



# Glasshouse Sub-Committee

## Business Paper

**date of meeting:** Tuesday 2 February 2016

**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.

## 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.



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### **3.0 MEMBERSHIP**

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 was for a period of twenty four (24) months, from commencement date of the GSC. At a review undertaken in December 2015, the term was extended to December 2016 to ensure ongoing advocacy and transparency in the management of the Glasshouse and implementation of the Glasshouse Strategic Plan.

A review will take place in conjunction with a broader review of Council Committees following the next Local Government elections, currently scheduled for September 2016.

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

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

### **7.0 ADMINISTRATIVE ARRANGEMENTS**

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



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

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	07/07/15	04/08/15	01/09/15	06/10/15	03/11/15
Councillor Adam Roberts (Chair)	✓	A	✓	✓	✓
Councillor Rob Turner	✓	✓	✓	✓	✓
Adam Button	✓	✓	A	✓	✓
Moira Magrath	A	✓	✓	A	✓
William Grubb	✓	A	✓	✓	A
Jennifer Hutchison	✓	✓	✓	✓	✓
Rebecca Olsen (Director, Corporate & Organisational Services)	✓	✓	✓	✓	✓
Ashley Grummit (Group Manager Commercial & Business Services)	✓	✓	✓	✓	✓
Pam Milne (Glasshouse Venue Manager) Bec Washington (alternate)	✓	✓	✓	✓	✓

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

**Key:** ✓ = Present

A = Absent With Apology

X = Absent Without Apology



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HASTINGS**

# Glasshouse Sub-Committee Meeting

Tuesday 2 February 2016

## 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 1 December 2015 be confirmed.

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**PRESENT**

***Members:***

Councillor Adam Roberts (Chair)  
Councillor Rob Turner  
Adam Button  
William Grubb  
Jennifer Hutchison  
Ashley Grummitt (Group Manager, Commercial & Business Services)  
Pam Milne (Glasshouse Venue Manager)

***Other Attendees:***

Jane Ellis (Destination Management Coordinator) - Item 08  
Liz Brennan (Marketing Coordinator) - Item 09

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The meeting opened at 8.05am.

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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:**

That the apologies received from Councillor Sharon Griffiths, Moira Magrath and Rebecca Olsen 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 3 November 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 06 - 07.07.2015 - COUNCIL CO-ORDINATION OF HAY STREET FORECOURT AND GLASSHOUSE ACTIVITIES**

1. Director, Corporate & Organisational Services is to refer to the Director, Community & Economic Growth for consideration on how best to manage a single point of contact for the management of Hay Street Forecourt from a community perspective.
2. Group Manager, Commercial & Business Services is to progress an investigation into the partial road closure of Hay Street Port Macquarie, that currently contains the Glasshouse podium and stairs.

The Group Manager, Commercial & Business Services provided an update on the Internal Working Group meeting held on 19 November 2015.

Both matters are ongoing. To be tabled at a future meeting.

**ITEM 07 - 01.09.2015 - UPDATE ON 2016 SEASON LAUNCH**

That the Group Manager, Commercial & Business Services table the Membership Renewal Strategy at a future Glasshouse Sub-Committee Meeting.

Item tabled at Glasshouse Sub-Committee Meeting held on 03 November 2015.  
Completed. Please remove.

**ITEM 07 - 03.11.2015 - UPDATE ON VISITOR INFORMATION SERVICES REVIEW**

1. That an update on the Visitor Information Services Review be provided at the next Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.
2. That the Group Manager of Commercial & Business Services provide formal notification to the Visitor Information Services Review Stakeholder Group as to Council's resolution, as determined at the Ordinary Council Meeting held on 21 October 2015.

Item tabled at the Glasshouse Sub-Committee Meeting held on 1 December 2015.  
Glasshouse Sub-Committee Members are to provide any feedback on the Visitor Information Services improvements at the Glasshouse Sub-Committee Meeting to be held on 2 February 2016.

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**ITEM 10 - 03.11.2015 - FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE**

That the Glasshouse Sub-Committee Members consider food and beverage options for the next Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.

Item deferred. To be tabled at the Glasshouse Sub-Committee Meeting to be held on 2 February 2016.

