

Schedule of Information

	Description of information	Access Provided	Format
1	Project Steering Committee Terms of reference and governance arrangements	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
2	Minutes to the MAAS Board of Trustees Meeting No. 619 – 10 December 2014	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
3	Board of Trustees meeting paper (Meeting No. 619 – 10 December 2014) Management Report December 2014	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
4	Board of Trustees meeting paper (Meeting No. 619 – 10 December 2014) State Infrastructure Strategy Report December 2014	Access provided	Copy of document provided by mail
5	Minutes of the MAAS Board of Trustees Meeting No. 620 – 4 March 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
6	Board of Trustees meeting paper (Meeting No. 620 – 4 March 2015) Parramatta Update	Access provided	Copy of document provided by mail

7	Minutes of the MAAS Board of Trustees Meeting No. 621 – 20 May 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
8	Board of Trustees meeting paper (Meeting No. 621 – 20 May 2015) Parramatta Update	Access provided	Copy of document provided by mail
9	Minutes of the MAAS Board of Trustees Meeting No. 622 – 22 July 2015	Access provided in part, with some sections addressing other agenda items withheld and with Cabinet information withheld	Copy of document provided by mail
10	Board of Trustees meeting paper (Meeting No. 622 – 22 July 2015) MAAS in Parramatta update	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
11	Minutes of the MAAS Board of Trustees Meeting No. 623 – 7 October 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
12	Board of Trustees meeting paper (Meeting No. 623 – 7 October 2015) Parramatta Update	Access provided with sections containing Cabinet information withheld	Copy of document provided by mail
13	Board of Trustees meeting paper (Meeting No. 623 – 7 October 2015) Management Report	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail

14	Board of Trustees meeting paper (Meeting No 624 – 4 November 2015)	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
15	<i>AEA Vision for Parramatta Report</i>	Not provided., as per Section 14 of the GIPA Act – Cabinet document	
16	Minutes of the MAAS Board of Trustees Meeting No. 625 – 9 December 2015	Access provided in part, with some sections addressing other agenda items withheld	Copy of document provided by mail
17	Board of Trustees meeting paper (Meeting No.625 – 9 December 2015) Parramatta Update	Access provided	Copy of document provided by mail
18	Minutes of the Project Control Group Meeting 1 – 28 April 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
19	Minutes of the Project Control Group Meeting 2 – 19 May 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
20	Minutes of the Project Control Group Meeting 3 – 3 June 2015	Access provided	Copy of document provided by mail
21	Minutes of the Project Control Group Meeting 4 – 16 June 2015	Access provided in part, with Cabinet information withheld	Copy of document provided by mail
22	Record of Decisions of the Project Steering Committee – 19 August 2015	Access provided	Copy of document provided by mail
23	Record of Decisions of the Project Steering Committee – 21 October 2015	Access provided	Copy of document provided by mail

24	Record of Decisions of the Project Steering Committee – 18 November 2015	Access provided	Copy of document provided by mail
25	Communications Message Statement for public distribution – July 2015	Access provided	Copy of email provided by mail
26	Communications Message Email from Rose Hiscock to MAAS staff and volunteers – 10 September 2015	Access provided	Copy of email provided by mail
27	Communications message Email from Rose Hiscock to MAAS staff and Volunteers – 18 September 2015	Access provided	Copy of email provided by mail
28	Communications Message Statement for public distribution – January 2016	Access provided	Copy of email provided by mail
29	Email invitation to Leadership Team for August 2015 workshop	Access provided	Copy of email provided by mail
30	Email invitation to All Staff for August 2015 workshops	Access provided	Copy of email provided by mail
31	Email containing workshop information sent to All Staff	Access provided	Copy of email provided by mail
32	Workshop Notes Visioning Parramatta	Access provided	Copy of document provided by mail

33	Email Thank you to All Staff and Invitation to presentation from Kim Williams	Access provided	Copy of email provided by mail
34	Email invitation and attendee list for MAAS Parramatta workshop Developing an approach to stakeholder participation and building partnerships – 26 August 2015	Access provided	Copy of email and document provided by mail
35	Email invitation and information on MAAS planning and transport workshop – 1 October 2015	Access provided	Copy of emails provided by mail provided by mail

~~SECRET~~
COPY TO BE TABLED

COST OF PARRAMATTA
NEW PROJECT

(1)

BOARD OF
TRUSTEES,
22 JULY 2015
MINUTES

REDACTED
READABLE BUT

6 PARRAMATTA DEVELOPMENTS

6.1 Parramatta Update

The Report was NOTED.

It was NOTED that the Cabinet submission is to be treated as *Cabinet in Confidence*.

(1) CABINET
DOCS

The Director provided a summary of representations to Government concerning the proposed relocation which have addressed site options and the potential costs associated with the options being considered.

The Deputy Premier and Minister for the Arts has been briefed on the submission, and a briefing with Ministers and Advisors will be arranged as appropriate.

(4) \$450-500 MILLION
COST FOR NEW
PARRAMATTA MUSEUM

[REDACTED]

Trust NOTED the Governance and Terms of Reference. Trustee Lisa Chung will be a member of the Project Steering Committee, and will consult as required with Trustee Professor Barney Glover.

(2) GOVERNANCE
+
TERMS
OF
REF

The Director NOTED that the next significant component of the project is the development of the vision for a relocated museum. A brief for this project is being developed, and will be provided to Trustees. There will be opportunities for Trustees to contribute to the planning.

Trust RECOMMENDED that some consultation events be held in Parramatta.

CONSULTATION
EVENTS T.B. HERE

(3) STEERING
COMMITTEE
(Lisa Chung
Barney Glover)

MAAS in PARRAMATTA UPDATE July 2015

Recommendation:

That Trust notes the information provided.

Purpose:

To provide the Trust with an update regarding the proposed relocation of the Powerhouse to Parramatta and the development of a cultural precinct.

The report:

- provides an overall update the process including Stage one - Museum requirements, Site Attributes and Strategic Appraisal Framework
- details the August Cabinet submission
- provides an update on the business planning process for the new museum; and
- describes governance arrangements for the business planning stage of the project.

Attachments:

- Cabinet submission (A)
- Root Projects Site Attributes and Appraisal Framework report (B)
- MAAS visioning statement (C)

Update

The following diagram illustrates the three stages of the site attributes and business planning for a new Museum in Parramatta. MAAS is currently finalising stage one and has begun the procurement process for stage two.

A Cabinet submission reporting the outputs of stage one will be considered in August. The outcomes of the Cabinet consideration will influence the site options to be reviewed in stage two.

Stage 1
Mar - Aug 2015

Stage 2
Jul 2015 - Feb 2016

Stage 3
May 2016 -

Museum Requirements Analysis
Completed analysis of potential sites in Parramatta against volumetric and baseline Museum needs analysis undertaken by Root Projects Australia.

Feasibility Study Preliminary Business Case
Determine overall funding envelope and ongoing sustainability model for a shortlist of sites (max 3).

Masterplan Full Business Case
Full analysis, design documentation for tendering to selected site and plan Masterplan, design, architectural response and operational logistics arising from the relocation.

Stage 1 - Museum requirements, Site Attributes and Strategic Appraisal Framework
MAAS commissioned Root Projects Australia to prepare a Review of Site Attributes and Strategic Appraisal Framework to identify a short list of sites to be considered for the relocation of MAAS to Parramatta. This review included input from:

COX Architects which translated preliminary estimates of floor space and volume requirements for the new Museum into illustrative blocking and stacking diagrams for each of the short listed sites, and

COX ARCHITECTS
PRELIM ESTIMATES OF
FLOOR SPACE + VOLUME
REQUIREMENTS - INTO
ILLUSTRATIVE BLOCKING
AND STACKING
DIAGRAMS

THE
REPORT
AUGUST
CABINET
SUBMISSION

MASTERPLAN
FULL
BUSINESS
CASE

ROOT
PROJECTS
REVIEW
OF

SITE
ATTRIBUTES

2. quantity surveyors WTP to provide cost assessments to build the preliminary estimates of floor space on the 3 shortlisted sites.

This work is now complete and was presented to available board members on 10 June 2015 by Peter Root.

The full report will be attached to the Cabinet submission to be considered by Cabinet in August.

Parramatta Cultural Precinct

Work commissioned by Arts NSW on visioning the proposed Parramatta Cultural Precinct is being reassessed to better integrate with work being carried out by Parramatta Council on a Cultural Strategy for the wider council area.

Initial business planning for the precinct options will then be developed alongside business planning for MAAS site options.

August Cabinet Submission

The work to date on site attributes and initial costings to build a new museum in Parramatta will be presented to Cabinet in August.

The submission provides details of the shortlist of sites, opportunities and constraints associated with each site and the interventions required to make each feasible. The submission also suggests cost estimates for building a new museum on each of the shortlisted sites.

Visualisations and initial headline concepts prepared by MAAS for the new museum will also be included with the Cabinet submission to reinforce the message that the vision is to be a world class museum of applied arts and science.

Feasibility Study and Preliminary Business Case for the new MAAS in Parramatta

MAAS has begun the process of procuring the first stage of business planning for the new museum. Request for Quotes (RFQ) have been issued and initial briefing of potential bidders held on 13 July.

At this stage it is anticipated the business planning will include a review of up to 3 sites and consideration of options for the delivery of a cultural precinct.

Governance Structure for the Feasibility Study and Preliminary Business Case

Work undertaken to date on the relocation of the Powerhouse Museum and establishing the arts and cultural precinct has been overseen by a cross-agency Project Control Group (PCG) comprising Arts NSW, MAAS, Infrastructure NSW, Government Properties NSW, UrbanGrowth NSW, and the Department of Education. Parramatta City Council has also been represented on the PCG.

The development of the business cases will be overseen by a Steering Committee comprising the Executive Director, Arts NSW, Director, MAAS, MAAS Trustee Representative, Executive Director, Infrastructure NSW, Head of Urban Transformation Division UrbanGrowth NSW, Government Properties NSW and a representative with commercial development expertise to be determined by the Secretary, Justice. The Steering Group will be nominated by the Secretary, Justice.

Lisa Chung has been nominated to represent the MAAS Trustees on the PCG.

Priorities between now and the next Trustee meeting

- Ensure Cabinet members, their staff and third party influencers are briefed on the vision for MAAS and where possible arrange visits to the Powerhouse. Any

(3)

QS
WTP
to build
the preliminary
estimates of
floor space
on 3
sites

T.B. INC
CABINET
SUBMISSION
IN
AUGUST

ARTS NSW
VISIONING
THE
PARRAMATTA
CULTURAL
PRECINCT

PROJ.
CONTROL
GROUP

VISUALISATIONS
IN INITIAL
HEADLINE
CONCEPT
MAAS

assistance from Trustees in reinforcing key messages across these groups is welcome.

- Finalise scope and sites to be included in the Strategic Business Case and procure consultant team

Summary of key meetings and outcomes

A precis of key meetings and outcomes is provided below. Key milestone and events going forward are also provided.

