



# Glasshouse Sub-Committee

## Business Paper

**date of meeting:** Tuesday 7 July 2015

**location:** Function Room  
Port Macquarie-Hastings Council  
17 Burrawan Street  
Port Macquarie

**time:** 8.00am

**Note:** Council is distributing this agenda on the strict understanding that the publication and/or announcement of any material from the Paper before the meeting not be such as to presume the outcome of consideration of the matters thereon.



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## Glasshouse Sub-Committee

### CHARTER

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#### 1.0 INTRODUCTION

The Glasshouse Sub-Committee (GSC) will provide a forum in which all aspects of the Glasshouse's current and future operations can be discussed, debated, planned, progressed, monitored and measured.

The GSC will progress actions consistent with ensuring the long-term sustainability of the Glasshouse and economic and social benefit to the broader community.

At all times the GSC will give consideration to the Council-adopted strategic direction for the Glasshouse as follows:

*'The Glasshouse is a unique, nationally recognised and highly awarded multi-purpose facility. It contributes significantly to the economic benefit, place making, lifestyle and marketing of the Port Macquarie Hastings region. It is and will continue to be a key centre for high quality cultural, community and commercial activities on the Mid North Coast.'*

The GSC may make recommendations to Council.

It should be noted that the GSC has no delegation to allocate funding on behalf of Council. The GSC may make recommendations to Council about how funding should be spent in relation to the objectives contained within this Charter, however those funds will only be applied and expended following a formal resolution of Council.

#### 2.0 OBJECTIVES

***The short-term (within 3 months) objectives of the GSC were to:***

- 2.1 Develop and recommend to Council a Strategic Business Plan for the Glasshouse. - Achieved.
- 2.2 Develop and prioritise strategic actions associated with the Glasshouse Strategic Business Plan. - Achieved.
- 2.3 Develop a process for determining which services and functions of the Glasshouse will be provided into the future, giving due consideration to relevant data, including the budgetary position of the Glasshouse, to ensure the broader economic and social benefits to the community are retained. - Achieved.

***The ongoing objectives of the GSC are to:***

- 2.4 Monitor and measure the implementation of the adopted Glasshouse Strategic Business Plan through performance measures agreed upon and included in the business plan.
- 2.5 Make recommendations to Council that would identify new opportunities and continuously improve the ongoing operations, social and economic benefits to council and the community and overall sustainability of the Glasshouse.
- 2.6 Proactively engage with other relevant Councillor Portfolios, industry and community groups and relevant specialist consultants where required.

#### 3.0 MEMBERSHIP



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A formal Expression of Interest (EOI) process across the local government area will be undertaken as a way of calling for the independent members on the GSC.

Independent members (to a maximum of five (5) members) will be required to demonstrate a background, thorough understanding and/or qualifications in two or more of the following areas:

- Finance
- Governance
- Arts
- Culture
- Entertainment
- Change Management
- Strategic Business Planning

Other PMHC members will be:

- Two (2) Councillors;
- Director - Corporate & Organisational Services;
- Group Manager – Commercial & Business Services; and
- Glasshouse Venue Manager.

Other members including Councillors, senior council staff, State and Federal Government representatives and specific constituent groups or individuals within various sectors may be invited to attend meetings on certain issues to progress agreed actions as approved by the GSC.

The number of members appointed to the GSC will be made up as outlined above including up to three (3) PMHC Staff members, two (2) Councillors and up to five (5) Independent Community Members.

Members of the GSC will at all times be required to represent the interests of the broader community and be focussed on ensuring the future and ongoing sustainability of the Glasshouse, in line with the Council-adopted strategic direction of the Glasshouse.

#### **4.0 QUORUM**

The quorum for the GSC will be half of the members of the GSC present plus one for any one meeting. A quorum must include a minimum of one Councillor and one PMHC staff member being present.

#### **5.0 TERM**

The initial term of the GSC will be for a period of twenty four (24) months, from commencement date of the GSC, with a review to take place at the twelve (12) month period to ensure relevance to the ongoing aims of the GSC. A further review will take place in December 2015.

#### **6.0 APPOINTMENT OF CHAIRPERSON & MEMBERS**

The GSC Chairperson, Councillor representatives and independent members shall only be appointed via a Council resolution.



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## **7.0 ADMINISTRATIVE ARRANGEMENTS**

Meetings will be held monthly (or more regularly if required) commencing in February 2014.

Meetings will be held at the main administration office of Port Macquarie-Hastings Council.

