

SYDNEY HARBOUR FEDERATION TRUST

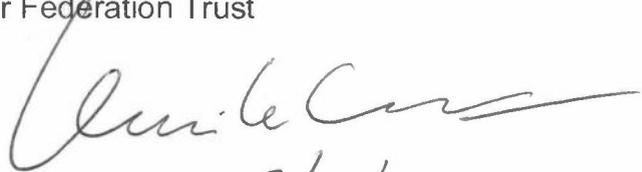
103<sup>rd</sup> MEETING

Boardroom, SHFT Offices, Building 28, Best Ave, Mosman  
Meeting in Private

29 February 2016

MINUTES

True & Correct Record of the 103<sup>rd</sup> Meeting of the  
Sydney Harbour Federation Trust



3/1/2016

.....  
Chair

DRAFT UNTIL SIGNED



The Trust RESOLVED to accept the minutes from the 102<sup>nd</sup> meeting of the Trust held in public on 9 December 2015.

Moved: R Jeffs

Seconded: J Hay

### **Matters Arising**

Matters arising would be dealt with throughout the meeting.

#### **4) Mid Year Financial Statements (Agenda Item 3)**

The report was noted.

Mr Llewelyn spoke to the report.

An update was given to the Board on the financial position of the Trust as at 31 January 2016. The end of January result indicates that the Trust will exceed its original budgeted outcome for 2015-16 and achieve a surplus in the order of \$500K. As part of its mid-year review the Trust has undertaken a detailed assessment of its forecast revenue and expenditure.

Possible ways to increase bookings for accommodation on Cockatoo Island were discussed.

A variation of 54% in Financial Assets at the end of the financial year was forecast due to the \$20M allocated by the Government for funding for the Platypus site.

A report on the Capital Works programme for 2015/2016 was also included in the presentation.

The current Strategic Plan directs the Trust's Budget and work undertaken by the Trust. The Budget assumptions were outlined. There have been improved yields on residential properties after renovations have been undertaken.

It was agreed that it was now an opportune time to plan a strategy day for Trustees and Executive staff. The position of Director, Property and Business Development has recently been filled. In addition the Acting Executive Director has recently completed a six month interim performance review (Agenda Item 10) and the preliminary budget has been completed. A review of current strategies prior to the finalisation of the 2016/2017 budget would also be discussed at the strategy day. It was agreed that the Strategy Day would be held in conjunction with the next Board meeting.

#### **5) Delegations (Agenda Item 4)**

After review, the Delegations needed to be updated to insert one additional position title into the instrument of delegation and move a delegated power to the correct section of the delegations.

The Trust RESOLVED to:

- 1) revoke the following Instrument of Delegations:
  - Instrument of Financial Delegation No.1 of 2015.
  - Instrument of Delegation No.1 of 2008.
- 2) authorise the Chair to sign Instrument of Financial Delegation No.1 of 2016 and Instrument of Delegation No.2 of 2016, on behalf of the Trust.

Moved: J Hay

Seconded: L McLeay

The draft Instruments of Delegation will take effect on the date of this resolution.

**6) Harbour Trust Events Policy and Events Support Policy (Agenda Item 5)**

The Harbour Trust's Events Policy sets out the broad framework through which the Harbour Trust manages events and activities on its sites and in public spaces. It is based on the Board approved strategy of December 2013. The Events Support Policy provides a framework and guidelines for support of community and charitable organisations events.

The Trust RESOLVED to:

Approve the Harbour Trust Events Policy, with minor amendment.

Moved: R Jeffs

Seconded: J Hay

The Trust RESOLVED to:

Approve the Harbour Trust Event Support Policy.

Moved: R Jeffs

Seconded: J Hay

**7) Community Advisory Committee Report (Agenda Item 6)**

Mari Koeck, Public Engagement & Relationships Coordinator at the Harbour Trust presented to the meeting.

The reports were noted and Ms Koeck was thanked for the thorough reports presented. Membership of the Community Advisory Committee (CAC) was discussed.

It was agreed that the CAC had a purely advisory role to the Board with notes from CAC meetings being reported to the Board. The Trust will consider the CAC's opinions but is not bound by any recommendations it may make to the Trust.

It was agreed that the Code of Conduct needed to be acknowledged by each CAC member and the Declaration of Interests was also an important document each CAC member needed to submit.

Based on recommendations to the meeting, and Federal electorate changes effective 25 February, 2016, the Ex-Officio membership was revised to invite an ex-officio representative on the Committee from local Councils and Federal electorates from areas where Trust sites are located. The Commander for HMAS Penguin will continue in an ex-officio position on the Committee.

The Trust RESOLVED after consideration and discussion of the applications received to:

- a. Approve the appointment of 10 Ex-Officio members, 16 new and reappointed members to the Community Advisory Committee and 4 Platypus site Community Advisory Committee members.
- b. Write to each person appointed and specify in accordance with s57 (5) of the SHFT Act, that the period of appointment is up to three years with a review occurring annually.
- c. Direct Harbour Trust staff to review the membership of the CAC at the end of the first year's tenure.
- d. Write to retiring members thanking them for their contribution to the work of the Trust.
- e. Write to those people who renominated or applied, but were not selected to be on the CAC, thanking them for their interest and/or contribution.

