



Glasshouse Sub-Committee

Business Paper

date of meeting: Tuesday, 2 August 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

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.



**PORT MACQUARIE
HASTINGS**

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. 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.



**PORT MACQUARIE
HASTINGS**

Glasshouse Sub-Committee

ATTENDANCE REGISTER

Member	01/03/16	05/04/16	03/05/16	07/06/16	05/07/16
Councillor Adam Roberts (Chair)	✓	✓	✓	No quorum A	✓
Councillor Rob Turner	✓	A	✓	X	A
Adam Button	A	✓	A	✓	✓
Moirra Magrath	✓	A	A	✓	A
William Grubb	✓	✓	A	✓	✓
Jennifer Hutchison	✓	✓	✓	✓	A
Rebecca Olsen (Director, Corporate and Organisational Services)	✓	✓	A	✓	✓
Ashley Grummit (Group Manager Commercial and Business Services) Gayleen Burley (Acting)	✓	A ✓	✓	✓	✓
Pam Milne (Glasshouse Venue Manager) Bec Washington (alternate)	✓	✓	✓	✓	A ✓

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



**PORT MACQUARIE
HASTINGS**

Glasshouse Sub-Committee Meeting

Tuesday 2 August 2016

Items of Business

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**PORT MACQUARIE
HASTINGS**

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

"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."

Item: 02**Subject: APOLOGIES**

RECOMMENDATION

That the apologies received be accepted.

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

RECOMMENDATION

That the Minutes of the Glasshouse Sub-Committee Meeting held on 5 July 2016 be confirmed.

PRESENT**Members:**

Councillor Adam Roberts (Chair)
Adam Button
William Grubb
Rebecca Olsen (Director Corporate and Organisational Services)
Ashley Grummitt (Group Manager Commercial & Business Services)

Other Attendees:

Bec Washington (Venue Sales and Marketing Co-Ordinator)

The meeting opened at 8:00am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That the apologies received from Councillor Rob Turner, Moira Magrath, Jennifer Hutchison and Pam Milne be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Glasshouse Sub-Committee Meeting held on 3 May 2016 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING

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.

Council resolved at the Ordinary Council Meeting held on 17 February 2016 to make application to the Department of Primary Industries - Lands to proceed with the road closure process being part of Hay Street that comprises the Glasshouse podium and stairs.

To be tabled at a future meeting.

ITEM 08 - 01.03.2016 - FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE

That Council Staff work with Council's Business Analyst to analyse possible future models for delivery of food and beverage services at the Glasshouse.

Item to be tabled at a future meeting.

ITEM 08 - 05.04.2016 - GLASSHOUSE PARTNERSHIPS

An update report to be brought back at a later date.

Item to be tabled at a future meeting.

ITEM 07 - 03.05.2016 - GLASSHOUSE LOCAL PRODUCTIONS

Council staff are to review/finalise information for the Glasshouse website to provide clarity on the various opportunities for Community Groups to access the Glasshouse.

Glasshouse Sub-Committee Members are to provide any further feedback at the next meeting scheduled for 7 June 2016.

Changes made to Website. Item tabled at meeting held on 5 July 2016. Completed. Please remove.

ITEM 08 - 03.05.2016 - REFLECTION ON PROGRESS DURING COMMITTEE TERM

That Council staff prepare a draft "Report Card" to be presented at the next Glasshouse Sub-Committee Meeting scheduled for 7 June 2016.

That the draft "Report Card" be discussed further at the next Glasshouse Sub-Committee Meeting scheduled for 7 June 2016 with a view to finalising by July 2016.

Item tabled at meeting held on 5 July 2016. Completed. Please remove.

06 UPDATE ON STRATEGIC PLAN RECOMMENDATIONS

CONSENSUS:

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

07 GLASSHOUSE DATA AND KPI'S DURING COMMITTEE TERM

CONSENSUS:

That the Glasshouse Sub-Committee Members note the feedback received on Glasshouse data and KPI's.

Selected information is to be incorporated into the Glasshouse Quarterly Report and End of Term Report to be reported to Ordinary Council Meeting.

08 GENERAL BUSINESS

Nil.

The meeting closed at 9:00am.