**ITEM 11 - 03.11.2015 - GENERAL BUSINESS**

11.02 Glasshouse Sub-Committee Charter:

Group Manager, Commercial & Business Services noted the Glasshouse Sub-Committee Charter is to be reviewed by the Glasshouse Sub-Committee Members and will be tabled at the Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.

Item tabled at the Glasshouse Sub-Committee Meeting held on 1 December 2015 and discussed under Agenda Item 06. Item to be removed. Item being reported to Ordinary Council Meeting to be held on 16 December 2015.

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**06 GLASSHOUSE SUB-COMMITTEE CHARTER**

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**CONSENSUS:**

The following change be made to the Glasshouse Sub-Committee Charter under section 5.0 Term and submitted to Council for adoption:

Extend the term of the Glasshouse Sub-Committee to December 2016 to ensure ongoing advocacy and transparency in the management of the Glasshouse and implementation of the Glasshouse Strategic Plan.

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**07 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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**08 UPDATE ON VISITOR INFORMATION SERVICES REVIEW**

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**CONSENSUS:**

The Glasshouse Sub-Committee Members are to provide any feedback on the Visitor Information Services Phase 1 improvements at the Glasshouse Sub-Committee Meeting to be held on 2 February 2016.

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**09 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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**10 GENERAL BUSINESS**

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**10.01 Thank You:**

Councillor Adam Roberts extended Council's thanks and appreciation to the Glasshouse Sub-Committee Members for their commitment and contribution over the past year.

**10.02 Next Meeting:**

The next Glasshouse Sub-Committee Meeting is to be held on Tuesday 2 February 2016.

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The meeting closed at 9.08am.

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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 [Tick or cross one box.]	<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> [Tick or cross one box]	<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 [Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]	
Proposed change of zone/planning control [Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]	
Effect of proposed change of zone/planning control on councillor [Tick or cross one box]	<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.



Item: 05

Subject: BUSINESS ARISING FROM PREVIOUS MINUTES

<b>Item:</b>	06	<b>Date:</b>	07.07.2015
<b>Subject:</b>	<b>COUNCIL CO-ORDINATION OF HAY STREET FORECOURT AND GLASSHOUSE ACTIVITIES</b>		
<b>Action Required:</b>	<p>3. Director, Corporate &amp; Organisational Services is to refer to the Director, Community &amp; Economic Growth for consideration on how best to manage a single point of contact for the management of Hay Street Forecourt from a community perspective.</p> <p>4. Group Manager, Commercial &amp; Business Services is to progress an investigation into the partial road closure of Hay Street Port Macquarie, that currently contains the Glasshouse podium and stairs.</p>		
<b>Current Status:</b>	<p>Group Manager, Commercial &amp; Business Services is to progress an investigation into the partial road closure of Hay Street Port Macquarie, that currently contains the Glasshouse podium and stairs.</p> <p>Both matters are ongoing.</p> <p>To be tabled at a future meeting.</p>		

<b>Item:</b>	07	<b>Date:</b>	03.11.2015
<b>Subject:</b>	<b>UPDATE ON VISITOR INFORMATION SERVICES REVIEW</b>		
<b>Action Required:</b>	<p>1. That an update on the Visitor Information Services Review be provided at the next Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.</p> <p>2. That the Group Manager of Commercial &amp; Business Services provide formal notification to the Visitor Information Services Review Stakeholder Group as to Council's resolution, as determined at the Ordinary Council Meeting held on 21 October 2015.</p>		
<b>Current Status:</b>	Item to be tabled at the Glasshouse Sub-Committee Meeting on 2 February 2016.		

<b>Item:</b>	10	<b>Date:</b>	03.11.2015
<b>Subject:</b>	<b>FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE</b>		
<b>Action Required:</b>	That the Glasshouse Sub-Committee Members consider food and beverage options for the next Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.		
<b>Current Status:</b>	Item to be tabled at the Glasshouse Sub-Committee Meeting on 2 February 2016.		

<b>Item:</b>	11	<b>Date:</b>	03.11.2015
<b>Subject:</b>	<b>GENERAL BUSINESS</b>		
<b>Action Required:</b>	<p>11.02 Glasshouse Sub-Committee Charter:</p> <p>Group Manager, Commercial &amp; Business Services noted the Glasshouse Sub-Committee Charter is to be reviewed by the Glasshouse Sub-Committee Members and will be tabled at the</p>		

	Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.
<b>Current Status:</b>	Glasshouse Sub-Committee Charter was presented to the Ordinary Council Meeting on 16 December 2015. The Charter was adopted by Council. Completed. Please remove item.