Administrative support will be provided to the GSC by PMHC.

All GSC agendas and minutes will be made available to the public via Council's web site – except for commercial in confidence items or information that may confer a commercial advantage in accordance with relevant legislation and codes of meeting practice.

## **8.0 OBLIGATIONS OF MEMBERS**

In performing their GSC duties, members of the GSC shall:

- 8.1 Commit to pro-actively working towards the creation of a Glasshouse Strategic Business Plan and advancing its actions, monitoring and continuous improvement.
- 8.2 Act honestly and in good faith.
- 8.3 Act impartially at all times.
- 8.4 Participate actively in the work of the GSC.
- 8.5 Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- 8.6 Comply with this Terms of Reference document at all times.
- 8.7 Treat all matters that come before the GSC as confidential unless otherwise authorised to disclose.
- 8.8 Observe all relevant Disclosures and Code of Conduct and Code of Meeting Practice obligations where applicable.
- 8.9 Note that the Mayor or GSC Chairperson are the public spokespersons for the group.



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## Glasshouse Sub-Committee

### ATTENDANCE REGISTER

Member	05/08/14	02/09/14	07/10/14	04/11/14	02/12/14
Councillor Adam Roberts (Chair)	✓	✓	✓	✓	✓
Councillor Rob Turner	✓	✓	✓	A	✓
Adam Button	✓		✓	✓	✓
Moira Magrath	✓		✓	A	A
William Grubb	✓	✓	A	A	✓
Jennifer Hutchison	✓	✓	✓	A	✓
Rebecca Olsen (Acting Director, Commercial Services & Industry Engagement)	✓	✓	✓	✓	A
Ashley Grummit (Acting Group Manager Commercial & Business Services)	✓	✓	✓	✓	✓
Pam Milne (Acting Glasshouse Venue Manager) Bec Washington (alternate)	✓ ✓	✓	✓ ✓	✓	✓

Member	03/02/15	03/03/15	07/04/15	05/05/15	02/06/15
Councillor Adam Roberts (Chair)	✓	✓	✓	✓	✓
Councillor Rob Turner	✓	✓	✓	✓	✓
Adam Button	A	✓	A	✓	✓
Moira Magrath	✓	✓	✓	A	✓
William Grubb	A	A	✓	✓	✓
Jennifer Hutchison	✓	✓	✓	✓	A
Rebecca Olsen (Acting Director, Commercial Services & Industry Engagement)	✓	✓	✓	✓	✓
Ashley Grummit (Group Manager Commercial & Business Services)	✓	✓	✓	✓	✓
Pam Milne (Acting Glasshouse Venue Manager) Bec Washington (alternate)	✓	✓	✓	✓	✓

**Key:** ✓ = Present  
**A** = Absent With Apology  
**X** = Absent Without Apology



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# Glasshouse Sub-Committee Meeting

Tuesday 7 July 2015

## Items of Business

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**Item: 01****Subject: ACKNOWLEDGEMENT OF COUNTRY**

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"I acknowledge that we are gathered on Birpai Land. I pay respect to the Birpai Elders both past and present. I also extend that respect to all other Aboriginal and Torres Strait Islander people present."

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**Item: 02****Subject: APOLOGIES**

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**RECOMMENDATION**

That the apologies received be accepted.

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**Item: 03****Subject: CONFIRMATION OF PREVIOUS MINUTES**

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**RECOMMENDATION**

That the Minutes of the Glasshouse Sub-Committee Meeting held on 2 June 2015 be confirmed.

**PRESENT**

**Members:**

Councillor Adam Roberts (Chair)  
Councillor Rob Turner  
Adam Button  
Moirra Magrath  
William Grubb  
Rebecca Olsen (Director Corporate & Organisational Services)  
Ashley Grummitt (Group Manager Commercial & Business Services)  
Pam Milne (Acting Glasshouse Venue Manager)

**Other Attendees:**

Councillor Sharon Griffiths

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The meeting opened at 8.00am.

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**01 ACKNOWLEDGEMENT OF COUNTRY**

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The Acknowledgement of Country was delivered.

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**02 APOLOGIES**

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**CONSENSUS:**

The apology received from Jennifer Hutchison be accepted.

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**03 CONFIRMATION OF MINUTES**

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**CONSENSUS:**

That the Minutes of the Glasshouse Sub-Committee Meeting held on 5 May 2015 be confirmed.

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**04 DISCLOSURES OF INTEREST**

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There were no disclosures of interest presented.

