room, and a draughting room. Several storage rooms and a workshop are also included in the new works. The pre-existing (hatchery) works have been re-conditioned and adapted. They include a centrifugal pump with pipe-line to a 25,000-gallon concrete sea-water reservoir, from which there is a gravity feed to the former hatchery buildings, which have been converted to contain two biological laboratories, a projector room, and a large main experimental aquarium. The latter is supplied with ordinary sea-water under pressure, and conditioned (heated or chilled) sea-water is also available for experimental work. Extra working space is also available in this room, which is fitted in addition with three thermostatically controlled refrigerating chambers (two maintained at zero and one at 30° F.), and a small canning plant. A small commercial-type smokehouse and a net-storage and fish-processing shed have been built on the foreshore, while a small jetty has been constructed from the end of which certain experimental work can be carried out. The large concrete tidal pond (100 feet x 42 feet) will be re-conditioned during the coming year. For estuarial surveys, a 16-vet. 3½ h.p. skiff has been constructed, and, for field work, a 2-ton Bedford mobile unit has been acquired and fitted with the necessary apparatus.'*

<sup>51</sup>

#### 4.2.2. The War Years 1939-1945

The effects of the onset of World War II were slow to impact on the CSIR. Initially Harold Thompson argued against any change in the section's program, but as the reality of the war began to impact on Australia, the Fisheries Investigations Sections prepared to meet the challenge of substantially reduced if not total withdrawn of overseas food supplies. Appropriate changes were made in the direction in their research: food preservation -

canning and smoking - and fish liver oil production gained a higher profile, at the expense of bacteriological research, and the possibility of achieving the production of agar (a seaweed by-product used commercially and pathologically) was investigated. In an effort to solve problems of winter mortality of oysters and ensure a continuous food supply, the NSW Fisheries Department provided funds for the appointment of an additional officer to the CSIR Fisheries Investigations Section. The *Warreen* was commandeered by the Navy in July 1942; this action, together with the redirection of the section's activities led to a degree of dissatisfaction amongst the staff despite their commitment to the war effort. This was unfortunate as much research of longterm value was achieved, notably in improving standards of canning tuna and other fish (in conjunction with the CSIR's Division of Food Preservation) and experimenting with various net fishing techniques.<sup>52</sup>

#### 4.2.3 Post War Reconstruction and the CSIR

Immediately after peace was declared, the CSIR Executive split the fisheries division into scientific and exploration activities. No sooner was this implemented than the Government adopted an idea floated during the war that, a separate fisheries authority be set up within the Department of Commerce to control and develop fisheries. Over time this authority (later the Fisheries Department of Primary Industry) took over these elements of CSIR's activities leaving the CSIR to continue its scientific research on fisheries as had originally been intended. The *Warreen* returned to service after Naval secondment, joined by a second research vessel, the wooden ketch *Taipan*, allowing the resumption of exploratory cruises.<sup>53</sup>

#### 4.2.4 Post War Expansion

The immediate post war years were times of expansion and growth for the CSIR's Fisheries Section; improvements and additions were made to the laboratory at Cronulla in 1947; branch laboratories in Melbourne, Perth and Hobart came into operation followed by marine stations at Dunwich (completed 1949) and Thursday Island (1948), the latter for pearlshell research. In addition to the laboratory additions, two wooden hostel buildings were constructed (currently the Tuna Building and the Scientific Staff Offices) located north and northwest of the Administration Building. Their initial purpose was reputedly as hostel accommodation for post World War II migrants being trained in fishing techniques but they appear to have been first used for the first technical training school for the fishing industry under the Commonwealth Reconstruction Training Scheme in January 1947. These buildings were later used to house scientific offices and, with the addition of a large radio mast, the radio operations room which maintained contact with research vessels and buoys.<sup>54</sup>

#### 4.2.5 CSIR Becomes CSIRO

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) was established on 19th May 1949 with the proclamation of the Science and Industry Research Act 1949, replacing the former Council for Scientific and Industrial Research

---

(CSIRO). The powers and functions of the new organisation differed little from its predecessor, however there was a major change in administrative responsibility - CSIRO's governing body became an Executive of five persons rather than a large Council, although an Advisory Council remained. The Executive was headed by Dr I Clunies Ross as Chairman, following the retirement of the former CEO of 20 years' service, Dr David Rivett.<sup>55</sup>

Over the next few years the main changes were the transfer of the work on fish preservation to the Division of Food Preservation and Transport in 1951 and the intensification of whaling investigations with a view to the development of an Australian industry in 1952. Experiments were begun at Maianbar, Moreton Island Lagoon (near Dunwich Research Station) and Lake Dobson (Tasmania) for the guidance of future large-scale experiments in estuarine fish farming. With regard to this experiment, a dyke at Maianbar was constructed, with gates to be placed in position after an ecological and hydrological survey of the area in its enclosed state had been completed.<sup>56</sup> It is not clear how long these experiments continued.

Without extensive research in the archives of CSIRO, information regarding Cronulla/Gunnamatta during the following twenty five years is not easily accessible. The Division was renamed Fisheries and Oceanography in January 1956 and remained so under the Division split into two separate divisions in March 1981. From 1945 a large number of state, national and international conferences were held at Cronulla in addition to training schools, meetings and workshops (see Chronology below). A Marine Biochemistry unit was established in April 1971 and an Estuarine Ecology program in Port Hacking began in April 1974. In 1976 the new Fisheries Biology building was completed.

#### **4.2.6 CSIRO moves on**

A watershed for the CSIRO, NSW Fisheries and the old Cronulla site occurred in October 1981 with the Parliamentary approval of the construction of new Marine Laboratories for the CSIRO in Hobart. Although the CSIRO Fisheries and Oceanography facilities at Cronulla were transferred back to the NSW Government in March 1984 and the new Hobart laboratories were completed in September of that year, it was not until January 1985 that the CSIRO Cronulla laboratories formally ceased operation. The site was by then already occupied by the Division of Fisheries of the Department of Agriculture for the establishment of a Fisheries Research Institute.<sup>57</sup>

### **4.3 Stage 3 - NSW Fisheries Research Institute, Cronulla 1984 to Present**

#### **4.3.1. Retrospective**

Following the closure of the hatchery the Dept of Fisheries became disinterested in research and preoccupied with more pragmatic matters. The hoary question of who

should oversee the city and suburban fish markets and to what standard was eventually resolved cooperatively. Dannevig's and Stead's persistence was rewarded in 1915 with the purchase by the NSW Government of three steam trawlers from England to establish an otter trawl fishery based in Sydney. The NSW State Trawling Industry was established under Stead's management; this state-owned enterprise was in tandem with others such as State Brickworks, and opened a fish shop in Sydney. Due to mismanagement, Stead was dismissed but by the time the fleet was sold to private enterprise it numbered seven. However, state owned enterprises were deemed unsuccessful and the Fisheries Dept. concentrated on regulating the industry and supervising fish marketing.

A number of administrative changes had taken place since the Cronulla site left the management of the Fisheries Department of the Chief Secretary's Department of NSW. In 1935 the Fisheries and Oyster Farms Act had set out the powers and functions of the State Minister in relation to fisheries generally. A related event was the establishment of the NSW Fish Authority in December 1963 (renamed Fish Marketing Authority in 1970) to coordinate fish marketing throughout NSW. The Fisheries Department became NSW State Fisheries in 1975, to be almost immediately re-established as a separate Department under the Minister for Conservation and Director of Fisheries in May 1976, following the election of the Wran Government. Just prior to the re-occupation of the Cronulla site, NSW State Fisheries was abolished as a separate Government Department and became the Division of Fisheries of the Department of Agriculture.

#### **4.3.2 Return to Cronulla**

The return of the Cronulla facilities considerably strengthened the Department's fisheries' research capability. The research staff were quickly installed at the newly renamed Fisheries Institute Research, Cronulla (FRI) and facilities were considerably upgraded.<sup>58</sup>

During 1986-87 a review of fisheries research recommended that more senior scientific officers be appointed to the policy and management area to relieve research staff at the Institute of some administrative duties. However only one additional position was created. A review was also conducted of the Department's Aquatic Reserves activities as a result of which this function was transferred from the Institute to the policy section of the Division of Fisheries. Discussions were also held with the National Parks and Wildlife Service and the Department of Lands officers to develop a more coordinated approach to aquatic reserve management.<sup>59</sup>

A major research project conducted by the Institute following the election of the Liberal-National Coalition Government in March 1988 was the assessment of the Water Board Deep Ocean Outfall. This was a new application of the Institute's research skills and facilities initiated because the NSW Water Board proposed discharging treated sewage from Sydney into the ocean through outfalls located three kilometres offshore. Sewage was proposed to be pumped through a series of pipes and tunnels to dissipaters placed ten metres off the ocean floor. The Board commissioned the Institute to carry out pilot studies on the methodology as assessing and monitoring the impact of the outfalls on the habitat and aquatic fauna near the sites. As a result a four-year contract was entered into



~~between the Division and the Board to carry out offshore research. In addition freshwater research and development projects were carried out cooperatively with officers at Narrandera and Cronulla.~~<sup>60</sup>

In 1989 independent consultants Peat Marwick Hungerford reviewed the Division of Fisheries and recommended a restructure of the Division. Recommendations affecting the Fisheries Research Institute at Cronulla resulted in the creation of the position of Deputy Director and the deletion of three positions of Senior Biologist. Marine fisheries research, exploration and resource assessment continued to be centred at Cronulla with the support of the Fisheries Research Vessel *Kapala*. As a result of these activities it was possible for the Institute to provide accurate statistics enabling an allowable catch of 3000 tons per licence to be introduced in 1988 - a most practical application of the Institute's work.<sup>61</sup>

The success of the consultant research and assessment for the Water Board prompted the adoption of more entrepreneurial research activities by the Fisheries Research Institute. The Annual Report of NSW Agriculture & Fisheries for 1989-90 detailed commissions from four outside organisations (Fishing Industries Research and Development Council, Department of Defence, State Pollution Control Commission and Water Board) completed by the Institute for a revenue of \$2.5 million. This represented over one third of NSW Fisheries total research budget. On a more philosophical level, recognition of the Institute's international reputation in fisheries research was acknowledged with the visit to the Fisheries Research Institute in February 1990 of Captain Jacques Cousteau. Staff engaged Cousteau in discussion of local research programs and an exchange of ideas on global marine issues including man's increasing pressure on the aquatic environment.<sup>62</sup>

These events occurred against a turbulent background of political controversy, administrative confusion and abysmally low staff morale. The Government determined in September 1989 that the Head Office of Fisheries would relocate to Orange, a decision which met determined and vocal opposition from the outset. Despite formidable outlay on the proposed move, the decision was rescinded in June 1991, Fisheries was transferred from Department of Agriculture to the new Ministry of Natural Resources and the Head Office of the new Division, to be known as NSW Fisheries, was eventually established at St Leonards in Sydney.

In the interim NSW Fisheries staff who had vacated the Head Office premises in the McKell Building in July 1991 were accommodated at the FRI at Cronulla, most accommodated in Building 13, with the Director located in Building 1 - until August when these staff moved to St Leonards. Refurbished premises at Cronulla were subsequently occupied by the new Finance and Personnel Branches and in March 1992 the Government announced that the Sydney Fish Markets would be retained and that the Head Office of NSW Fisheries would be located there.<sup>63</sup>

The FRI remains an integral part of NSW Fisheries, structurally, philosophically and physically. Over more than a century of change and development, NSW Fisheries and its forebears, while shedding much of the responsibility for management and regulation of the

industry, retains in its Corporate Goals the ideals which first led to the establishment of a fisheries industry regulatory and investigatory organisation:

1. Maximum Benefits From Use Of The Fisheries Resource
2. Appropriate Sharing Of The Fisheries Resources
3. Enhance Aquaculture Production
4. Community Ownership Of, And Responsibility For, Fisheries Resources
5. The Development And Support Of Our People And Organisation<sup>64</sup>

#### 4.4 Endnotes

<sup>1</sup> NSWLA - *ibid*, 1900, pp 7/8. At the time of writing this Report, there is severe public resistance across Australia to the consumption of oysters and fish generally as a result of contamination of oysters from Wallis Lakes.

<sup>2</sup> NSWLA - *ibid*, 1899, p 6

<sup>3</sup> Peter Pownall, *Fisheries of Australia*, Farnham Surrey, 1979, p 14/15

<sup>4</sup> *ibid*. Pownall records that 'the Plenty Hatchery is no longer used extensively as a trout hatchery, but is being retained as a place of historical interest. Still in existence there is one of the wooden troughs in which were hatched the first brown trout eggs to reach Tasmania [and Australia generally] alive.'

<sup>5</sup> NSWLA - *Annual Report - Fisheries of the Colony*, 1888, pp 1/2

<sup>6</sup> NSWLA - *Annual Report, ibid.*, 1895, p 6; *Brief Review of Trout Acclimatisation in NSW in ibid*, 1938, p 6

<sup>7</sup> NSWLA - *Annual Report, ibid.*, 1898, pp 7/8

<sup>8</sup> NSWLA - *Annual Report, ibid*, 1899, p 9

<sup>9</sup> *ibid*

<sup>10</sup> *ibid*, 1900, pp 4/7, 13, 35/36

<sup>11</sup> *ibid*, 1901, pp 1, 3/4

<sup>12</sup> *ibid*, 1902, pp 2/4

<sup>13</sup> *Guide to Colonial Secretary/Chief Secretary's Papers, State Fisheries Branch, Administrative Summary*, AONSW

<sup>14</sup> *Dept of Fisheries NSW Memo 2226, 5th August 1902, AONSW, Col. Sec Papers, State Fisheries, Misc. Subject Bundles, Gunnamatta Fish Hatchery 1909-10 (4/6635.1)*

<sup>15</sup> *ibid*, *Department of Fisheries Memo 2387*

<sup>16</sup> NSWLA - *Annual Report, ibid*, 1903, p 9

<sup>17</sup> *Dept of Fisheries No 2387, 2492, Col Sec/Chief Sec, State Fisheries Misc Subject Bundles, Gunnamatta Fish Hatchery 1909-10 (AONSW 4/6635.1)*

<sup>18</sup> *ibid*, *Minute 636, Memo 3084, 789, 3519, 3112*

<sup>19</sup> *ibid*, *Fisheries Inletter 3028*

<sup>20</sup> NSWLA, *Fisheries Annual Report, ibid*, 1902, p 5

<sup>21</sup> *Dept of Fisheries, NSW Copy Memo to Principal Under Secretary of Chief Secretary's Dept., 1st April 1903 (AONSW 4/6635.1)*

<sup>22</sup> *ibid*, *Memo from Chairman of Fisheries Board to Secretary ditto, October 10, 1903*

<sup>23</sup> *ibid*, *Dept of Fisheries Incoming Letter No 489, February 3, 1904*

<sup>24</sup> *ibid*, *Memo 4/2574 from Dannevig, September 19, 1904; File note confirming same, October 24, 1904*

<sup>25</sup> *ibid*, *Letter of Tender from C McCarthy, October 19, 1904; Memo to Fisheries Board from H C Dannevig, Superintendent of Fisheries, October 19, 1904*

<sup>26</sup> NSWLA - *Annual Report, ibid*, 1905, pp 12, 20

<sup>27</sup> *ibid*, 1906, pp 9/10

<sup>28</sup> *ibid*, 1907, pp 2, 8, 10

<sup>29</sup> *ibid*, 1908, pp 1, 5, 7, 9, 57

<sup>30</sup> *ibid*, 1909, pp 8/9, 46

<sup>31</sup> *Report On Gunnamatta Fish Hatchery by the Secretary to the Board of Fisheries, February 11, 1910, pp 3/4, AONSW 4/6635.1*

- <sup>32</sup> Memo from Secretary of Fisheries Board to the Under Secretary of the Chief Secretary's Department, December 21, 1910, and other correspondence on the matter at AONSW 4/6635.1
- <sup>33</sup> Suggestions as to the future use of the hatchery buildings at Gunnamatta Bay, by David G. Stead, May 18, 1909 and subsequent correspondence, AONSW 4/6635.1
- <sup>34</sup> Sydney Morning Herald, January 7, 1910; file notes and memos 118/169, AONSW 4/6635.1
- <sup>35</sup> NSWLA, Annual Report, Fisheries, 1910, p1/2, 7; 1911, p1
- <sup>36</sup> *ibid*, 1912, pp 1,3
- <sup>37</sup> *ibid* 1912, p3; Memo 1581/382, Stead to Under Secretary, May 15, 1911; Memo 3315/423, Scheme of Work...by Stead, August 2, 1912, AONSW 4/6635.1
- <sup>38</sup> Sydney Morning Herald, Letters to the Editor, 'Gunnamatta Hatchery - Fish-Curing Experiments', October 21, 1912; 'Gunnamatta Fish Hatchery', October 22, 1912
- <sup>39</sup> Memo No 3315/423 re Fish-curing experiments...J a Brodie, October 22, 1912, with attached report by Stead AONSW 4/6635.1
- <sup>40</sup> Sydney Morning Herald, February 20, 1914, 'The Port Hacking Fish Hatchery'
- <sup>41</sup> NSWLA, Annual Report, Fisheries, 1914, pp 2, 4
- <sup>42</sup> Vivienne Mawson et al, (eds) CSIRO at Sea (Globe Press, Melbourne, 1988, 'A Boy at the Hatchery' by Frank Aldrich, pp 7/11
- <sup>43</sup> NSWLA, Annual Report *ibid*, 1917, p 1; 1918, p 4
- <sup>44</sup> *ibid*, 1917, p 2
- <sup>45</sup> Commonwealth of Australia, Council for Scientific and Industrial Research, 19th Annual Report, 1944/5, p 1
- <sup>46</sup> NSWLA, Annual Report, *ibid*, January 1936 to June 1937, pp 9/10
- <sup>47</sup> Mawson, *op cit*, pp 19/20
- <sup>48</sup> *ibid*; Commonwealth of Australia, Tenth Annual Report for the CSIR for 1936, pp 74/75; *ibid*, 1937, pp 62/64; NSWLA, Annual Report, Fisheries, January 1936-June 1937, pp 9/10; Mawson, *op cit*, Chronology, pp 211/212
- <sup>49</sup> David Tranter, 'Origins of the CSIR Fisheries Division', in Mawson, *op cit*, p 21
- <sup>50</sup> *ibid*, p 21; NSW Fisheries Biennial Report of Fisheries Research 1989-1991, p 4
- <sup>51</sup> Commonwealth of Australia, Annual Report CSIR, *ibid*, 1938-39, p 71
- <sup>52</sup> *ibid*, 1940-41, pp 60/61
- <sup>53</sup> Tranter, *op cit*, pp 22/26
- <sup>54</sup> Mawson, *op cit*, Chronology; CSIRO Research Report 1981-84, p 92
- <sup>55</sup> Commonwealth of Australia, CSIRO First Annual Report, 1949, p 1
- <sup>56</sup> *ibid*, 1951, p 68; 1952, pp 71/74
- <sup>57</sup> Mawson, *op cit*, Chronology
- <sup>58</sup> Report of the Department of Agriculture for... 1985, pp 24/25
- <sup>59</sup> *ibid*, 1986-87, pp 78-79
- <sup>60</sup> *ibid*, 1988, pp 91, 97
- <sup>61</sup> *ibid*, 1989, pp 49, 52, 55
- <sup>62</sup> *ibid*, 1989-90, pp 67/69
- <sup>63</sup> NSW Agriculture & Fisheries Staff Bulletins re Fisheries Restructure, June 17, June 26, 1991; NSW Fisheries Staff Memo re Office of Fisheries, July 24, September 11, 1991; NSW Fisheries Annual Report 1991-1992, np
- <sup>64</sup> NSW Fisheries Biennial Report of Fisheries Research 1992-1994 p 6

## 5.0 Personnel Who Influenced the Early Hatchery

### 5.1 Harald Kristian Dannevig (1871-1914)

Born near Arendal, Norway in 1871, Dannevig was born into a seafaring family. His father was a master mariner who had developed fish hatcheries and was regarded as the leading fisheries expert in Europe. Dannevig spent his childhood helping his father with his fisheries work in the hatcheries, netting and trawling. He studied at the University of Christiania (Oslo) but did not formally qualify.

Selected by the Fishery Board of Scotland in 1894 to supervise the completion of the Dunbar marine fish hatcheries, he later transferred to the Aberdeen marine station where he designed new plant and a tidal spawning pond and spent considerable time at sea trawling. He was appointed Superintendent of Fisheries Investigations and Fish Hatcheries in NSW and arrived in Sydney in August 1902.

He supervised what was claimed to be the most elaborate attempt to transport live fish ever made (mostly plaice) which were placed in landing ponds at Maianbar in Port Hacking. He chose the site of the new hatchery to be constructed at Hungry Point in Gunnamatta Bay and was soon working with Naturalist, D. G. Stead [q v] on both landbased and sea investigations.

His acclimatisation attempts were not successful but his work established recognition of the potential for fisheries research and regulation. He, with his colleague Stead, began the development of more scientific trawling and laid the basis for the ill-fated purchase of state trawlers by the NSW government.