Significant Meetings and outcomes

Date	Meeting	Outcome
18 May 2015	Parramatta Council and Arts NSW briefing for MAAS Senior Leadership Team	Provided an update to MAAS senior leadership team on master plans for Parramatta City Centre and North Parramatta, proposals for light rail and the local cultural program and strategy under development
19 May 2015	Project Control Group - meeting number 2	Review progress
28 May 2015 Cancelled	Strategic visioning workshop for the Parramatta Cultural Precinct – 30 people including MAAS	Purpose – to provide strategic level input into shaping the vision for the Parramatta Cultural Precinct (to be hosted by Sydney Water, a MAAS sponsor) <i>Note this has been put on hold due to the need for additional thinking and engagement with Parramatta City Council</i>
28 May 2015	Project Control Group - meeting number 3	Reviewed progress
16 June 2015	Project Control Group - meeting number 4	Presentation on site options
30 June	INSW Parramatta Coordination meeting	Brought together the various the proponents of strategic investments and projects in and around Parramatta City Centre – Note INSW have a been given an interim coordination role on behalf of NSW Government until the Greater Sydney Commission has been established
9 July 2015	Draft report on <i>Site options and strategic appraisal framework</i> circulated to Trustees	To seek comment
10 July 2015	Briefing on <i>Site options and strategic appraisal framework</i> report by Roots Projects and MAAS vision by Director	Useful discussion on sites and presentation of vision Lisa Chung nominated to join the PCG as trustee representative
10 July 2015	Cabinet submission signed off by Secretary and forwarded to Office of the Deputy Premier	Attached to this report <i>CABINET SUBMISSION</i>
13 July 2015	Briefing and tour for potential bidder for MAAS/cultural precinct business Case	Opportunity to provide background to the Request for Quote and to answers questions from consultants

VISIONING
Doc
28 MAY.

PCG
MINUTES

DRAFT
REPORT

SITE
OPTIONS
STRATEGIC
APPRAISAL

ROOT
BRIEFING
Doc

3

Forward Program		
15 July 2015	All Staff Meeting with Deputy Premier	
August	Cabinet submission to be considered by Cabinet	Review short list of site options for MAAS in Parramatta and options for the development of a cultural Precinct

Prepared by:

Rose Hiscock
Director

(6) #

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 623

POWERHOUSE MUSEUM

7 OCTOBER 2015 AT 0800 HOURS

MINUTES

Present:

Professor John Shine AO, FAA (Chair)
Professor Shirley Alexander
Mr Robert Cameron AO
Ms Lisa Chung
Mr James Longley
Dr Judith O'Callaghan

In attendance:

Ms Rose Hiscock
Ms Leann Meiers
Ms Elizabeth Stratford
Mr Peter Morton (Secretary)

1 APOLOGIES

Mr Tim Ebbeck, Professor Barney Glover, Mr Jack Ritch

KPMG
BUSINESS
CASE
DEV
PRESENTATION

5 MANAGEMENT REPORT

5.1 Presentation – KPMG Briefing on Business Case development

Steven Casey and James McAtamney from KPMG and Michelle Washington, Head of Infrastructure Engagement joined the meeting for this presentation.

A document summarising the dimensions and phasing of the Business Case development was provided to Trustees.

Discussion focussed on the importance of developing a robust and ambitious Vision for the project. The role of AEA Consulting in developing the Vision was recognised as critical. Opportunities for Trust participation in its development were outlined.

AEA
CONSULTING
VISION
DOT ASSIST

The Vision will provide a framework for advocacy to the multiple stakeholders associated with this project, and inform evaluation of potential experiences and spaces, site capabilities, potential audiences and relationship to the proposed cultural precinct.

The Director referenced the draft Vision document developed by the Executive and included in the meeting papers.

Trust NOTED the importance of hybrid and intersecting disciplines. It was requested that reference to the Museum collection be included

It was NOTED that issues relating to collection storage and the logistics associated with the relocation of exhibitions and the collection held at the Harwood facility are being addressed by Root Projects, as part of the overall consultancy.

It was NOTED that the Preliminary Business Case will propose both capital and operating models for the two sites, propose options for the staging of the project's delivery and include a risk assessment, with a focus on the collection.

IT was NOTED that Infrastructure NSW will manage the Gateway processes in excess of \$10 million.

The Director ADVISED that a Project Director will be appointed in the near future, and will be a member of the Museum Executive with overall responsibility for the project's delivery. The role may have a dual reporting responsibility to the MAAS Director and to the Deputy Secretary Arts, Department of Justice.

Who is the
Project
Director?

6 PARRAMAATTA DEVELOPMENTS

6.1 Parramatta Update

The Report was NOTED.

It was NOTED that matters included in the Parramatta Update had been addressed in the KPMG presentation at Agenda item 5.1

NOTE: The document summarising the dimensions and phasing of the Business Case has not been provided, as this is deemed as "Cabinet Information"

11 12

PARRAMATTA UPDATE

September 2015

Recommendation

That Trust notes the information provided.

Purpose

To provide the Trust with an update regarding the proposed relocation of the Powerhouse Museum to Parramatta and the development of a cultural precinct.

The report:

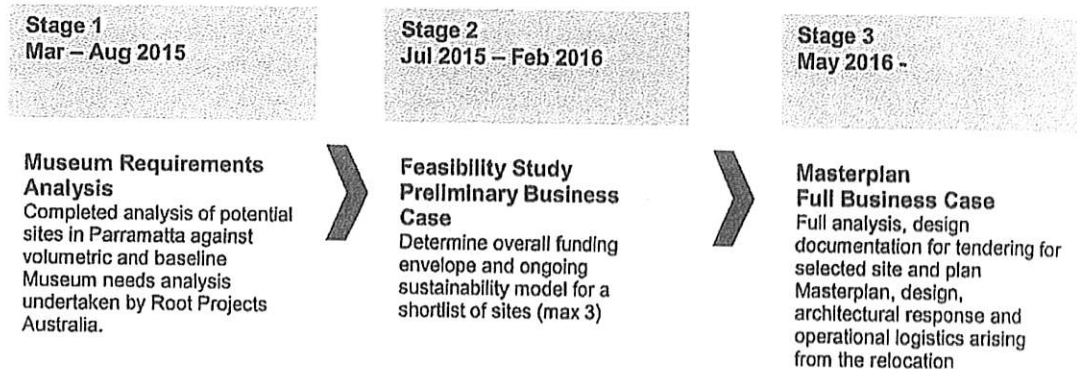
1. Decision of Cabinet CIC Sub Committee
2. Update on Stage 2 – Feasibility Study and Preliminary Business Case
3. Visit by AEA
4. Appointment of Project Director
5. Additional work streams to be brought forward and delivered in parallel with Stage 2
6. Revised Visioning Statement (September 2015)
7. Communications and stakeholder engagement for MAAS Parramatta

Attachments:

- Press release following the Cabinet CIC Sub Committee
 - KPMG Project Plan ✓
 - program for AEA visit
 - Revised MAAS Visioning Statement (September 2015)
 - High level communications and press milestones for MAAS Parramatta
- A B C

Update

The following diagram illustrates the three stages of the site attributes and business planning for a new museum in Parramatta. MAAS is currently 3 weeks into stage two.



1. Decision of Cabinet Standing Committee on Infrastructure (CIC) decision

The CIC held on 8 September 2015 (which included the Premier) was asked to note the outputs of the *Stage 1 - Museum requirements, Site Attributes and Strategic Appraisal Framework* and endorse taking forward the Feasibility study and Preliminary Business Case for the short listed sites.

[REDACTED]

[REDACTED]

[REDACTED]

D

The decision of the Cabinet Standing Committee on Infrastructure is reported below:

- i) [REDACTED]
- ii) agreed that further assessment of the [REDACTED] sites will form the basis of a preliminary Business Case to be developed by February 2016;
- iii) noted that a submission on the preferred site and funding envelope for the Powerhouse Museum and associated arts and cultural precinct will be prepared for consideration by Cabinet in March 2016; and
- iv) noted the governance structure for the relocation of the Powerhouse Museum and associated arts and cultural precinct at Parramatta.

A
PRELIM
BUSINESS
CASE
FEB.

B DOC

C DOC

MAAS is pleased with the outcome of the CIC, as it allows MAAS to focus time and budget on the business planning of two sites rather than three.

MAAS contacted the owners of both sites to inform them of the outcome of the CIC and both Parramatta City Council and Western Sydney Parkland have indicated they will continue to work with MAAS to progress business planning to determine the best option.

The CIC decision attracted both State and local press which highlighting the decision to business case just the two sites but also included reference to Parramatta City Council, Western Sydney Business Chamber and Western Sydney University disappointment that the Arthur Phillip School site was not included on the short list.

WEST.
STD
UNI.
DISAPPOINTED

At this stage in the process, with proposals to develop the site for a high rise school of the future well advanced, it is highly unlikely that NSW government will change its plans. This has been confirmed by the Premier's office and the decision of the CIC where the question was raised.

2. Update on Stage 2 – Feasibility Study and Preliminary Business Case

The Feasibility Study and Preliminary Business Case is progressing rapidly with an ambitious program. Interim reports area due in mid-November 2015. The team from KPMG will attend the Trust meeting to outline progress to date. A summary program is attached for reference

INTERIM
REPORT
IN
MID
NOV.

The initial focus in this first month has been the macro environmental analysis and preparation for the 2 week visit of international museum specialist AEA who are an important part of the consortia delivering the business plan. <http://aeaconsulting.com/>

3. AEA visit

AEA will be in Sydney between 12 and 24 October 2015. They will be working with the MAAS Executive, MAAS leadership team, MAAS Trustees, the Project Steering Group and a small number of government stakeholders. Together with other members of the consortium AEA will bring a strategic international perspective to challenge and refine our vision and contribute to the development of the business planning process.

AEA
help
delivers
business
plan

The first week of the visit will be focused on MAAS in Parramatta and the second week working with MAAS, Arts NSW and Parramatta Council on the cultural precinct and the role of MAAS as an anchor institution.

The outcome of the AEA visit (and subsequent refinement) will be a statement of 'first principles' to guide the MAAS project and critical inputs in to the business planning process.

FIRST
PRINCIPLES
helped by
AEA

A copy of the program for the visit is attached. A specific session for Trustees is planned for 13 October. There is also an open invitation for Trustees to attend sessions on 14, 15, 16, and 23 October if available. Invitations will be sent by email as soon as arrangement are finalised.

4. Appointment of Project Director

A Project Director will be appointed to manage all Parramatta work streams. The role will be a member of the MAAS Executive team.

PD?

5. Additional work streams to be brought forward and delivered in parallel with Stage 2

The following two programs of work will be brought forward and progressed in parallel with the Preliminary Business case.

1. Collections Logistics Project which will provide a more detailed analysis of the options for and resources required to relocate the collection
2. Commence formal scoping of business readiness work in relation to the digitisation and cloud data conversion.