Moved: K McCann

Seconded: J Hay

The Trust further RESOLVED to:

- a. Approve the revised Community Advisory Committee Procedures, Code of Conduct and Disclosure of Interests.
- b. Write to all appointed members of the Community Advisory Committee in accordance with s57A (1) of the SHFT Act and provide them with a copy of the new CAC Procedures, Code of Conduct and Disclosure of Interests.

Moved: J Hay

Seconded: R Jeffs

**8) Chairman's Report** (Agenda Item 7)

The Chairman updated Trustees on information regarding the appointment to vacant positions on the Board.

The Hon Greg Hunt MP is the Minister responsible for the Harbour Trust. The Chair is to pursue the future of the Markham Close funds with Minister Hunt.

Signage of SHFT sites needs to identify the sites and the fact that they are SHFT sites as well as signage for each precinct to include directional signage.

The Chair has written a letter of thanks to Paula Braxton-Smith for her input to the Trust during the three years of her appointment as Trustee.

In response to the letter written to the Chair of the Portfolio Audit Committee (PAC), Mr Knuckey, Mr Knuckey has agreed to meet with the Trust. Arrangements will be followed up by management. The PAC timetable of meetings and reports is required for Trustees. The Trust's internal audit program with Ernst & Young still continues under the new audit committee arrangement with the Department. Their report will be sent to the Board as well as the PAC.

**9) Acting Executive Director's Report** (Agenda Item 8)

The report was noted. Dr Culverston referenced highlights of the report. Discussion of the Sydney Harbour Conservancy will be deferred until the next Board meeting.

**10) Governance, Risk and Compliance Report** (Agenda Item 9)

The report was noted. Dr Culverston spoke to the report. The report was an update to the Board of Trustees on the status of the Governance, Risk and Compliance activities and new issues that have arisen from 1 October 2015 to 31 January 2016.

The NSW Food Authority (NSW FA) inspectors continue responsibility for food services on Harbour Trust lands. NSWFA has carried out ad hoc inspections. These inspections are irregular due to staff shortages at NSWFA so as required, inspections will be arranged by the Trust with Food Services Australia (FSA), an independent, authorised food inspection organisation, to mitigate the rise of irregular inspections by NSWFA.

The draft MOU between the Harbour Trust and the Department of Education and Communities (DEC) enabling the DEC to carry out compliance activities for the Harbour Trust will be further followed up. In the interim, ongoing regulatory oversight has continued for child care businesses on Harbour Trust land with Community child Care Cooperative.

Emergency Management, Critical Incident Management and Business Continuity planning has been undertaken. The Trust's requirements have been assessed by a consulting firm *Risk Logic* to assist with developing and delivering our plans, training and drills for a three year term.

**11) Interim Performance Report** (Agenda Item 10)

The report was noted.

Dr Culverston spoke to the report. The report was to update Trustees on the interim report of performance of the Harbour Trust against the Corporate Plan for 2015-2019 as at December 2015.

**12) Harbour Trust Plan Review Update** (Agenda Item 13)

The report was noted. The report provided an update to the Board on progress with the preparation of the Platypus Management Plan and the review of the Cockatoo Island and Middle Head Management Plans.

The Trust's Comprehensive Plan requires the preparation of Management Plans setting out detailed proposed outcomes for each site. Management Plans are approved by the Board, and since 2003 the Trust has adopted 13 such plans. The *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) also requires the preparation of Heritage Management Plans for each heritage-listed site.

It is the Trust's intention to prepare Management Plans that meet the requirements of both the Comprehensive Plan *and* the EPBC Act for each listed site, and it has so far adopted such 'combined' plans for Cockatoo Island and North Head Sanctuary.

The Urban Parklands strategic goal of the Corporate Plan 2015-19 requires the Trust to "*Review its Plans across all its sites to ensure relevance and alignment with the Harbour Trust's core objectives*" and sets a 2 year target to undertake the review including stakeholder consultations.

At its December 2015 meeting, the Board noted the commencement of the sequential review of the Trust's plans, and the prioritisation of the Cockatoo Island, Platypus and Middle Head Management Plans in the review.

The program for the 3 sites (Platypus, Middle Head and Cockatoo Island) was noted.

**13) Playground Strategy and Ideas** (Agenda Item 11)

Daniel Sealey, Manager, Planning gave a high level overview of preliminary findings and ideas for playgrounds on Harbour Trust sites. Further investigation will be undertaken.

**14) Headland Park – Visitor Experience Update** (Agenda Item 12)

Eliza Beashel, Director, Marketing, Communications and Visitor Experience, presented. The tasks at hand are

- to identify harbour Trust land,
- navigation around Trust sites by visitors
- identification of walking tracks.

The challenge is to bring the 3 sites (Chowder Bay, Middle Head and Georges Heights) into one site (Headland Park).

The matter will be further progressed.

**15) Government Business Enterprise** (Agenda Item 14)

The report was noted.

**16) Work Health and Safety Report** (Agenda Item 15)

The report was noted.

Mr Jeffs offered to arrange for Clayton Utz to present on WHS for the next Board meeting.

There being no other business, the meeting closed at 2.55pm.