After the breakdown of his relations with the chairman of the Board of Fisheries, Frank Farnell, he left the NSW government to become Commonwealth director of fisheries at a salary of £600 pa (reduced to £520 in 1911 for absence without leave and over-indulgence in alcohol). His main activity was centred on the investigation ship *Endeavour*, in which over the following six years he identified 6000 square miles (16000 square km) of trawlable fishing ground between Port Stephens and the south of Tasmania as well as fishing grounds in the Great Australian Bight. He published widely, convinced that Australia had rich resources which should be developed.

Dannevig was died when the *Endeavour* was lost with all hands after leaving Macquarie Island in December 1914. A shell from the Great Australian Bight and an island in the Glennie Group, off Wilson's Promontory were named after him, as was a large trawler commissioned in 1946 by the CSIR Marine Station at Cronulla.

[Adapted from S Murray-Smith, DANNEVIG, HARALD KRISTIAN in *Australian Dictionary of Biography* Vol.8, pp204/5]

## 5.2 David George Stead (1877-1957)

David Stead was born in St Leonards, Sydney in 1877 and grew up with a natural love of the sea and bush. He studied zoology at Sydney Technical College and joined the Linnean Society of NSW in 1898. After working as a compositor for some years, Stead was appointed a scientific assistant under Harald Dannevig [q v], but felt his lack of academic qualifications acutely all his life. He published a number of books and scientific articles and lectured widely.

After an unhappy period following Dannevig's move to the Commonwealth, when he anticipated being appointed to Dannevig's position, he was sent overseas in 1914-15 to investigate European and American fisheries for the government. From July 1915 to 1920 he was general manager of the State Trawlers Industrial Undertaking, which he had fostered and which satisfied his socialist leanings but he was dismissed because of public outcry over his controversial and costly management.

He went to Malaya in 1921 as fisheries inquiry commissioner and acting director of supplies to the British government. In 1925-26 he investigated various methods of rabbit eradication. An outspoken man with ideas before his time, he was an executive member of the State branch of the League of Nations Union and the foundation chairman of the International Peace Campaign. He was an effective popular scientific educator and advocate for conservation, not enthusiastically received in the 1920s and 1930s. In 1909 he helped found the Wild Life Preservation Society of Australia and presided over the Aquarium, Naturalists' and Geographical societies of NSW. He was involved with a wide range of naturalist associations and the Town Planning Association.

He was harshly depicted in the autobiographical work *The man who loved children*, written by his daughter Christina Stead, one of Australia's foremost literary icons. His son, David Darwin Stead, a prominent conservationist, was co-proposer of the declaration of a portion of North Sydney Harbour as an aquatic reserve in 1982.

[Adapted from G P Walsh, STEAD, DAVID GEORGE in *Australian Dictionary of Biography*, Vol. 12, pp 57/58]

## 6.0 Conclusion

Over the 135 years of European occupation and management of the Port Hacking Gunnamatta Bay site covered by this Study, technologies and levels of expertise have advanced to unimagined levels - from wooden exploratory vessels to aerial surveillance, modern craft and high technology monitoring equipment, computerisation, electronics and sophisticated chemistry laboratories. Yet the first Hatchery failed essentially because of insufficient funding to construct a nursery pond to nurture fish from the fry to sustainable size.

Other aspects of Fisheries' activities have a unexpected consistency and longevity. As pointed out, there is an amazing correlation between the aims of the early investigatory bodies and their modern day equivalents. Throughout the period there has been a consistent seeking of better knowledge of indigenous species and the education of the wider fishing community; the attainment of maximum benefit from the resource whilst ensuring its viability; the balancing of the needs and concerns of various sectors in the community - industry, scientific enquiry, public use and public health, environmental issues, economic constraint, political pragmatism.

Clearly the experience at both state and national level has proved that the separation of responsibility for management and regulation of the fishing industry from scientific investigation and development has resulted in the better management of all bodies concerned with fisheries activities, removing much of the tension between them and resulting in higher levels of cooperation between agencies.

Changes in the delegation of state and federal responsibilities - demonstrated at Cronulla by the pendulum swings between state and federal control - have had a dramatic effect on the conduct of fisheries research, the recognition of the need for appropriate state and/or federal management and supervision of aspects of the industry, and on the prospects and development of the industry as a whole. In addition the growing awareness over this century of need to invest more heavily in industry research and development, while never adequate for departmental needs, has nevertheless had an appreciable influence on the range of disciplines and facilities available. With philosophical roots in the 1860s, it is obvious that the work continues to be perceived as not only an appropriate activity of Government, but one which can only be effectively pursued by Government agencies.

Although the environmental movement has had a generally 'green and leafy' public image, it has greatly impacted upon fisheries across a wide range of issues, from endangered species to water quality and sewage outfalls - an interesting development from the early 1900s when the Board of Fisheries was quite complacent about the effect the level of sewerage in Sydney's coastal waters may have had upon the quality of fish supplies.

All these issues and events have impacted upon the old hatchery site at Cronulla to greater and lesser degrees over the period. Despite the occasional response that the old buildings are no longer appropriate for a modern scientific establishment, they serve as a

physical link in our group consciousness between the first stumbling attempts at scientific enquiry and the rescue of an precious endangered resource and the present level of sophisticated research which now takes place within the grounds.

Much has been achieved and much of that achievement has taken place within the confines of the old Gunnamatta Hatchery, the first marine investigation site in Australia.

## Chronology of the Development of Fisheries in Australia

- 1865 NSW Fisheries Act, 1865 passed as a result of a public enquiry held into the loss of fish populations in the Sydney vicinity
- 1865 Dec: First Melbourne Fish Market opened on site of present Flinders Street Railway Station
- 1872 Sydney's first Fish Market opened in Forbes Street, Woolloomooloo
- 1881 NSW Commissioners of Fisheries appointed under Fisheries Act 1881
- 1902 May: Harald Kristian Dannevig appointed superintendent of NSW Fisheries Investigations
- 1904 Tender for £1371 for construction of a fish hatchery at Hungry Point, Cronulla accepted; construction begins
- 1903 Under the Fisheries Act, 1902 the NSW Commissioners of Fisheries were replaced by the Board of Fisheries
- 1908 July: Dannevig resigns from NSW Fisheries and appointed first Commonwealth Director of Fisheries Investigations
- 1911 Under the Fisheries Act, 1910 the Board was dissolved and the fisheries of NSW placed under ministerial control as Chief Secretary's Department - Fisheries Branch
- 1914 July: Cronulla hatchery 'temporarily' closed - fish stocks released
- 1915 NSW Government bought three steam trawlers from England to establish an otter trawl fishery based in Sydney
- 1915 A shop owned and run by the NSW State Trawling Industry opened in Sydney to sell fish - first fish shop in Australia to have airconditioning for displaying perishable goods
- 1917 July: Prof. WA Haswell (Zoology Dept., U/Syd.) proposes establishment of a marine biological station in Sydney
- 1923 NSW Government sold fleet of trawlers (now 7) to private enterprise. By 1928 increased to 17; 6.6 million kg fish. Because of overfishing, operation moved to area between Cape Everard & Flinders Is. for tiger flathead
- 1925 Factory ships introduced (initially for whaling)
- 1926 Jan: H F Heath's Recommendations for the Reconstitution of the Commonwealth Institute of Science and Industry include establishment of a Fisheries Section
- 1926 CSIR established by Act of Parliament
- 1927 Conference on Australian fisheries led to establishment of marine biological institution as part of CSIR
- 1929 July: National fisheries conference urges the Commonwealth government to set up an organisation for fisheries investigations



- 1933 Oct: Commonwealth Government allocates funds for fisheries investigations by the Development Branch. Four aspects: (i) procure survey vessel; (ii) experiments on fish-canning; (iii) curing and preserving fish; (iv) marketing fish
- 1935 Aug: Commonwealth fisheries investigations transferred to CSIR; Stanley Fowler seconded to CSIR; Prof. W J Dakin appointed marine biology adviser
- 1935 Fisheries and Oyster Farms Act, 1935 sets out the powers and functions of the State Minister in relation to fisheries generally
- 1936 Oct: First CSIR aerial survey of fish stocks made by Stanley Fowler in a seagull amphibian off NSW, Victoria, Tasmania
- 1937 Mar: Dr Harold Thompson takes up duties as OIC of CSIR Fisheries Investigation Section
- 1937 Aug: Thompson recommends Port Hacking site for the fisheries laboratory
- 1938 Mar: PM seeks acquisition of Cronulla from NSW Premier
- 1938 Apr: CSIR Fisheries Section transferred from Melbourne to the hatchery site in Cronulla - shares site with NSW Fish Biology Branch and research students from University of Sydney
- 1939 June: New Cronulla biological laboratory occupied
- 1940 May: CSIR Fisheries Investigation Section renamed Division of Fisheries; Chief : Harold Thompson
- 1941 Oct: First issue of *Fisheries Newsletter* (now *Australian Fisheries*) published at Cronulla
- 1943 May: West Australian branch of division established
- 1943 Autumn School in Oceanography organised
- 1943 Aug: Thompson appointed Controller of Fisheries during war period
- 1945 Aug: Third Marine Biology School held at Cronulla laboratories Sydney Fish Market taken over by NSW Government
- 1946 Oct: Commonwealth Fisheries Office established in Department of Commerce & Agriculture to co-ordinate fishing industry
- 1947 Jan: First technical training school for the fishing industry under the Commonwealth Reconstruction Training Scheme held in Cronulla; Hostels built to accommodate migrants to be trained in fisheries work
- 1947 Agreed that Commonwealth should supervise matters re extra- territorial waters; whaling, pearling, research & co-ordination between states. States maintained control of inshore fishing & fish inspection
- 1947 Proposal for marine stations at Dunwich and Thursday Island
- 1948 Thursday Island pearl shell research station established
- 1948 Stanley Fowler retires due to ill health

- 1949 Mar: Dunwich laboratory occupied
- 1949 May: CSIR reconstituted as CSIRO
- 1949 Control of Sydney Fish Market passes to Central Co-operative Trading Co.
- 1950 Apr: *Australian Journal of Marine and Freshwater Research* begins publication
- 1950 Apr: Division hosts the Second Indo-Pacific Fisheries Council
- 1953 Advisory Committee Review of Division of Fisheries
- 1954 Dec: Harold Thompson retires; Maurice Blackburn appointed Acting Chief
- 1956 Jan: George Frederick Humphrey appointed Chief
- 1956 Jan: Division renamed Division of Fisheries and Oceanography
- 1958 Division hosts Conference on the Oceanography of the Coral and Tasman Seas
- 1960 Geoffrey L Kesteven appointed Assistant Chief
- 1960 Division participates in International Indian Ocean Expedition (until 1965)
- 1961 George Humphrey, Head of Australian Delegation to Intergovernmental Oceanographic Commission (for 12 years)
- 1961 Jul: Humphrey elected President of Special (later Scientific) Committee on Oceanic Research
- 1961 Oct: First Fisheries Field Officers' School held at Cronulla
- 1962 Feb: Camberwell Laboratory (Melbourne) established
- 1962 Nov: Population Dynamics School held at Cronulla
- 1963 Tasmanian laboratory closed; Camberwell laboratory opened Dec NSW Fish Authority (renamed Fish Marketing Authority 1970) established to co-ordinate fish marketing throughout NSW
- 1964 Feb: Division hosts Symposium on the Seasonal Biological Cruises of Australia and France in the Indian Ocean
- 1964 Nov: Division conducts training course for FAO on mackerel and tuna research at Cronulla
- 1966 Feb: International Symposium on Hydrodynamics of Plankton Samplers held at Cronulla
- 1966 May 20: Marine Science School conducted at Cronulla
- 1967 Oct: Division hosts Australian/New Zealand Meeting on Decapod Crustacea
- 1969 Camberwell laboratory closed
- 1970 Feb: Kesteven, overseas since 1967, resigns as Asst. Chief to work for FAO NSW Fish Authority renamed Fish Marketing Authority
- 1971 Apr: George Humphrey retires as Chief

- ~~1971 Aug: David J Rochford appointed Acting Chief~~
- 1971 Apr: Marine Biochemistry unit established; OIC George Humphrey
- 1971/72 Deception Bay laboratory completed
- 1972 Aug: Kenneth Radway Allen appointed Chief
- 1973 Cabinet approves, in principle, construction of 220 ft ocean-going vessel for fisheries and oceanographic research
- 1973 Estuarine Group established; First Australian National Prawn Seminar
- 1974 Apr: Estuarine Ecology program in Port Hacking begins
- 1975 Jan: The administration of the Fisheries and Oyster Farms Act, 1935 was transferred from the Chief Secretary to the Minister for Lands and Forests
- 1976 May: NSW State Fisheries established as a separate Department under the Minister for Conservation and Director of Fisheries
- 1976 Fisheries Biology building at Cronulla completed
- 1976 CSIRO acquires new laboratory site at Karumba
- 1976 Dec: Western Australian Laboratory (Marrion) completed
- 1977 Jan: Physical Oceanography meeting at Cronulla
- 1977 Aug: K Radway Allen retired; David Rochford appointed Chief
- 1977 Sep: Northeast Regional Laboratory officially opened
- 1978 Feb: Workshop on Dynamics of the East Australian Current
- 1978 Feb: Bioassay Workshop
- 1978 Oct: Chlorophyll Methodology Workshop
- 1979 Feb: Acoustics Workshop
- 1979 Feb: Marine Algae Biology Workshop
- 1979 Aug: Physical Oceanography meeting in Cronulla
- 1980 Aug: David Rochford retires as Chief; Brian Stacey appointed Acting Chief
- 1981 Mar: Division of Fisheries and Oceanography split into two separate divisions
- 1981 Mar: Angus McEwan appointed Chief, Division of Oceanography
- 1981 Mar: Physical Oceanography meeting in Cronulla
- 1981 Aug: Phytoplankton Workshop
- 1981 Oct: Shirley Jeffrey appointed Acting Chief, Division of Fisheries Research
- 1981 Oct: Parliamentary approval given for construction of Marine Laboratories in Hobart
- 1981 Dec: First Fisheries Divisional Seminar at Cronulla

- 1984 Mar: Second Fisheries Division Seminar at Cronulla
- 1983 Mar: NSW State Fisheries abolished as a separate Government Department and became the Division of Fisheries of the Department of Agriculture
- 1984 Mar: CSIRO Fisheries and Oceanography facilities at Cronulla transferred to NSW Government, the site subsequently occupied by the Division of Fisheries of the Department of Agriculture for the establishment of a Fisheries Research Institute
- 1984 Sept: New laboratories in Hobart completed
- 1985 Jan: Cronulla laboratories formally cease operation - occupied by Fisheries Research Institute
- 1986-7 Review of Department of Fisheries research carried out - more senior scientific staff recommended for Cronulla Review of Department's Aquatic Reserves activities leads to transfer from FRI to Policy Section
- 1989 Independent review of Division of Fisheries recommends restructure - little effect on Cronulla Sept Decision to relocate Head Office of Fisheries to Orange
- 1991 June: Decision to relocate rescinded Fisheries transferred from Department of Agriculture to new Ministry of Natural Resources, Head Office established at St Leonards, Sydney July Head Office staff temporarily accommodated at Cronulla
- 1992 Mar: Announced that Sydney Fish Markets would be retained and Head Office of NSW Fisheries located there

**SOURCE: Much of the above information has been extracted from the Chronology contained in Vivienne Mawson et al, CSIRO at Sea**

**REGISTER**

<b>NSW FISHERIES HERITAGE AND CONSERVATION REGISTER</b>	
<b>HERITAGE REGISTER NO - F0001</b>	
<b>NAME OF ITEM:</b> Bushrangers Bay Aquatic Reserve	
<b>PROPOSED BY:</b> South Coast Conservation Society	
<b>LOCATION:</b> Eastern end of Bass Point, south of Shellharbour near Wollongong. 34°36'S, 150°54'E (approx. midpoint)	<b>DECLARED:</b>  Govt Gazette of 14 May 1982
<b>SIZE:</b> Approximately 3 hectares	
<b>SIGNIFICANT FEATURES:</b> Littoral zone, submarine cliffs, sublittoral reefs with kelp forest. Diverse fauna including invertebrates and fishes. Nursery for juvenile fishes including expatriate tropical fish. Protected area for novice divers.	
<b>GENERAL CONSERVATION PLAN:</b> The taking or disturbance of any fish or marine life is prohibited. Non destructive activities, such as diving and photography, are permitted.	
<b>Known threatened species:</b>  Eastern Blue Devil Fish ( <i>Paraplesiops bleekeri</i> ) Black Rock Cod ( <i>Epinephelus daemeli</i> )	<p><b>BUSHRANGERS BAY</b></p> <p>0 200 metres</p> <p>marine protected area</p> <p>MHWM=mean high water mark</p>
<b>Known threats to area:</b>  Illegal line fishing and invertebrate collecting	
<b>NSW FISHERIES - LOCKED BAG 9 PYRMONT 2009. PH (02) 9566 7800</b>	

**NSW FISHERIES HERITAGE AND CONSERVATION REGISTER**

**HERITAGE REGISTER NO - F0002**

**NAME OF ITEM:** Fly Point - Halifax Park Aquatic Reserve

**LOCATION:** Towards the southern headland of Port Stephens, NSW  
32°43'S, 152°09'E  
(approx. midpoint)

**DECLARED:**  
Govt Gazette of 28 Jan 1983

**SIZE:** Approximately 75 hectares

**SIGNIFICANT FEATURES:**

Natural features include rocky reefs, submarine cliffs and strong currents. Diverse species of invertebrates and fishes can be found, including juvenile expatriate tropical fishes. Popular spot for divers.

**GENERAL CONSERVATION PLAN:**

The taking or disturbance of any fish or marine life is prohibited, except as specified by Fisheries Regulations in a part of the area. Permitted activities include fishing by hook and line from the two jetties within the reserve and at Little Beach between them.

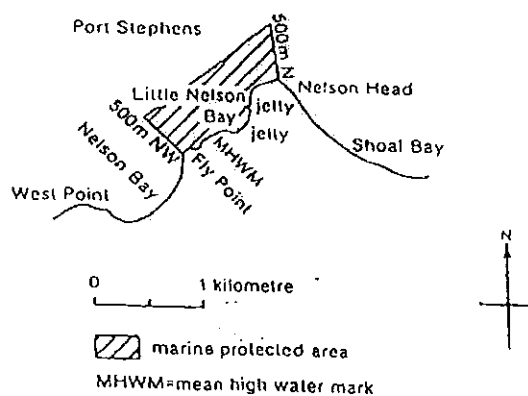
**Known threatened species:**

None identified, but reserve supports juveniles of various expatriate tropical fishes.

**Known threats to area:**

Illegal aquarium fish and invertebrate collecting; spearfishing of resident fish species

**FLY POINT—HALIFAX PARK**



NSW FISHERIES - LOCKED BAG 9 PYRMONT 2009. PH (02) 9566 7800

## NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

**HERITAGE REGISTER NO - F0003**

**NAME OF ITEM:** Julian Rocks Aquatic Reserve

**PROPOSED BY:** William Sylvester, Byron Bay

**LOCATION:** Offshore from the southern end of  
Byron Bay, NSW  
28°36'S, 153°38'E  
(approx. midpoint)

**DECLARED:**

Govt Gazette of 26 March 1982

**SIZE:** Approximately 80 hectares

**SIGNIFICANT FEATURES:**

The habitat consists of rocky reefs and sublittoral coral gardens and an underwater cave. Diverse fish fauna with both tropical and temperate species.

**GENERAL CONSERVATION PLAN:**

The taking or disturbance of any fish or marine life is prohibited except by methods specified in the Fisheries Regulations. Permitted activities include line fishing and non destructive pursuits.

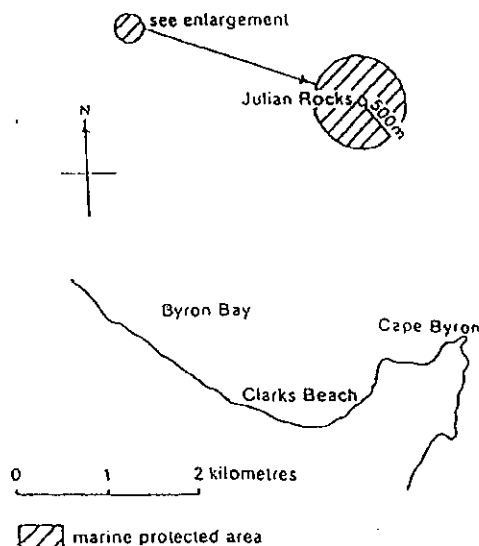
**Known threatened species:**

Black coral (*Antipatharia*),  
Grey Nurse Shark  
(*Carcharias taurus*),  
Large gropers  
(*Epinephelus* spp.)

**Known threats to area:**

Spearfishing; collection of coral  
and aquarium fish.

**JULIAN ROCKS**



**NSW FISHERIES - LOCKED BAG 9 PYRMONT 2009. PH (02) 9566 7800**



**NSW FISHERIES HERITAGE AND CONSERVATION REGISTER**

**HERITAGE REGISTER NO - F0004**

**NAME OF ITEM:** Long Reef Aquatic Reserve

**PROPOSED BY:** Isobel Bennett, University of Sydney

**LOCATION:** Adjacent to Long Reef Golf Course,  
Dee Why, Sydney  
33°45'S, 151°19'E  
(approx. midpoint)

**DECLARED:**  
Govt Gazette of 30 May 1980

**SIZE:** Approximately 60 hectares

**SIGNIFICANT FEATURES:**

Intertidal and subtidal rocky reefs with numerous tropical expatriate invertebrate species. Used extensively by school and university students as a marine ecology field study site. Severe depletion of invertebrate species by food gatherers.