Collections
logistics
analysis

Digitisation
and
cloud
data
conversion

6. Revised visioning statement (September 2015)

AEA will work with MAAS to develop the Parramatta Vision. Trustees are invited to participate in the

7. Communications and stakeholder engagement

MAAS has worked with Ogilvy Public Relations to produce a program of high level communication and media milestones for the project which will form part of the overall media program.

OGILVY
PUBLIC
RELATIONS

A copy of the draft program is attached. This is a working document which is still evolving. The approach has been supported by the PSG and Kate Dundas, the recently appointed Deputy Secretary Arts and Culture, Department of Justice.

KATE
DUNDAS

A revised stakeholder management plan for stage 2 of the project is also being prepared in conjunction with Arts NSW and the Deputy Secretary, Arts and Culture. The program is focussed primarily on cross government stakeholders who have a role in supporting the development of the business case. Land owners of both shortlisted sites - Western Sydney Parkland Trust and Parramatta Council, remain important stakeholders.

Dep
Sec
Arts

Summary of key meetings and outcomes

A precis of key meetings and outcomes is provided below. Key milestone and events going forward are also provided.

Significant Meetings and outcomes

Date	Meeting	Outcome
24/25 August	All staff workshop – visioning the new MAAS in Parramatta	Inputs for the testing and further development to MAAS vision Initial thinking on themes, content and visitor experience Review and testing of current disciplines

DOC
FROM
ALL
STAFF
WORKSHOP

25 August	MAAS senior Leadership workshop	Guiding principles Review of Vision and Mission statements
26 August	Developing an approach to stakeholder engagement and building partnerships - roundtable	Initial meeting to start the discussion about how we should engage attended by a cross section of stakeholders Identified potential concerns which we should address as part of the business plan process Assistance with sharing data and on-going support for the business case process
31 August	KPMG / MAAS Project Kick Off meeting	
2 September	Meeting with Matt Crocker (Premier's Arts advisory)	Provided briefing on shortlisted sites and budget prior to CIC Matt reinforced that Arthur Phillip school site was not available and that the Premier was 100% focussed on relocating all of the Powerhouse to Parramatta Committed to meeting with Premier ASAP
8 September	Briefing of the Deputy Premier and DPO	DP well prepared for CIC
8 September	Cabinet submission considered by CIC	Shortlisted sites [REDACTED]
16 September	Powerhouse Museum relocation & Parramatta Cultural Precinct Project Steering Committee meeting	Attended by Treasury and DPC Endorsement to bring forward collections logistics project and scoping of business readiness work in relation to the digitisation and cloud data conversion
Forward Program		
12-24 October	AEA visit	Testing and further development of vision for Parramatta and business plan inputs
21 October	Powerhouse Museum relocation & Parramatta Cultural Precinct Project Steering Committee meeting	Workshop with AEA

(14)
GUIDING PRINCIPLES

STAKEHOLDER BUILDING
DEC

26 AUGUST

MINUTES
OF
PCG /
STEERING
COMMITTEE

Prepared by:

Rose Hiscock
Director

MANAGEMENT REPORT
September 2015



6 ANNOUNCEMENTS AND EXTERNAL ENGAGEMENT

Government Relations

Meeting with Deputy Premier

The Director met with the Deputy Premier and Minister for the Arts, the Hon Troy Grant MP on 6 September and 24 September to brief him on current issues, and in particular the status of the Parramatta relocation planning.

The Minister indicated his satisfaction with the status of Parramatta plans, and his support for the project.

Meeting with the Minister for Planning

The Director met with the Minister for Planning, the Hon Robert Stokes MP on 5 August to brief the Minister of the site selection process for the Parramatta relocation, prior to Cabinet's consideration of the Submission. Trustee Jim Longley facilitated the meeting and also attended.

The Minister indicated his satisfaction with the planning process, and the status of the project.

18

14

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 624

POWERHOUSE MUSEUM

4 NOVEMBER 2015 AT 0800 HOURS

MINUTES

Present:

Professor John Shine AO, FAA (Chair)
Professor Shirley Alexander
Mr Robert Cameron AO
Ms Lisa Chung
Mr Tim Ebbeck
Professor Barney Glover
Mr James Longley (for part)
Dr Judith O'Callaghan

In attendance:

Ms Rose Hiscock
Mr Michael Parry
Ms Leann Meiers
Ms Dolla Merrillees
Mr Andrew Cappie-Wood (in part)
Mr Peter Morton (Secretary)

1

APOLOGIES

Mr Jack Ritch

5 PARRAMAATTA DEVELOPMENTS

5.1 MAAS Parramatta Vision – AEA Report

The Report was NOTED.

AEA REPORT ✓

The Secretary, Department of Justice Mr Andrew Cappie-Wood joined the meeting at 9.00am.

The President invited Mr Cappie-Wood to comment on the status of the Parramatta Preliminary Business Case and related issues.

The President thanked the Secretary for his attendance and comments, and noted that the Secretary will be invited to attend meetings at six monthly intervals.

Trust discussed the draft summary of the AEA Vision for MAAS at Parramatta Report.

Trust commended the development of the Parramatta Vision, and supported the concept of the Ampersand and a unifying concept, linking the Museum's content disciplines.

- It was suggested that further consideration be given to the description of display zones, to reflect the hybrid and interconnected nature of the Museum's collections relating to science and art.
- It was suggested that further consideration be given to the Museum's integration with the on-line world.
- It was suggested that further consideration be given to the range of potential revenue streams.
- The importance of achieving long term sustainability, supported by both local and global partnerships was noted.

Trustees were invited to contribute comments and potential wording to the refinement of the Vision statement.

AEA
VISION FOR
MAAS @
PARRAMATTA

NOTE: The draft summary of the *AEA Vision for MAAS at Parramatta Report* has not been provided, as this is deemed as "Cabinet Information"

AEA

"CABINET INFORMATION"

22
11/16

MUSEUM OF APPLIED ARTS AND SCIENCES

BOARD OF TRUSTEES MEETING NO 625

POWERHOUSE MUSEUM

9 DECEMBER 2015 AT 0800 HOURS

DRAFT MINUTES

Present:

Professor John Shine AO, FAA (Chair)
Mr Robert Cameron AO
Ms Lisa Chung
Mr James Longley
Dr Judith O'Callaghan

In attendance:

Ms Rose Hiscock (Director)
Ms Belinda Christie (acting Director Corporate Resources)
Mr Paul Giunta (acting Director Corporate Resources)
Ms Leann Meiers (Director Development and External Affairs)
Ms Dolla Merrillees (Director Curatorial, Collections and Exhibitions)
Mr Michael Parry (Director Programs and Engagement)
Mr Jack Ritch, Chair, (Powerhouse Foundation)
Mr Peter Morton (Secretary)
Ms Michelle Washington (Head Infrastructure Engagement -in part)

1 APOLOGIES

Professor Shirley Alexander, Mr Tim Ebbeck, Professor Barnev Glover

VI

23

6 PARRAMATTA DEVELOPMENTS

6.1 Parramatta Update

The Report was NOTED.

Rachel Neeson from Neeson Murcutt architects and Joe Agius from Cox architects joined the meeting for a presentation of design concepts to be included in the Preliminary Business Case to be submitted to Cabinet in March 2016.

Trust sought further information on cost budget estimates for the two sites included in the Business Case, and was advised that the quantity surveyors have benchmarked estimated square metre costs against those of comparable cultural institution both in Australia and internationally.

It was NOTED that the total square metre envelope for each of the two sites is smaller than the current Powerhouse Museum, but represents a more efficient use of space. It was AGREED that the scale of exhibition and public spaces in the relocated museum should be comparable to those of the current site.

DESIGN CONCEPTS
NEESON MURCUTT / COX
ARCHITECTS

24 17

PARRAMATTA UPDATE

December 2015

Recommendation

That Trust notes the information provided.

Purpose

To provide the Trust with an update regarding the proposed relocation of the Powerhouse Museum to Parramatta and the development of a cultural precinct.

The report includes:

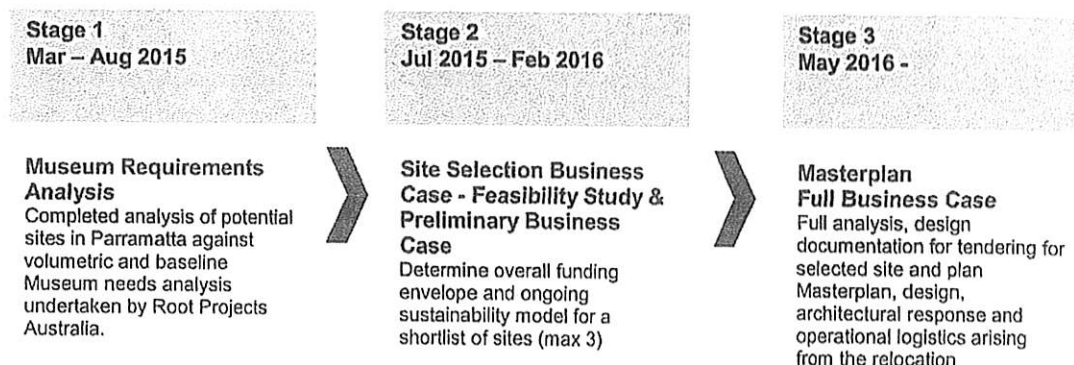
1. Revised Visioning Statement (November 2015)
2. Update on Stage 2 – Site Selection Business Case (Feasibility Study and Preliminary Business Case) (KPMG)
3. Revised management arrangement and appointment of Project Director
4. Communications and stakeholder engagement for MAAS Parramatta

Attachments:

- Revised MAAS Visioning Statement (November 2015)
- KPMG Project Update

Update

The following diagram illustrates the three stages of the site attributes and business planning for a new museum in Parramatta.



1. Revised visioning statement

The MAAS team has worked with AEA consulting to revise the Vision and Mission statement which reflects the opportunity to build a purpose built museum in Parramatta.

Trustees reviewed and provided feedback to the draft at the last Board meeting. Comments have been included in the version attached. The document has also been reviewed by the Project Steering Committee (PSC). Key suggestions from the PSC included:

- that MAAS is the custodian of Australia's not just the State's collection of Applied Arts and Sciences
- the once in a generation opportunity to build a new museum
- importance to Parramatta and Sydney

AEA, Trustees and members of the Project Steering Group have all noted the importance of cross government support for the vision for the new museum in Parramatta.

DRAFT
VERSION
ATTACHED

The vision document underpins the concept plan for the new museum and informs the key assumptions and costings modelled in the business case. The vision document will form an important part of the pack of documentation available to sell the business case across government and key stakeholders.

2. Update on Stage 2 – Site selection Business Case - Feasibility Study and Preliminary Business Case

Preliminary business case is proceeding as per schedule. A working draft report will be completed by 9th December. The PSC will review all project assumptions in February 2016.

