



SYDNEY HARBOUR FEDERATION TRUST

111th MEETING

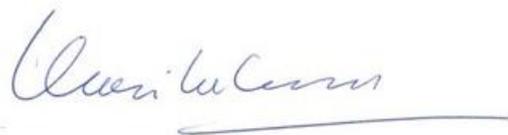
**Boardroom, Sydney Harbour Federation Trust Offices,
Building 28, Best Ave, Mosman**

Meeting in Private

3 March 2017

MINUTES

**True & Correct Record of the 111th Meeting of the
Sydney Harbour Federation Trust**



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Chairman

DRAFT UNTIL SIGNED

Minutes of the 111th meeting of the Sydney Harbour Federation Trust held in the Boardroom, Sydney Harbour Federation Trust, Building 28 Best Ave, Mosman at 10.40am on 3 March 2017.

Present

Mr Kevin McCann AM	Chair
Ms Sally Herman	Member
Mr Joseph Carrozzi	Member
Ms Sandra Hook	Member
Ms Josephine Cashman	Member

In attendance

Dr Susan Culverston	Acting Executive Director
Mr David Llewelyn	Acting Director Corporate Services/CFO
Mr Mark Billham	Senior Executive Officer
Mr Ian Kearney ONZM	Consultant
Mr Daniel Sealey	Manager, Planning (Partial attendance)
Ms Jane Page	Secretariat

Apologies

There were no apologies.

The meeting commenced at 10.40am on Friday 3 March 2017.

1) Introduction

- a) Welcome and acknowledgement of country.

The Trust RESOLVED to meet in private because of confidential budget matters on the agenda.

Moved: S Hook

Seconded: S Herman

- b) Apologies

There were no apologies.

- c) The Declarations of Interest.

The Declarations of Interest were noted. Changes to Ms Cashman's declaration were noted.

2) Minutes of the Meeting held on 8 December 2016 in Private (Agenda Item 2)

The minutes from the 109th meeting held in private on 8 December 2016 were considered. The minutes were accepted by the Trustees as a true and accurate record of the meeting.

The Trust RESOLVED to accept the minutes, from the 109th meeting of the Trust held in private on 8 December 2016.

Moved: S Hook

Seconded: S Herman

Minutes of the Meeting held on 8 December 2016 in Public (Agenda Item 2)

The minutes from the 110th meeting held in public on 8 December 2016 were considered. The minutes were accepted by the Trustees as a true and accurate record of the meeting.

The Trust RESOLVED to accept the minutes, from the 110th meeting of the Trust held in public on 8 December 2016.

Moved: J Carrozzi

Seconded: S Hook

3) Minutes of the Resolution without Meeting dated 9 January 2017 (Leasing Policy)
(Agenda Item 3)

The minutes from the Resolution without Meeting dated 9 January 2017 were considered. The Chair advised that he supported the Leasing Policy and minutes to reflect this.

The Trust RESOLVED to accept the minutes with the inclusion of the Chair's agreement, from the Resolution without meeting dated 9 January 2017.

Moved: S Herman

Seconded: J Carrozzi

4) Minutes of the Resolution without Meeting dated 20 January 2017 (Community Advisory Committee appointments) (Agenda Item 4)

The minutes from the Resolution without Meeting dated 20 January 2017 were considered.

The Trust RESOLVED to accept the minutes, from the Resolution without meeting dated 20 January 2017.

Moved: J Carrozzi

Seconded: S Hook

5) Matters Arising

Matters Arising were considered during the course of the meeting.

6) Platypus Release of Funds for Capital Works Program (Agenda Item 8)

Mr Kearney presented to the meeting. The features of the site, one of the last major waterfront sites around Sydney, were outlined. The site was vested in the Harbour Trust in 2005. Extensive remediation has been successfully undertaken by the Harbour Trust.

Access to the site by the public is the initial priority for work to be undertaken following the \$20m allocation the Government made to the Harbour Trust for work to Platypus. Initial works proposed include the installation by the Harbour Trust of a new pedestrian footbridge to Kesterton Park to connect with North Sydney Ferry Wharf, the restoration of heritage buildings (including a cafe or restaurant), a new park (including shade provided by trees and/or shelter sheds) and lift and stair connection to enable activation of the site.

There was discussion regarding the priority in which works should be undertaken in order to open the site to the public and to also maximise the return from the site to facilitate further work being undertaken. Demolition works and services upgrades could be commenced in 4-6 weeks. A six month work schedule showing work which needs to be undertaken irrespective of the type of tenant who eventually occupies the site should be prepared. The footbridge to Kesterton Park will required RMS and Council approval to proceed.