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**05 BUSINESS ARISING FROM PREVIOUS MINUTES**

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ITEM 07 - 05.05.2015 - Update on Visitor Information Service Review

Item 1 - no action required.

Item 2 - Item tabled at the Glasshouse Sub-Committee Meeting on 02.06.2015. Please remove item.

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**06 UPDATE ON STRATEGIC PLAN RECOMMENDATIONS**

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CONSENSUS:

That the Glasshouse Sub-Committee note progress related to the Glasshouse Strategic Plan.

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**07 UPDATE ON VISITOR INFORMATION SERVICES REVIEW**

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CONSENSUS:

That the update on the Visitor Information Services Review be received and noted.

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**08 UPDATE ON TICKETING SYSTEM AND WEBSITE REDEVELOPMENT PROJECTS**

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CONSENSUS:

That the update on the Ticketing System and Website Redevelopment projects be received and noted.

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**09 COUNCIL CO-ORDINATION OF HAY STREET FORECOURT AND  
GLASSHOUSE ACTIVITIES**

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CONSENSUS:

That the overview provided on Council's co-ordination of the Hay Street Forecourt and Glasshouse activities be received and noted.

The Group Manager, Transport & Stormwater Network attend the next Glasshouse Sub-Committee Meeting to discuss options for the whole of Council co-ordination for the future management of the Hay Street Forecourt.

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**10 GENERAL BUSINESS**

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Nil.

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The meeting closed at 8.53am.

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Item: 04  
Subject: DISCLOSURES OF INTEREST

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**RECOMMENDATION**

**That Disclosures of Interest be presented**

**DISCLOSURE OF INTEREST DECLARATION**

Name of Meeting: .....  
Meeting Date: .....  
Item Number: .....  
Subject: .....  
.....

I, ..... declare the following interest:

**Pecuniary:**  
Take no part in the consideration and voting and be out of sight of the meeting.

**Non-Pecuniary - Significant Interest:**  
Take no part in the consideration and voting and be out of sight of the meeting.

**Non-Pecuniary - Less than Significant Interest:**  
May participate in consideration and voting.

For the reason that: .....  
.....

Signed: ..... Date: .....

*(Further explanation is provided on the next page)*



**Further Explanation**

(Local Government Act and Code of Conduct)

A conflict of interest exists where a reasonable and informed person would perceive that a Council official could be influenced by a private interest when carrying out their public duty. Interests can be of two types: pecuniary or non-pecuniary.

All interests, whether pecuniary or non-pecuniary are required to be fully disclosed and in writing.

**Pecuniary Interest**

A pecuniary interest is an interest that a Council official has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the Council official. (section 442)

A Council official will also be taken to have a pecuniary interest in a matter if that Council official's spouse or de facto partner or a relative of the Council official or a partner or employer of the Council official, or a company or other body of which the Council official, or a nominee, partner or employer of the Council official is a member, has a pecuniary interest in the matter. (section 443)

The Council official must not take part in the consideration or voting on the matter and leave and be out of sight of the meeting. (section 451)

**Non-Pecuniary**

A non-pecuniary interest is an interest that is private or personal that the Council official has that does not amount to a pecuniary interest as defined in the Act.

Non-pecuniary interests commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

The political views of a Councillor do not constitute a private interest.

The management of a non-pecuniary interest will depend on whether or not it is significant.

*Non Pecuniary – Significant Interest*

As a general rule, a non-pecuniary conflict of interest will be significant where a matter does not raise a pecuniary interest, but it involves:

- (a) A relationship between a Council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the Council official or of the Council official's spouse, current or former spouse or partner, de facto or other person living in the same household.
- (b) Other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- (c) An affiliation between a Council official an organisation, sporting body, club, corporation or association that is particularly strong.

If a Council official declares a non-pecuniary significant interest it must be managed in one of two ways:

1. Remove the source of the conflict, by relinquishing or divesting the interest that creates the conflict, or reallocating the conflicting duties to another Council official.
2. Have no involvement in the matter, by taking no part in the consideration or voting on the matter and leave and be out of sight of the meeting, as if the provisions in section 451(2) apply.

*Non Pecuniary – Less than Significant Interest*

If a Council official has declared a non-pecuniary less than significant interest and it does not require further action, they must provide an explanation of why they consider that the conflict does not require further action in the circumstances.



**SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION**

<b>By</b> <i>[insert full name of councillor]</i>	
<b>In the matter of</b> <i>[insert name of environmental planning instrument]</i>	
<b>Which is to be considered at a meeting of the</b> <i>[insert name of meeting]</i>	
<b>Held on</b> <i>[insert date of meeting]</i>	
<b>PECUNIARY INTEREST</b>	
Address of land in which councillor or an associated person, company or body has a proprietary interest ( <i>the identified land</i> ) <sup>i</sup>	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> Councillor has interest in the land (e.g. is owner or has other interest arising out of a mortgage, lease trust, option or contract, or otherwise).  <input type="checkbox"/> Associated person of councillor has interest in the land.  <input type="checkbox"/> Associated company or body of councillor has interest in the land.
<b>MATTER GIVING RISE TO PECUNIARY INTEREST</b>	
Nature of land that is subject to a change in zone/planning control by proposed LEP ( <i>the subject land</i> ) <sup>iii</sup> <i>[Tick or cross one box]</i>	<input type="checkbox"/> The identified land.  <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control <i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i>	
Proposed change of zone/planning control <i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i>	
Effect of proposed change of zone/planning control on councillor <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain.  <input type="checkbox"/> Appreciable financial loss.

**Councillor's Signature:** ..... **Date:** .....



### Important Information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under sections 451 (4) and (5) of the *Local Government Act 1993*. You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints made about contraventions of these requirements may be referred by the Director-General to the Local Government Pecuniary Interest and Disciplinary Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting in respect of which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

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- i. Section 443 (1) of the *Local Government Act 1993* provides that you may have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative<sup>iv</sup> or because your business partner or employer has a pecuniary interest. You may also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.
  - ii. Section 442 of the *Local Government Act 1993* provides that a **pecuniary interest** is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of a kind specified in section 448 of that Act (for example, an interest as an elector or as a ratepayer or person liable to pay a charge).
  - iii. A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in section 443 (1) (b) or (c) of the *Local Government Act 1993* has a proprietary interest—see section 448 (g) (ii) of the *Local Government Act 1993*.
  - iv. **Relative** is defined by the *Local Government Act 1993* as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

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**Item: 05****Subject: BUSINESS ARISING FROM PREVIOUS MINUTES**

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<b>Item:</b>	09	<b>Date:</b>	02.06.2015
<b>Subject:</b>	Council Co-Ordination of Hay Street Forecourt and Glasshouse Activities		
<b>Action Required:</b>	<p>That the overview provided on Council's co-ordination of the Hay Street Forecourt and Glasshouse activities be received and noted.</p> <p>The Group Manager, Transport &amp; Stormwater Network attend the next Glasshouse Sub-Committee Meeting to discuss options for the whole of Council co-ordination for the future management of the Hay Street Forecourt.</p>		
<b>Current Status:</b>	Item to be tabled at the Meeting on 07.07.2015. Please remove item.		



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**Item: 06**

**Subject: COUNCIL CO-ORDINATION OF HAY STREET FORECOURT AND  
GLASSHOUSE ACTIVITIES**

**Presented by: Corporate & Organisational Services, Rebecca Olsen**

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**RECOMMENDATION**

**That the Glasshouse Sub-Committee note the overview provided by the Group Manager, Transport & Stormwater Network regarding options for the whole of Council co-ordination and future management of the Hay Street Forecourt.**

**Discussion**

Duncan Clarke, Group Manager Transport and Stormwater Network will address the Glasshouse Sub-Committee on the options for the whole of Council co-ordination and future management of the Hay Street Forecourt.

**Attachments**

Nil



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**Item: 07**

**Subject: UPDATE ON STRATEGIC PLAN RECOMMENDATIONS**

**Presented by: Corporate & Organisational Services, Rebecca Olsen**

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**RECOMMENDATION**

**That the Glasshouse Sub-Committee note progress related to the Glasshouse Strategic Plan.**

**Discussion**

The Group Manager, Commercial & Business Services will address the Glasshouse Sub-Committee on progress regarding the implementation of the Glasshouse Strategic Plan as per the attachment.