The following table highlights proposed milestones to meet NSW Government requirements.

Milestone	Indicative timing
Preliminary Business Case – to inform site selection	
Business case briefings and workshop for PSC and key decision makers across government	3 rd week Jan 2015
Infrastructure NSW project briefing	Late Jan early Feb 2015
Infrastructure NSW Strategic Gateway first review of Site Decision Business Case	February 2016
Submission of Site Decision (Preliminary) Business Case	End of February 2016
Cabinet paper finalised	End February 2016
Cabinet Infrastructure Committee or Cabinet consideration	March/April 2016
Interim funding submission for project planning	
Submission of funding submission to NSW Treasury and Infrastructure NSW	End of February 2016
Final Business Case – to inform the final model for the preferred site	
Submission of Final Business Case	By end of Q1 FY2016

3. Revised management arrangements and appointment of Project Director
Director Programs and Engagement Michael Parry fill the role of Interim Project Director at the end of January for a period of three months. Michelle Washington, Head of Infrastructure Engagement, will continue to lead the client side delivery of the business case and stakeholder engagement.

A Project Director will be appointed to lead the project. Whilst located in Ultimo and working with the Executive, the role will report to the Deputy Secretary Arts, Kate Dundas.

4. Communications and stakeholder engagement

A revised stakeholder management plan for the final period of stage two of the project is also being prepared in conjunction with Arts NSW and the Deputy Secretary, Arts and Culture. The program is focussed primarily on cross government stakeholders who have a role in supporting the development of the next stage of the business case.

MAAS has worked with Ogilvy Public Relations to produce a program of high level communication and media milestones for the project which will form part of the overall media program. It is not intended to make public announcements until after the Cabinet decision in March-April 2016.

An enhanced stakeholder engagement strategy and communication plan will also need to be prepared for the period post the Cabinet decision.

FINAL
BUSINESS
CASE

PROJECT
DIRECTOR

MICHAEL
PARRY.

REPORTING TO
ARTS NSW!

Summary of key meetings and outcomes

A precis of key meetings and outcomes is provided below. Key milestone and events going forward are also provided.

Significant Meetings and outcomes

Date	Meeting	Outcome
12-24 October	AEA visit	Testing and further development of vision for Parramatta and business plan inputs
21 October	Powerhouse Museum relocation & Parramatta Cultural Precinct Project Steering Committee meeting	Including briefing from AEA
27 October	INSW Health Check and Gateway Requirements	Guidance on INSW review process and the establishment of the review panel
28 October	Briefing with Deputy Premier	Project update
4 November	Board of Trustees meeting	Feedback from Trustees on draft vision document
4 November	Project Working Group	
13, 16, and 18 November	Concept Design workshops	
18 November	Project Steering Group	Support for vision, floor space requirements and concept plans, initial work on blocking and stacking. Discussion on the need to support and promote success at Ultimo as part of the transition to Parramatta
19 November	Briefing with Deputy Premier	
23rd November	Macro Environmental and Audience workshop	Reviewed reports and provided feedback
25 November	INSW update	Confirmed panel review panel member and project update
26 November	Project Resourcing and timeline workshop	Review of resources required and timeframes for relocation
30 November	CAPEX workshop	Initial review of CAPEX figures
2 December	Project Working Group	
Forward Program		
17 December	Project Steering Group	
W/S 18 Jan	Business case briefing of PSC and key government stakeholders and decision makers	

Audience
workshop
output

Prepared by:

Michelle Washington
Head of Infrastructure Engagement

Endorsed by:

Rose Hiscock
Director

Document tendered by

Dr Lindsay Sharp

Received by

Merrin Thompson

Date: 06 / 09 / 16

Resolved to publish Yes /

MINUTES OF PROJECT STEERING COMMITTEE

Parramatta Cultural Precinct and Relocation of Museum of Applied Arts & Sciences

29 Feb

Project Control Group Meeting 1 – Minutes

Tuesday 28th April 2015 at 3.30pm-5pm
Snowy Room – Level 47, MLC

Attendees:

Name	Position
Trade & Investment	
Angus Armour (AA) (Chair)	Deputy Secretary, Business NSW/Arts NSW
Arts NSW:	
Mary Darwell (MD)	Executive Director
Martyn Killion (MK)	Manager, Infrastructure Policy (minutes)
Department of Education (DoE)	
John Neish (JN)	Director, Planning and Demography
Government Property NSW (GPNSW)	
Brett Newman (BN)	Chief Executive Officer
Dennis Szabo (DS)	Director, Acquisitions and Disposals
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director
Museum of Applied Arts & Sciences (MAAS)	
Rose Hiscock (RH)	Director
UrbanGrowth NSW	
Simon Pagett (SP)	Head of Urban Transformation Division

NO
LISA
CHUNG

Distribution: To all attendees and apologies.

MINUTES:

Item	Description	Action	Date
A	Attendance	Noted	

B Project Control Group – Terms of Reference

- B.1 RH questioned the need for the July 2015 timeframe to report to Government. It was noted that Government required early consideration of key issues in July 2015 to inform the business case process. Agreed that the July report to Cabinet would outline key strategic issues particularly site selection and would provide a robust plan for progressing the matter. Arts NSW

AGREED to amend the Terms of Reference to include the Department of Justice and MAAS in the entities to be consulted on the Divestment Strategy. Arts NSW

- B.2 EF advised that the Divestment Strategy Group would be considering wider Government objectives and therefore it was appropriate for Department of Premier and Cabinet (DPC) to lead the Group.

BN noted that the need for Government guidance about its objectives for the site and, particularly in respect of optimising the proceeds from the divestment ('highest and best use').

SP questioned the inclusion of Parramatta City Council as a member of the PCG noting that discussions of a commercial nature concerning

MAAS
question
timeframe
Govt demand

Premier in
charge of
divestment!

OPTIMISING
THE
PROCEEDS

Item	Description	Action	Date
	the project should be a matter for the NSW Government.		
	<p>AGREED, after discussion, that the Governance Structure, as tabled be amended to include the Department of Education and to exclude the Divestment Strategy and Working Group, commercial expert and cultural expert and that it be adopted as the governance structure for Stage 1 of the project.</p>	Arts NSW	
	<p>AGREED that Arts NSW circulate a depiction of Governance Structure for Stage 2 as follows. The structure to include three Project Control Groups (MAAS, Cultural Precinct and Divestment) and these would report to the Cultural Infrastructure Program Steering Committee. The Steering Committee to have a direct reporting line to the Deputy Premier as Minister for the Arts and the Advisory Council to be an indirect report for information. Parramatta City Council would not be a member of the groups but would be consulted as part of the preparation of the business cases.</p>	Arts NSW	
	MD noted that the Secretary, Department of Justice needed to be consulted on the governance structure.		
	<p>AGREED that the Chief Executive Officer, Infrastructure NSW chair the Advisory Council, subject to finalisation of governance arrangements with the Secretary, Department of Justice.</p>		
	AGREED: BN to discuss leadership of the Divestment Working Group with DPC.	GPNSW	
C	Project Update		
	MD and RH provided a verbal report on progress to date. This included a visit to a number of identified sites with Parramatta City Council and Geoff Lee, MP, Member for Parramatta.		
D	Stage 1 Work		
D.1	Project deliverables		
	MD spoke to the outline of deliverables under Stage 1 of the project which had been circulated. RH discussed the need for a <u>comprehensive demand drivers study and a robust business case for MAAS</u> . The approved funding for Stage 1 is \$500,000.		
	SP advised that an assessment of the arts and cultural demand drivers and needs of Parramatta and Western Sydney was required as part of Stage 1 to support the Cabinet submission.		
	AGREED that:		
	1. Vision work and stakeholder and communications plan be commenced.	Arts NSW	
	2. Work on demand drivers and audit of existing cultural facilities in Parramatta be commenced.	Arts NSW	
	3. Demand drivers study and business case for MAAS be commenced and that preliminary findings would be required to inform the July submission to Government, where feasible.	MAAS	
	4. Site feasibility to be commenced and to include the overview plan of the development of Parramatta- see below	MAAS	

CULTURAL
PRECINCT.

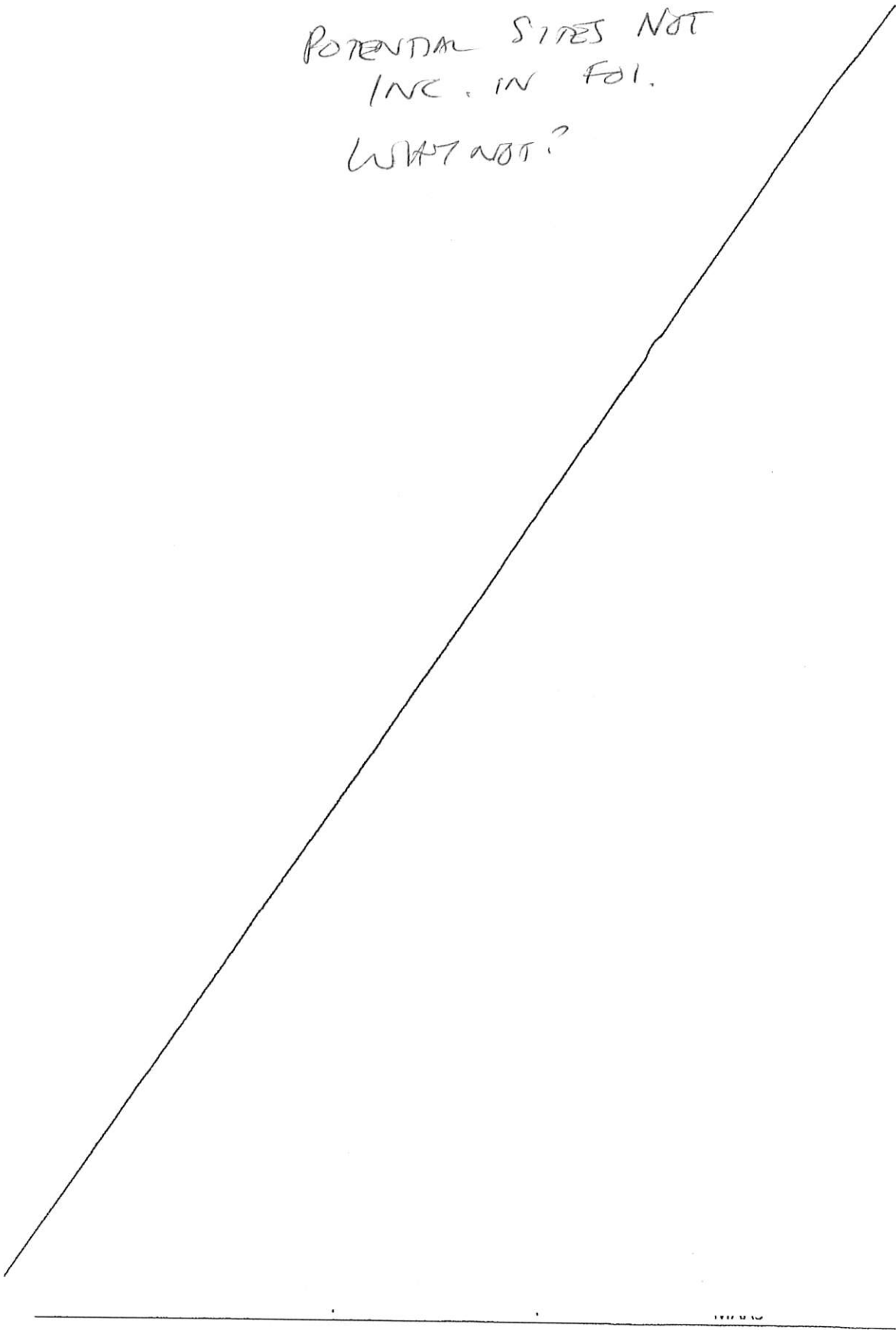
3 P.C.
groups

ADVISORY
COUNCIL?

