



# Cultural Steering Group

## Business Paper

**date of meeting:** Wednesday 18 April 2018

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

**time:** 8:00am

## **Cultural Steering Group**

### **CHARTER**

---

#### **1.0 OBJECTIVES**

- Assist Council in the implementation and review of the Cultural Plan.
- Assist Council in monitoring the success of the Plan against established criteria.
- Engage with and provide input to Council on other Arts and Cultural matters which are relevant to the Local Government Area.
- Provide and receive two-way feedback from the community.

#### **2.0 KEY FUNCTIONS**

- The Cultural Steering Group will provide a forum in which Local Government and community leaders can discuss and debate, plan and progress local and regionally significant cultural and creative outcomes that continue the growth of our community and our places in the Port Macquarie Hastings Local Government Area.
- The Steering Group is to be an interactive group that provides a forum for developing the strategic community arts, culture and active spaces direction for the Local Government Area. The Steering Group is committed to collaboration, innovation and development of a 'whole-of-place' approach for the purpose of promoting community capacity building that will ensure the wellbeing of our community while developing a clear sense of and connection to our place.

#### **3.0 MEMBERSHIP**

##### **3.1 Voting Members**

- Councillors, Economic and Cultural Development Portfolio
- Director
- Group Manager Community Participation and Engagement
- Glasshouse Venue Manager
- Community representatives, as appointed by Council

##### **3.2 Non-Voting Members**

- Other members, including State and Federal Government representatives and specific constituent groups within various sectors may be invited to attend meetings or working groups on certain issues or to progress an agreed outcome, as approved by the Steering Group.

##### **3.3 Obligations of Members**

- Commit to working towards advancement of the cultural endeavours within the Local Government Area.
- Act honestly and in good faith.
- Act impartially at all times.
- Participate actively in the work of the Steering Group.
- Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
- Comply with this Charter document at all times.

- Facilitate and encourage community engagement with Steering Group and Council initiatives to support good cultural outcomes for our community.
- As per Section 226 (c) of the NSW Local Government Act 1993, the Mayor is the principal spokesperson for the governing body and Councillors that are members of a Steering Group are to obtain the Mayor's agreement to make media and other statements. Further, only the Mayor, or a Councillor with the Mayor's agreement and otherwise in accordance with Council policies and procedures, may release Council information through media statements or otherwise, and the release of such information must be lawful under the Council adopted Code of Conduct. Council officers that are members of Steering Groups are bound by the existing operational delegations in relation to speaking to the media.
- A Councillor as a member of a Steering Group or the Steering Group itself has no delegation or authority to make decisions on behalf of Council, nor to direct the business of Council. The only decision making power open to Councillors is through formal resolutions of Council.
- A Councillor as a member of a Steering Group or the Steering Group itself cannot direct staff and must abide by the decisions of Council and the policies of Council.
- Councillors, Council staff and members of this Steering Group must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

### **3.4 Member Tenure**

- Steering Group members will serve for a period of two (2) years after which Council will call expressions of interest for the next two (2) year period. Existing Steering Group members will be eligible to re-apply for a position and serve additional terms. Any changes in the composition of the Steering Group require the approval of Council.

### **3.5 Appointment of Members**

- A formal Expression of Interest process will be undertaken across the Local Government Area as a way of determining the independent representatives on the Steering Group. Members of the Steering Group will be representative of cultural interests across the Local Government Area rather than a single issue. The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the cultural and community sectors in the Port Macquarie Hastings region. Applications from individuals and representatives from interest groups, and who meet the selection criteria will be encouraged. Where practicable the membership will represent the geographical spread of the Port Macquarie-Hastings Local Government Area, and a diverse range of cultural, gender and age groups.
- Council, by resolution duly passed, will appoint members to the Steering Group.

## **4.0 TIMETABLE OF MEETINGS**

- Meetings will be held monthly (or more regularly if required). Meetings will generally be held at the main administration office of Port Macquarie-Hastings Council.

## **5.0 MEETING PRACTICES**

### **5.1 Decision Making**

- Recommendations of the Steering Group shall be by majority of the members present at each Meeting and each member shall have one (1) vote.
- The Chairperson shall not have a casting vote.
- In the event of an equality of votes on any matter, the matter shall be referred directly to Council's Executive Group and then to Council.
- Recommendations from the Steering Group are to be made through the General Manager or the relevant Director, who will determine under delegation, the process for implementation.
- The Steering Group has no delegation to allocate funding on behalf of Council. The Steering Group may make recommendations to Council about how funding should be spent in relation to the above-mentioned objectives, however those funds will only be applied and expended following a formal resolution of Council.
- The Steering Group may establish working groups to support actions and activities within the strategies or to assist in the delivery of projects and events as deemed appropriate. All projects are to be aligned with Council's suite of Integrated Planning and Reporting documents.