**GENERAL CONSERVATION PLAN:**

The taking of any marine life is prohibited except by those methods specified in the Fisheries Regulations. Permitted activities include line and spearfishing, whilst collection of marine life for scientific and educational purposes is allowed under permit.

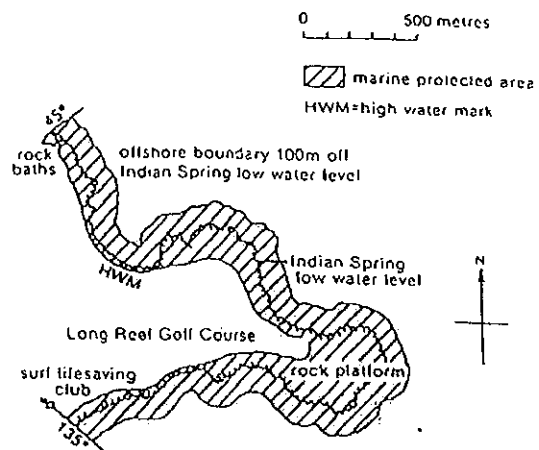
**Known threatened species:**

None specifically identified, although intertidal invertebrates have been greatly depleted in the past by over harvesting.

**Known threats to area:**

Collection of invertebrates for food and bait.

**LONG REEF**



NSW FISHERIES - LOCKED BAG 9 PYRMONT 2009. PH (02) 9566 7800.

**NSW FISHERIES HERITAGE AND CONSERVATION REGISTER**

**HERITAGE REGISTER NO - F0005**

**NAME OF ITEM:** North Sydney Harbour Aquatic Reserve

**PROPOSED BY:** David Stead and Alan Stewart, State Member for Manly

**LOCATION:** Adjacent to northeastern suburbs of Sydney Harbour  
33°49'S, 151°17'E  
(approx. midpoint)

**DECLARED:**  
Govt Gazette of 26 March 1982

**SIZE:** Approximately 250 hectares

**SIGNIFICANT FEATURES:**

Intertidal rocky shores and sublittoral rocky reefs adjacent to the natural foreshores of part of Sydney Harbour National Park

**GENERAL CONSERVATION PLAN:**

Some restrictions exist on fishing and the taking of marine life although most existing commercial and recreational fishing is still permitted.

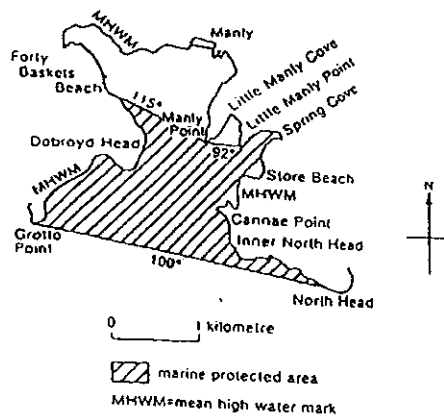
**Known threatened species:**

None specifically identified, although weedy sea dragons have been reported from this area.

**Known threats to area:**

Possible threats to water quality from surrounding urbanisation.

**NORTH (SYDNEY) HARBOUR**



NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

**NSW FISHERIES HERITAGE AND CONSERVATION REGISTER**

**HERITAGE REGISTER NO - F0006**

**NAME OF ITEM:** Shiprock Aquatic Reserve

**LOCATION:** Western side of Burraneer Bay off Little Turriel Pt, Pt Hacking, NSW  
34°04'S, 151°08'E  
(approx. midpoint)

**DECLARED:**  
Govt Gazette of 26 March 1982

**SIZE:** Approximately 2 hectares

**SIGNIFICANT FEATURES:**

Submarine cliffs and pinnacles, strong currents. Diverse fish and invertebrate fauna including juvenile expatriate tropical fish.

**GENERAL CONSERVATION PLAN:**

The taking of all marine life is prohibited. Diving, underwater photography and other non destructive activities are permitted.

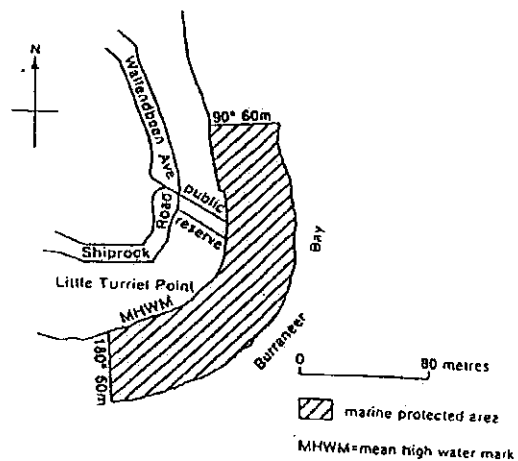
**Known threatened Species:**

Black rock cod  
(*Epinephelus daemeli*)  
Area also supports juveniles of various expatriate tropical fishes.

**Known threats to area:**

Surrounding residential development and illegal spearfishing and collecting.

**SHIPROCK**



**NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800**

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

**HERITAGE REGISTER NO - F0007**

**NAME OF ITEM:** Towra Point Aquatic Reserve

**PROPOSED BY:** Allan Fox, NSW National Parks & Wildlife Service

**LOCATION:** Southern shores of Botany Bay covering areas known as Quibray Bay, Weeney Bay, Towra Point, Stinkpot Bay and Woollooware Bay

**DECLARED:**  
Govt Gazette of 18 Sept 1992

**SIZE:** Approximately 333 hectares

**SIGNIFICANT FEATURES:**

Large areas of wetlands, seagrass meadows and mangrove forests provide fish nursery and feeding grounds, as well as an important feeding, roosting and nesting areas for water fowl and wading birds.

**GENERAL CONSERVATION PLAN:**

Split into two zones. The sanctuary zone prohibits the removal of or damage to all aquatic life. Sailing is permitted. The refuge zone allows recreational angling, commercial hauling, trapping, hoop nets and sailing, but prohibits commercial fish trawling.

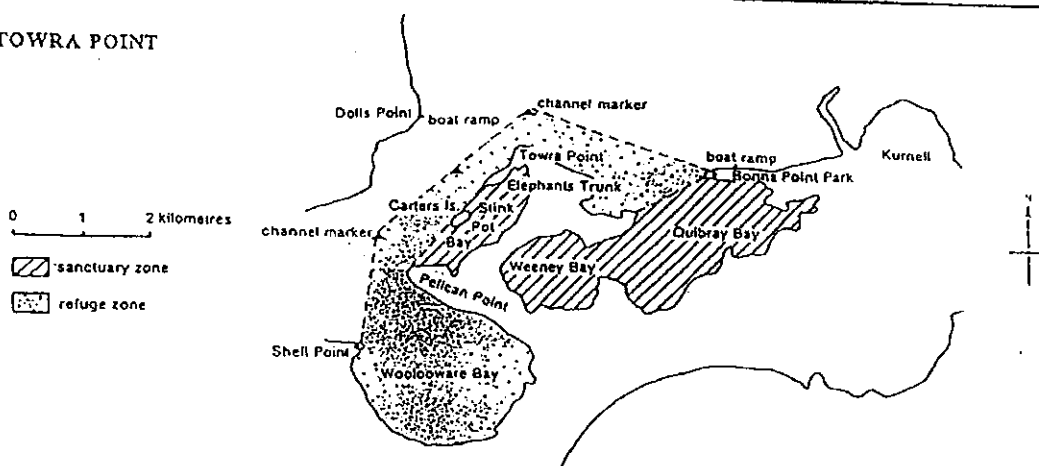
**Known threatened species:**

Little tern (bird)

**Known threats to area:**

Industrial, port and residential development in the surrounding area, and the concomitant risk of serious water pollution

**TOWRA POINT**



NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

**HERITAGE REGISTER NO - F0008**

**NAME OF ITEM:** Solitary Islands Marine Reserve

**PROPOSED BY:** Local diving interests including Harvey Lee and John Rotar (of the Solitary Islands Marine Conservation Association) and the University of New England Underwater Club.

**LOCATION:** Approximately 600km north of Sydney, between Coffs Harbour and the Sandon River and seawards to a depth of fifty metres.

**DECLARED:**  
Govt Gazette of 11 May 1991

**SIZE:** Approximately 100,000 hectares

**SIGNIFICANT FEATURES:**

Productive estuaries, rock platforms, secluded beaches, spectacular headlands and offshore islands. Warm northern and cool southern currents create conditions for diverse marine life, including corals and dense aggregations of giant anemones and anemone fish.

**GENERAL CONSERVATION PLAN:**

Split into four zones. Sanctuary zones prohibit the removal of all natural resources. Refuge zones allow very limited taking of some marine life. Recreation zones allow primarily recreational use, and general use zones allow controlled commercial uses.

SOLITARY ISLANDS MARINE RESERVE ZONING SCHEME				
ACTIVITY	GENERAL USE ZONE	RECREATION ZONE	REFUGE ZONE	SANCTUARY ZONE
<b>RECREATIONAL</b>				
- Line fishing	Yes	Yes	Yes	No
- Netting	Yes	Yes	No	No
- Trapping	Yes	Limited (C)	Limited (D)	No
- Spearfishing	Yes	Yes (*)	Limited (E)	No
- Collecting	Yes	Limited (B-C)	No	No
- Diving	Yes	Yes	Yes	Limited (A)
<b>COMMERCIAL</b>				
- Line fishing	Licensed	Licensed	Licensed	No
- Trapping	Licensed	No	No	No
- Netting	Licensed	Limited (C)	Limited (D)	No
- Collecting	Limited (B-C)	No	No	No
- Tourism Activity	Permit	Limited (B-C) Permit	No Permit	Permit
<b>COMPETITIONS</b>				
- Line and spearfishing	Club Permit	Club Permit	Club Permit	No
<b>COLLECTING FOR</b>				
- Aquariums	Permit	Permit	No	No
- Group educational excursions	Permit	Permit	Permit	No
- Scientific Research	Permit	Permit	Permit	Permit

- A) No pre-certified diver training in Sanctuary Zones.
- B) For pipis, beach worms, sabbles, cunjevoi, oysters, green sea lettuce, blackfish weed, crabs, sea urchins, prawns and dead objects only.
- C) Rock lobsters, crabs and abalone only.
- D) Rock lobsters in headland Refuge Zones only.
- E) Spanish mackerel, mullet, cobbler, wahoo, rainbow runner, yellowtail kingfish, salmon fish, amberjack, chinaman leather jacket, sawtail surgeon, bream, garwhine, tailor, diamond trevally, golden trevally, luderick, dusky flathead, red mulwung, sweetlip
- (\*) No spear fishing in Corindi River Recreation Zone.

**NOTE:**

- (i) The use of anchors in Sanctuary zones is prohibited to protect fragile corals.
- (ii) These activities must comply with existing Fisheries regulations, e.g. restrictions on collecting and fishing at North Solitary Island; restrictions on trapping at North and South Solitary Islands; restrictions on spearfishing, netting and trapping in estuaries and bag and size limits applying to recreational fishers.
- (iii) All zones cover intertidal areas and most extend to 200m or 400m from the low tide line. A booklet detailing all zones of the Reserve is available from:

**NSW FISHERIES - LOCKED BAG 9 PYRMONT 2009. PH (02) 9566 7800**



**NSW FISHERIES HERITAGE AND CONSERVATION REGISTER**

**HERITAGE REGISTER NO - F0009**

**NAME OF ITEM:** Aboriginal middens, three sites

**LOCATION:** Fisheries Research Centre complex,  
Hungry Point, Port Hacking  
202 Nicholson Parade, Cronulla  
Sydney

**REGISTERED:**  
Registered with the National  
Parks & Wildlife Service,  
January, 1996

**DESCRIPTION OF MIDDEN DEPOSIT 1:**

Australian Map Grid Coordinate... AMG 329080E 6228040N

Rockshelter with midden deposits which extend downslope for a distance of at least five metres below the shelter.

**DESCRIPTION OF MIDDEN DEPOSIT 2:**

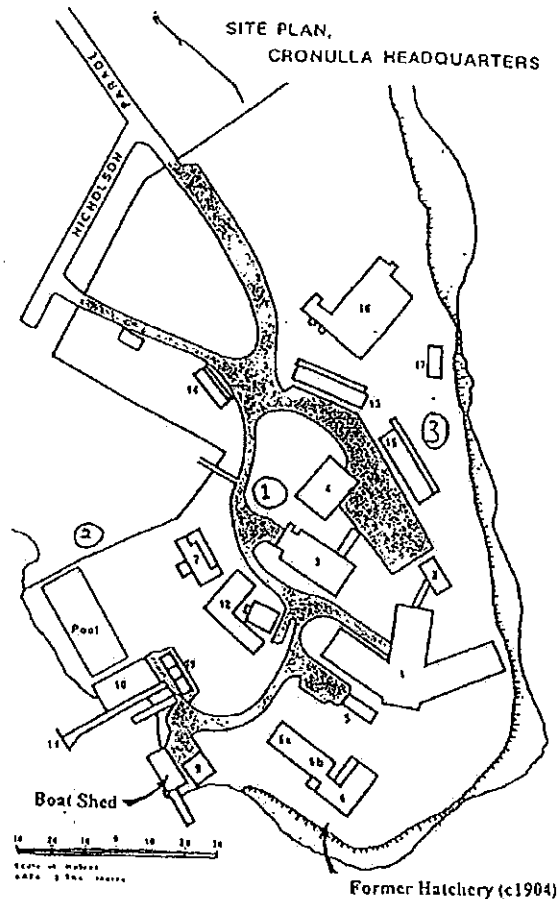
Australian Map Grid Coordinate  
AMG 329010E 6228070N

Small area of midden down  
near holding pens on western  
side of complex.

**DESCRIPTION OF MIDDEN DEPOSIT 3:**

Australian Map Grid Coordinate  
AMG 329100E 6227950N

Large area of midden along  
the southeastern edge of the flat  
area at the top of the complex  
between building 15 and the  
fuel store and beyond.



**NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800**

## NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

**HERITAGE REGISTER NO - F00010**

**NAME OF ITEM:** Building no 6 - former hatchery building

**LOCATION:** Fisheries Research Centre complex,  
Hungry Point, Port Hacking  
202 Nicholson Parade, Cronulla  
Sydney

**SITE CONDITION**

Minor alteration

**Category:** Research building

**Boundary:** 20 metre curtilage

**DESCRIPTION:** - (Setting/Size/Form/Roof/Walls/Features/Modifications)

An L-shaped face brick building with two wings, located on a flat (benched) area slightly above a boat shed and fish ponds at the western side of Hungry Point. Web-fired single skin brickwork walls with original single back piers and additional recent brick piers and buttresses to southern wing. New colourbond corrugated iron roof. Interior of northern wing adapted for office use; southern verandah of other wing infilled. Original features include door and window joinery.



**Roll No:**  
96-101-1

**Neg No:**  
7

**Surveyor:**  
GA

**Date of Survey:**  
May, 1996

see over



# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

PRECINCT Former Hatchery Complex

SUBDIVISION

DATE OF CONSTRUCTION c1904

ARCHITECT/DESIGNER Not Known

STYLE Federation

BUILDER

PERIOD

### HERITAGE LISTINGS

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Register of the National Estate (AHC) - Register | <input type="checkbox"/> Heritage Council Register - s. 130 Orders                |
| <input type="checkbox"/> Register of the National Estate (AHC) - Interim             | <input type="checkbox"/> Government Department Heritage Register                  |
| <input type="checkbox"/> Regional Environmental Plan Heritage Schedule               | <input type="checkbox"/> Register of National Trust of Australia                  |
| <input checked="" type="checkbox"/> Local Environmental Plan Heritage Schedule       | <input type="checkbox"/> Within National Trust Conservation Area                  |
| <input type="checkbox"/> LEP Heritage Schedule - Conservation Area                   | <input type="checkbox"/> Register of Significant 20th Century Architecture (RAIA) |
| <input type="checkbox"/> Heritage Council Register - PCO                             | <input type="checkbox"/> Art Deco Society   |
| <input type="checkbox"/> Heritage Council Register - ICO                             | <input type="checkbox"/> Other listing/s (please specify)                         |
| <input type="checkbox"/> Institute of Engineers (NSW) Heritage Register              |   |

1788 - 1840

1840 - 1890

1890 - 1915

1915 - 1940

1940 - 1960

1960 -

### HISTORICAL NOTES

Fish hatchery established c1904. Building constructed prior to 1914, probably c1904-1907. Originally a laboratory wing (with open verandah on both sides) and a hatchery hall comprising a single open space containing fish tanks. Thought to be vacant c1920-1930. CSIR/CSIRO operations post-1938 in this building. Hall remained open until 1950.

### OTHER INFORMATION SOURCES

Written: Report for NSW Fisheries by Godden Mackay, June 1996.

Oral: Former employees Clarrie Brown, R. Spinks, quoted *ibid*.

Graphic: Photo in F. Aldrich, "Boy at the Hatchery", in V. Mawson, et. al. (eds), *CSIRO at Sea*, CSIRO, 1988.

### SIGNIFICANCE

Theme(s)

State Themes: Fishing, Science

Statement

The former Hatchery Building is part of the first marine fisheries investigation establishment in Australia and is associated with the work of the first Superintendent of NSW Fisheries, Harald Dannevig.

	Representative	Rare
Aesthetic	L	
Historic		S
Scientific		S
Social		L

Level of Significance: S = State R = Regional L = Local

NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

HERITAGE REGISTER NO - F00011

NAME OF ITEM: Building no 9 - boat shed

LOCATION:	SITE CONDITION
Fisheries Research Centre complex, Hungry Point, Port Hacking 202 Nicholson Parade, Cronulla Sydney	Minor alteration

## DESCRIPTION (Setting/Size/Form/Roof/Walls/Features/Modifications)

Weatherboard walls, corrugated asbestos gable roof. Located on eroded sea wall at edge of Port Hacking on western side of Hungry Point. Recent roller door on east side. Doors at west provide evidence of location of former wharf.



Roll No:  
96-101-1

Neg No:  
17

Surveyor:  
GA

Date of Survey:  
May, 1996

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

DATE OF CONSTRUCTION	ARCHITECT/DESIGNER	PERIOD
STYLE	BUILDER	1788 - 1840 <input type="checkbox"/> 1840 - 1890 <input type="checkbox"/> 1890 - 1915 <input checked="" type="checkbox"/> 1915 - 1940 <input type="checkbox"/> 1940 - 1960 <input type="checkbox"/> 1960 - <input type="checkbox"/>
<b>HERITAGE LISTINGS</b> <input type="checkbox"/> Register of the National Estate (AHC) - Register <input type="checkbox"/> Register of the National Estate (AHC) - Interim <input type="checkbox"/> Regional Environmental Plan Heritage Schedule <input checked="" type="checkbox"/> Local Environmental Plan Heritage Schedule <input type="checkbox"/> LEP Heritage Schedule - Conservation Area <input type="checkbox"/> Heritage Council Register - PCO <input type="checkbox"/> Heritage Council Register - ICO <input type="checkbox"/> Institute of Engineers (NSW) Heritage Register <input type="checkbox"/> Heritage Council Register - s. 130 Orders <input type="checkbox"/> Government Department Heritage Register <input type="checkbox"/> Register of National Trust of Australia <input type="checkbox"/> Within National Trust Conservation Area <input type="checkbox"/> Register of Significant 20th Century Architecture (RAIA) <input type="checkbox"/> Art Deco Society <input type="checkbox"/> Other listings (please specify)		

**HISTORICAL NOTES**

Constructed between 1904 and 1914. Re-clad c1970s. Originally had wharf at western side. Engine room at east probably re-clad but original structure. Used to house boats used by fisheries inspectors in Hacking River.

**OTHER INFORMATION SOURCES**

Written: Report by Godden Mackay, June 1996; V. Mawson, et al. (eds), CSIRO at Sea, CSIRO, 1985.  
 Oral: Mr R. Spinks, former employee.  
 Graphic: Photo. in V. Mawson, et al., (eds), op. cit., p. 12.