COMPREHENSIVE
demand drivers
and robust
business case

Item	Description	Action	Date
E	Potential sites		

POTENTIAL SITES NOT
INC. IN FOI.
WHAT NOT?



Item	Description	Action	Date
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F **PCG Meeting Schedule**

Next meeting scheduled for Tuesday 19 May at 3.30pm

Meeting closed 5.15pm

Parramatta Cultural Precinct and relocation of MAAS (Powerhouse)

33 pg

Project Control Group Meeting 2 - Minutes

Tuesday 19 May 2015 at 3.30pm
Hamilton Room, Level 47, MLC Centre

Attendees:

Name	Position
Trade & Investment	
Angus Armour (AA) (Chair)	Deputy Secretary, Business NSW/Arts NSW
Arts NSW:	
Mary Darwell (MD)	Executive Director
Stacy Warren (SW)	Manager, Infrastructure Development (minutes)
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director
Museum of Applied Arts & Sciences	
Rose Hiscock (RH)	Director
Government Property NSW	
Geoff Goodchild (GG)	Senior Manager, Major Projects
Parramatta City Council	
Greg Dyer (GD)	CEO

NO
LISA
CATUNG

Apologies:

Department of Education	
John Neish (JN)	Director, Planning and Demography
Government Property NSW	
Brett Newman (BN)	Chief Executive Officer
Dennis Szabo	Executive Director, Acting – Major Projects
UrbanGrowth NSW	
Simon Pagett (SP)	Head of Urban Transformation Division

Distribution: To all attendees and apologies

Item	Description	Action	Date
A	Attendance and apologies		
	Noted, as above.	-	
B	Adoption of previous minutes		
	Further amendments noted as follows:	SW	20/5
	D.1 - Project deliverables – clarification that Stage 1 funding is up to \$500,000 (not the cost of the MAAS business case).		
	E - Potential sites -		
	Following statement, reworded as follows:		
	Noted that an overview plan of the future development of Parramatta be included in the scope of as part of Stage 1 of the project, the site feasibility consultancy as part of Stage 1 of should take into account the future development of Parramatta.		
	Qualification included for the stated preliminary value of the Ultimo site.		
	Noted that the preliminary anticipated value of the Ultimo site is approximately \$140 m (qualified by its potential end use, conditions of sale and the need for more detailed investigation).		

\$140 million

34

Item	Description	Action	Date
	<p>Revised minutes at <u>Attachment A</u>.</p> <p>Other issues arising during discussion:</p> <p>Noted: GD's commitment to abide by confidentiality and conflict of interest requirements, as relevant.</p> <p>Noted: Difficulties and complexity of valuing the Ultimo site at this early stage, given variables still attached to the project.</p>		
C	Actions arising from previous meeting		
C.1	<p>All actions noted as complete/ on track.</p> <p>Other issues arising during discussion:</p> <p>Action: MD/RH to confirm required level of interaction and engagement with the Secretary of Justice pending (and following) transfer to the Justice portfolio.</p>	AA/MD	
D	Project Update		
D.1	<p>Consultant appointments</p> <p>MD advised that KJA and ARUP/ Scott Caver have been engaged to undertake the visioning workshop & plan, and communications.</p> <p>RH advised:</p> <ul style="list-style-type: none"> Peter Root has been engaged to site feasibility study and overview of future development of Parramatta Work on MAAS drivers and barriers yet to formally commence, consultant to be sought shortly. Quantity Surveyor will soon be appointed to advise on replacement costs for MAAS. <p>Action:</p> <ul style="list-style-type: none"> RH to provide copy of summary of the Stage 1 work, for information. EF to ensure that MAAS/ Peter Root has access to all available information on site options (including information provided by GPNSW, INSW, Parramatta City Council). RH to ensure that Peter Root is considering any other feasible non-government owned sites. 	<p>RH</p> <p>EF</p> <p>RH</p>	<p>20/5</p> <p>20/5</p> <p>20/5</p>
D.2	<p>Briefing with Parramatta Council and consultants</p> <p>RH advised site visit and briefing was held on Thursday 14 May.</p>		
D.3	<p>Visioning workshop</p> <p>Proposed date is 4 June 2015, to be held in Parramatta. Attendees will be thought leaders within knowledge of Parramatta or place-making.</p> <p>Action:</p> <ul style="list-style-type: none"> SW to provide list of stakeholders to GD for input Geoff Lee to be added as an attendee for the workshop 	SW SW	
D.4	<p>Updates on sites</p> <ul style="list-style-type: none"> EF provided update on site discussions and consideration of options for the use of the government sites. Noted and supported: EF's suggestion that a 'Parramatta Integrated Investment Plan' should be prepared to ensure co-ordinated and strategic decision making across government, and a group should be convened to oversee this work. Noted: that the success of the Powerhouse should be the prime driver guiding Government's decisions on site options, and the use 		

QS - replacement costs

Other non govt owned sites

R1402005

Item	Description	Action	Date
	<p>of all sites should be subject to a rigorous assessment.</p> <p>Actions:</p> <ul style="list-style-type: none"> GD to confirm height constraints for the [REDACTED] site. MD/ EF to follow up with DPC to ensure advice to the Premier is strategically framed and captures key risks to government. SW to confirm election commitment for the Arthur Philip School high rise school. 	<p>ASSESSMENT</p> <p>GD MD/ EF</p> <p>SW</p>	<p>35</p> <p>ALL SITES</p> <p>20/5</p>
E	Cabinet submission		
	<p>Noted: the difficulties of bringing forward a Cabinet submission without an integrated framework to guide decisions making in Parramatta.</p> <p>Actions:</p> <ul style="list-style-type: none"> MD/SW to draft letter from Deputy Premier to Premier identifying key issues, site constraints and requesting a strategic approach to the development of Parramatta and the use of government sites. MD/SW to confirm arrangements and timing for Cabinet submission, subject to any advice received in response to the above representations. EF to provide copy of INSW's advice (informing DPC's consideration) to the PCG, for information. 	<p>PLANNING</p> <p>MD/SW</p> <p>MD/SW</p> <p>EF</p>	<p>SUB-OPTIMAL</p> <p>20 May</p>
F	PCG Meeting schedule (fortnightly to 30 June 2015)		
	<p>Suggested meeting dates as follows:</p> <p>2 June, 16 June, 30 June.</p> <p>Other meetings to be scheduled as needed.</p>	SW	

Next meeting scheduled for Tuesday 2 June at 3.30pm

Meeting closed 4.45 pm

COPY TO BE TABLED

36

Parramatta Cultural Precinct and
relocation of MAAS (Powerhouse)

COMMERCIAL IN CONFIDENCE

ULTIMO
SITE SALE
VAWE
ESTIMATE:

Project Control Group Meeting 3 June 2015 - Minutes

Wednesday 3 June 2015 at 3.30pm
Eora room, Level 47 MLC Centre

Attendees:

Trade & Investment	
Angus Armour (AA) (Chair)	Deputy Secretary, Business NSW/Arts NSW
Arts NSW:	
Stacy Warren (SW)	Manager, Infrastructure Development (minutes)
Department of Education	
John Neish (JN)	Director, Planning and Demography
Government Property NSW	
Dennis Szabo (DS)	Executive Director, Commercial Transactions
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director
Museum of Applied Arts & Sciences	
Rose Hiscock (RH)	Director
UrbanGrowth NSW	
Tasha Burrell (TB)	Project Director

Apologies:

Mary Darwell, Arts NSW
Brett Newman, Government Property (noted Dennis Szabo will be a standing delegate)
Simon Paggett, Urban Growth
Greg Dyer, Parramatta City Council

Distribution: To all attendees and apologies.

A	Attendance and apologies	
	Noted, as above.	
B	Adoption of previous minutes	
	28 April 2015 minutes – agreed to insert a range of \$140M-\$250M for the value of the Ultimo site, as follows:	
	NOTED that the preliminary anticipated value of the Ultimo site is approximately \$140m - \$250m (based on NSW's valuation, and qualified by its potential end use conditions of sale and the need for more detailed investigation).	
	Minutes of 19 May 2015 adopted without amendment.	
C	Actions arising from previous meeting	
C.1	All actions noted as completed/ on track.	
D	Project updates (verbal)	

SIDE VAWE
ESTIMATE
RANGE.

VAWE AROUND.
BOUNCING TOP DOLLAR
EVEN NOT
WILL NOT
PAY FOR A
NEW MUSEUM

VAWE
\$140 - 250m

Item	Description	Action
D.1	<p>RH provided an update on:</p> <ul style="list-style-type: none"> site feasibility timing of business case <p>Noted:</p> <ul style="list-style-type: none"> MAAS/ Peter Root will clarify and confirm feasibility of short-listed sites prior to the development of the business case. Subject to these findings, it is expected that up to 3 sites may be taken forward as part of the business case. All known sites will be addressed in the detailed feasibility report. <p>Actions:</p> <ul style="list-style-type: none"> RH to invite Peter Root to present his initial site feasibility findings to the next PCG meeting. 	<p>PETER ROOT TO PRESENT</p> <p>RH</p>
D.2	<p>Workshop update:</p> <p>RH outlined that a roundtable would be organised with Parramatta City Council, MAAS and Arts NSW, supported by key strategic stakeholders. This would be in place of the broader visioning workshop.</p>	
E	Cabinet submission	
E.1	Noted that advice is pending on the appropriate pathway and timing for the Cabinet submission.	
F	Other business	
	<p>Deferred advice on the loss of the artists studios to the next meeting.</p> <p>Noted that Transport for NSW will present on light rail options at the next PCG meeting.</p> <p>Next meeting – Tuesday 16 June.</p>	

RH IN PLACE OF
A BROADER
VISIONING
WORKSHOP
V. LIMITED
CONSULTATION

Parramatta Cultural Precinct and relocation of MAAS (Powerhouse)

21 38

COMMERCIAL IN CONFIDENCE

Project Control Group Meeting 4 - Minutes

Tuesday 16 June 2015 at 3.30pm
Eora Room, Level 47, MLC Centre

Attendees:

Name	Position
Trade & Investment	
Angus Armour (AA) (Chair)	Deputy Secretary, Business NSW/Arts NSW
Arts NSW:	
Mary Darwell (MD)	Executive Director
Martyn Killion (MK)	Manager, Infrastructure Policy (minutes)
Government Property NSW	
Brett Newman (BN)	Chief Executive Officer
Jeff Goodchild (JG)	Senior Manager, Major Projects
Dennis Szabo (DS)	Executive Director, Commercial Transactions
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director
Museum of Applied Arts & Sciences	
Rose Hiscock (RH)	Director
Michelle Washington (MW)	Head of Infrastructure Engagement
UrbanGrowth NSW	
Tasha Burrell (TB)	Project Director
Parramatta City Council	
Rebecca Grasso (RG)	Director, Marketing and City Identity

Apologies:

John Neish, Department of Education
Simon Pagett, UrbanGrowth NSW
Greg Dyer, Parramatta City Council

NO LISA CHUNG

Distribution: To all attendees and apologies.