Preliminary interest has been shown in the site by various companies and organisations. An EOI will need to be conducted for the site.

It was agreed that the Master Plan presented needed to be staged as the costing was in excess of the funding available. An alternative staged approach has been developed and was agreed to by Trustees. The estimate of delivering this alternative staged approach is \$23.9m. Some works will be undertaken in house, others will be tendered. The Chair requested a summary schedule of works with indicative, costings and timings be prepared as soon as possible.

Trustees also requested a branding exercise be commenced which is to include consideration of target sectors for leasing.

The Trust RESOLVED to:

1. Approve the allocation of the \$20m grant awarded by the Commonwealth Government for Platypus capital works projects and
2. Approve the release of up to \$3.9m of funds from the Harbour Trust's capital reserves to complete Platypus capital works projects.

Moved: S Herman

Seconded: J Carrozzi

The Chair requested that management leave the meeting so that Trustees could meet in private.

7) Middle Head Management Plan (Agenda Item 7)

Mr Sealey joined the meeting for this discussion. The report informed the Board of the outcome of the public exhibition of the *Middle Head Management Plan – Draft Amendment 2*. Minor post-exhibition changes to the Draft Plan were advised to the Board.

The Draft Plan was exhibited for six weeks and 53 submissions were received. There was broad community support for the Draft Plan. Main changes to the Draft Plan to address comments made in submissions were in regard to a Visitors Centre, reference to NPWS paths and walkways and more information regarding the history of the site.

Trustees agreed that an Interpretation Plan for Headland Park was desirable and should be prepared prior to the approval of the Management Plan being announced.

Prior to a joint announcement with NPWS regarding the plans, a review of NPWS's draft plan should be undertaken to ensure alignment with the Harbour Trust's plan.

The Trust RESOLVED to:

1. Approve the Middle Head Management Plan – Draft Amendment 2 (with post-exhibition changes) in accordance with the Harbour Trust's Comprehensive Plan. Announcement of this approval is subject to:
 - a) Management obtaining the services to prepare an Interpretation Plan in relation to the indigenous, military and PNGAA history of Headland Park. The Plan is to set out how interpretation materials will be delivered by the Trust at Headland Park. An allocation of \$250k was made to the Plan and its delivery.
 - b) Management liaising with NPWS with a view to joint coordinating with NPWS release of the Harbour Trust Management Plan for Middle Head and the NPWS Master Plan for Middle Head.

Moved: S Hook

Seconded: S Herman

8) Mid Year Financial Statements (Agenda Item 5)

Mr Llewelyn presented the financial statements which provided an update to the Board on the financial position of the Harbour Trust as at 31 January 2017. Additional budget funding in 2016-17 was sought from the Board for critical condition based maintenance from the 2017-18 program to be undertaken.

As part of its mid-year review, the Harbour Trust has recently undertaken a detailed assessment of its forecast revenue and expenditure. Total revenue is projected to increase due to improved performance in licensing, accommodation, interest and grant activities.

An updated condition based assessment of buildings is being undertaken and should be available for reporting to the Board at the December meeting.

The Chair requested a Treasury report be included as a separate report in the finance reporting to Board.

The Trust RESOLVED to approve an increase in the 2016-17 supplier budget of (up to) \$300k to allow the condition based maintenance works to continue.

Moved: J Carrozzi

Seconded: S Hook

9) Delegations (Agenda Item 6)

The report was noted.

After a review of delegations, amendments were required to the instrument to accommodate the insertion of two additional position titles into the instrument and change to titles of two others.

The Trust RESOLVED to:

1. Revoke the Instrument of Financial Delegation No 4 of 2016
2. Authorise the Chair to sign the Instrument of Financial Delegation No 1 of 2017.

Moved: S Hook

Seconded: J Carrozzi

10) Strategic Financial Plan (Agenda Item 9)

The report was taken as read.

Mr Llewelyn presented.

The report provided the Board with details of the draft Strategic Financial Plan proposed for the Harbour Trust for the period 2017-2022. Ultimately, a ten year plan would be drafted. Scenarios were reviewed and included in the report. The report will be finalised once the Asset Management Strategy & Plan (to be informed by the current condition based assessment review) and Workforce Plan is completed

11) Strategy Day Outcomes (Agenda Item 10)

The Summary Report from the Strategy Day has been prepared by the Stafford Group and was referenced during discussion.