SIGNIFICANCE		
Theme(s)	Statement	
State: Fishing, Science	The Boat Shed is evidence of the first marine fisheries investigation establishment in Australia and is associated with the work of the first Superintendent of NSW Fisheries, Harald Dannevig.	
	Representative	Rare
Aesthetic	L	
Historic		S
Scientific		S
Social		L
Level of Significance: S = State R = Regional L = Local		

NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

HERITAGE REGISTER NO - F00012

NAME OF ITEM: Fish Pond

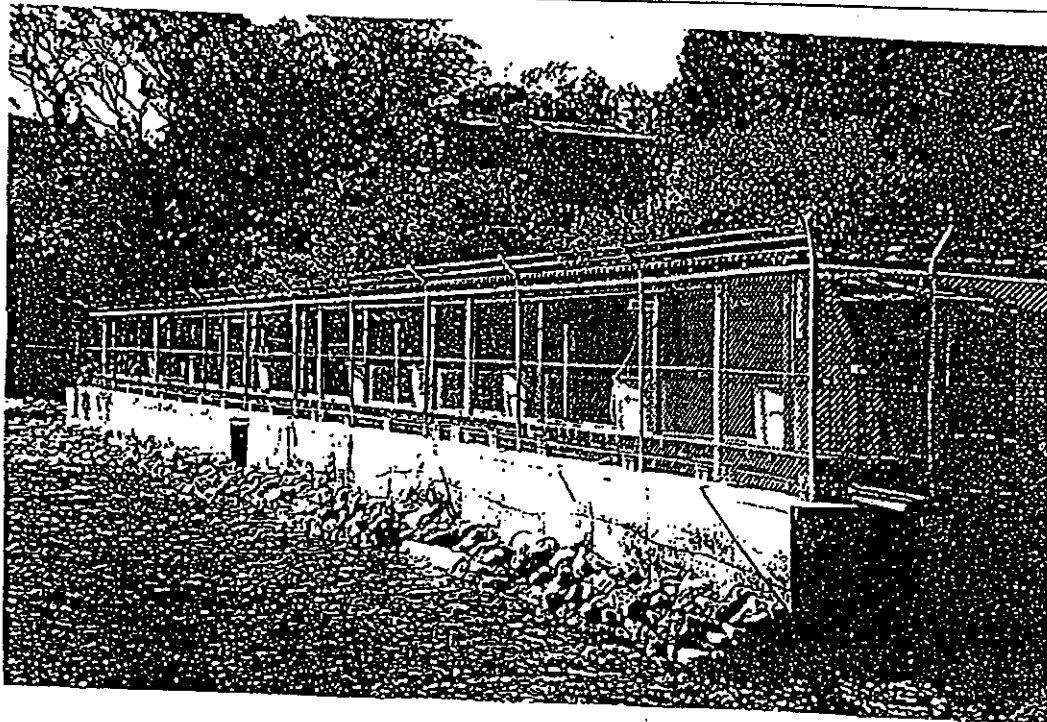
**LOCATION:** Fisheries Research Centre complex,  
Hungry Point, Port Hacking  
202 Nicholson Parade, Cronulla  
Sydney

**SITE CONDITION**

Minor alteration

**DESCRIPTION (Setting/Size/Form/Roof/Walls/Features/Modifications)**

Concrete pool measuring 30 x 12 x 2 metres, featuring more recent concrete sea wall, mesh sunshades and filter units.



Roll No:  
96-101-1

Neg No:  
18

Surveyor:  
GA

Date of Survey:  
May, 1996

## NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

DATE OF CONSTRUCTION c1907

STYLE

ARCHITECT/DESIGNER

PERIOD

BUILDER

**HERITAGE LISTINGS**

- Register of the National Estate (AHC) - Register
- Register of the National Estate (AHC) - Interim
- Regional Environmental Plan Heritage Schedule
- Local Environmental Plan Heritage Schedule
- LEP Heritage Schedule - Conservation Area
- Heritage Council Register - PCO
- Heritage Council Register - ICO
- Institute of Engineers (NSW) Heritage Register

- Heritage Council Register - s. 130 Orders
- Government Department Heritage Register
- Register of National Trust: of Australia
- Within National Trust Conservation Area
- Register of Significant 20th Century Architecture (RAIA)
- Art Deco Society
- Other listing/s (please specify)

- 1788 - 1840
- 1840 - 1890
- 1890 - 1915
- 1915 - 1940
- 1940 - 1960
- 1960 -

**HISTORICAL NOTES**

Constructed as part of the hatchery complex between 1904 and 1914. Complex established by Superintendent of Fisheries, Harald Dannevig.

**OTHER INFORMATION SOURCES**

Written: Report by Godden Mackay, June 1996; V. Mawson, et al., (eds), CSIRO at Sea, CSIRO, 1988.  
 Oral: Other information held at Fisheries Library, Cronulla.  
 Graphic

**SIGNIFICANCE**

Theme(s)	Statement															
State: Fishing, Science	The Fish Pond is part of the first marine fisheries investigation establishment in Australia and is associated with the work of the first Superintendent of NSW Fisheries, Harald Dannevig.															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Representative</th> <th style="text-align: center;">Rare</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Aesthetic</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">Historic</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">Scientific</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">Social</td> <td></td> <td></td> </tr> </tbody> </table>		Representative	Rare	Aesthetic			Historic			Scientific			Social			
	Representative	Rare														
Aesthetic																
Historic																
Scientific																
Social																
Level of Significance: S = State R = Regional L = Local																

NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

# NSW FISHERIES HERITAGE AND CONSERVATION REGISTER

HERITAGE REGISTER NO - F0013

NAME OF ITEM: Fisheries Research Centre, Cronulla

LOCATION: Hungry Point, Port Hacking  
202 Nicholson Parade, Cronulla  
Sydney

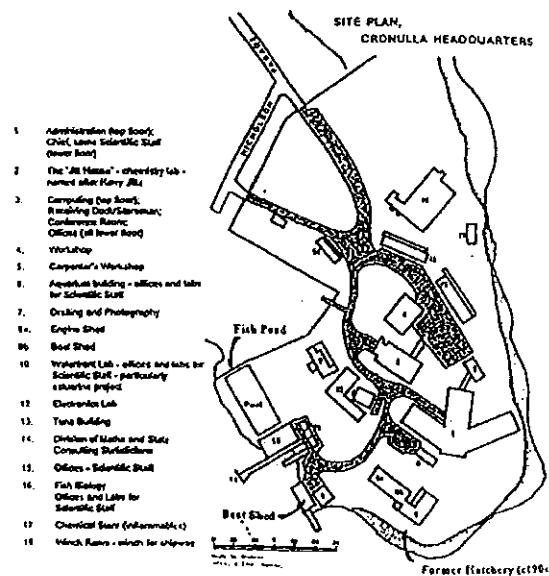
DATE COMMENCED:  
1904

AREA: Approximately 2.7 ha

## SIGNIFICANCE OF SITE:

The Fisheries Research Institute site as a whole is of national and state heritage significance because it is the first marine investigation establishment in Australia, commencing in 1904. It has had continual association with NSW and Commonwealth Government fisheries investigations since then.

The complex is associated with the work of the first Director of New South Wales and Commonwealth fisheries investigations, Harald Dannevig. Three original structures, the former hatchery, boat shed and concrete fish pond still exist on the site and are considered as a group to have State significance.



NSW FISHERIES - LOCKED BAG 9, PYRMONT 2009. PH (02) 9566 7800

## MAINTENANCE OF HERITAGE ASSETS

### Heritage Assets:

#### **F0001 - F0009: Aquatic/Marine Reserves**

Generally aquatic reserves are regulated/managed by the NSW Fisheries Act and Regulations. However, Julian Rocks Aquatic Reserve and Solitary Islands Marine Reserve have separate, complex management plans. Separate management plans for the other aquatic reserves may be implemented in the future.

#### **F0009: Aboriginal Middens**

These sites have been registered on the National Parks & Wildlife Service (NPWS) Aboriginal Sites Register and as such are protected under their Act. Accordingly NSW Fisheries will not damage or destroy these sites without prior permission from the Director General of the Service. All care will be taken not to disturb these sites should the department change the current use of the area. Any discovery of bone suspected of being of human origin will be reported to NPWS.

Additionally, any large scale ground disturbance on the Cronulla site will be preceded by a detailed assessment of potential impacts on aboriginal sites as part of a Review of Environmental Factors for the activity.

#### **F0010, F0011 and F0012: Fisheries Research Centre Structures**

Future management of these structures will aim to conserve all the original fabrics to maintain evidence and allow for the interpretation of their past uses.

Consideration will be given to removing detracting elements from the exterior of the former hatchery building if structural investigation is permitted and a maintenance schedule, including painting of timber joinery in period colours may be instigated for three original structures.

**Proposed Maintenance for each structure:**

***Former Hatchery Building:***

- Retain existing external building form without further addition
- Aim to improve recent external accretions, such as the slab and ancillary storage in the south west corner, to open up the verandah in this area
- Investigate building structure with the aim of eventually removing the lighter coloured brick piers, whilst retaining structural stability
- Investigate possible moisture problems in the walls, with the aim of eventually removing render from the lower part of the eastern wall of the former hatchery hall.

***Boat Shed:***

- Restore the sea wall below the boat shed
- Investigate the condition of the timber structure
- Paint exterior of building the light stone colour observed on weatherboards, and a darker chocolate brown on the framing/architraves.

***Fish Pond:***

- Maintain the existing open character of the fish pond and avoid enclosing the structure

**F0013: Fisheries Research Centre Site**

Retain association of the Cronulla site with fisheries research investigations, and where possible maintaining original structures within the complex with their historical usage.



## POSSIBLE FUTURE INCLUSIONS

Public participation has already been invited for the establishment of another three aquatic reserves which could be included in the heritage and conservation register. These proposed aquatic reserves are located at Jervis Bay, Lord Howe Island and Cook Island.

Recommendations have been made for further examination of the Water Police building at the Fisheries Research Centre site, Cronulla to establish whether it is the original caretaker's cottage. If it is proven to be the original structure it will be included in the register.

The research centres at Narrandera, Salamander Bay and Grafton may be future inclusions in the register as important components of the fishery research network in New South Wales. They do not qualify as yet on the basis of age i.e. they are less than 50 years old.



**Fw: Q A Cronulla Decentralisation 20110907.doc**  
Richard Sheldrake to: Phil Anquetil

07/09/2011 09:41 PM

From: Tim Scott [Tim.Scott@minister.nsw.gov.au]  
Sent: 09/07/2011 09:28 AM GMT  
To: Richard Sheldrake  
Cc: Ilse van de Meent <Ilse.vandeMeent@minister.nsw.gov.au>  
Subject: Q A Cronulla Decentralisation 20110907.doc

Richard – please find attached the Q&As for our people in relation to the decentralisation.

Good luck tomorrow, let me know if you need us for anything.

Regards

Tim

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



Q A Cronulla Decentralisation 20110907.doc

---

## Q&A Decentralisation of the Cronulla Fisheries Research Centre

### ***Why is the Cronulla Fisheries Research Centre being decentralised?***

The NSW Government is determined to ensure regional NSW plays a bigger part than ever before in the future of this State.

The NSW Government is committed to revitalising regional coastal NSW and as part of the Government's 'Decade of Decentralisation' policy commitment, the Cronulla Fisheries Research Centre will be relocated to a number of locations along the NSW coastline.

One of the main reasons why the Cronulla Fisheries Research Centre will be relocated is because the Cronulla site has limited access and constrained modernisation and expansion capacity. Decentralisation of the Centre will also allow for greater interaction between fishers, scientists and fisheries managers.

The NSW Government will ensure the relocation is conducted in a planned manner that relies on consultation with our people, regional communities and fisheries stakeholders.

The relocation of the Cronulla Fisheries Research Centre will be planned and undertaken with regard to the needs of our people and their families.

### ***What will be the impact of the relocation on staffing?***

Fisheries research and fishery management services will be maintained.

### ***What is the timeframe for implementing this relocation?***

The decentralisation process will be staged over the next 12-18 months.

### ***What consultation was done before making this decision?***

The Decade of Decentralisation is a whole-of-government strategy across all NSW Government Departments and Agencies. Fisheries management will work closely during the implementation process to make the relocation as smooth as possible.

### ***What will the new structure of the functions be?***

At this stage we are in the early stages of planning how the new branch will look. The new structure will be driven by the need to continue to provide effective service delivery.

### ***What relocation entitlements are available?***

Entitlements are available under the *Crown Employees Transferred Employees Compensation Award 2009*. Entitlements may include special leave, travelling and accommodation expenses, temporary accommodation, support for relocation and property transactional costs. The information will be available from your direct supervisor or the people listed below.

### ***What happens if I don't want to relocate?***

There are a number of options available for people who do not wish to relocate. For detailed information, please contact your direct supervisor or the people listed below.

### ***How can I get more information about this process?***

As we work through the relocation project, regular communication will take place to keep people informed. You are also encouraged to contact your direct supervisor or the people listed below for personal advice.

### **Fisheries Branch**

- Geoff Allan, Acting Executive Director  
Fisheries NSW  
4916 3909

Geoff.allan@industry.nsw.gov.au

### **Finance, Strategy & Operations Division**

- Jeannine Biviano, Executive Director  
6391 3319

Jeannine.biviano@industry.nsw.gov.au

### **Entitlements, VRs, and other HR matters**

- Erika Stafford, General Manager,  
Organisational Performance
- Ph (02) 8838 7573  
erika.stafford@water.nsw.gov.au



**Briefing on Cronulla**

Tim Scott to: richard.sheldrake@industry.nsw.gov.au  
Cc: Ilse van de Meent

08/09/2011 09:16 AM

Richard

When you come in for the SLU, we will need to grab brief Speakman (MP for Cronulla). It will be a good opportunity to provide him with feedback on the staff briefing and give him additional information on the project.

Thanks

Tim

Tim Scott  
Chief of Staff  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0429 169 447  
Email: Tim.Scott@minister.nsw.gov.au  
Tel: 02 9228 5210

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily those of the office of the Premier.

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



**Fw: Final Draft fisheries med rel PLS USE THIS VERSION - A TYPO**

**CORRECTED**

Richard Sheldrake to: Mark Paterson, Gary Offner  
Sent by: Jennifer Grant  
Bcc: Phil Anquetil

08/09/2011 10:48 AM

Mark and Gary  
attached press release FYI given to staff at Cronulla this morning.

Kind regards  
Richard

Dr Richard Sheldrake | Director General  
Department of Primary Industries  
Level 6, 201 Elizabeth Street, Sydney NSW 2000  
T: 02 8289 3907 | F: 02 9283 7201 | E: [richard.sheldrake@industry.nsw.gov.au](mailto:richard.sheldrake@industry.nsw.gov.au)  
W: [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

----- Forwarded by Jennifer Grant/DII/NSW on 08/09/2011 10:47 AM -----

From: David Dawson <[David.Dawson@minister.nsw.gov.au](mailto:David.Dawson@minister.nsw.gov.au)>  
To: "richard.sheldrake@industry.nsw.gov.au" <[richard.sheldrake@dpi.nsw.gov.au](mailto:richard.sheldrake@dpi.nsw.gov.au)>  
Date: 07/09/2011 06:28 PM  
Subject: FW: Final Draft fisheries med rel PLS USE THIS VERSION - A TYPO CORRECTED

**David Dawson**  
Senior Media Adviser  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business



Mobile: 0419 591 546  
Email: [David.Dawson@minister.nsw.gov.au](mailto:David.Dawson@minister.nsw.gov.au)  
Tel: 02 9228 5680  
Fax: 02 9228 5969

**From:** David Dawson  
**Sent:** Wednesday, 7 September 2011 5:08 PM  
**To:** [richard.sheldrake@dpi.nsw.gov.au](mailto:richard.sheldrake@dpi.nsw.gov.au)  
**Cc:** Tim Scott  
**Subject:** Final Draft fisheries med rel

- have to wait for final clearance though.

**David Dawson**  
Senior Media Adviser  
The Hon Katrina Hodgkinson MP  
Minister for Primary Industries  
Minister for Small Business

---



Mobile: 0419 591 546

Email: [David.Dawson@minister.nsw.gov.au](mailto:David.Dawson@minister.nsw.gov.au)

Tel: 02 9228 5680

Fax: 02 9228 5969

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of their organisation.



image001.png 20110907 Final Draft Fisheries med rel.docx 2.doc



**The Hon Andrew Stoner MP**  
Deputy Premier of NSW  
Minister for Trade and Investment  
Minister for Regional Infrastructure and Services

**The Hon Katrina Hodgkinson MP**  
Minister for Primary Industries  
Minister for Small Business

---

## **MEDIA RELEASE**

---

Thursday September 8, 2011

### **BOOST TO REGIONAL NSW WITH DECENTRALISATION OF CRONULLA FISHERIES RESEARCH CENTRE**

The NSW Liberals & Nationals Government will provide a significant boost to regional coastal NSW by decentralising key services and facilities of the Cronulla Fisheries Research Centre as part of its Decade of Decentralisation election policy initiative, Deputy Premier and Minister for Regional Infrastructure and Services Andrew Stoner and Minister for Primary Industries Katrina Hodgkinson announced today.

Mr Stoner said the NSW Liberals & Nationals have a proven track record in decentralisation.

"It was our landmark vision to relocate the former NSW Agriculture headquarters to Orange in 1991," Mr Stoner said.

"This has been hailed as an unparalleled success with increased efficiencies, greater interaction with farmers, a higher understanding of the regional and rural environment, jobs and careers for the community, and a large and regular injection of salaries in the local economy.

"The NSW Government is determined to ensure regional NSW plays a bigger part than ever before in the future of this State.

"We will continue to work closely with local communities to ensure their priorities, preferences and local regional strengths are understood in policy-making."

Katrina Hodgkinson said decentralisation can and does work when it is planned and implemented properly.

"It makes clear sense to re-position NSW's fisheries specialists closer to where the vast majority of their work is – along the NSW coastline, such as on the Mid North Coast, the Central Coast and the South Coast," Ms Hodgkinson said.

The Cronulla Fisheries Research Centre is an old facility.

"One of the downsides of the site is that it has limited access and constrained modernisation and expansion capacity. It is time to decentralise fisheries research and management to alternative and more suitable sites in coastal NSW," Ms Hodgkinson said.

"Importantly, we need to ensure this program is conducted in a planned and strategic manner, and relies on consultation with regional communities and fisheries stakeholders.

"We are also determined to retain the valuable expertise and knowledge of the staff so Fisheries NSW continues to provide a valuable service."

The Centre now has a total staff of 147 people who are engaged in fisheries research, commercial, recreational and indigenous fisheries licensing and management, and the corporate services area for the Department of Primary Industries.

While destinations are being finalised, the principles guiding the decentralisation program are:

- the Fisheries research and fishery management services capacity is maintained;
- there is a higher degree of interaction between commercial and recreational fishers, and researchers and managers;
- there is full utilisation of the NSW Fisheries' existing facilities along the coast, and co-location with industry will occur where possible;
- facilities that are appropriate to the modern needs of staff and their work will be provided;
- there are suitable and accessible regional health, education and transport services; and
- the decentralisation process will be staged over the next 12 months and will be conducted with due and professional regard to the needs of staff

The NSW DPI Director General briefed the staff at the Cronulla Fisheries Research Centre about the plan this morning. Appropriate support and assistance will be provided to staff for relocation, they will be fully informed and they will play an active role in the relocation planning and implementation process.

<ends>

**MEDIA: Deputy Premier's Office (02) 9228 5209 / Primary Industries Minister's Office (02) 9228 5210**



**First cronulla news report**

---

Brett Fifield to: David Dawson, Tim Scott, Samantha Day, Richard Sheldrake, Phil Anquetil, Geoff Allan

08/09/2011 12:35 PM

<http://www.theleader.com.au/news/local/news/general/cronulla-fisheries-research-centre-to-close/2285438.aspx>



**Draft DG message: Cronulla**

Brett Fifield to: Richard Sheldrake, Phil Anquetil

08/09/2011 04:54 PM

Richard, Phil.

Draft DG message for you to consider ...

Brett

The Deputy Premier Andrew Stoner and Primary Industries Minister Katrina Hodgkinson today announced the decentralisation of functions and staff at the Cronulla Fisheries Research Centre.

This is part of the NSW Liberals & Nationals Decade of Decentralisation election policy initiative and will mean NSW Fisheries specialists will be repositioned closer to where the vast majority of their work is - along the NSW coastline, such as on the Mid North Coast, the Central Coast and the South Coast.

The decentralisation process will be staged over the next 12 months and will be conducted with due and professional regard to the needs of staff.

We are determined to retain the valuable expertise and knowledge of the staff so Fisheries continues to provide a valuable service.

The Centre has 147 staff who are engaged in fisheries research, commercial, recreational and indigenous fisheries licensing and management, and the corporate services.

I personally briefed the staff at the Cronulla Fisheries Research Centre about the plan today to advise them that appropriate support and assistance will be provided to staff for relocation. They will be fully informed and will play an active role in the relocation planning and implementation process.

Affected staff seeking information or assistance should contact General Manager Organisational Performance Erica Stafford, [erica.stafford@water.nsw.gov.au](mailto:erica.stafford@water.nsw.gov.au), or Manager Organisational Performance Daniel Rumbold, [daniel.rumbold@industry.nsw.gov.au](mailto:daniel.rumbold@industry.nsw.gov.au).

Brett Fifield | Director, Media and Communications

Department of Primary Industries

161 Kite Street, Orange NSW 2800 | Locked Bag 21, Orange NSW 2800  
T: 02 6391 3311 | F: 02 6391 3321 | M: 0427 029 511 | E: [brett.fifield@industry.nsw.gov.au](mailto:brett.fifield@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au)

32



## Cronulla update

Geoff Allan to: Richard Sheldrake  
Cc: Della Prowse, "Erica Stafford"

08/09/2011 04:54 PM

Hi Richard

As request below is a quick summary of how events transpired today. Firstly, let me thank you for coming to Cronulla personally and for doing such an excellent job. I learnt a lot but hope I don't need to use the lesson. I have talked to lots of people and everyone appreciated your presence and were very complimentary about how well you presented the decision.

1. Following your departure, a steady stream of people visited the counsellor. Of course Kylie didn't discuss any specific issue but clearly the issue of the eligibility of temporary staff to transferred officers award and excess officers award were important. The next key issue was the exact location individuals were to be sent. This was not a topic Kylie could address. We will have another counsellor on site tomorrow.