Item	Description	Action
A	Attendance and apologies	
	Noted, as above.	
B	Adoption of previous minutes	
	3 June 2015 minutes. – agreed to insert a note that the Arthur Phillip site was not feasible given the timeframe, as follows: Noted: <ul style="list-style-type: none"> MAAS/ Peter Root will clarify and confirm feasibility of short-listed sites prior to the development of the business case. Subject to these findings, it is expected that up to 3 sites may be taken forward as part of the business case. All known sites will be addressed in the detailed feasibility report. Co-location is not feasible on the Arthur Phillip school site given the timeframes. 	
C	Actions arising from previous meeting	
C.1	All actions noted as completed/ on track.	

MICHELLE WASHINGTON
"HEAD OF INFRASTRUCTURE
ENGAGEMENT"
WOT?

Item	Description	Action
D	Project updates (verbal)	
D.1	<p>Noted that the site feasibility report was on track and that Peter Root would present to the PCG on shortlisted sites as part of the meeting.</p> <p>Noted that Old King's School had been announced as the site for a primary school.</p>	
D.2	Noted that 26 June had tentatively been nominated for a roundtable discussion on the Parramatta Cultural Precinct.	
E	Cabinet submission	
E.1	Noted that September 2015 had been nominated for Cabinet consideration of site selection.	
F	Other business	
	<p>Role of Infrastructure NSW (INSW) EF noted the establishment of INSW's coordination role in relation to Parramatta. An audit was being undertaken and a report to Cabinet Infrastructure Committee being prepared.</p> <p>Presentation by Transport for NSW on Parramatta Light Rail. The following key points were made in the presentation:</p> <ul style="list-style-type: none"> • the project was currently at Business Case stage. • alignment through the CBD had not yet been determined • work on integration with other transport modes had commenced. <p>EF noted that discussions needed to take place as soon as possible to influence possible inclusion of Powerhouse Museum requirements.</p> <p>Presentation by Peter Root on site feasibility</p>	

Peter
Root
Site
Feasibility

NBS
16 JUNE

Item	Description	Action
	Next meeting – Tuesday 30 June.	

WHERE IS
30 JUNE?
OF PCS



Arts
NSW

PROJECT
STEERING
COMMITTEE

41

Powerhouse Museum relocation and Parramatta Cultural Precinct Project Steering Committee

Record of decisions

2-3pm, Wednesday 19 August 2015

Secretary's Board Room, Level 14, 10 Spring Street, Sydney

LISA
CHUNG
NO RH HERE

Attendees:

Name	Position
Justice	
Andrew Cappie-Wood (ACW)	Secretary (Chair)
Kate Dundas (KD)	Deputy Secretary
Arts NSW	
Mary Darwell (MD)	Executive Director
Stacy Warren (SW)	Manager, Infrastructure Development (minutes)
Museum of Applied Arts & Sciences	
Elizabeth Stratford (ES)	Director of Corporate Resources & CFO
Lisa Chung (LC)	Trustee
Government Property NSW	
Peter Hurley (PH)	Project Director, Major Projects
Adam Howarth (AH)	Director, Major Projects
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director

Apologies: Rose Hiscock, Director, Museum of Applied Arts and Sciences
Brett Newman, Chief Executive, Government Property
Simon Paggett Head of Urban Transformation Division

Order of discussion Record of decision

Item 1.	<p>Project Steering Committee terms of reference/ governance arrangements</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none">• Approved the terms of reference and governance arrangements, subject to the following amendments (<u>as attached</u>):<ul style="list-style-type: none">▪ Add Kate Dundas as a member▪ Section 3.4 – The appointment of the committee is until such time as the Business case has been completed (rather than 2 years).▪ Section 3.8 – Quorum must include either the Secretary (Chair) or Deputy Secretary (Occasional Chair).• Noted that more detail will be required around the role of the Project Working Group, which will be prepared as separate terms of reference.• Noted the importance of effective stakeholder engagement, particularly including Parramatta City Council.
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Order of discussion	Record of decision
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	<p>Key actions:</p> <ol style="list-style-type: none"> 1. The Chair to advise members of the Stage 1 Project Control Group that its role and functions have now been completed, and the Stage 2 Project Steering Committee has been convened to oversee the Business Case. 2. ACW to seek the DPO's confirmation of the proposed nomination of Greg Dyer, CEO, Parramatta City Council to attend Committee meetings on an as needed basis. 3. Subject to the DPO's support, the Chair will write to Parramatta City Council to confirm these arrangements. 4. EF to provide a list of infrastructure projects that will be overseen by the new Parramatta Projects Co-ordination Group.
Item 4.	<p>Program and \$10M budget allocation</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted the program and budget is indicative only and subject to further refinement as the project progresses. • Emphasised the importance of maintaining flexibility in the process & program in order to respond to the Government's expectations for information and documentation, as required.
Item 2.	<p>Endorsement of the preferred tenderer for the Business Case</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Endorsed the Museum of Applied Arts and Sciences to engage the KPMG led-consortium to prepare the Feasibility Study and Preliminary Business Case for the Powerhouse Museum, subject to clarifications around scope (as detailed in the Item 2 agenda paper). <p>Key action:</p> <ol style="list-style-type: none"> 5. ES to provide an 'out of session' report to the Committee detailing the outcomes of final negotiations with KPMG.
Item 3.	<p>Consideration of preferred tenderer for the Precinct Study</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Endorsed Arts NSW to engage Arup to deliver the Precinct Study, noting this will build on their current work on the 'Parramatta Culture, Arts and Entertainment Plan' for Parramatta City Council. • Noted the need for Arts NSW to consult with Venues NSW as part of the study, in light of the potential for a sports and cultural precinct depending on the site. • Noted the opportunity for Arts NSW to commission AEA Consulting (part of the consortium for the Feasibility Study and Business Case) to contribute their international expertise to this study. This would maximise value to government of AEA's concurrent engagement, introduce a respected 'thought-leader' to the Precinct Study, and ensure greater alignment of the two projects. <p>Key action:</p> <ol style="list-style-type: none"> 6. MD & EF to prepare a stakeholder engagement plan for the next Committee meeting. The plan must detail the program of consultation and engagement underway/ proposed in Parramatta by both State and local government across all projects and proposals.

KPMG REPORT

REPORT

Arts NSW

VI

2 ITEM AGENDA PAPER?

ARUP - 1 PRECINCT STUDY

AEA

AEA. IMPORTANT - 2

"MAXIMISE VALUE TO GOVERNMENT... THOUGHT LEADER... TO THE PRECINCT STUDY"

Order of discussion	Record of decision
Item 5.	<p>Selection of commercial/ financial expert member</p> <p><u>Key action:</u></p> <p>7. All members are invited to provide recommendations for the appointment of a commercial/ financial expert member.</p>
Item 6.	<p>Meeting schedule/ next meeting</p> <p><u>Key action:</u></p> <p>8. SW to arrange a schedule of monthly meetings, in advance. Next meeting TBA.</p>
	<p>Other matters arising</p> <ul style="list-style-type: none"> • MD noted the need for the Steering Committee to have greater visibility over the divestment process for the Ultimo site. • MD requested that stakeholder engagement be listed as standing agenda item. <p><u>Key actions:</u></p> <p>9. Arts NSW to consult with DPC as the responsible agency for developing the Ultimo site divestment plan, and provide a report to the next Steering Committee meeting.</p> <p>10. Stakeholder engagement is to be listed as a standing agenda item.</p> <p>11. An update on divestment process is to be included as an agenda item for the next meeting.</p>

DIVESTMENT
MORE
VISIBILITY
FOR
STEERING
COMMITTEE

**Powerhouse Museum relocation and Parramatta
Cultural Precinct
Project Steering Committee**

Record of decisions

3.00pm - 4.00pm Wednesday 21 October 2015

Secretary's Board Room, Level 14, 10 Spring Street, Sydney

Attendees:

Name	Position
Justice	
Andrew Cappie-Wood (ACW)	Secretary (Chair)
Kate Dundas (KD)	Deputy Secretary (Chair)
Arts NSW	
Mary Darwell (MD)	Executive Director
Stacy Warren (SW)	Manager, Infrastructure Development (minutes)
Museum of Applied Arts & Sciences	
Rose Hiscock (RH)	Director
Lisa Chung (LC)	Trustee
Government Property NSW	
Peter Hurley (PH)	Project Director, Major Projects
Infrastructure NSW	
Erin Flaherty (EF)	Executive Director
DPC	
Sally Walkom (SW2)	Director, Cities Branch
Treasury	
Yasmin Parekh (YP)	Senior Financial Analyst

RH here

LISA CHUNG here

FROM SEPTEMBER onwards

Apologies:

Amy Persson (AP)	A/Executive Director, Cities Branch, DPC
Leon Walker (LW)	Executive Director, Major Projects, GPNSW
Adam Howarth (AH)	Director, Major Projects, GPNSW
Tasha Burrell (TB)	Urban Growth
David Withey (DW)	Director, NSW Treasury

**Agenda Record of decision
item**

Item 1.	Item 1 Attendance and apologies • Attendees and apologies noted as above.
Item 2.	Adoption of previous minutes The Project Steering Committee endorsed the minutes from the 16 September 2015 meeting, without amendment.
Item 3.	Review of actions arising