Ms Cashman raised the issue of more work needs to be undertaken by the Harbour Trust in regard to indigenous matters/activities. National Reconciliation Week runs from 27 May to 3 June each year and would be an opportunity for the Harbour Trust to partner with Mosman Council in an event. The Harbour Trust should have longer term indigenous involvement as part of its standard annual plan.

The Harbour Trust reports as required to the Commonwealth regarding procurement from indigenous companies.

Business Unit Directors are to present at the June Board meeting an outline of Business as Usual for their Unit.

12) Governance, Risk and Compliance (Agenda Item 11)

The report was noted.

The report was an update to Trustees on the status of the Governance, Risk and Compliance activities and new issues that have arisen since the last Board meeting in December 2016.

Since the last Portfolio Audit Committee meeting, quarterly compliance certificates have been completed for the three month period ending 31 December 2016.

There were no new material breaches for inclusion in the Breach Register.

Work Health and Safety Report

The report was noted. The report provided Trustees with information about the Harbour Trust Work Health and Safety, through a continued analysis of work, health and safety requirements, as well as progress of the health and safety processes across the Harbour Trust.

Portfolio Audit Committee

The next Portfolio Audit Committee is scheduled for 12 April 2017.

13) Planning Update (Agenda Item 12)

The report was taken as read.

An update of the status of amendments to the Management Plans for Woolwich Dock, Macquarie Lightstation and the Former Marine Biological Station, Watsons Bay was given.

Advice has been sought from the Australian Government Solicitor regarding the preparation of a Formal Agreement with Mosman Council for the management of Middle Head and Georges Heights Ovals. The Chair requested information regarding the management of the ovals.

The proposal by Mosman Council regarding synthetic turf at Middle Head Oval has aroused opposition from some sections of the community. An independent scientific report has been commissioned on the use of synthetic turf on playing fields. Trustees considered there should be specific reference to the Middle Head Oval site in the report.

14) Chairman's Report (Agenda Item 13)

The Chair gave a verbal report. The Chair has been speaking with the Minister's Office regarding various matters relating to the Harbour Trust.

Matters advised included the imminent appointment of two Board members. It is anticipated that one of the appointments will have a military background.

The third vacancy (representing Local Government) would not be made until Local Government amalgamations were finalised.

The Chair declared his interest in Soldier On and has withdrawn from any negotiations with that organisation regarding the availability of Harbour Trust buildings for use by Soldier On.

The recruitment process for the position of Executive Director is continuing.

15) Acting Executive Director's Report (Agenda Item 14)

Dr Culverston reported that the Marketing, Communications and Visitor Experience Business Unit of the Harbour Trust had organised for various Harbour Trust publications to be translated into Mandarin with a view to capturing the Chinese market. A number of other publications continue to have a strong Harbour Trust content. A language translation feature has recently been added to the Cockatoo Island website and is to be added to the Harbour Trust website.

An A4 flyer outlining ways the Harbour Trust can support Tenants from a marketing perspective has been issued to new and existing tenants.

The Harbour Trust continues to see positive growth in digital marketing channels and has concentrated its efforts on using the platforms to grow awareness of the sites and to grow visitation.

A number of high profile events and filming have been held on Harbour Trust sites recently.

The Asset Management and Operations Business Unit continues to undertake ongoing maintenance work on Harbour Trust sites. Work is well underway on the Convict Workshops on Cockatoo Island. Refurbishment work on some residential properties is complete. The reconstruction of the seawall at Chowder Bay which was storm damaged is complete with some minor finishing work to be undertaken.

Property and Leasing Management has a newly appointed Director. A number of negotiations with prospective tenants are ongoing. A strong response was received in regard to the EOI for the Child Care Centre at Headland Park. Applications are being assessed.

The Volunteer program continues to go from strength to strength with some new volunteer positions being established. Twenty-four volunteers received their 10 years of service award at the Chair's Christmas party. Volunteers from various roles were honoured including Restoration volunteers, Gardeners, Speakers and Visitor Service volunteers.

Twenty-eight volunteers contributed 232 hours during 30 and 31 December to help make New Year's Eve on Cockatoo Island the successful event that it has become. Regular tours of Headland Park and North Head Sanctuary, including the 3rd Quarantine Station Cemetery, continued throughout the reporting period.

The Mid Year Performance Reviews for staff have been finalised by Human Resources Business Unit.

16) Community Advisory Committee (Agenda Item 15)

Recruitment for the position of Public Engagement and Relationships Coordinator is underway. The next Community Advisory Committee meeting is scheduled for 15 March 2017.

Other Business

Correspondence addressed to the Chair was tabled at the meeting.

There being no further business, the meeting closed at 2.15pm.