2. Della and Errica were also kept busy talking to people about the transferred officers award and excess officers award. Erica will forward links to the policies for these awards and the VR calculator over the next few days. Erica will be on site tomorrow. Erica will also advise on longer term counsellor availability and on the employee assistance program.

3. I walked around the site and talked to as many people as possible. As during our formal meeting this morning, staff were generally very courteous, professional and, in the main, more positive than negative. I think it is clear that the vast majority of employees would prefer the decision was reversed and, I know, some will campaign against it in some way. However, a number of staff, mostly the younger staff but including one scientist nearing retirement age, were very positive and saw this as a great opportunity to work in a different area and location.

4. I mentioned that Mark Speakman MP is planning on visiting on Monday. I cannot be here on that day but Steve Kennelly will organise his visit. I am comfortable about the visit and Steve will brief me about it after Mark leaves.

5. Peter Turnell also received a call from George Mannah (fisheries employee) who heard that a Union representative will visit the site tomorrow. I assume this will be Scott O'Brien but don't haven't been told. I also assume the visit is in response to an invitation from an employee but at this stage I don't know who that is. Della tried to call the Union (Scott O'Brien) but was unable to reach him. I presume the stop work meeting was occupying his attention.

6. I ran the first working group meeting. In summary we discussed the process, composition of the working group and the various teams and key tasks. The core members of the working group at the meeting were me, Steve Kennelly, Peter Turnell, Tim Powys, Adrian Toovey, Andrew Goulstone (by phone for issues surrounding Coffs Harbour), Della and Erica. In addition we will include Kevin Cooper and identify the right person from Corporate Services to address the property issues. Tracey McVey is a member of the working group, will be the site coordinator for Kevin and keep communications flowing to staff on site. The site manager, Debbie Heyton, is currently on leave for another two weeks but when she returns we will use the site newsletter as a vehicle for communicating information about the relocation. The key initial tasks are to send out all information on awards (Erica), to compile a list of staff including funding source, position status, period of employment (Tim), to divide staff into work areas and to identify functions (positions) and locations for transfer. We have identified the following teams to lead this process: S&R, Recreational and Indigenous Fisheries and Licensing, Commercial Fisheries, Corporate Services, and Marine Parks and Conservation. The team leaders are Steve Kennelly, Peter Turnell, Andrew Goulstone, Tim Powys, Adrian Toovey, Andy and Peter will work together as we are restructuring their branches following the fisheries restructure. We also need to identify some to look after the DPI policy staff on site. We are compiling a list of assets (Tim) and equipment (team leaders) that will need to be factored into the relocation. We developed preliminary timelines for the early allocation of positions and locations. Tracey will prepare minutes. Finally we plan to meet again next Thursday.

Please let me know if you would like any more details about any aspect of the day's proceedings.

Best regards, Geoff

Dr Geoff Allan | A/Principal Director, Fisheries | Centre Director, Port Stephens Fisheries Institute | Primary Industries | NSW Department of Trade & Investment, Regional Infrastructure & Services | Port Stephens Fisheries Institute | Locked Bag 1 | Nelson Bay | NSW 2315 T: 02 49163909 | F: 02 49821107 | M: 0419185510  
| E: [Geoff.Allan@industry.nsw.gov.au](mailto:Geoff.Allan@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au) | [www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au) | [www.was.org](http://www.was.org) | [www.aquaculturewithoutfrontiers.org](http://www.aquaculturewithoutfrontiers.org)



**MEDIA RELEASE: BOOST TO REGIONAL NSW WITH  
DECENTRALISATION OF CRONULLA FISHERIES RESEARCH  
CENTRE**

Brett Fifield to:  
Sent by: Pam Asimus  
Bcc: Richard Sheldrake

08/09/2011 05:18 PM

Thursday 8 September 2011

**BOOST TO REGIONAL NSW WITH DECENTRALISATION  
OF CRONULLA FISHERIES RESEARCH CENTRE**

The NSW Liberals & Nationals Government will provide a significant boost to regional coastal NSW by decentralising key services and facilities of the Cronulla Fisheries Research Centre as part of its Decade of Decentralisation election policy initiative, Deputy Premier and Minister for Regional Infrastructure and Services Andrew Stoner and Minister for Primary Industries Katrina Hodgkinson announced today.

Mr Stoner said the NSW Liberals & Nationals have a proven track record in decentralisation.

"It was our landmark vision to relocate the former NSW Agriculture headquarters to Orange in 1991," Mr Stoner said.

"This has been hailed as an unparalleled success with increased efficiencies, greater interaction with farmers, a higher understanding of the regional and rural environment, jobs and careers for the community, and a large and regular injection of salaries in the local economy.

"The NSW Government is determined to ensure regional NSW plays a bigger part than ever before in the future of this State.

"We will continue to work closely with local communities to ensure their priorities, preferences and local regional strengths are understood in policy-making."

Katrina Hodgkinson said decentralisation can and does work when it is planned and implemented properly.

"It makes clear sense to re-position NSW's fisheries specialists closer to where the vast majority of their work is – along the NSW coastline, such as on the Mid North Coast, the Central Coast and the South Coast," Ms Hodgkinson said.

The Cronulla Fisheries Research Centre is an old facility.

"One of the downsides of the site is that it has limited access and constrained modernisation and expansion capacity. It is time to decentralise fisheries research and management to alternative and more suitable sites in coastal NSW," Ms Hodgkinson said.

"Importantly, we need to ensure this program is conducted in a planned and strategic manner, and relies on consultation with regional communities and fisheries stakeholders.

"We are also determined to retain the valuable expertise and knowledge of the staff so Fisheries NSW continues to provide a valuable service."

The Centre now has a total staff of 147 people who are engaged in fisheries research, commercial, recreational and indigenous fisheries licensing and management, and the corporate services area for the Department of Primary Industries.

While destinations are being finalised, the principles guiding the decentralisation program are:

- the Fisheries research and fishery management services capacity is maintained;
- there is a higher degree of interaction between commercial and recreational fishers, and researchers and managers;
- there is full utilisation of the NSW Fisheries' existing facilities along the coast, and co-location with industry will occur where possible;
- facilities that are appropriate to the modern needs of staff and their work will be provided;
- there are suitable and accessible regional health, education and transport services; and
- the decentralisation process will be staged over the next 12 months and will be conducted with due and professional regard to the needs of staff

The NSW DPI Director General briefed the staff at the Cronulla Fisheries Research Centre about the plan this morning. Appropriate support and assistance will be provided to staff for relocation, they will be fully informed and they will play an active role in the relocation planning and implementation process.

<ends>

### **Fisheries Facts and Figures:**

#### Recreational fishing

- There are approximately 520,000 recreational fishing licence holders in NSW.
- Recreational fishing is valued at \$550 million in NSW. This is the estimated direct and indirect expenditure value generated from recreational fishers across NSW.
- Money raised from the recreational fishing fee is placed into the NSW Recreational Fishing Trust, which reinvests the funds into a range of worthwhile recreational fishing projects to improve recreational fishing. The Trust to date has funded more than \$90 million worth of projects

#### Commercial fishing

- There are around 1,100 commercial fishers in NSW.
- The NSW commercial fishing industry sells \$80 million worth of product (gross).
- Commercial fishing provides many social and economic benefits to regional communities
- Prawn trawling is the largest wild commercial fishery in NSW.

## Aquaculture

- The NSW aquaculture industry was valued at \$53.9 million in 2009/2010
  - Oysters are the main aquaculture industry in NSW
- 

**MEDIA: Deputy Premier's Office (02) 9228 5209 / Primary Industries Minister's Office  
(02) 9228 5210**

Brett Fifield | Director, Media and Communications  
Department of Primary Industries  
161 Kite Street, Orange NSW 2800 | Locked Bag 21, Orange NSW 2800  
T: 02 6391 3311 | F: 02 6391 3321 | M: 0427 029 511 | E: [brett.fifield@industry.nsw.gov.au](mailto:brett.fifield@industry.nsw.gov.au)  
W: [www.industry.nsw.gov.au](http://www.industry.nsw.gov.au)



20110908 Boost to Regional NSW with Decentralisation of Cronulla Fisheries Research Centre.pdf



**The Hon Andrew Stoner MP**  
Deputy Premier of NSW  
Minister for Trade and Investment  
Minister for Regional Infrastructure and Services

**The Hon Katrina Hodgkinson MP**  
Minister for Primary Industries  
Minister for Small Business

---

## **MEDIA RELEASE**

---

Thursday 8 September 2011

### **BOOST TO REGIONAL NSW WITH DECENTRALISATION OF CRONULLA FISHERIES RESEARCH CENTRE**

The NSW Liberals & Nationals Government will provide a significant boost to regional coastal NSW by decentralising key services and facilities of the Cronulla Fisheries Research Centre as part of its Decade of Decentralisation election policy initiative, Deputy Premier and Minister for Regional Infrastructure and Services Andrew Stoner and Minister for Primary Industries Katrina Hodgkinson announced today.

Mr Stoner said the NSW Liberals & Nationals have a proven track record in decentralisation.

"It was our landmark vision to relocate the former NSW Agriculture headquarters to Orange in 1991," Mr Stoner said.

"This has been hailed as an unparalleled success with increased efficiencies, greater interaction with farmers, a higher understanding of the regional and rural environment, jobs and careers for the community, and a large and regular injection of salaries in the local economy.

"The NSW Government is determined to ensure regional NSW plays a bigger part than ever before in the future of this State.

"We will continue to work closely with local communities to ensure their priorities, preferences and local regional strengths are understood in policy-making."

Katrina Hodgkinson said decentralisation can and does work when it is planned and implemented properly.

"It makes clear sense to re-position NSW's fisheries specialists closer to where the vast majority of their work is – along the NSW coastline, such as on the Mid North Coast, the Central Coast and the South Coast," Ms Hodgkinson said.

The Cronulla Fisheries Research Centre is an old facility.

"One of the downsides of the site is that it has limited access and constrained modernisation and expansion capacity. It is time to decentralise fisheries research and management to alternative and more suitable sites in coastal NSW," Ms Hodgkinson said.



"Importantly, we need to ensure this program is conducted in a planned and strategic manner, and relies on consultation with regional communities and fisheries stakeholders.

~~"We are also determined to retain the valuable expertise and knowledge of the staff so Fisheries NSW continues to provide a valuable service."~~

The Centre now has a total staff of 147 people who are engaged in fisheries research, commercial, recreational and indigenous fisheries licensing and management, and the corporate services area for the Department of Primary Industries.

While destinations are being finalised, the principles guiding the decentralisation program are:

- the Fisheries research and fishery management services capacity is maintained;
- there is a higher degree of interaction between commercial and recreational fishers, and researchers and managers;
- there is full utilisation of the NSW Fisheries' existing facilities along the coast, and co-location with industry will occur where possible;
- facilities that are appropriate to the modern needs of staff and their work will be provided;
- there are suitable and accessible regional health, education and transport services; and
- the decentralisation process will be staged over the next 12 months and will be conducted with due and professional regard to the needs of staff

The NSW DPI Director General briefed the staff at the Cronulla Fisheries Research Centre about the plan this morning. Appropriate support and assistance will be provided to staff for relocation, they will be fully informed and they will play an active role in the relocation planning and implementation process.

<ends>

### **Fisheries Facts and Figures:**

#### Recreational fishing

- There are approximately 520,000 recreational fishing licence holders in NSW.
- Recreational fishing is valued at \$550 million in NSW. This is the estimated direct and indirect expenditure value generated from recreational fishers across NSW.
- Money raised from the recreational fishing fee is placed into the NSW Recreational Fishing Trust, which reinvests the funds into a range of worthwhile recreational fishing projects to improve recreational fishing. The Trust to date has funded more than \$90 million worth of projects

#### Commercial fishing


- There are around 1,100 commercial fishers in NSW.
- The NSW commercial fishing industry sells \$80 million worth of product (gross).
- Commercial fishing provides many social and economic benefits to regional communities
- Prawn trawling is the largest wild commercial fishery in NSW.

#### Aquaculture

- The NSW aquaculture industry was valued at \$53.9 million in 2009/2010
- Oysters are the main aquaculture industry in NSW

**MEDIA: Deputy Premier's Office (02) 9228 5209 / Primary Industries Minister's Office (02) 9228 5210**



**Re: AS requested - email 1**   
Richard Sheldrake to: Jeannine Biviano

08/09/2011 08:54 PM

Thanx jeannine

Jeannine Biviano printed Hi Richard,

09/08/2011 02:07 PM ZE10

From: Jeannine Biviano  
To: Richard Sheldrake  
Cc:  
Date: 09/08/2011 02:07 PM ZE10  
Subject: AS requested - email 1

---

printed

Hi Richard,

please see attached;  
1. list of staffing categories. Names have been omitted.  
2. Facts on wages and redundancies

[attachment "Cronulla\_Sub Employee no name Details.xls" deleted by Richard Sheldrake/DII/NSW]



Facts on wages and redundancies.pdf

I will forward the transferred officer and managing excess officer protocols in next email.

regards

Jeannine Biviano | Executive Director Corporate Services  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite Street | Orange | NSW 2800  
T: 02 6391 3319 | F: 02 6391 3199 | E: jeannine.biviano@industry.nsw.gov.au  
W: <http://www.industry.nsw.gov.au/>

35

---

## **THE FACTS ON NSW PUBLIC SECTOR WAGES AND REDUNDANCIES**

---

### **WAGES**

#### **Five key points**

The NSW Parliament has approved changes to the *Industrial Relations Act 1996* that, combined with the Government's wages policy, will affect you.

The five key points of the changes are as follows:

- NSW public sector employees, including agency heads and members of the Senior Executive Service, can receive pay rises of 2.5 per cent a year with no trade-offs.
- A number of conditions are guaranteed and other conditions can only be varied by agreement or if the Industrial Relations Commission makes a determination.
- Any pay rise above 2.5 per cent a year must be funded by employee-related cost savings. These savings must be achieved before payments above the 2.5 per cent level are passed on.
- Even if agreed by a union and the employer, employee-related cost savings cannot reduce conditions of employment below minimum levels contained in NSW and Commonwealth laws and the Regulation.
- The Industrial Relations Commission retains the power to settle any disputed wage negotiation within the framework of the Government's wages policy.

The amendments to the Industrial Relations Act and the new regulation are about ensuring sustainable wages growth in the public sector. Elements of the Government's wages policy are in the regulation.

Wages and conditions of employment are clearly inter-related and inter-dependent matters. The previous Government's public sector wages policy dealt with both wages and conditions matters. The new policy is closely modelled on the former Government's policy.

#### **Wages policy regulation**

The change to the *Industrial Relations Act 1996* means the Industrial Relations Commission of NSW must give effect to the aspects of the Government's wages policy as prescribed in the regulation.

The *Industrial Relations (Public Sector Conditions of Employment) Regulation 2011* containing the new policy was made on 20 June 2011. A copy is available at [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)

This Regulation does not give the Government unilateral power to change conditions of employment. Existing conditions of employment that relate to but are in excess of the guaranteed minimum conditions of employment may only be reduced with the agreement of the relevant parties. Other conditions can only be varied where agreement is reached that an employee-related cost saving is required to fund wage rises above 2.5 per cent per annum or the Industrial Relations Commission makes a determination.

### **Why 2.5 per cent?**

Many staff have asked how the 2.5 per cent level has been identified. This is the mid-point of the Reserve Bank of Australia's inflation target. Choosing this figure is consistent with long term movements in the CPI (since 1997) that has been established by an independent body. The 2.5 per cent level was the central component of the former Government's policy.

### **Pay rises in excess of 2.5 per cent**

Public servants can maintain all their current conditions and entitlements and receive pay rises of 2.5 per cent a year.

Or, as has been the case in the past, unions can choose to negotiate for higher pay rises by identifying acceptable changes to conditions and then working with employers to value those, make the changes, and return some or all of the savings in higher pay.

While the parties can agree to pay rises above 2.5 per cent in anticipation of achieving employee-related savings, these cannot be paid until the savings have been delivered.

### **Guaranteed minimum conditions of employment**

The Regulation guarantees minimum conditions of employment which cannot be traded away. These are:

- Unpaid parental leave that is the same as that provided by the National Employment Standards.
- Paid parental leave that applies to the relevant group of public sector employees on the commencement of the Regulation.
- Employer payments to employee superannuation schemes or funds (being the minimum amount prescribed under the relevant law of the Commonwealth).
- Long service or extended leave (being the minimum leave prescribed under Schedules 3 and 3A of the *Public Sector Employment and Management Act 2002* or the *Long Service Leave Act 1955*, whichever Act is applicable to the employment concerned).

- 
- ~~Annual leave (being the minimum leave prescribed under the *Annual Holidays Act 1944*).~~
  - Sick leave entitlements under section 26 of the *Industrial Relations Act 1996*.
  - Public holiday entitlements under the *Public Holidays Act 2010*.
  - Part-time work entitlements under Part 5 of Chapter 2 of the *Industrial Relations Act 1996*.

For the purposes of achieving employee related cost savings, existing conditions of employment in excess of the guaranteed minimum conditions of employment may only be reduced with the agreement of the relevant parties.

### **The role of the Industrial Relations Commission**

It is also important to confirm that the Industrial Relations Commission (IRC) continues to have a significant role in the public sector. They will continue to assist public sector parties to resolve disputes and to reach agreement about variations to awards governing wages and conditions of employment, within the framework of the Government's wages policy

For example, if a union is seeking a pay rise above 2.5 per cent but cannot agree with the public sector employer on savings, or on the value of savings, the IRC can settle the dispute. It will be the IRC that makes any award or approves any agreement regarding wages and conditions of public sector employees.

### **Employee-related savings**

The wages policy requires pay rises above 2.5 per cent a year to be funded by employee related cost savings from changes to work practices or conditions of employment.

These employee-related cost savings are defined as savings that involve a significant contribution from public sector employees and:

- generally involve direct changes to a relevant industrial instrument, work practices or other conditions of employment;
- are additional to whole of Government savings measures (such as efficiency dividends); and
- are not achieved by a reduction in guaranteed minimum conditions of employment below the minimum level.

Staff should be reassured that the government does not have unilateral power to change conditions of employment.

Employee-related cost savings won't include matters such as:

- productivity improvements which do not result in employee related cost savings;

- savings that were made earlier or as part of a current or earlier industrial agreement;
- enforcement of existing provisions in industrial instruments and policies, which agencies can implement without agreement;
- agency reform processes which are not related to employee related cost savings.

### **Changing the public sector wages policy**

Because the requirements of the wages policy, that the Industrial Relations Commission is required to give effect to, are contained in the Regulation, the Parliament can reject the policy if it votes to disallow the regulation that contains it.

A copy of the *NSW Public Sector Wages Policy 2011* is available on the Department of Premier and Cabinet website.

It contains more detail of what should be and should not be included as employee-related cost savings, as well as information about the process of conducting negotiations.

### **REDUNDANCIES**

A new policy for the management of excess employees in the Government Service began operation on 1 August 2011.

Essential frontline employees, who are covered by separate industrial arrangements, are not subject to the new policy. For example, police officers, fire fighters, nurses, ambulance officers, school teachers and rail workers are not included.

The new policy is intended to make it easier for Government agencies to adapt to changing priorities and implement much-needed organisational reforms. This will mean better, more responsive service delivery for the people of NSW.

Under the policy, excess employees have a choice - a generous voluntary redundancy package or a three month retention period in which to seek redeployment.

#### **Key features**

The key features of the managing excess employees policy are:

- an end to the policy of no forced redundancies
- an immediate offer of voluntary redundancy to every employee who is declared excess
- retention of the current severance payments for voluntary redundancy

- 
- ~~a retention period of three calendar months for employees who do not~~ accept the offer of voluntary redundancy
  - a reduced severance payment for excess employees who decline the offer of voluntary redundancy and, subsequently, leave their employment during the retention period or are made redundant at the end of the retention period
  - refocussed career transition assistance
  - three months salary maintenance for excess employees redeployed to a position at a lower grade.

### **Voluntary redundancy programs**

In situations of organisational change, agencies may seek from employees expressions of interest in voluntary redundancy, as part of the change management process and before any employees are declared excess.

### **More information**

More information is available in Premier's Memorandum 2011-11 and the Managing Excess Employees policy on the Department of Premier and Cabinet website.



**email 2 - request for information**  
Jeannine Biviano to: Richard Sheldrake

08/09/2011 02:19 PM

History: This message has been forwarded.

Printed

Hi Richard,  
this is the second email with **Transferred Officers Compensation Award & Managing Excess Employees Policy**



Managing Excess Employees Policy - D2011 007.pdf



Summary of Provisions & Advice for Transferred Officers.pdf



Transferred Employee Compensation Award (Crown Employees).doc

regards,

Jeannine Biviano | Executive Director Corporate Services  
NSW Department of Trade and Investment, Regional Infrastructure and Services  
161 Kite Street | Orange | NSW 2800  
T: 02 6391 3319 | F: 02 6391 3199 | E: [jeannine.biviano@industry.nsw.gov.au](mailto:jeannine.biviano@industry.nsw.gov.au)  
W: <http://www.industry.nsw.gov.au/>

36



---

## **SUMMARY OF AWARD PROVISIONS AND ADVICE FOR TRANSFERRED OFFICERS**

*(Should be read in conjunction with the Crown Employees (Transferred Employees Compensation) Award.)*

### **1. GENERAL**

#### **NOTIFICATION OF TRANSFER**

Upon receiving notification of your transfer, you should first confirm with Staff Payroll Centre, 02 6391 3363, whether you will be eligible for assistance under the Award.