Item: 04
Subject: DISCLOSURES OF INTEREST

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

By <i>[insert full name of councillor]</i>	
In the matter of <i>[insert name of environmental planning instrument]</i>	
Which is to be considered at a meeting of the <i>[insert name of meeting]</i>	
Held on <i>[insert date of meeting]</i>	
PECUNIARY INTEREST	
Address of land in which councillor or an associated person, company or body has a proprietary interest (<i>the identified land</i>) ⁱ	
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.
MATTER GIVING RISE TO PECUNIARY INTEREST	
Nature of land that is subject to a change in zone/planning control by proposed LEP (<i>the subject land</i>) ⁱⁱⁱ [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.

-
- 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^{iv} 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

Item:	06	Date:	07.07.2015
Subject:	COUNCIL CO-ORDINATION OF HAY STREET FORECOURT AND GLASSHOUSE ACTIVITIES		
Action Required:	<p>3. 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.</p> <p>4. 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.</p>		
Current Status:	<p>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.</p> <p>Both matters are ongoing.</p> <p>To be tabled at a future meeting.</p>		

Item:	08	Date:	01.03.2016
Subject:	FOOD AND BEVERAGE OPTIONS AT THE GLASSHOUSE		
Action Required:	That Council Staff work with Council's Business Analyst to analyse possible future models for delivery of food and beverage services at the Glasshouse.		
Current Status:	Item to be tabled at a future meeting.		

Item:	08	Date:	05.04.2016
Subject:	GLASSHOUSE PARTNERSHIPS		
Action Required:	An update report to be brought back at a later date.		
Current Status:	Item to be tabled at a future meeting.		

Item:	07	Date:	05.07.2016
Subject:	GLASSHOUSE DATA AND KPI'S DURING COMMITTEE TERM		
Action Required:	Selected information is to be incorporated into the Glasshouse Quarterly Report and End of Term Report to be reported to Ordinary Council Meeting.		
Current Status:	Completed. Please remove.		

Item: 06

Subject: UPDATE ON STRATEGIC PLAN RECOMMENDATIONS

Presented by: Corporate and Organisational Services, Rebecca Olsen

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 August 2016

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

Key Outcomes:	Recommendations:	By When:	Progress Achieved as at 22 July 2016:
Ensuring Good Governance 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	Complete by 30 September 2014	Completed - Business Plan actions being implemented consistent with the Strategic Plan and business priorities.
	1.2 Review management and reporting systems to support effective decision-making	Immediate and Ongoing	Operational / business as usual - 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	Completed - AEC Group report submitted and presented at the August 2015 GSC meeting.
	1.4 Investigate options for the future management and operational structure of the Glasshouse	Complete by 30 June 2017	Operational structure being reviewed as necessary to support implementation of the Glasshouse Strategic Plan and Business Plan. *
Developing Successful Partnerships 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	Immediate and Ongoing	Operational / business as usual - 2016 Membership Program (Renewal) = 1,113 members to date (22-July-16) (Note: 987 members at 22-July-15). The Glasshouse Venue Manager has established regular meetings with: - Greater Port Macquarie Tourism Association; - Tourism Ambassadors; - Council's Destination Marketing team; and - Council's Community Place team. *
	2.2 Review the delivery of information services (including visitor information) within the Glasshouse in partnership with Council's Economic Development unit	1 st Draft by 31 December 2014 Final complete by 30 June 2015	Completed - Phase 1 improvements to the VIC 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. *
	3.1 Promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes	Complete by 31 December 2014	Operational / business as usual - opportunities continuing to be investigated / implemented, including further investigation of food & beverage options.
Enhancing Utilisation and Visitation Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise commercial outcomes	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. Completed - Redeveloped website implemented 1 December 2015 - with Membership Renewal Launch.
	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).
Promoting Viability Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability	4.2 Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation	Immediate and Ongoing	Operational / business as usual - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.
	4.3 Implement the Service Delivery Matrix	Immediate and Ongoing	Operational / business as usual - 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	Operational / business as usual - in conjunction with the implementation of the Business Plan and Marketing and Sales Plan.

Item: 07

Subject: 2017 REGIONAL GALLERY PROGRAM

Presented by: Corporate and Organisational Services, Rebecca Olsen

RECOMMENDATION

That the update on the Regional Gallery and overview of the proposed 2017 Regional Gallery Program be received and noted.

Discussion

The Gallery Curator, Niomi Sands, will address the Glasshouse Sub-Committee and provide an update on the Regional Gallery including an overview of the proposed 2017 Regional Gallery Program.

Attachments

Nil