<b>Item:</b>	06	<b>Date:</b>	01.12.2015
<b>Subject:</b>	<b>GLASSHOUSE SUB-COMMITTEE CHARTER</b>		
<b>Action Required:</b>	<p>The following change be made to the Glasshouse Sub-Committee Charter under section 5.0 Term and submitted to Council for adoption:</p> <p>Extend the term of the Glasshouse Sub-Committee to December 2016 to ensure ongoing advocacy and transparency in the management of the Glasshouse and implementation of the Glasshouse Strategic Plan.</p>		
<b>Current Status:</b>	Glasshouse Sub-Committee Charter was presented to the Ordinary Council Meeting on 16 December 2015. The Charter was adopted by Council. Completed. Please remove item.		

<b>Item:</b>	08	<b>Date:</b>	08.12.2015
<b>Subject:</b>	<b>UPDATE ON VISITOR INFORMATION SERVICES REVIEW</b>		
<b>Action Required:</b>	The Glasshouse Sub-Committee Members are to provide any feedback on the Visitor Information Services Phase 1 improvements at the Glasshouse Sub-Committee Meeting to be held on 2 February 2016.		
<b>Current Status:</b>	Item to be tabled at the Glasshouse Sub-Committee Meeting on 2 February 2016.		

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**Item: 06**

**Subject: UPDATE ON STRATEGIC PLAN RECOMMENDATIONS**

**Presented by: Corporate and 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 February 2016

## GLASSHOUSE STRATEGIC PLAN 2014 - 2017 - UPDATE ON PROGRESS ACHIEVED AGAINST RECOMMENDATIONS - FEBRUARY 2016

Key Outcomes:	Recommendations:	By When:	Progress Achieved as at 21 January 2016:
<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 1.4 Investigate options for the future management and operational structure of the Glasshouse	Complete by 30 June 2015  Complete by 30 June 2017	Completed - Glasshouse Ticketing System Tender T-15-24: New Seat Advisor ticketing system implemented 1 December 2015 - coordinated with Membership Renewal Launch.  Completed - AEC Group report submitted and presented at the August GSC meeting.  Commenced.
	<b>Developing Successful Partnerships</b> Work with key stakeholders in the community, government and business to build community engagement and maximise commercial outcomes	Immediate and Ongoing	Ongoing - 2016 Membership Program (Renewal) = 663 members to date. Season Launch 28 January 2016 = 531 members / guests attending. Discussions continuing into potential opportunities associated with Glasshouse partnerships / sponsorships, consistent with the Marketing and Sales Plan.
	2.2 Review the delivery of information services (including visitor information) within the Glasshouse in partnership with Council's Economic Development unit	1 <sup>st</sup> Draft by 31 December 2014 Final complete by 30 June 2015	Review completed - Phase 1 improvements to the Visitor Information Centre located at the Glasshouse implemented in December 2015 with positive feedback received from industry stakeholders. Further consideration to be given to additional improvements for the delivery of visitor information services across the LGA as part of Council's 2016-2017 budget process.
<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 3.2 Develop Glasshouse Marketing and Sales Strategies, including redevelopment of the website <a href="http://www.glasshouse.org.au">www.glasshouse.org.au</a>	Complete by 31 December 2014  Complete by 30 September 2014 Website complete by 30 June 2015	Ongoing - opportunities continuing to be investigated / implemented.  Completed - Marketing and Sales Plan actions being implemented consistent with the Strategic Plan and business priorities. Completed - Redeveloped website implemented 1 December 2015 - coordinated with Membership Renewal Launch.
	4.1 Develop a rolling 5-year profit and loss forecast 4.2 Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation 4.3 Implement the Service Delivery Matrix 4.4 Continue to rationalise operating costs and overheads	Complete by 31 October 2014  Immediate and Ongoing  Immediate and Ongoing  Immediate and Ongoing	Completed - P&L incorporated into Business Plan (see Recommendation 1.1). Ongoing - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan. Ongoing - Matrix implemented, subject to ongoing review. Cost - benefit analysis and risk assessment undertaken as part of event booking process. Ongoing - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.