#### **CLAIMS**

Claims for reimbursement of transfer costs should be submitted to Staff Payroll Centre, Orange, Head Office. Claims are to be submitted on a memo indicating what is being claimed and the costs associated with each item. The appropriate tax invoice for each item being claimed must accompany the memo, and refer to the Purchase & Sale checklists for the required documents to be presented.

#### **SPOUSE OF THE OFFICER ALSO TRANSFERRED**

Where your spouse is also employed in the NSW Public Service and is also transferred, the assistance payable under this Award is to be paid to one partner only. Where applicable however, both partners may claim the leave concessions under clause 3 of the Award.

#### **OFFICERS TAKING UP DUTY BEFORE APPEALS ACTION FINALISED**

If you are required to transfer to a new location because of appointment to a position, and the appointment is subject to appeals action, you must not move to the new location until the period during which appeals may be lodged has expired or all appeals action has been finalised. If you are directed to take up duty in the new location before appeals action is finalised, then the provisions set out in below shall apply.

#### **OFFICERS WITH DEPENDANTS**

- You may claim travel allowances in terms of Clause 12 of the Crown Employees (Public Service Conditions of Employment) Award 2002 until any appeal period has expired or all appeal action has been finalised.
- You have a further period of up to 21 days immediately after all appeals action has been finalised, to find suitable accommodation before payment of the above allowances ceases. The Director-General may extend this period if satisfied that 21 days is insufficient time for you to find accommodation.
- The removal of your dependants or furniture and effects to the new location will not be approved before all appeals action has been finalised, unless exceptional or particularly difficult circumstances exist.

## **OFFICERS WITHOUT DEPENDANTS**

If you have no dependants you may be given assistance with temporary accommodation under Clause 4 (iii) of the Award.

Furniture and effects are not to be moved until all appeal action has been finalised.

The provisions of Clause 3 (i) of the Award shall apply.

### **2. LEAVE (Clause 3)**

Special leave available as follows:

- 2 days to visit new location to find accommodation
- 2 days to prepare and pack personal/household effects OR 2 days to arrange storage
- leave to travel to new location to start work
- 1 day to clean premises vacated and/or settling into new place
- should the above be achieved in lesser time than specified, such lesser time is to be granted and provided also where the purposes referred by above cannot be achieved in the time specified, the Departmental Head may grant such extra leave as considered necessary.
- to enable officer to return home at weekends once a month and spend time with the family if they are unable to be relocated at the same time and providing suitable arrangements can be made for the performance of the officer's duties in their absence.

A leave application must be made for leave covered in this clause. The application should state what leave is being applied for, for example, two days special leave for the purpose of "visiting the new location with a view to obtaining suitable accommodation."

### **3. TEMPORARY ACCOMMODATION (Clause 4)**

For the purpose of reimbursement of the cost of temporary accommodation, under Clause 4 of the Award, temporary accommodation means hotel, motel, boarding house or caravan park type accommodation.

## **OFFICER MAINTAINING DEPENDANTS IN THE HOME**

- If you are required to find temporary accommodation for yourself and your family, you can claim an allowance to cover necessary costs. The allowance depends on your salary and number of dependants. Maximum entitlement is \$254 per week. (see the table in Clause 4 of the Award)
- Where you are required to find temporary accommodation for yourself when moving **ahead of your family**, an allowance, for necessary board and lodging expenses in excess of \$51, to a maximum of \$254 per week can be claimed.

## **OFFICER WITH NO DEPENDANTS**

If you have no dependants and are required to find temporary accommodation at your new location, an allowance of up to 50% of total costs of board and lodging expenses, to a maximum of \$254 per week, can be claimed. This allowance is payable for a maximum of 4 weeks.

## **CONDITIONS**

---

Payment of the above allowances is subject to:

- Production of all tax invoices;
- Provision of a written undertaking that you will accept any reasonable accommodation;
- Provision of evidence of reasonable steps being taken to secure accommodation. A letter from a real estate agent certifying that you are attempting to secure accommodation is sufficient.

A memo should be submitted outlining exactly what is being claimed together with the original tax invoices to authenticate the claim.

The limitations on the payment of allowances for the cost of temporary accommodation are as follows:

- where the new location is in the country, the maximum period of assistance is 26 weeks;
- where the location is in the metropolitan area, the maximum period is 13 weeks; or
- where a transferred officer has no dependants, the maximum period is 4 weeks regardless of where the new location is.

### **4. EXCESS RENT ASSISTANCE (Clause 5)**

If you secure private rented accommodation at the new location, you may be eligible to claim for temporary assistance under the Crown Employees (Transferred Officers Excess Rent Assistance) Agreement, which:

- Provides short-term rent relief for officers who incur excess rent;
- Is paid as the difference between actual rent paid and your weekly contribution.

To determine if you would be eligible to claim for assistance under this Agreement, use the following link to the [Rent Assistance Calculator](#).

Maximum payable per week is:

\$75 per week with 2 or more dependant children

\$65 per week with one dependant child

\$56 per week without dependant children

**The allowance can be paid for a maximum of 26 weeks.**

### **5. REMOVAL (Clause 6)**

The removal of your personal/household effects is arranged by Move Dynamics and costs are met by the Department.

You will need to advise the Staff Payroll Centre of your contact details, addresses for removal and delivery (if known). These details will be entered into the Move Dynamics website. Move

Dynamics will then contact you directly. Please note that a minimum of 2-3 weeks notice is required prior to moving.

Move Dynamics can be contacted on:

**Tel: (02) 9645 7744,**

**Fax: (02) 9645 7755, (02) 9645 7779 or**

**<http://www.movedynamics.com.au>**

When your private vehicle is used for official business, and you need to move another car, you can claim the following for the second car :-

- Cost of transport by road or rail; or
- If vehicle driven, car allowance at Casual Rate.

Some items are not automatically removed by the contractors. You will need to make separate arrangements for the removal of the following items and other items of like nature:

- vehicles, except as provided for under Clause 8; dog kennels; plants in boxes and pots; wood and coal; horses, harness, etc, except when required for official use; aviaries; livestock.

## **INSURANCE**

Removal includes insurance of furniture and effects up to an insured value of \$38,000. Insurance of furniture and effects valued in excess of \$38,000 may be approved subject to conditions.

## **6. STORAGE (Clause 7)**

If you are unable to secure suitable accommodation, the costs of storage of furniture, insurance up to \$38,000 and cartage to the store and from the store to your new residence, when secured, can be reimbursed. If you have dependants the limits on storage time are; 13 weeks in the metropolitan area; 26 weeks in country areas. If you have no dependants the limit is 4 weeks.

## **7. PERSONAL TRANSPORT (Clause 8)**

You are entitled to a first class rail warrant or reimbursement for the use of a private vehicle to the value of a first class rail warrant on the following basis:

- For you, and one member of your household, when going on leave to visit new location to find accommodation.
- For you, and all members of your household, when going on leave to travel to new location to enter on duty.
- For you if going on leave for the purpose of returning home on weekends.

If using a private vehicle to find accommodation the claim should be made at the Casual Rate. When taking up on duty the Official Business rate should be claimed.

Claims for the reimbursement of personal transport can be made on a memo with other items, or on a travel claim, both methods should specify kilometres travelled and engine capacity of the vehicle used.

---

## **8. DEPRECIATION AND DISTURBANCE ALLOWANCE (Clause 9)**

You are entitled to an allowance of \$1,126 for depreciation and disturbance of furniture and fittings if the value of the items moved to your new location is greater than \$7,037. If the value is less than \$7,037 a pro-rata amount is payable.

The claim form, available on the intranet is required for the payment of the Depreciation and Disturbance Allowance. The Australian Taxation Office has ruled that this allowance is to be treated as assessable income. It will be included as part of earnings and will be taxed.

## **9. EDUCATION OF CHILDREN (Clause 10)**

The cost of replacing specified items of school uniform (see clause 10 of the Award) can be reimbursed, if your children are required to change schools as a result of your transfer.

If you are seeking reimbursement of school uniform costs, a memo should be completed outlining which items have been purchased for which child. Tax invoices should be attached to the memo and a payment voucher completed.

## **10. CONVEYANCING ASSISTANCE (Clause 11)**

If, as a result of your transfer, you sell a residence at your former location and purchase a residence at your new location you are entitled to apply for the reimbursement of conveyancing costs.

### **CONDITIONS**

**To qualify for conveyancing assistance, you must:**

- Sell a residence at your former location; and
- Buy a residence or land upon which to erect a residence at your new location;
- Complete the above transactions within 4 years of the date of transfer;
- Not be moving residence within the metropolitan area, defined as being the area bounded by Wollongong to the south, Picton to the south-west, Mt Victoria to the west and Gosford to the north.

### **ENTITLEMENTS**

**Reimbursement of :**

- Private solicitor's or registered conveyancing company's costs and disbursements;
- Estate agents commission only. Advertising costs are **not** reimbursed;
- Legal costs;
- Stamp Duty for purchase of land or residence and stamp duty on mortgage;
- Fees paid for discharge and establishment of mortgages.

## **11. PURCHASE ONLY - STAMP DUTY (Clause 12)**

If you do not qualify for the assistance described in section 10 above, and have purchased property at your new location, some assistance is still available if you have:

- Purchased and occupied a residence within 15 months of transfer;
- Purchased land and erected and occupied a residence within 15 months of transfer;

Any house and/or land purchased at your new location must be in your name and/or the name of your spouse or de facto. To receive assistance you will be required to produce a copy of the stamped and dated Contract of Sale and the original receipt for Stamp Duty.

### **COSTS REIMBURSED**

- Stamp Duty paid on Contract of Sale;
- Stamp Duty paid on any mortgage in connection with purchase;
- Registration fees for transfer and mortgage.

## **12. INCIDENTAL COSTS (Clause 13)**

To be entitled to claim the following incidental costs, you must first qualify for conveyancing assistance as described in part 10 of this advice. (Clause 11 of the Award).

- Council rates or other Local Government rates for any period that your former residence if left unoccupied prior to sale;
- Cost of survey certificates, pest certificates, building inspections; and
- Building Society registration fees.

If you do not qualify for conveyancing assistance you may still be reimbursed for :-

- costs incurred for reconnection of gas and/or electricity;
- costs incurred for telephone reconnection (where a telephone was previously installed at officer's former residence); and
- the fee charged for redirection of mail, for 1 month.

Reimbursements under Clauses 11, 12 and 13 are assessed and approved by the Employee Services Unit in Head Office. Claims should be submitted for payment only when all documents relating to the sale, purchase or both are available. The **Sale Checklist** and **Purchase Checklist** should be used to ensure that all relevant documents are attached. Payments will not be made until all documents are received.

Address claims to Staff Payroll Centre, Locked Bag 21, Orange NSW 2800 marked Private and Confidential.

## **13. RELOCATION ON RETIREMENT (Clause 14)**

If you retire at a location other than your original place of recruitment, assistance with removal expenses will be provided for removing personal and household effects to a location of your choice. Note that the maximum amount payable is limited to that payable had you moved to the town where you were originally recruited to the Public service.

It should be noted that the depreciation allowance is not payable in this circumstance.



## Directive

**Directive Title** Managing Excess Employees Policy

**Status** Active

**Document Number** D2011\_007

**File Number** DPC11/01402-001

**Compliance Detail**

**Mandatory for:**

- NSW Public Service Departments
- NSW Public Service Other Agencies
- NSW Non-Public Service Divisions and Special Employment Divisions

**Category** Redeployment, Redundancy, Termination

**Sub Category** Managing Excess Employees

**Summary** Managing Excess Employees Policy (distributed via M2011-11) explains how excess employees are managed in the NSW Government Service.

**Publication Date** 23/June/2011

**Review Date** 30/June/2014

**Author** Public Sector Workforce

**Unit** Performance and Development

**Policy Custodian** Director, Performance Development

**Distribution method** Memorandum

**Circular/Memorandum** M2011-11

**Previous Reference** PSW Policy Document: D2008-008

**Archive Note** Nil

**Contact for enquiries** [psw@dpc.nsw.gov.au](mailto:psw@dpc.nsw.gov.au) or (02) 9228 4444

This Directive may be varied, withdrawn or replaced at any time without notice



**Premier  
& Cabinet**

# Managing Excess Employees

June 2011



Public Sector Workforce

[PSW@dpc.nsw.gov.au](mailto:PSW@dpc.nsw.gov.au)

(02) 9228 4444

Version 1.0



---

---

**Contents**

1. Revision history.....4

2. Introduction .....5

3. Application.....5

    3.1 Coverage.....5

    3.2 Previous policy.....6

4. Declaring an employee excess.....6

    4.1 Options for excess employees.....6

    4.2 Voluntary redundancy .....6

    4.3 Notice of forced redundancy .....7

    4.4 Summary of written advice to be provided to employees upon being declared  
    excess .....7

5. Voluntary redundancy .....7

    5.1 Approval .....7

    5.2 Voluntary redundancy payments.....8

    5.3 Re-employment or re-engagement in the NSW Public Service .....8

        5.3.1 Obligations of employees.....9

        5.3.2 Obligations of employing agencies .....9

6. The retention period.....9

    6.1 Scope of the retention period .....9

    6.2 Redeployment within the retention period.....10

        6.2.1 Temporary secondment or assignment within the retention period .....10

    6.3 Case management and career transition assistance .....10

    6.4 Salary maintenance if placed in a lower graded position .....11

7. Exit during the retention period and at forced redundancy .....11

    7.1 Payments when exiting during the retention period and at forced redundancy ...11

    7.2 Re-employment or re-engagement in the NSW Public Service .....12

8. Template letter for declaring an employee excess .....13

9. Managing excess employees flowchart.....18

10. Associated documents.....19

**1. Revision history**

<b>Version</b>	<b>Approval Date</b>	<b>Next Review Date</b>	<b>Amendment notes</b>
1	22/06/2011	30/06/2014	

## 2. Introduction

---

This policy explains how excess employees are managed in the NSW Government Service.

As model employers, agencies have an important responsibility to ensure that excess employees:

- are properly informed about their options and entitlements, under this policy
- have access to career transition assistance
- are helped in the search for redeployment, where they choose that option.

To facilitate this, agencies must ensure that they have in place:

- a case manager(s)
- an agreement with their shared service provider for the prompt provision of estimates of employee entitlements
- appropriate career transition assistance, provided in-house, by a third party specialist, or through a combination of these.

At all times, excess employees remain the responsibility of their employing agency.

## 3. Application

### 3.1 Coverage

This policy applies to **permanent** employees<sup>1</sup> in the NSW Government Service, identified in the *Public Sector Employment and Management Act 2002* (PSEM Act) as:

- Public Service Departments
- Non-Public Service Divisions
- Special Employment Divisions

**Public Service Departments** are staff employed in departments and agencies listed in Schedule 1, Part 1 of the *PSEM Act*.

**Non-Public Service Divisions** are staff employed in divisions assigned to the statutory bodies listed in Schedule 1, Part 2 of the *PSEM Act*.

**Special Employment Divisions** are staff employed in divisions assigned to the statutory bodies listed in Schedule 1, Part 3 of the *PSEM Act*.

Agencies not covered by this policy include State Owned Corporations, the Health Service, the Teaching Service, the NSW Police Force (police officers), Fire and Rescue NSW (fire fighters), Railcorp, Sydney Ferries, the Country Rail Infrastructure Authority and the Transport Construction Authority.

---

<sup>1</sup> This policy does not apply to temporary employees. In limited circumstances, a temporary employee whose employment is terminated may be entitled to a severance payment under the NSW Employment Protection Regulation 2001.

This policy does not override existing industrial instruments or legislative provisions that deal with managing excess employees.

### **3.2 Previous policy**

This policy supersedes the policy promulgated in Premier's Memorandum 2008-22 - Managing Excess Employees.

## **4. Declaring an employee excess**

An employee is declared excess by their agency when they no longer have a substantive position.

A template letter for declaring an employee excess is at section 8 of this policy. A flowchart of the process is at section 9.

### **4.1 Options for excess employees**

Upon being declared excess, an excess employee has two weeks to choose between two courses of action:

1. Accept an offer of voluntary redundancy and leave the service within two weeks of accepting the offer or at a time nominated by the agency. If voluntary redundancy is declined it will not be offered again.
2. Decline the voluntary redundancy offer and pursue redeployment during the three month retention period. If an excess employee:
  - a) leaves at any time after declining the offer of voluntary redundancy, they will receive a payment using the calculation described in section 7.1 of this policy, or
  - b) is not redeployed at the conclusion of the retention period, they will be made forcibly redundant and receive a payment using the calculation described in section 7.1 of this policy.

If an excess employee fails to notify their employing agency of a course of action within the nominated two week timeframe, this will be taken as the choice to decline voluntary redundancy and pursue redeployment.

### **4.2 Voluntary redundancy**

Upon declaring an employee excess, an agency must provide an offer of voluntary redundancy. The offer is to be estimated using the methodology described in section 5.2 of this policy. If an excess employee declines this voluntary redundancy offer, it will not be offered again.

---

### **4.3 Notice of forced redundancy**

Upon declaring an employee excess, an agency must provide the employee with written notice of the intention to make the employee forcibly redundant if:

- a) the excess employee refuses the offer of voluntary redundancy, and,
- b) the excess employee is not redeployed at the conclusion of the three month retention period.

Upon being made forcibly redundant, the excess employee will receive the severance benefit described in section 7.1 of this policy.

### **4.4 Summary of written advice to be provided to employees upon being declared excess**

Upon declaring an employee excess, agencies must immediately provide written advice that:

1. The employee is excess as at the date of the written advice.
2. The employee has two weeks from the date of the written advice to decide whether to:
  - a) accept the offer of voluntary redundancy (provided with the advice) and leave the service within two weeks of acceptance (or at a time nominated by the agency),
  - or,
  - b) decline the offer of voluntary redundancy and opt to pursue redeployment within the three month retention period.
3. The agency will make the excess employee forcibly redundant if the employee has not left the service, or been redeployed, at the conclusion of the three month retention period.
4. If the excess employee exits the service after declining the offer of voluntary redundancy and at any time during the retention period, or is made forcibly redundant at the end of the retention period, the excess employee will receive a payment calculated using the methodology described in section 7.1 of this policy.

## **5. Voluntary redundancy**

Every excess employee must be provided with an offer of voluntary redundancy when they are declared excess.

### **5.1 Approval**

Agency heads are responsible for approving the offer of voluntary redundancy to each excess employee. There is no requirement to gain ministerial approval. However, ministerial approval is still required for formal voluntary redundancy

schemes associated with organisational change management. Refer to DPC *Guidelines for Agency Change Management* for more information.

## 5.2 Voluntary redundancy payments

A voluntary redundancy is a voluntary termination payment to a permanent employee. Where employees accept voluntary redundancy, they are entitled to the following payments:

- four weeks notice or payment in lieu, plus
- for employees aged 45 years and over with five or more years of completed service, an additional one weeks notice or payment in lieu, plus
- a severance payment at the rate of three weeks per year of continuous service with a maximum of 39 weeks, with pro-rata payments for incomplete years of service to be on a quarterly basis
- the benefit allowable as a contributor to a retirement fund, plus
- pro rata annual leave loading for leave accumulated at the date of termination, plus
- the following incentive payments based on years of service:

Length of service	Additional payment
Less than one year	Two weeks pay
One year and less than two years	Four weeks pay
Two years and less than three years	Six weeks pay
Three or more years	Eight weeks pay

All continuous service in NSW public sector agencies in accordance with Schedule 3A of the *Public Sector Employment and Management Act 2002* is recognised for voluntary redundancy purposes provided no previous redundancy payment has been made for this service.

For more information on voluntary redundancy, please refer to the supporting documents *Voluntary Redundancy: Taxation and Superannuation Implications* and Treasury Circular 11/XX - *Funding for Redundancy Payments*.

## 5.3 Re-employment or re-engagement in the NSW Public Service

Employees who accept a voluntary redundancy cannot be re-employed or re-engaged in any capacity in any NSW public sector agency within the period covered by their severance payment, without first repaying the relevant proportion of their severance pay. This requirement applies to employment or engagement in any capacity as staff members, contractors, consultants or employees or principals of companies engaged in contracting to a public sector agency.

---

### **5.3.1 Obligations of employees**

Employees accepting voluntary redundancy are required to sign an undertaking to refund to the Crown that proportion of the severance payment applying to the period of re-employment should they be re-employed or re-engaged in any capacity (including employment in temporary, part-time or casual employment, as a consultant, contractor or subcontractor) in a New South Wales public sector agency within the period covered by the separation payment.

The repayment covers the relevant proportion of the severance payment - ie the sum calculated on years of service and the additional payment of up to eight weeks pay - but excludes pay in lieu of notice.

### **5.3.2 Obligations of employing agencies**

It is the responsibility of agency heads of the new employing organisation to ensure that this requirement for repayment is met.

Agencies must ensure that:

- the selection panel, convenor or manager responsible for recruitment asks the prospective employee questions regarding any previous public sector redundancy, retrenchment or termination payments. This must be done before any recommendation for permanent, temporary, part time, casual, contracting or consultancy engagement is submitted for approval
- if repayment is required, such repayment is a condition of the offer of employment or engagement of the person as a consultant or contractor
- letters of appointment inform prospective employees that non-disclosure of Government redundancy payments which would otherwise be required to be proportionally refunded will invalidate the appointment and may result in the appointment being annulled.