**Attachments**

1 [View](#). Update on Glasshouse Strategic Plan Recommendations July 2015



GLASSHOUSE STRATEGIC PLAN 2014 - 2017 - UPDATE ON PROGRESS ACHIEVED AGAINST RECOMMENDATIONS - JULY 2015

Key Outcomes:	Recommendations:	By When:	Progress Achieved as at 26 June 2015:	
<b>Ensuring Good Governance</b> Implement effective and efficient management structures, processes and systems, to ensure open and transparent decision-making based on the provision of accurate and timely data	1.1 Develop a business plan to guide day-to-day activities consistent with delivering the key outcomes of the Strategic Plan within set timeframes 1.2 Review management and reporting systems to support effective decision-making	Complete by 30 September 2014  Immediate and Ongoing	Completed - Business Plan actions being implemented consistent with the Strategic Plan and business priorities.  Ongoing - Business Plan KPIs reported to GSC meetings. Utilisation and occupancy rates reported to Council in quarterly Glasshouse update reports.	
	1.3 Advocate for an Economic Impact Assessment to identify the benefits of the Glasshouse to the local and regional economy	Complete by 30 June 2015	*	Glasshouse Ticketing System Tender T-15-24; tenders assessed by Tender Evaluation Panel. Recommendation to be reported to the Ordinary Council Meeting in July 2015.  Completed - AECGroup is due to submit its report by 30 June 2015 detailing the current economic benefit associated with the significant profile and program of events undertaken at the Glasshouse.
	1.4 Investigate options for the future management and operational structure of the Glasshouse	Complete by 30 June 2017		Ongoing.
	<b>Developing Successful Partnerships</b> Work with key stakeholders in the community, government and business to build community engagement and maximise commercial outcomes	2.1 Identify and develop key partnerships to maximise cultural, community and commercial outcomes  2.2 Review the delivery of information services (including visitor information) within the Glasshouse in partnership with Council's Economic Development unit	Immediate and Ongoing  1 <sup>st</sup> Draft by 31 December 2014 Final complete by 30 June 2015	Ongoing - 2015 Membership Program = 960 members to date. Investigations continuing into potential opportunities associated with Glasshouse partnerships / sponsorships, consistent with the Marketing and Sales Plan.  Ongoing - final report received from consultants however further analysis to be undertaken by Council staff to address scope items not adequately addressed by consultants.
<b>Enhancing Utilisation and Visitation</b> Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise commercial outcomes	3.1 Promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes	Complete by 31 December 2014	Ongoing - opportunities being investigated in conjunction with the review of the delivery of information services (see Recommendation 2.2 above).	
	3.2 Develop Glasshouse Marketing and Sales Strategies, including redevelopment of the website www.glasshouse.org.au	Complete by 30 September 2014 Website complete by 30 June 2015	*	Completed - Marketing and Sales Plan actions being implemented consistent with the Strategic Plan and business priorities.  Ongoing - Website: consultants engaged. Project to be coordinated with the ticketing system (see Recommendation 1.2) to ensure integration. Revised deadline 30 September 2015.
<b>Promoting Viability</b> Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability	4.1 Develop a rolling 5-year profit and loss forecast	Complete by 31 October 2014	Completed - P&L incorporated into Business Plan (see Recommendation 1.1).	
	4.2 Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation	Immediate and Ongoing	Ongoing - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.	
	4.3 Implement the Service Delivery Matrix	Immediate and Ongoing	Ongoing - Matrix implemented, subject to ongoing review. Cost - benefit analysis and risk assessment undertaken as part of event booking process.	
	4.4 Continue to rationalise operating costs and overheads	Immediate and Ongoing	Ongoing - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.	

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**Item: 08**

**Subject: UPDATE ON VISITOR INFORMATION SERVICES REVIEW**

**Presented by: Corporate & Organisational Services, Rebecca Olsen**

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**RECOMMENDATION**

**That the update on the Visitor Information Services Review be received and noted.**

**Discussion**

The Director, Corporate & Organisational Services will provide an update on the progress of the Visitor Information Services Review.

**Attachments**

Nil



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**Item: 09**

**Subject: UPDATE ON TICKETING SYSTEM AND WEBSITE REDEVELOPMENT PROJECTS**

**Presented by: Corporate & Organisational Services, Rebecca Olsen**

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**RECOMMENDATION**

**That the update on the Ticketing System and Website Redevelopment projects be received and noted.**

**Discussion**

The Group Manager, Commercial & Business Services will provide an update on the progress of the Ticketing System and Website Redevelopment projects.

**Attachments**

Nil



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**Item: 10**

**Subject: END OF FINANCIAL YEAR FINANCIAL UPDATE**

**Presented by: Corporate & Organisational Services, Rebecca Olsen**

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**RECOMMENDATION**

**That the preliminary financial update on the 2014-15 end of financial year for the Glasshouse be received and noted.**

**Discussion**

The Director, Corporate & Organisational Services will provide a preliminary financial update on the 2014-15 end of financial year for the Glasshouse.

**Attachments**

Nil