### **5.2 Quorum**

- The quorum for the Steering Group will be half of the members plus one. A quorum must include a minimum of one (1) Councillor and one (1) Council staff member being present.

### **5.3 Chairperson and Deputy Chairperson**

- The Chairperson shall be the Councillor, Chair Economic and Cultural Development Portfolio.
- The Deputy Chair shall be the Councillor, Alternate Chair Economic and Cultural Development Portfolio .
- At all Meetings of the Steering Group, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson and Deputy Chair, as the Steering Group's first item of business, the Steering Group shall elect one of its members to preside at the Meeting (elected chair must be a Council representative).

### **5.4 Secretariat**

- The Director is to be responsible for ensuring that the Steering Group has adequate secretariat support. The secretariat will ensure that the business paper and supporting papers are circulated at least three (3) days prior to each meeting. Minutes shall be appropriately approved and circulated to each member within three (3) weeks of a meeting being held.
- All Steering Group agendas and minutes will be made available to the public via Council's web site, unless otherwise restricted by legislation.

### **5.5 Recording of explicit discussions on risks**

- The Secretariat shall record all discussions that relate to risks.

## **6.0 CONVENING OF “OUTCOME SPECIFIC” WORKING GROUPS**

- The Steering Group can at times request a working group to be convened, for a limited period of time, for a specific action, these specifics will be minuted clearly. The working group will report back to the Steering Group with outcomes.
- These Working Groups, include, but not limited to:
  - Australia Day - To stimulate a public awareness and recognition of Australia Day and Australia Day Awards.
  - Handa Sister City - To further and implement the ideals of the relationship established in the sister city arrangement.
  - Aboriginal Advisory Group - to assist with the delivery of the Aboriginal portfolio of programs and activities and the ongoing implementation of the Aboriginal Awareness and Understanding Strategy.
  - Youth Advisory Council - to develop a voice for our youth in Council and the Community.
- Any working groups established under this Steering Group will be responsible for providing updates to the Group. The working groups will be an informal gathering with notes collected and managed by the senior staff member in attendance and will be tabled at the Steering Group meetings.

## **7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST**

- Any independent members of the Steering Group will be required to complete a confidentiality agreement that will cover the period of their membership of the Steering Group.
- Steering Group members must declare any conflict of interests at the start of each meeting or before discussion of a relevant item or topic. Details of any conflicts of interest should be appropriately minuted.
- Where members or invitees at Steering Group meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from Steering Group deliberations on the issue where the conflict of interest may exist.

**Cultural Steering Group**  
**ATTENDANCE REGISTER**

<b>Member</b>	<b>06/09/17</b>	<b>04/10/17</b>	<b>01/11/17</b>	<b>06/12/17</b>	<b>07/02/18</b>	<b>07/03/18</b>
Councillor Rob Turner (Chair)	✓	✓	✓	meeting	✓	No
Councillor Geoff Hawkins (Deputy Chair)	A	✓	✓	cancelled	✓	quorum
Brian Barker	A	A	✓		A	
Chris Denny	A	A	✓		✓	
Kate Ford	✓	✓	A		✓	
Beric Henderson	✓	✓	✓		✓	
Jennifer Hutchison	✓	A	A		✓	
Simon Luke	A	✓	A		✓	
Stacey Morgan	✓	✓	A		✓	
Willhemina Wahlin	✓	A	✓		✓	
Jeffery Sharp (Director Strategy and Growth)	✓	A	A		✓	
Lucilla Marshall (Group Manager Community Place)	✓	✓	✓		✓	
Pam Milne (Glasshouse Venue Manager)	✓	✓	✓		✓	
<b>Non-Voting</b>						

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

## Cultural Steering Group Meeting

Wednesday 18 April 2018

### Items of Business

Item	Subject	Page
01	Acknowledgement of Country .....	<u>8</u>
02	Apologies.....	<u>8</u>
03	Confirmation of Minutes .....	<u>8</u>
04	Disclosures of Interest.....	<u>13</u>
05	Business Arising from Previous Minutes.....	<u>17</u>
06	Glasshouse Strategic Plan - Review and Update .....	<u>18</u>
07	Cultural Plan Review .....	<u>31</u>
08	General Business	

---

**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 Cultural Steering Group Meeting held on 7 February 2018 be confirmed.



---

## **PRESENT**

### ***Members:***

Councillor Turner (Chair)  
Councillor Hawkins (Deputy Chair)  
Chris Denny  
Kate Ford  
Beric Henderson  
Jennifer Hutchison  
Simon Luke  
Stacey Morgan  
Willhemina Wahlin  
Jeffery Sharp - Director Strategy and Growth  
Lucilla Marshall - Group Manager Community Place  
Pam Milne - Glasshouse Venue Manager

### ***Other Attendees:***

Sandra Wallace – Community Participation Manager

---

The meeting opened at 8:06am.