## **6. The retention period**

Excess employees who decline the voluntary redundancy offer are entitled to a three month retention period. During the retention period, excess employees receive their normal salary while pursuing redeployment opportunities within their agency and across the Government Service. Redeployment means permanent placement in a funded position on an agency's establishment.

### **6.1 Scope of the retention period**

The retention period commences from the date on which the voluntary redundancy offer is declined by an excess employee, or closes without being accepted by an excess employee.

The retention period runs for three calendar months and is not to be extended by the employing agency. In exceptional circumstances only, an agency head may seek approval from the Department of Premier and Cabinet to extend the retention period.

### **6.2 Redeployment within the retention period**

The purpose of the retention period is to allow excess employees to pursue redeployment to a permanent position in the Government Service. Excess employees may be placed in any suitable vacancy without advertising. Section 87 of the *Public Sector Employment and Management Act 2002* is the mechanism by which excess employees may be redeployed.

During the retention period, excess employees are to be provided with priority access to redeployment opportunities within their own agency and across the Government Service. Where a potentially suitable job match is identified, excess employees are entitled to priority assessment for vacancies before any other applicants. Where two or more excess employees apply for the same vacant position, selection is based on merit between the excess employees.

For detailed guidelines on redeployment job matching and the priority assessment process, please refer to the supporting document *Case Management and Redeployment Guidelines*.

#### **6.2.1 Temporary secondment or assignment within the retention period**

During the retention period an excess employee may choose to accept a temporary secondment or assignment under sections 86, 86A or 88 of the *Public Sector Employment and Management Act 2002*.

If this occurs and the excess employee's retention period ends during the secondment or assignment, the employee will continue to be employed for the remaining period of the secondment or assignment. When the secondment or assignment ends, if the excess employee has not been redeployed or secured an extension of the secondment or assignment, the excess employee is then made forcibly redundant.

### **6.3 Case management and career transition assistance**

Case managers are responsible for ensuring excess employees are properly informed about their options and entitlements; have access to career transition assistance; and are helped in the search for redeployment, where that is their choice.

Each agency must nominate at least one case manager. In small agencies, the role may be performed in conjunction with other HR responsibilities. In large agencies, or in agencies with a significant number of excess employees, it may be appropriate to appoint a dedicated case manager(s). Agencies undergoing large scale restructuring



---

~~should consider establishing a career transition unit to coordinate assistance for~~  
employees.

Under the *Case Management and Redeployment Guidelines*, excess employees who seek redeployment are entitled to priority access to redeployment opportunities within their own agency and across the Government Service (see section 6.2 of this policy). Agency case managers have a critical part to play in identifying possible job matches, via *jobs.nsw*, and assisting employees to demonstrate their suitability for vacancies.

Where there is no in-house expertise in career transition counselling and skills development, agencies should engage a qualified external provider to deliver these services.

#### **6.4 Salary maintenance if placed in a lower graded position**

If an excess employee is placed in a position at a lower grade, they are entitled to three calendar months salary maintenance at their former grade.

### **7. Exit during the retention period and at forced redundancy**

An excess employee may leave the service at any time after refusing the voluntary redundancy offer and during the retention period.

An excess employee is made forcibly redundant, by the agency head, when all of the following conditions have been satisfied:

- a) the employee has been informed in writing that they are excess
- b) the excess employee has not accepted the offer of voluntary redundancy
- c) the excess employee has exhausted their three month retention period.

#### **7.1 Payments when exiting during the retention period and at forced redundancy**

Upon exiting the service after refusing the offer of voluntary redundancy and at any time during the retention period, or upon being made forcibly redundant, an excess employee is entitled to the statutory minimum payment as per the NSW Employment Protection Regulation 2001, plus an additional payment of four weeks salary if under the age of 45 or five weeks salary if over 45.

The exit or forced redundancy payment is to be calculated using the following methodology:

## Managing Excess Employees

Length of continuous service	Redundancy pay	
	Under 45	Over 45
Less than 1 year	Nil	Nil
1 year and more but less than 2 years	4 weeks	5 weeks
2 years and more but less than 3 years	7 weeks	8.75 weeks
3 years and more but less than 4 years	10 weeks	12.5 weeks
4 years and more but less than 5 years	12 weeks	15 weeks
5 years and more but less than 6 years	14 weeks	17.5 weeks
6 years or more	16 weeks	20 weeks
<i>plus</i>		
Additional payment	4 weeks	5 weeks

### 7.2 Re-employment or re-engagement in the NSW Public Service

Excess employees who exit the service during the retention period or who are made forcibly redundant are subject to the restrictions on re-employment or re-engagement in the NSW public sector described in section 5.3 of this policy.

---

## 8. ~~Template letter for declaring an employee excess~~

[Employee's address]

Dear [Employee's name]

I am writing to advise you that you no longer have a substantive position and are an excess employee from the date of this letter. Attached is a copy of Premier's Memorandum 2011-11 Managing Excess Employees for your convenience.

As per Premier's Memorandum 2011-11, you must choose whether to:

- a) accept an offer of voluntary redundancy, *or*
- b) pursue redeployment in the public sector during the three month retention period.

**Note:** if you do not respond within fourteen days from the date of this letter, this will be taken as the choice to decline voluntary redundancy and pursue redeployment.

Further information on these options is outlined below.

### **Option 1: Voluntary redundancy**

You are invited to accept an offer of voluntary redundancy. To accept or decline this offer, you must respond within fourteen days from the date of this letter (i.e. by [Date]) by completing the appropriate section of the attached *Excess Employee Voluntary Redundancy or Redeployment Acceptance* form.

If you accept this voluntary redundancy offer, your last day of service will be the date that is 14 days from the acceptance date [or any other date nominated by the agency]. Please note that should you decline this offer of voluntary redundancy, you will not receive any further offers.

The voluntary redundancy package comprises:

- four weeks notice or payment in lieu, plus
- for employees aged 45 years and over with five or more years of completed service, an additional one weeks notice or payment in lieu, plus
- a severance payment at the rate of three weeks per year of continuous service with a maximum of 39 weeks, with pro-rata payments for incomplete years of service to be on a quarterly basis
- the benefit allowable as a contributor to a retirement fund, plus
- pro rata annual leave loading for leave accumulated at the date of termination, plus
- the following incentive payments based on years of service:

Length of service	Additional payment
Less than one year	Two weeks pay
One year and less than two years	Four weeks pay
Two years and less than three years	Six weeks pay
Three or more years	Eight weeks pay

A schedule estimating the value of your entitlement is attached.

The conditions of acceptance are as follows:

- This voluntary redundancy must be accepted by [date that is 14 days from receipt of this letter].
- Excess employees who accept this voluntary redundancy must agree to leave the NSW Government Service by the date that is 14 days from the acceptance date [or any other date nominated by the agency] (i.e. your last day of service must be on or before [the date that is 14 days from the acceptance date or any other date nominated by the agency]).
- Employees who accept a voluntary redundancy cannot be re-employed or re-engaged in any capacity in any NSW public sector agency within the period covered by their severance payment, without first repaying the relevant proportion of their severance pay. This requirement applies to employment or engagement in any capacity as staff members, contractors, consultants or employees or principals of companies engaged in contracting to a public sector agency.

**Option 2: Redeployment**

You may elect to decline the voluntary redundancy offer and pursue redeployment within the NSW Government Service during the three month retention period. To select this option, you must respond by completing the appropriate section of the attached *Excess Employee Voluntary Redundancy or Redeployment Acceptance Form* within fourteen days from the date of this letter (i.e. by [date that is 14 days from the date of this letter]). If you do not return the attached acceptance form, this will be taken as the choice to decline voluntary redundancy and pursue redeployment.

If you choose redeployment, you will be provided with:

- a three month retention period, commencing from the date you choose redeployment or the date the voluntary redundancy offer expires (i.e. on [date that is 14 days from the date of this letter])
- priority consideration for redeployment to suitable positions within the NSW Government Service
- assistance in pursuing redeployment, including career transition services.

## Managing Excess Employees

~~For us to be able to support you in being redeployed, you must:~~

- submit an up to date resume to your case manager by [date] to allow you to be matched to suitable positions across the sector
- proactively participate in the redeployment process, including submitting applications within identified timeframes and attending and participating in priority assessment interviews.

If you have not been appointed to a permanent position at the conclusion of your three month retention period, you will be made forcibly redundant and receive the forced redundancy payment as per section 7 of the policy in Premier's Memorandum 2011-11 Managing Excess Employees.

### Temporary secondments

During the retention period you may choose to accept a temporary secondment or assignment under sections 86, 86A or 88 of the *Public Sector Employment and Management Act 2002*.

If this occurs and your retention period ends during the secondment or assignment, you will continue to be employed for the remaining period of the secondment or assignment. When the secondment or assignment ends, if you have not been redeployed or secured an extension of the secondment or assignment, you will then be made forcibly redundant.

### Salary maintenance

If you choose to be matched to positions at lower grades, and are placed in such a position, you will be entitled to three calendar months salary maintenance at your former grade.

### Next Steps

Please complete the enclosed *Excess Employee Voluntary Redundancy or Redeployment Acceptance* form indicating whether you wish to accept the offer of voluntary redundancy or decline the offer of voluntary redundancy and pursue redeployment.

Please return the form to [HR Director's name/Manager's name] by [date that is 14 days from the date of this letter].

### Employee Assistance Program

[Insert details of agency EAPs program].

**Further information**

Please contact [agency HR contact] on [phone number] if you have any questions about your voluntary redundancy estimate.

Please contact [agency HR contact] on [phone number] if you have any questions about the redeployment and redundancy processes.

Yours faithfully

[Name]

[Position Title]

**Enclosed:**

1. Premier's Memorandum 2011-11 Managing Excess Employees
2. Case Management and Redeployment Guidelines
3. Voluntary redundancy entitlements
4. Voluntary Redundancy: Taxation and Superannuation Implications
5. Excess Employee Voluntary Redundancy or Redeployment Acceptance Form

**Excess Employee Voluntary Redundancy or Redeployment Acceptance Form**

Name:	
Employee Number:	

I declare that (please tick one of the following):

- I wish to accept the voluntary redundancy offer and voluntarily terminate my services with [name of agency] on [last day of service]. I understand that:
- I cannot be re-employed or re-engaged in any capacity in any NSW Public Sector agency within the period covered by the severance payment without first repaying the relevant proportion of this severance pay. The repayment covers the relevant proportion of the severance payment (up to 39 weeks) and the additional up to eight weeks payment.
  - [Insert relevant disclaimers].

**OR**

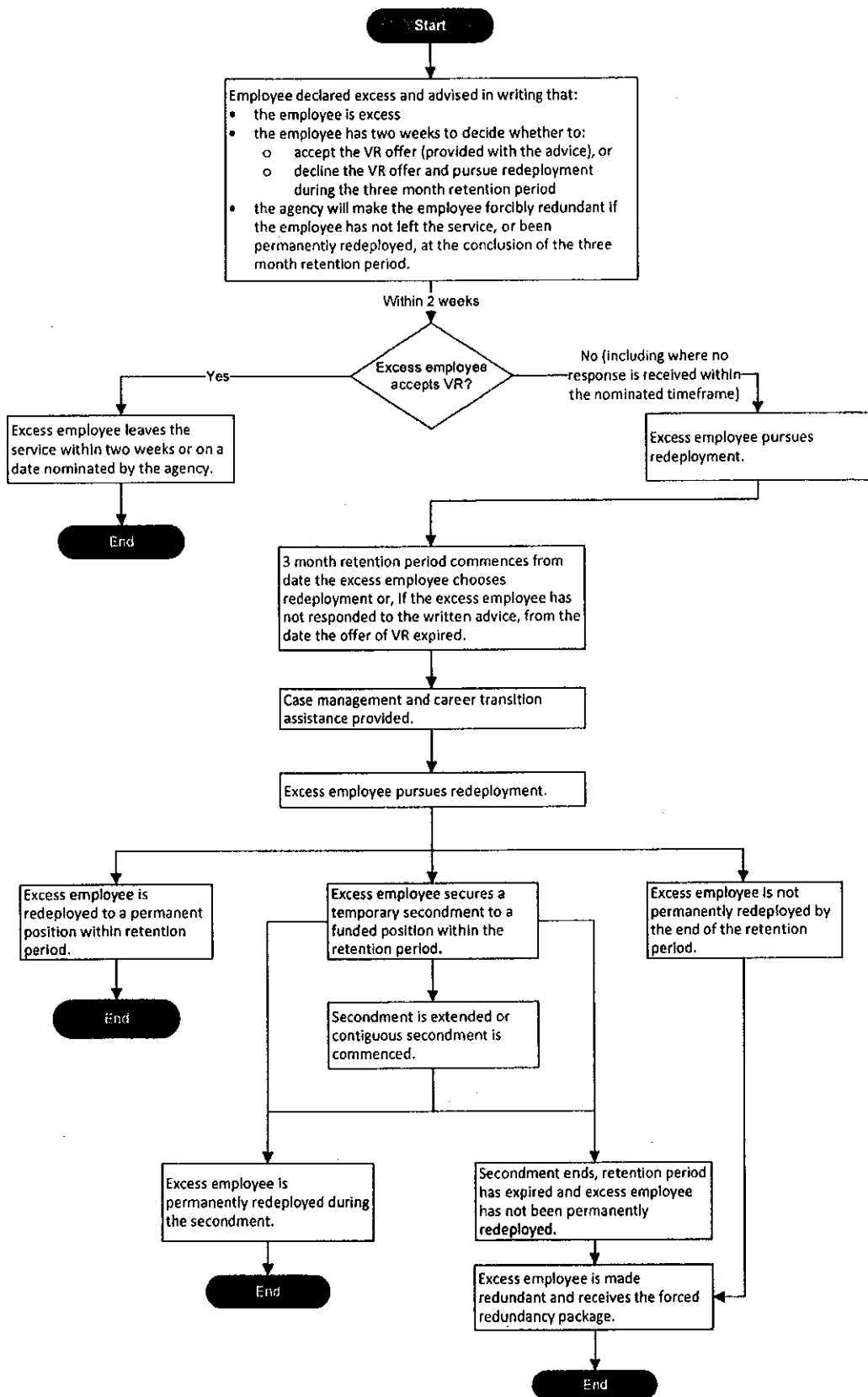
- I wish to decline the voluntary redundancy offer and will pursue redeployment within the NSW Government Service. I understand that by choosing this option I will not be offered a further voluntary redundancy and that, should I not be redeployed by the expiration of my three month retention period, I will be made forcibly redundant.

Signature:	
Date:	
Name of current supervisor:	

Please return this form by [date that is 14 days from the date of this letter] to:

[HR Director's name/Manager's name]  
 [Postal/email address]

9. Managing excess employees flowchart





## **10. Associated documents**

---

In managing excess employees, agencies should also refer to the following associated documents available on the Department of Premier and Cabinet and NSW Treasury websites.

- Agency Change Management Guidelines (DPC)
- Case Management and Redeployment Guidelines (DPC)
- Voluntary Redundancy: Taxation and Superannuation Implications (DPC)
- Treasury Circular 11/XX - Funding for Redundancy Payments (Treasury)

**CROWN EMPLOYEES (TRANSFERRED EMPLOYEES  
COMPENSATION) AWARD 2009**

INDUSTRIAL RELATIONS COMMISSION OF NEW SOUTH WALES

Application by Director of Public Employment.

(Nos. IRC 577 and 592 of 2009)

Before The Honourable Justice Boland, President

16 July 2009

**AWARD**

**1. Arrangement**

Clause No.	Subject Matter
1.	Arrangement
2.	Parties to the Award
3.	Intent and Application
4.	Definitions
5.	Notice of Transfer
6.	Leave
7.	Travelling and Meal Expenses
8.	Temporary Accommodation Benefits - Commercially Rented
9.	Temporary Accommodation Benefits - Privately Rented
10.	Removal and Storage Expenses
11.	Depreciation and Disturbance Allowance
12.	Education of Children
13.	Reimbursement of Transaction Expenses
14.	Reimbursement of Incidental Costs
15.	Retirement and Death Benefits
16.	Additional Benefits
17.	Existing Entitlements
18.	Anti-Discrimination
19.	Grievance and Dispute Settling Procedures
20.	Area, Incidence and Duration

**2. Parties to the Award**

The parties to this award are:

Director of Public Employment, and

Public Service Association and Professional Officers' Association Amalgamated Union of New South Wales.

**3. Intent and Application**

- 3.1. The intent of the parties to this award is to provide reimbursement towards expenses of staff members transferred to work in a new location which, by necessity of that transfer, requires them to relocate their principal place of residence in accordance with the decision of Boland J, President of 17 September 2008 in matters nos. IRC 445 and 879 of 2008.

3.2 Where an existing or a new staff member is otherwise ineligible for the benefits of this award a ~~Department Head may offer in writing to the new or existing staff member any or all of the benefits available under this award on recruitment or appointment as part of an attraction and retention measure. The benefits must be clearly detailed in writing at the time of appointment. Such offers may also be made to temporary staff members.~~

3.3 Where two staff members who cohabit relocate together to the same location, reimbursement of expenses must not be claimed twice eg conveyance and stamp duty. Where applicable, both may claim the leave concessions.

#### 4. Definitions

4.1 "Association" shall mean the Public Service Association and the Professional Officers' Association Amalgamated Union of New South Wales.

4.2 "Department Head" means "Division Head" or the Chief Executive Officer of a department as defined in the *Public Sector Employment and Management Act 2002*.

4.3 "Department" is as defined in the *Public Sector Employment and Management Act 2002*.

4.4 "Director of Public Employment" or "DPE" is as defined in the *Public Sector Employment and Management Act 2002*.

4.5 "Dependant" means a person who lives in the principal place of residence of the member of staff and who is wholly or in part dependent on the staff member for support.

4.6 "Excess rent" is rent which is paid for a private rental property in a new location which is above the affordable rate for the staff member as defined in clause 9, Temporary Accommodation Benefits - Privately Rented of this award.

4.7 "Family member" is as defined in clause 81, Sick Leave to Care for a Family Member of the Crown Employees (Public Service Conditions of Employment) Award 2009.

4.8 "Reimbursement" or "reimbursed" means payment of an expense by the employer which is actually incurred by the staff member, which the Department Head is satisfied is reasonable, and for which adequate evidence is produced by the staff member.

4.9 "Staff member" means an officer or departmental temporary employee as defined in the *Public Sector Employment and Management Act 2002*.

4.10 "Transferred Employee" means a staff member who has been assigned to a new location and who, as a consequence of such assignment, finds it necessary to leave their existing residence and seek or take up a new residence, but shall not include a staff member transferred:

- (a) at own request;
- (b) who has applied for a position and obtained it through a merit selection process; or
- (c) under an arrangement between officers to exchange positions; or
- (d) who can reasonably commute to the new location; or
- (e) where the old location and the new location are part of the metropolitan area i.e. the Central Coast on the Northern Line as far as Gosford, the area on the Western Line as far as Mt Victoria and on the Illawarra Line as far as Wollongong; or
- (f) on account of any misconduct;

unless the Department Head otherwise approves.

## **5. Notice of Transfer**

- 5.1 The Department Head will give, in writing, as long a period of notice of transfer as is practicable. A transferred employee will not be transferred with less than ten working days notice in writing except in special or urgent circumstances.

## **6. Leave**

- 6.1 Transferred employees will be given special leave of up to five working days as necessary to carry out any of the following activities:
- 6.1.1 Visit the new location to obtain accommodation
  - 6.1.2 Prepare and pack personal and household effects prior to removal
  - 6.1.3 Arrange storage
  - 6.1.4 Travel to the new location for the purpose of commencing duty
  - 6.1.5 Clean the premises being vacated
  - 6.1.6 Occupy and settle into the new premises.
- 6.2 If satisfied that the activities referred to above cannot be completed within five working days, the Department Head may grant additional special leave, as considered necessary.
- 6.3 Subject to operational requirements, where a transferred employee has not been able to secure permanent accommodation at the new location, the transferred employee will be entitled to special leave for the amount of time required to travel to and from their home to enable the transferred employee to spend two consecutive days and nights at home each four weeks. Where a public holiday occurs immediately before or after such leave, the leave will be extended by a day and a night for each such public holiday.
- 6.4 Where this is not practical due to the distance home, a transferred employee will accumulate two days special leave per four weeks until a return home is practical. This leave will be taken at a time suitable to the Department Head and the transferred employee.

## **7. Travelling and Meal Expenses**

- 7.1 A transferred employee shall be entitled to an economy air fare or reimbursement for the use of a private vehicle paid at the casual rate for motor vehicle allowances as set out in the Crown Employees (Public Service Conditions of Employment) Award 2009, on the following basis:
- 7.1.1 For the transferred employee and one member of the household to travel to the new location to seek accommodation.
  - 7.1.2 For the transferred employee and all members of the household to travel to the new location to commence duty. Where the members of the household do not travel with the transferred employee to commence duty the cost of their personal transport will be deferred until such time as they travel to take up residence at the new location.
  - 7.1.3 For the transferred employee proceeding on special leave under subclauses 6.3 and 6.4 of clause 6, Leave of this award.
- 7.2 Where a transferred employee elects to use a private vehicle the motor vehicle allowance shall not exceed the equivalent cost of economy air fares.
- 7.3 Transferred employees travelling to the new location to commence duty who elect to use a private vehicle shall be paid at the official business rate.