Agenda Record of decision item

19 August 2015		
1. ACW to seek the DPO's confirmation of the proposed nomination of Greg Dyer, CEO, Parramatta City Council to attend Committee meetings on an as needed basis.		For further advice at next meeting.
2. Subject to the DPO's support, the Chair will write to Parramatta City Council to confirm these arrangements		For further advice at next meeting.
16 September 2015		
1. KD to consult with the Secretary about the nomination/s for the position of commercial/ financial expert member.		For further advice.
2. KD to confirm the appointment of the commercial/ financial expert member out-of-session.		For further advice.
3. MAAS to ensure that the Premier's Office, the Deputy Premier's Office and members of the Steering Committee are actively engaged during AEA's visit to Sydney.		Completed.
4. SW to co-ordinate with MAAS to map critical paths for funding, approval and assurance for the delivery of the project.		Completed – refer to Item 5.
5. AP, YP and EF to advise of timing for key funding, approval and assurance milestones and processes to inform SW's mapping of the critical paths.		Completed – refer to Item 5.
6. RH and ES to consult with Stuart Webster, Director Policy and Program Appraisal, Department of Industry about the methodology for valuing arts and cultural contribution as part of the Business Case.		Commenced and ongoing. <i>METHODOLOGY FOR VALUING ARTS AND CULTURAL CONTRIBUTION AS PART</i>
7. EF to amend the Parramatta major project descriptions to: - update the reference to the Stadia Strategy; and - remove the project completion date for the Powerhouse Museum		Erin Flaherty to update, and recirculate amended project descriptions. <i>OF BUSINESS CASE</i>
8. Arts NSW & MAAS to prepare a list of key stakeholders and outline of the engagement strategy for endorsement by the Deputy Premier's Office.		Completed – refer to Item 8.
9. AP to confirm if conditions will be attached to the sale of the site and if so the expected timeframe and framework for delivering this work.		Update to be provided – refer to Item 9.
10. MAAS to prepare RFQ to engage a consultant to prepare the: • Logistics plan for the relocation; and • ICT strategy.		Update to be provided – refer to Item 6. <i>MAAS RFQ LOGISTICS ICT STRATEGY</i>
11. RH to finalise the position description for		Completed – refer to Item 6.

REMOVE PROJECT COMPLETION DATE for PMY

CONDITIONS ATTACHED TO SALE OF SITE OR NOT?

KUSTING ...
WITHOUT DOING PROPER COST/BENEFIT
FULL AS LOSS

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Agenda Record of decision item

	the Project Director role, in consultation with DH.	
	12. Martyn Killion, Executive Officer to the Deputy Secretary is to be appointed as a member of the Project Working Group.	Completed – refer to Item 10.
Item 4.	Update on membership The Project Steering Committee: <ul style="list-style-type: none"> • Agreed that Martyn Killion, Executive Officer to the Deputy Secretary would attend Project Steering Committee members as an observer. • Noted that meeting papers must be circulated at least three working days prior to the meeting. Key actions: <ol style="list-style-type: none"> 1. ACW to provide further advice on the nomination of the commercial/ financial expert member. 2. ACW to seek the Deputy Premier's Office advice if Greg Dyer, CEO, Parramatta City Council should attend the Steering Committee meetings on an as needs basis. 	
Item 5.	Mapping of critical paths The Project Steering Committee: <ul style="list-style-type: none"> • Noted the working draft of the project schedule, which will be further refined to emphasise project dependencies and clarify deliverables/ milestones. Key actions: <ol style="list-style-type: none"> 3. EF to confirm with Parramatta City Council that action is underway to ensure the site remains available, pending government's decision on the preferred site. 4. SW to update the schedule to include: <ul style="list-style-type: none"> ▪ the Ultimo site divestment strategy (being led by DPC), and ▪ Government Property's analysis to determine the site value. 5. Members to provide out of session advice about any other processes or milestones that should be included in the project schedule. 6. SW to ensure the Project Steering Committee meeting dates align with key milestones and decision points. 	
Item 6.	Update on Feasibility Study and Business Case The Project Steering Committee: <ul style="list-style-type: none"> • Noted RH's update on the Feasibility Study and preliminary Business Case. 	
Item 7.	Financial report update The Project Steering Committee: <ul style="list-style-type: none"> • Noted ES's financial report update. • Noted the need to review the allocation of the \$10M planning budget, and to understand the extent of the supplementary funding request and the reasons why further funding may be sought. Key action: <ol style="list-style-type: none"> 7. SW to list a review of the \$10M planning budget as part of the 18 November 2015 Project Steering Committee meeting agenda. 	
Item 8.	Update on stakeholder engagement	

3

REVIEW OF \$10M PLANNING BUDGET

ULTIMO SITE
INFRASTRUCTURE
WORTH
THAN
PAYMENT?

Agenda item **Record of decision**

	<p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted KD's update on stakeholder engagement, including the brief prepared by Arts NSW/ MAAS for the Deputy Premier. <p><u>Key action:</u></p> <p>8. Once approved by the Deputy Premier, KD to circulate the list of stakeholders and program of engagement for the information of the Project Steering Committee.</p>
Item 9.	<p>Update on the Ultimo site divestment strategy</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted that DPC will progress work on the divestment strategy in early 2016, including a process to determine whether any objectives or conditions should be attached to the sale of the Ultimo site. • Noted DPC's intention to consult with key stakeholders as part of this process, including UTS. • Agreed that the 'best and highest use and value' will be used to inform the Business Case. If government imposes conditions on the sale of the site (which would reduce the proceeds), the project would not be expected to absorb these costs. • Agreed that Government Property should commence a detailed analysis to determine the value of the site. <p><u>Key action:</u></p> <p>9. PH (GPNSW) to work with the Department of Planning and Environment to determine best and highest use and value for the Ultimo site.</p> <p>10. SW2 to confirm if DPC should be deemed the 'client' for this work, given its broader responsibility for the divestment of the select assets currently held by the Sydney Harbour Foreshore Authority.</p>
Item 10.	<p>MAAS Parramatta Relocation Working Group Update – schedule of meetings and TOR</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Endorsed the terms of reference and governance arrangements for the Project Working Group.

CONDITIONS
ATTACHED TO
DIVERSTMENT?

**Powerhouse Museum relocation and Parramatta
Cultural Precinct
Project Steering Committee**

Record of decisions

Secretary's Board Room, Level 14, 10 Spring Street, Sydney
2.00pm - 3.30 pm Wednesday 18 November 2015

Attendees:

Name	Position
Justice	
Andrew Cappie-Wood (ACW)	Secretary (Chair)
Kate Dundas (KD)	Deputy Secretary
Arts NSW	
Mary Darwell (MD)	Executive Director
Stacy Warren (SW)	Manager, Infrastructure Development (minutes)
Museum of Applied Arts & Sciences	
Rose Hiscock (RH)	Director
Lisa Chung (LC)	Trustee
Government Property NSW	
Peter Hurley (PH)	Project Director, Major Projects
Adam Howarth (AH)	Director, Major Projects
DPC	
Sally Walkom (SW2)	Director, Cities Branch

Observers:

Museum of Applied Arts & Sciences	
Michelle Washington (MW)	Head of Infrastructure Engagement
Dolla Merrillees (DM)	Director - Curatorial, Collections and Exhibitions
Michael Parry (MP)	Director, Public Engagement
Justice	
Martyn Killion (MK)	Executive Officer, Arts and Culture Cluster
DPC	
Ashleigh Cormack (AC)	Project Officer

Other attendees: Steven Casey, KPMG

Apologies:

- Amy Persson (AP) - A/Executive Director, DPC
- Erin Flaherty (EF) - Executive Director, INSW
- David Withey (DW) - Director, Treasury
- Tasha Burrell (TB) - Urban Growth NSW
- Leon Walker (LW) - GPNSW

NEW MAAS
OBSERVER
DOLLA M
MICHELLE W.

Agenda item	Record of decisions	
Item 1.	Attendance and apologies <ul style="list-style-type: none"> Attendees and apologies noted as above. 	
Item 2.	Adoption of previous minutes The Project Steering Committee endorsed the minutes from the 21 October 2015 meeting, subject to the following amendment to Item 9: Agreed that the 'best and highest use and value' will be used to inform the Business Case. If government imposes conditions on the sale of the site (which would reduce the proceeds), <u>the committee considers</u> that the project would <u>should</u> not be expected to absorb these costs.	
Item 3.	Review of actions arising	
	Action	
	1. ACW to provide further advice on the nomination of the commercial/ financial expert member.	Pending further advice.
	2. ACW to seek the Deputy Premier's Office advice if Greg Dyer, CEO, Parramatta City Council should attend the Steering Committee meetings on an as needs basis.	Completed. Invitation to be sent.
	3. EF to confirm with Parramatta City Council that action is underway to ensure the site remains available, pending government's decision on the preferred site.	Pending further advice.
	4. SW to update the schedule to include: <ul style="list-style-type: none"> the Ultimo site divestment strategy (being led by DPC), and Government Property's analysis to determine the site value. 	Completed.
	5. Members to provide out of session advice about any other processes or milestones that should be included in the project schedule.	No further advice provided.
	6. SW to ensure the Project Steering Committee meeting dates align with key milestones and decision points.	Ongoing.
	7. SW to list a review of the \$10M planning budget as part of the 18 November 2015 Project Steering Committee meeting agenda.	Completed.
	8. Once approved by the Deputy Premier, KD to circulate the list of stakeholders and program of engagement for the information of the Project Steering Committee.	Ongoing.
	9. PH (GPNSW) to work with the Department of Planning and Environment to determine best and highest use and value for the Ultimo site.	Ongoing, update to be provided in Item 10.
	10. SW2 to confirm if DPC should be deemed the 'client' for this work, given its broader responsibility for the divestment of the	To be addressed in Item 10.

CLIENT FOR
DIVESTMENT?