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**Item: 07**

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

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

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**RECOMMENDATION**

**That the Glasshouse Sub-Committee Members provide feedback on the Visitor Information Services Phase 1 improvements.**

**Discussion**

At the Glasshouse Sub-Committee Meeting held on 1 December 2015, the Glasshouse Sub-Committee resolved:

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**08 UPDATE ON VISITOR INFORMATION SERVICES REVIEW**

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**CONSENSUS:**

The Glasshouse Sub-Committee Members are to provide any feedback on the Visitor Information Services Phase 1 improvements at the Glasshouse Sub-Committee Meeting to be held on 2 February 2016.

The Glasshouse Sub-Committee Members are invited to provide any feedback on the Visitor Information Services Phase 1 improvements implemented in December 2015.

**Attachments**

Nil

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**Item: 08**

**Subject: FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE**

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

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### **RECOMMENDATION**

**That the Glasshouse Sub-Committee Members provide food and beverage options for the Glasshouse.**

### **Discussion**

At the Glasshouse Sub-Committee Meeting held on 3 November 2015, the Glasshouse Sub-Committee resolved:

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### **10 FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE**

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A site tour of food and beverage options at the Glasshouse was provided for the information of the Glasshouse Sub-Committee Members.

### **CONSENSUS:**

That the Glasshouse Sub-Committee Members consider food and beverage options for the next Glasshouse Sub-Committee Meeting scheduled for 1 December 2015.

This Item was deferred at the December meeting, and the Glasshouse Sub-Committee Members are now invited to provide feedback on food and beverage options for the Glasshouse.

### **Attachments**

Nil

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Item: 09

Subject: QUESTION ON NOTICE - GLASSHOUSE LOCAL PRODUCTIONS

Presented by: Corporate and Organisational Services, Rebecca Olsen

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### RECOMMENDATION

That staff present options on the incorporation of local content into future seasons to a future Glasshouse Sub-Committee meeting.

### Discussion

At the Ordinary Council Meeting held on 16 December 2015, Council resolved:

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### 10.01 QUESTION ON NOTICE - GLASSHOUSE LOCAL PRODUCTIONS

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*RESOLVED: Turner/Hawkins*

That Council:

1. Note the information in the Glasshouse Local Productions report.
2. Request the Glasshouse Sub-Committee consider a review of the "Glasshouse Presents" and the "Education at the Glasshouse" program parameters to incorporate local content into future seasons.

*CARRIED: 8/0*

*FOR: Besseling, Cusato, Griffiths, Hawkins, Intemann, Levido, Sargeant and Turner*

*AGAINST: Nil*

A copy of the Council Report is attached for information.

The Group Manager Commercial and Business Services will lead a discussion on the incorporation of local content into future seasons.

### Attachments

- 1 [View](#). 16 December 2016 - Ordinary Council Meeting - Question on Notice - Glasshouse Local Productions



## AGENDA

ORDINARY COUNCIL  
16/12/2015

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Item: 10.01

Subject: QUESTION ON NOTICE - GLASSHOUSE LOCAL PRODUCTIONS

Presented by: Corporate and Organisational Services, Rebecca Olsen

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## RECOMMENDATION

That the information in the Glasshouse Local Productions report be noted.

## Question from Councillor Turner

Since 2012, how many local productions have been included in the "Glasshouse Presents" and the "Education at the Glasshouse" programs, and what is the process by which local entities can apply to, or be selected for inclusion?

## Comments by Councillor (if provided):

Nil.

## Response

Historically, no local productions have been included in the "Glasshouse Presents" and the "Education @ the Glasshouse" programs as these programs are designed to provide our local community with access to high quality performing arts product that is available to other major centres and regional communities around Australia, and that would not otherwise be available to our community.

Council does however provide for local productions and community use of the Glasshouse via a number of mechanism as outlined below.