- 7.4 When a transferred employee, travels to the new location to seek new accommodation he or she will be reimbursed for overnight accommodation and meals for the journey to and from the new location for two people under clause 26, Travelling Compensation of the Crown Employees (Public Service Conditions of Employment) Award 2009.

#### 8. Temporary Accommodation Benefits - Commercially Provided

- 8.1 Temporary accommodation benefits will be reimbursed for a period of up to four weeks to transferred employees who are relocated and use commercially provided accommodation such as a hotel. Such benefits are available in three forms:

8.1.1 Transferred employees without dependant relatives will be reimbursed up to 50% of the cost of accommodation provided that the total amount to be reimbursed does not exceed \$254 per week.

8.1.2 Transferred employees with dependant relatives will be reimbursed up to a maximum of \$254 per week plus an additional \$27 for each dependant child 6 years and over (max. contribution \$54 per week), where the cost of accommodation exceeds the amount calculated in the following table:

Salary of Transferred Employee and Spouse \$ per annum	Amount \$ per week	Each Dependant Child 6 yrs of age and over (max. contribution \$54 per week) \$ per week
Up to 28,233	218	27
28,234 to 35,980	239	27
35,981 to 46,258	262	27
46,259 to 59,477	324	27
59,478 and over	412	27

8.1.3 A transferred employee required to move to the new location ahead of the dependants will be reimbursed up to a maximum of \$254 per week, providing the cost of accommodation is in excess of \$51 per week.

8.2 To be eligible for any Temporary Accommodation Benefit a relocated transferred employee is, by necessity, required to vacate the existing residence prior to departure for the new location and secure board and lodging (including for dependants, where applicable) at the new location pending a residence becoming available.

8.3 This clause will not apply to Government-owned residences.

8.4 Where the period of four weeks referred to in subclause 8.1 of this clause is not sufficient for the transferred employee to obtain suitable permanent accommodation, the Department Head will consider each case on its merits but will require full particulars to be supplied.

8.5 Temporary Accommodation Benefits will not be paid to more than one person per household.

8.6 The Department Head will discontinue payment of Temporary Accommodation Benefits if satisfied the transferred employee has rejected suitable accommodation.

#### 9. Temporary Accommodation Benefits - Privately Rented

9.1 Where a transferred employee secures privately rented accommodation (eg a private house) at his or her new location and incurs excess rent then the transferred employee shall receive assistance as per the table below:

Officer with 2 or more dependant children	\$68 per week
Officer with 1 dependant child	\$59 per week
Officer without dependant children	\$51 per week

9.2 The formula for excess rent is as follows.

Excess rent in respect of any transferred employee means rent in excess of the staff member's weekly contribution calculated as follows:

$$\text{Contribution} = \text{Substantive salary} \times \frac{(\text{Substantive salary} + 2927)}{101,840}$$

"Staff member's weekly contribution" shall be the "Contribution" as above multiplied by 7 and divided by 365.25

The formula for calculating a staff member's weekly contribution is based on:

- (a) 15% of the salary of a General Scale Clerk, Step 10 A&C
- (b) 20% of the salary of Clerk, min. Grade 4 A&C
- (c) 25% of the salary of Clerk, min. Grade 7 A&C

In the event of movement in the salaries for these classifications in the Crown Employees (Administrative and Clerical Officers - Salaries) Award 2007, the formula will be varied as follows:

replacing the figure of 101,840 by ten times the difference between the salaries for the Step 10 of the General Scale and for the minimum of Grade 7, A&C and,

replacing the figure of 2,927 by the difference between the salary for the Step 10 of the General scale and 15% of the figure referred above.

- 9.3 Department Heads may require transferred employees to show evidence of difficulties in obtaining cheaper private accommodation, including the provision by a transferred employee of a statutory declaration.
- 9.4 In exceptional circumstances, Department Heads may extend excess rent payments beyond six months, including in areas where there is an acute shortage of housing of a reasonable standard, and areas experiencing extremely high rents due to conditions which are abnormal compared with those generally in New South Wales.

#### **10. Removal and Storage Expenses**

- 10.1 A transferred employee shall be entitled to reimbursement for the costs incurred in removing personal and household effects to the new location, including:
  - 10.1.1 Expenses reasonably incurred by transferred employees and their families for meals and accommodation during the course of the journey.
  - 10.1.2 Cost of transporting a second vehicle by either rail, road transport or driving (motor vehicle allowance to be paid at the casual rate) to the transferred employee's new location.
  - 10.1.3 Cost of insuring furniture and effects whilst in transit up to an amount of \$38,000. If the insured amount exceeds that amount, the case may be referred to the Department Head for consideration.
  - 10.1.4 An advance payment to cover the whole or part of the removal expenses provided that the transferred employee repays any unused portion within one month of incurring the cost of removal, unless the Department Head otherwise approves.

10.1.5 Meal and accommodation expenses reasonably incurred where, due to circumstances beyond the control of the transferred employee, the furniture and household effects arrive late at the new location, or are moved before the transferred employee's departure from the former location.

10.2 Where the Department Head is satisfied that a transferred employee is unable to secure suitable accommodation at the new location and is required to store furniture, reimbursement for the cost of transport and storage will be made. The transferred employee shall also be allowed the cost of insurance of furniture while in storage on the same basis as prescribed in paragraph 10.1.3 of this clause.

### **11. Depreciation and Disturbance Allowance**

11.1 Where the Department Head is satisfied that the transferred employee has removed a substantial portion of the household's furniture, furnishings and fittings, the transferred employee will be paid a Depreciation and Disturbance Allowance of \$1,126 compensation for the accelerated depreciation of personal and/or household effects to the value of \$7,037 or pro rata if the value is less.

### **12. Education of Children**

12.1 A transferred employee will be reimbursed for accommodation expenses exceeding \$27 per week, up to a maximum of \$56 per week, for each dependant child undertaking Year 12 where the elected subjects are not available at a school in the transferred employee's new location. The transferred employee will be required to provide a certificate from the Department of Education and Training confirming that the elected subjects are not available at the transferred employee's new location.

12.2 A transferred employee will be reimbursed costs for the replacement of essential school clothing and ancillary items for each dependant child required to change schools as a result of the staff member's transfer from the former location to the new location subject to advice from the new school.

### **13. Reimbursement of Transaction Expenses**

13.1 A transferred employee who sells a residence at the former location and buys a residence (or land upon which to build a residence), as a result of the transfer to the new location, will be reimbursed for Transaction Expenses.

13.2 Such Transaction Expenses will include:

13.2.1 Professional costs and disbursements of a solicitor or registered conveyancing company;

13.2.2 Stamp duty on the purchase;

13.2.3 Real estate agent commission on the sale of former residence;

13.2.4 Registration fees on transfers and mortgages on the residence, or the land and a house erected on the land;

13.2.5 Stamp duty paid in respect of any mortgage entered into or the discharge of mortgage in connection with transactions for the sale and purchase.

13.3 Transaction expenses will only be paid where the sale and purchase are completed up to 2 years after any relocation.

13.4 Other than for stamp duty as detailed in subclause 13.5 of this clause, a maximum property value of \$520,000 per property for sale and purchase will determine the limit of Transaction Expenses paid to a transferred employee.

- 13.5 Stamp duty will be paid in full where occupation of the residence occurs within fifteen months from the date of commencement at the new location. Where occupation of the residence occurs after 15 months but within 2 years from the date of commencement at the new location, reimbursement of stamp duty will not exceed the property value of \$520,000.
- 13.6 Transaction Expenses will be paid where the sale and purchase transactions are completed no earlier than 6 months prior to commencing work at the new location.
- 13.7 The Department Head may consider payment of transaction expenses on a sale and/or purchase of a residence more than 2 years after relocation, if satisfied there is good reason. The transferred employee must provide full details of why the sale and/or purchase could not be completed within the 2 year period.
- 13.8 A transferred employee who does not sell a residence at the former location, but buys a residence at the new location (or land upon which to build a residence), shall be entitled to reimbursement for Transaction Expenses outlined in this clause, provided the transferred employee enters into occupation within 15 months of transfer to the new location.

#### **14. Reimbursement of Incidental Costs**

- 14.1 The transferred employee will receive reimbursement for the following Incidental Costs of relocation:
  - 14.1.1 Council rates and charges levied upon an unsold former residence for any period during which the former residence remains untenanted to allow the sale of the property of the relocating transferred employee;
  - 14.1.2 Gas and electricity connection costs to the new residence, and telephone connection provided the telephone was connected at the transferred employee's former residence;
  - 14.1.3 Survey certificates and pest inspection costs for the new residence;
  - 14.1.4 Mail re-direction from the former residence to the new residence for 1 month.

#### **15. Retirement and Death**

- 15.1 Upon retirement from the Public Service the transferred employee will enjoy the benefits of clause 10, Removal and Storage Expenses of this award for relocation to a place of their choice within the State of NSW provided the transferred employee's relocation is effected within 12 months following the date of retirement.
- 15.2 In the event a transferred employee dies, the partner and dependant children or dependant relatives will enjoy the benefits of clause 10, Removal and Storage Expenses of this award for relocation to a single place of their choice within the State of NSW. Claims under this subclause may be made up to 12 months after the death of the transferred employee.
- 15.3 For retirement and death the maximum amount of reimbursement will be limited to that payable had the transferred employee moved to the place of original recruitment to the Public Service.
- 15.4 "The place of original recruitment" means the address of the workplace where the transferred employee first began duty with the NSW Public Service.

#### **16. Additional Benefits**

- 16.1 Subject to approval from the Director of Public Employment, a Department Head may offer additional support or benefits not specifically referred to in this award to assist in the attraction, recruitment or relocation of a staff member to a location. For example this may include assistance with housing, education or career development expenses.



## 17. Existing Entitlements

---

- 17.1 This award shall not operate to deprive a transferred employee assigned to work at a new location, prior to the making of this award, of any existing entitlements to compensation.

## 18. Anti-Discrimination

- 18.1 It is the intention of the parties bound by this award to seek to achieve the object in section 3(f) of the *Industrial Relations Act 1996* to prevent and eliminate discrimination in the workplace. This includes discrimination on the grounds of race, sex, marital status, disability, homosexuality, transgender identity, age and responsibilities as a carer.
- 18.2 It follows that in fulfilling their obligations under the dispute resolution procedure prescribed by this award the parties have obligations to take all reasonable steps to ensure that the operation of the provisions of this award are not directly or indirectly discriminatory in their effects. It will be consistent with the fulfilment of these obligations for the parties to make application to vary any provision of the award which, by its terms or operation, has a direct or indirect discriminatory effect.
- 18.3 Under the *Anti-Discrimination Act 1977*, it is unlawful to victimise a staff member because the staff member has made or may make or has been involved in a complaint of unlawful discrimination or harassment.
- 18.4 Nothing in this clause is to be taken to affect:
- 18.4.1 any conduct or act which is specifically exempted from anti-discrimination legislation;
  - 18.4.2 offering or providing junior rates of pay to persons under 21 years of age;
  - 18.4.3 any act or practice of a body established to propagate religion which is exempted under section 56(d) of the *Anti-Discrimination Act 1977*;
  - 18.4.4 a party to this award from pursuing matters of unlawful discrimination in any State or federal jurisdiction.
- 18.5 This clause does not create legal rights or obligations in addition to those imposed upon the parties by the legislation referred to in this clause.
- 18.5.1 Employers and staff members may also be subject to Commonwealth anti-discrimination legislation.
  - 18.5.2 Section 56(d) of the *Anti-Discrimination Act 1977* provides:  
  
"Nothing in the Act affects ... any other act or practice of a body established to propagate religion that conforms to the doctrines of that religion or is necessary to avoid injury to the religious susceptibilities of the adherents of that religion."

## 19. Grievance and Dispute Settling Procedures

- 19.1 All grievances and disputes relating to the provisions of this award shall initially be dealt with as close to the source as possible, with graduated steps for further attempts at resolution at higher levels of authority within the appropriate Department, if required.
- 19.2 A staff member is required to notify in writing their immediate manager, as to the substance of the grievance, dispute or difficulty, request a meeting to discuss the matter, and if possible, state the remedy sought.

- 19.3 Where the grievance or dispute involves confidential or other sensitive material (including issues of harassment or discrimination under the *Anti Discrimination Act 1977*) that makes it impractical for the staff member to advise their immediate manager the notification may occur to the next appropriate level of management, including where required, to the Department Head or delegate.
- 19.4 The immediate manager, or other appropriate officer, shall convene a meeting in order to resolve the grievance, dispute or difficulty within two (2) working days, or as soon as practicable, of the matter being brought to attention.
- 19.5 If the matter remains unresolved with the immediate manager, the staff member may request to meet the appropriate person at the next level of management in order to resolve the matter. This manager shall respond within two (2) working days, or as soon as practicable. The staff member may pursue the sequence of reference to successive levels of management until the matter is referred to the Department Head.
- 19.6 The Department Head may refer the matter to the DPE for consideration.
- 19.7 If the matter remains unresolved, the Department Head shall provide a written response to the staff member and any other party involved in the grievance, dispute or difficulty, concerning action to be taken, or the reason for not taking action, in relation to the matter.
- 19.8 A staff member, at any stage, may request to be represented by the Association.
- 19.9 The staff member or the Association on their behalf, or the Department Head may refer the matter to the New South Wales Industrial Relations Commission if the matter is unresolved following the use of these procedures.
- 19.10 The staff member, Association, Department and DPE shall agree to be bound by any order or determination by the New South Wales Industrial Relations Commission in relation to the dispute.
- 19.11 Whilst the procedures outlined in subclauses 19.1 to 19.10 of this clause are being followed, normal work undertaken prior to notification of the dispute or difficulty shall continue unless otherwise agreed between the parties, or, in the case involving occupational health and safety, if practicable, normal work shall proceed in a manner which avoids any risk to the health and safety of any staff member or member of the public.

#### **20. Area, Incidence and Duration**

- 20.1 This award rescinds and replaces the Crown Employees (Transferred Officers Compensation) Award published on 28 September 2007 (363 I.G. 843) and all variations thereof.
- 20.2 This award rescinds and replaces the Crown Employees (Transferred Officers Excess Rent Assistance) Agreement No 2354 of 1981.
- 20.3 The Award shall take effect on and from 16 July 2009 and shall remain in force for a period of 12 months.

R. P. BOLAND J, *President*



**The Hon Katrina Hodgkinson MP**  
**Minister for Primary Industries**  
**Minister for Small Business**

---

**MEDIA RELEASE**

---

Tuesday, 11 October 2011

**NSW FISHERIES DECENTRALISATION A WIN FOR PORT  
STEPHENS COMMUNITY**

The relocation of key services and facilities of the Cronulla Fisheries Research Centre will provide a significant boost to the Port Stephens region, Minister for Primary Industries, Katrina Hodgkinson and Member for Port Stephens, Craig Baumann said today.

The NSW Liberals & Nationals Government announced in September that as part of its Decade of Decentralisation election policy initiative regionalisation of the key services and facilities of the Cronulla Fisheries Research Centre will occur.

"The Port Stephens Fisheries Institute will become one of Australia's largest research centres specialising in fisheries science and research.

"I want to be clear that this is an ongoing process and open to staff who want to play a role in planning their future with the Department.

"Fisheries NSW staff are among the best in their field, anywhere in the world. At Port Stephens, we will have a number of research scientists working on local and international projects.

"The Port Stephens Fisheries Institute is internationally recognised for the world class quality of our scientists as well as our Aquaculture and Aquatic ecosystems research projects.

"With well-planned additional construction at Port Stephens and transfer of existing equipment, all the research and activities currently conducted at Cronulla can be relocated.

"We are determined to maintain the level of services and research currently provided by the Cronulla Fisheries Research Centre, this will also secure more jobs and careers for regional NSW," Ms Hodgkinson said.

Member for Port Stephens, Craig Baumann, said the relocation process will be staged over the next 12-18 months and will prove to be a boon for the local community.

"Excellent facilities are already in place at our Institute including two mollusc hatcheries, a marine fish broodstock centre, nursery facilities and grow-out tanks and ponds for improving hatchery production methods for mullet, Australian bass, yellowtail kingfish and southern bluefin tuna and an Aquatic Ecosystem Laboratory with specialist facilities for shark autopsies," Mr Baumann said.

"The relocation of Fisheries NSW will enhance the relationships with regional fishing industries, which provide social and economic benefits to many communities across NSW. These include both direct and indirect employment opportunities.

"The NSW Government has been congratulated by commercial fishing industry stakeholders on what it is doing to improve fisheries research and service delivery in NSW."

**Media contacts: Samantha Day – 0408 176 475 (Minister Hodgkinson)**  
**Michelle Mexon - 4987 4455 (Craig Baumann)**



**The Hon Katrina Hodgkinson MP**  
**Minister for Primary Industries**  
**Minister for Small Business**

---

**MEDIA RELEASE**

---

Tuesday, 11 October 2011

**NSW FISHERIES DECENTRALISATION A WIN FOR THE SOUTH COAST**

The relocation of key services and facilities of the Cronulla Fisheries Research Centre will provide a significant boost to the South Coast, Minister for Primary Industries, Katrina Hodgkinson and Member for South Coast, Shelley Hancock said today.

The NSW Liberals & Nationals Government announced in September that as part of its Decade of Decentralisation election policy initiative there will be a regionalisation of the key services and facilities of the Cronulla Fisheries Research Centre.

"The NSW Liberals & Nationals Government is keen to locate staff strategically in the regions where they can connect with the industries they service," Katrina Hodgkinson said.

"This is an ongoing process under the relocation plan and I know staff want to play a role in planning their future with the Department and I am happy that they are being included in developing the relocation plan.

"Fisheries NSW staff are among the best in their global field and our recreational fisheries staff will continue to do what they're good at – providing world class fishing opportunities for the State's estimated one million recreational fishers.

"The NSW Government is determined to retain the valuable expertise and knowledge of the staff so Fisheries NSW continues to provide a valuable service in Nowra.

"We are determined to maintain the level of services and research currently provided by the Cronulla Fisheries Research Centre, this will also secure more jobs and careers for regional NSW."

Member for South Coast, Shelley Hancock, said the relocation process will be staged over the next 12-18 months and will prove to be a boon for the South Coast community.

"The South Coast is a haven for recreational fishing, and provides some of the best opportunities for anglers," Ms Hancock said.

"Recreational and commercial fishing provide many social and economic benefits to many regional communities across NSW, including providing many employment opportunities both directly and indirectly.

"The NSW Government has been congratulated by commercial fishing industry stakeholders on what it is doing to improve fisheries research and service delivery in NSW."

**Media contacts: Samantha Day – 0408 176 475 (Minister Hodgkinson)**  
**Luke Sikora - 0408 681 294 (Shelley Hancock)**



**The Hon Katrina Hodgkinson MP**  
**Minister for Primary Industries**  
**Minister for Small Business**

---

**MEDIA RELEASE**

---

Tuesday, 11 October 2011

**NSW FISHERIES DECENTRALISATION A WIN FOR THE  
COFFS COMMUNITY**

Relocation of key services and facilities of the Cronulla Fisheries Research Centre will provide a significant boost to the Mid-North Coast, Minister for Primary Industries, Katrina Hodgkinson and Member for Coffs Harbour, Andrew Fraser, said today.

The NSW Liberals & Nationals Government announced in September that as part of its Decade of Decentralisation election policy initiative regionalisation of the key services and facilities of the Cronulla Fisheries Research Centre will take place.

"The move will allow staff to work closely with fisheries stakeholders. Staff will be situated in the regions where many of our commercial fisheries are located," Katrina Hodgkinson said.

"Coffs Harbour is home to a large commercial fleet comprising prawn trawlers, fish trappers and line fishermen, and a substantial number of fishers working the local beaches and estuaries.

"There are already a number of fisheries scientists working on commercial fishing research projects, as well as commercial fisheries managers, Marine Park staff and compliance officers based in Coffs Harbour and the area is home to the National Marine Science Centre.

"The Director of Commercial Fisheries for the NSW Department of Primary Industries, Andrew Goulstone, is already based at Coffs Harbour, and it makes sense to position NSW's fisheries specialists closer to where much of their work is.

"We are determined to maintain the level of services and research currently provided by the Cronulla Fisheries Research Centre, this will also secure more jobs and careers for regional NSW," Ms Hodgkinson said.

Approximately 60 per cent of the commercial catch in NSW is from areas north of Sydney (including the Hawkesbury).

Member for Coffs Harbour, Andrew Fraser, said the relocation process will prove to be a boon for the local Coffs community.

"The fishing industry provides many social and economic benefits to many regional communities across NSW, including providing many employment opportunities both directly and indirectly," Mr Fraser said.

"The relocation process will be staged over the next 12 -18 months and the decision to relocate staff to Coffs Harbour will enhance the excellent fisheries research already being conducted.

"The NSW Government has been congratulated by commercial fishing industry stakeholders on what it is doing to improve fisheries research and service delivery in NSW."

**Media contacts: Samantha Day - 0408 176 475 (Minister Hodgkinson)**  
**Diane Leahy - 6662 6500 (Andrew Fraser)**