Agenda item	Record of decisions
	select assets currently held by the Sydney Harbour Foreshore Authority.
Item 4.	<p>Update on membership</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted the appointment of a commercial/ financial expert member is currently under negotiation. • Noted a Project Director will soon be appointed, and will report directly to the Deputy Secretary Justice, bringing the project overall into the Department of Justice as lead agency. <p><u>Key actions:</u></p> <ol style="list-style-type: none"> 1. ACW to provide further advice on the nomination of the commercial/ financial expert member. 2. ACW to write to Greg Dyer, CEO, Parramatta City Council, inviting him to attend the Steering Committee meetings on an as needs basis.
Item 5.	<p>Review of project risks</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted KPMG's paper on project risks, subject to the following comments: <ul style="list-style-type: none"> - The base case should be framed as 'business as usual'. - 'Opposition to the move' should be included as an additional item under the category of 'stakeholder management'. - An additional risk category should be included to capture the need to maintain/ enhance reputation and standing of the museum, together with visitation in advance of the move. • Agreed the need to reinforce a positive message about the reasons for relocating the Powerhouse Museum to Parramatta, noting RH's recent concerns about the incorrect reports of declining visitation rates. • Noted that a risk register will also be maintained for the broader project. • Noted that a project risk workshop will be convened, and members of the Project Steering Committee will be invited to attend. <p><u>Key action:</u></p> <ol style="list-style-type: none"> 3. RH to circulate updated visitation numbers and key messages for the information of the Project Steering Committee.
Item 6.	<p>Update on Feasibility Study and Business Case</p> <p>6.1. Vision statement</p> <p>The Project Steering Committee:</p> <ul style="list-style-type: none"> • Agreed 'in principle' to the proposed MAAS Parramatta vision, subject to the following amendments: <ul style="list-style-type: none"> - Additional text to capture the distinctive Australian elements of the collection. - Additional text to emphasise the position and standing of the Powerhouse Museum in a network of Cultural Institutions. - Supporting material to demonstrate the importance and potential benefits of the new museum for Parramatta. - The distinction between the current and proposed new museum should be clarified. - The reference to, "providing a new home for festivals such as VIVID, Sydney Festival, Parramasala, Sydney Film Festival and Sydney

KPMG
PAPER ON
"RISKS"

WHAT
WAS
KPMG

OPPOSITION
STAKEHOLDER
MANAGEMENT

PROBABLE
RISKS

VP

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Agenda item	Record of decisions
	<p>Biennale" should be deleted.</p> <p><u>Key actions:</u></p> <ol style="list-style-type: none"> 4. RH to circulate the amended vision for the Project Steering Committee's final approval, out-of-session. 5. RH to circulate the supporting page that accompanies the vision, which sets out the benefits for Parramatta and the economy. <p>6.2. Concept plan The Project Steering Committee:</p> <ul style="list-style-type: none"> • Endorsed the indicative floor space requirements of 30,000 m² (exclusive of plant and parking). • Noted that the floor space requirements will be tested in the business case, and revised as needed. <p><u>Key actions</u></p> <ol style="list-style-type: none"> 6. EF to clarify and confirm the availability of the Golf Course and the Riverbank sites. 7. MP to provide further comparative information on the Museum of Science and Industry - Chicago benchmark (including size and visitation). <p>Other project updates</p> <ul style="list-style-type: none"> • Noted that Stewart Webster (Director, Policy and Program Appraisal, NSW Department of Industry) supports KPMG's proposed methodology for the Preliminary Business Case. <p>6.3. Update on cultural precinct study The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted that the Parramatta Arts and Cultural Precinct Study has been placed on hold pending the government's decision on the preferred site.
Item 7.	<p>Review of \$10M planning budget</p> <p><u>Key action:</u></p> <ol style="list-style-type: none"> 8. MAAS and Arts NSW to bring forward a comprehensive review of the \$10 M planning budget for the 17 December 2015 meeting, in consultation with NSW Treasury and INSW.
Item 8.	<p>Financial report update The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted the financial report update.
Item 9.	<p>Update on stakeholder engagement The Project Steering Committee:</p> <ul style="list-style-type: none"> • Noted the update on stakeholder engagement.
Item 10.	<p>Update on the Ultimo site divestment strategy and process The Project Steering Committee:</p> <ul style="list-style-type: none"> • Agreed that MAAS will be the client for the divestment process. <p><u>Key actions:</u></p> <ol style="list-style-type: none"> 9. GPNSW to present a fee proposal to MAAS. 10. GPNSW to prepare its findings of 'best use' for the Ultimo site by March 2016.

30,000 m²

SPACE VT

MAAS THE CURRENT

GPNSW BEST USE OF SITE BY MARCH 2016

MAAS client for divestment process

COMMUNICATIONS MESSAGES SENT TO EXTERNAL AND
INTERNAL STAKEHOLDERS

53 25

Key messages

The NSW Liberals & Nationals Government has committed to:

- Move the Powerhouse Museum to Parramatta, as part of a Parramatta Arts and Cultural Precinct;
- Provide \$10 million of new money to develop the business case and planning for the Powerhouse relocation;
- Guarantee all proceeds from the urban renewal of the existing Powerhouse Museum site in Ultimo will be committed to funding the new Museum at Parramatta;
- Hold a design competition to develop an iconic and fit-for purpose facility to house the new museum.

The Museum of Applied Arts and Sciences welcomes the opportunity to build a new museum in Western Sydney, one of Australia's fastest growing and most diverse regions.

Last year the Museum articulated a new vision for the Powerhouse Museum that included targets to build audience and future-proof the institution for generations to come; to be the leading museum of applied arts and sciences.

This vision stands strong wherever the Museum is located, as it will always be a place that sparks curiosity and inspires creative thinking and innovation in our community.

The organisation is presently engaged in developing the business case for a new, purpose built facility in Parramatta. A site is yet to be confirmed for this new facility.

During this period the museum remains focussed on delivering exceptional programs and exhibitions and experiences across its three sites: Powerhouse Museum in Ultimo, Sydney Observatory and the Discovery Centre in Castle Hill.

Over the last 12 months the organisation has enacted significant change to ensure all aspects of the business, from the exhibition program to financial models, are sustainable.

Free admission for children has been implemented, launching with a free weekend at the start of the school holidays which saw over 28,000 visitors through the Powerhouse Museum in one weekend. This is a record weekend attendance for the venue since admission charges were introduced.

Over the coming year, 10 new exhibitions will open including high profile, exclusive and home grown shows. This forward program is attracting significant support through partnerships. The Museum's own collections are increasingly on show through series like Recollect, which sees over 2,000 objects take the floor over the next 12 months.

26 04

Washington, Michelle

From: Hiscock, Rose
Sent: Thursday, 10 September 2015 3:09 PM
To: MAAS Staff and Volunteers
Subject: Briefing note - Parramatta sites

Dear Colleague

You will have noticed media reports today regarding the location for our future museum in Parramatta.

The Government made its decision this week to progress two sites to full business case.

The sites are:

- Parramatta Golf Course
- Riverbank (Old David Jones car park)

I'm extremely pleased with this announcement; it endorses our work to date on site options and enables us to explore two extremely interesting locations.

I've attached below some key messages to assist you in your conversations.

Key messages:

- The Museum holds one of Australia's most significant collections. We are excited at the prospect of bringing it to life in an iconic new museum in Sydney's fastest growing and most diverse region.
- The sites, announced by Deputy Premier and Minister for the Arts Troy Grant, offer significant, but different opportunities for the Museum
- The Museum has engaged KPMG as the lead agency on the feasibility study, who will work with a consortium of agencies to deliver the business case
- Funding for the business case has been provided by the NSW Government from a \$10 million allocation announced in February
- During this period the museum remains focused on delivering exceptional programs and exhibitions and experiences across its three sites: Powerhouse Museum in Ultimo, Sydney Observatory and the Discovery Centre in Castle Hill

I note that one of the reports stated that the Ultimo site had already been sold - this is not the case!

Please call me if you would like further information.

Rose

Rose Hiscock
Director

55 27
Washington, Michelle

From: Hiscock, Rose
Sent: Friday, 18 September 2015 3:35 PM
To: MAAS Staff and Volunteers
Cc: Barney Glover; Elizabeth Bryan; Jim Longley; John Shine; Judith O'Callaghan; Lisa Chung; Robert Cameron; Shirley Alexander; Tim Ebbeck; Tim Ebbeck
Subject: FW: Letter to the editor

Dear Colleague,

please find below a letter I have sent to the SMH Editor in response to today's article. I thought it was important to correct the facts.

Rose

A recent article describing the Powerhouse as a 'beleaguered institution', with declining visitation and sponsorship, couldn't be further from the truth. The facts are that visitation and sponsorship have risen significantly over the last year, the Powerhouse has built strong connections with audiences and creative communities across NSW and has delivered a dynamic program of new exhibitions.

The Powerhouse has a bright future and whilst I acknowledge there's always more to be done, results are extremely positive. The Powerhouse has presented more than 15 new exhibitions in the last 12 months enabling a five-fold increase in the number of items on display from the State's vast and priceless collection. The program has received critical and public acclaim. Our most recent exhibition, *Collette Dinnigan: Unlaced*, has achieved a positive reaction across national and international media, designers and audiences. Our jewellery, industrial design and new collection galleries, Sydney Science Festival and late night events have built new audiences. Over the past two years we have worked collaboratively with more than 100 creative practitioners.

The NSW Government has provided strong backing for the Museum by enabling free entry for children, an offer taken up by 28,000 people on the opening weekend alone. These initiatives combined with the energy, commitment and skill of the Powerhouse team has delivered impressive results. Visitation is up 12% and sponsorship up 50% on the previous year.

The Museum will continue to grow these results as it seizes the opportunity to build an iconic museum for the future in Parramatta, one of Australia's fastest growing and most diverse regions.

Rose Hiscock

Director Museum of Applied Arts and Sciences

Rose Hiscock
Director

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MAAS Parramatta

Key messages

- The Museum of Applied Arts and Sciences (MAAS) welcomes the once-in-a-generation opportunity to build a new museum for the future in Western Sydney.
- The NSW Government is moving the Powerhouse Museum as part of the development of a broader Arts and Cultural Precinct in Western Sydney
- The iconic museum will have a simple but profound agenda- to deepen our understanding of human ingenuity and explore its impact on people's lives in Australia and around the world.

Background information:

The NSW Government announcement includes the following

- An investment of \$10 million to develop the business case and planning for the Powerhouse relocation;
- guaranteed guarantee all proceeds from the urban renewal of the existing Powerhouse Museum site in Ultimo will go toward funding the new museum at Parramatta;
- A design competition will be held to develop the iconic and fit-for purpose facility to house the new museum at Parramatta.
- The Museum will become the anchor of a broader arts precinct for Western Sydney
- The announcement aligns with the NSW Government's 10 year policy framework, Create in NSW: The NSW Arts & Cultural Policy Framework

In September 2015, Deputy Premier and Minister for the Arts Troy Grant announced the shortlisting of two potential sites for the new, purpose build facility in Parramatta. The two sites being considered are:

- The former Parramatta Golf Course
- Riverbank (Old David Jones car park)

MAAS is developing a preliminary business case to determine the viability and cost of each site. KPMG have been engaged to lead the feasibility study, working with a consortium of agencies.

The two sites offer significant but different opportunities for MAAS to engage communities and visitors across NSW. A preferred site is expected to be announced in mid-2016.

MAAS remains focussed on delivering exceptional programs, exhibitions and experiences across our three sites: the Powerhouse Museum in Ultimo, Sydney Observatory and the Museums Discovery Centre in Castle Hill.

MAAS commands a unique place at the intersection of science and technology, design and innovation, and aesthetics and industry. In 2014, we articulated a vision to be the leading museum of applied arts and sciences. The Museum will always be a place that sparks curiosity and inspires creative thinking and innovation in our community.

Throughout 2015 we have enacted significant change to ensure all aspects of the business, from the exhibition program to financial models, are sustainable and address the visitation trends.

Free admission for children was implemented, launching with more than 28,000 visitors through the Powerhouse Museum in one weekend - a record weekend attendance since admission charges were introduced.

Further information is available from:

<https://www.nsw.gov.au/media-releases-premier/powerhouse-powers-parramatta-30-million-grow-western-sydney-arts-precinct>

<http://www.arts.nsw.gov.au/wp-content/uploads/2015/09/15-09-09-Troy-Grant-med-rel-Shortlisted-Powerhouse-Sites.pdf>