There are a variety of productions and events staged at the Glasshouse each year. These include a wide range of performance genres to appeal to a broad cross section of the local community, and involve both externally and locally produced events via the following programs:

- Glasshouse Presents (Season)
- Education @ the Glasshouse
- Commercial Venue Hire
- Community Access / Hire

Together, the aim is to present a diverse yet balanced overall program of events and genres at the Glasshouse each year aligned with Council's vision for the venue:

*"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."*

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## AGENDA

ORDINARY COUNCIL  
16/12/2015Glasshouse Presents (Season)

As mentioned above, the objective of the Glasshouse Season is to present high quality productions sourced from professional touring companies that are fully curated, tour ready and that would not otherwise come to our region.

These productions are sourced through a National Performing Arts market and are typically supported through a variety of Federal, State and seed funding mechanisms that are available to the national cultural and arts sector to strengthen the Arts in regional, rural and remote Australia.

These productions are typically not available under a commercial hire arrangement, and are presented as a joint cooperation between government, producers and presenters (eg the Glasshouse) within the National Performing Arts market in the delivery of regional tours encompassing multiple venues.

Funding for these productions is provided via a range of sources such as Playing Australia (The Australia Council), Arts NSW, Creative Partnerships Australia, Creative Victoria etc. These productions are then purchased by Council (along with other venues) and Council bears the financial risk with regard to ticket sales. The overall Season is carefully planned each year to mitigate this risk using industry and local market experience in conjunction with the Service Delivery Matrix (see below) adopted by Council as part of the Glasshouse Strategic Plan.

Examples of professional touring companies presented as part of the Glasshouse Season include Opera Australia, Bangarra Dance Theatre, Bell Shakespeare, Australian Chamber Orchestra, Black Swan Theatre Company, Circus Oz, The Australia Ballet etc.

Professional companies have a full management structure including a Board, company management, marketing, education, human resources, administration, artistic directors, writers and musicians and are "tour ready". "Tour ready" means that the production is fully developed requiring no curatorial input from venues and is resourced with a full contingent of the production company's own staff including artistic, medical, costume and set crew, technical staff, stage and tour managers.

The recent Economic Impact Assessment of the Glasshouse identified that this program of nationally recognised touring companies delivers significant economic benefits to our community each year in terms of the number of touring performers, production crew and patrons visiting our region for these shows.

The Season presented by the Glasshouse is consistent with similar regional venues across NSW.

Education @ the Glasshouse

Education @ the Glasshouse is a program directly associated with selected touring product presented as part of the Glasshouse Season and is provided in support of audience development.

The program seeks to offer a number of performances at a subsidised rate for primary and secondary school students and leverages off the educational opportunities that must be offered by professional companies in order to secure government funding.

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Professional companies must demonstrate that they are delivering educational programs in regional and rural communities that are in addition to their performance event. These programs can take the form of workshops (drama, dance, technical etc), professional development for teachers, writing classes, educational kits, and classroom resources.

Further, educational initiatives must be delivered by educational professionals employed by the touring company, and clearly show a strategy of long-term audience development and a clear link to current school curriculums.

Commercial Venue Hire

Commercial venue hire typically consists of productions with broader commercial appeal and is charged on a straight venue hire basis where there is no financial risk to Council.

Combined with the Glasshouse Season, commercial productions represents a key component of the overall program and are important in stimulating interest in other shows through on-site cross promotion, advertising and awareness of upcoming shows and events.

As part of a new integrated programming strategy, some high quality, professional "commercial hire" product may be included in the Glasshouse Season to address a gap in programming (ie a particular genre) and provide additional Member benefits (including discounted ticket prices) as part of the highly successful Glasshouse Membership program.

Community Access / Hire

Council provides community access to the Glasshouse with a 40% discount available to eligible groups (including not-for-profit groups, incorporated community groups, registered charities and schools).

In 2014-15, Council provided \$66,000 in discounted venue hire to 40 local community groups. Examples include:

- Port Macquarie Eisteddfod Society Inc
- Conservatorium Mid North Coast
- Bago Magic
- Big Band Blast Association
- Luminosity Youth Incorporated
- Mid North Coast Regional Aboriginal Men's Group
- Port Macquarie Chamber of Commerce
- Charles Sturt University
- University of Newcastle
- St Columba Anglican School
- St Joseph Regional College
- Tacking Point Public School
- Australian Centre for Arts & Health Limited
- Jim Bruce Urology & Cancer Trust

The nature of this arrangement is that the community group hires the venue, staff and equipment and takes all responsibility for the event management, marketing and production.

Alternative funding mechanisms / assistance

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Council also offers alternative funding mechanisms to assist community groups with their events across the local government area, including at the Glasshouse. These include Community Grants and the Event Development Sponsorship Program which aim to support event organisers to develop, execute and sustain locally grown long-term major events.

The event development sponsorship category is open to not-for-profit event organisers only. Sponsorship is available to organisers of both start up events and existing events who are seeking assistance from Council for event related purposes that are not associated with marketing activities, but will support the growth of the event through other means.

It should be noted that organisations who are successful in applying for seed funding via these mechanisms are not able to access the Glasshouse Community discount as well.

Growing local productions

As identified above, currently community groups can receive assistance from Council in presenting their events at the Glasshouse through the Glasshouse Community discount, Community Grants or the Event Development Sponsorship Program.

While local productions have not been included in the Glasshouse Season previously, the opportunity exists for fully curated, "tour ready" local community product to be included in the future, subject to assessment via the Service Delivery Matrix and cost-benefit analysis.

While a limited number of larger venues do curate and produce their own product, this model requires considerable resourcing in terms of financial investment, staff, artistic curation, venue availability, marketing and technical production. This model represents significant financial risk to the venue and requires the curation, production and presentation of the shows to be fully funded by the venue. At present, the Glasshouse does not have the resources to assist in the development, curation or management of local productions.

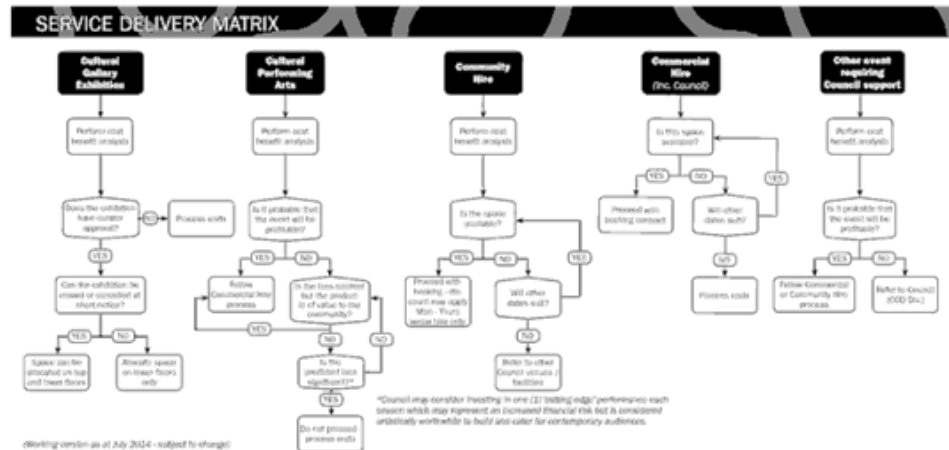
It is noted that the draft Cultural Plan currently being developed by Council in conjunction with the Heritage, Arts and Cultural Priorities Advisory Group (HACPAG) identifies the aim to support the development of creative and cultural activities across the local government area. As acknowledged in the Glasshouse Strategic Plan, the Glasshouse will play an important role in this approach as a part of Council's overall commitment to culture, audience development and community involvement.

Glasshouse Strategic Plan and Service Delivery Matrix

In July 2014, Council adopted the Glasshouse Strategic Plan 2014 - 2017 to continue the significant progress being made to reduce the net cost of the operation of the Glasshouse to the community, while continuing to ensure the delivery of high quality cultural, community and commercial activities.

The Strategic Plan includes a Service Delivery Matrix (as shown below) to guide the delivery and utilisation of Glasshouse services and functions. The Matrix was developed to improve the efficiency, effectiveness and viability in the delivery of Glasshouse services. The Matrix also aims to provide a focus on optimising commercial return and reducing the cost of Glasshouse operations to the community.

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The Matrix provides a formal and transparent process by which decisions can be made as to the services and functions delivered at, and by, the Glasshouse. A key component of the Service Delivery Matrix is the cost-benefit analysis applied to proposed productions and events to minimise Council's exposure to financial risks.

## Attachments

Nil