---

---

## **09 ACKNOWLEDGEMENT OF COUNTRY**

---

The Acknowledgement of Country was delivered.

---

---

## **10 APOLOGIES**

---

### **CONSENSUS:**

That the apology received from Brian Barker be accepted.

---

---

## **11 CONFIRMATION OF MINUTES**

---

### **CONSENSUS:**

That the Minutes of the Cultural Steering Group Meeting held on 1 November 2017 be

---

---

confirmed.

---

---

## **12 DISCLOSURES OF INTEREST**

---

There were no disclosures of interest presented.

---

---

## **05 BUSINESS ARISING FROM PREVIOUS MINUTES**

---

### Item 6 – Cultural Plan Progress Report

The Cultural Steering Group noted the Cultural Plan Progress Report will be presented quarterly with the next report being tabled at the April 2018 meeting.

---

---

## **06 BICENTENARY ACTIVITIES**

---

### **CONSENSUS:**

That the Cultural Steering Group:

1. Note the resolution of Council from the December meeting regarding the Bicentenary activities.
  2. A Charter for the Bicentenary Working Group to be developed to enable the group to commence discussions as soon as possible.
  3. Invitations to be sent to suggested participants for the Bicentenary Working Group which include:
    - Kevin Williams;
    - Debbie Summers;
    - Keith Upton;
    - Jeannette Rainbow;
    - Ray Cooper;
    - Glen Dick;
    - John Johnstone;
    - Uncle Bill
  4. The Bicentenary Working Group to draft a strategy/plan highlighting the Group's priorities, a calendar of activities over the next three years, support the development of a brand and determine key priorities.
  5. Develop a Design Brief for the Bicentenary event branding in parallel with the commencement of the Bicentenary working group. The design brief will include scope of works, background to the projects, history of community and council projects, target audience, development of a suite of collateral including logo, banners, flyers, posters, Facebook page banners and web page.
-

---

**07 CULTURAL PLAN REVIEW**

---

**CONSENSUS:**

1. That the Cultural Steering Group continue the Cultural Plan Review discussion.
  2. That the Cultural Steering group take time to review the draft review working paper that was tabled at the meeting and provide comments back to staff.
  3. That the Cultural Steering Group undertake further discussion of the Cultural Plan at the next meeting.
  4. Note that there was some confusion on the proposed direction and the paper that was tabled. As well as concerns that was tabled was only an Action Plan and not a reviewed Cultural Plan.
- 

**08 GENERAL BUSINESS**

---

**08.01 BICENTENARY CELEBRATIONS AT BONNY HILLS**

---

The Cultural Steering Group noted items raise by Brian Barker (via email) regarding Bicentenary celebrations at Bonny Hills which include a sculpture trail, a mural to be painted at Rainbow Beach and a mural to be developed on the Water Tower above Grants Head.

---

**08.02 MUSIC AND ART ECONOMY PARLIAMENTARY INQUIRY**

---

An update was provide to the Cultural Steering Group on the Music & Art Economy Parliamentary Inquiry.

---

**08.03 GLASSHOUSE SEASON LAUNCH**

---

Pam Milne, Glasshouse Venue Manager, provided the Cultural Steering Group an update on the Glasshouse Season Launch. \$13,000 worth of tickets were sold on the night with \$40,000 worth of tickets sold to date.

---

---

**08.04 EDUCATION PROGRAM**

---

Pam Milne, Glasshouse Venue Manager, presented to the Cultural Steering Group a brochure outlining the Glasshouse Educational Program.

---

**08.05 GLASSHOUSE GRANT**

---

Pam Milne, Glasshouse Venue Manager, advised the Cultural Steering Group that the Glasshouse has been unsuccessful in gaining a \$120,000 grant towards seating in the Studio at the Glasshouse. Glasshouse staff are meeting with Create NSW to understand where the grant could be improved to apply in a future round.

---

The meeting closed at 9:21am.

---

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: .....  
.....

Name: .....

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. The Council official must not be present at, or in sight of, the meeting of the Council at any time during which the matter is being considered or discussed, or at any time during which the council is voting on any question in relation to the matter. (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> )	
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 Name: .....

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<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..
  - 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>Reports to future meetings</b>		
<b>Report</b>	<b>Due Date</b>	<b>Requested</b>
Cultural Plan Quarterly Progress Report	June 2018	04 Oct 17

---

Item: 06

Subject: GLASSHOUSE STRATEGIC PLAN - REVIEW AND UPDATE

Presented by: Corporate Performance, Rebecca Olsen

---

## RECOMMENDATION

1. That it be a recommendation to Council that the reviewed and updated Glasshouse Strategic Plan Key Outcomes and Recommendations and associated Key Performance Indicators (KPIs) as outlined in this report, be adopted.
2. That the General Manager provide a briefing to Councillors on the future strategic direction of the Glasshouse prior to adopting the updated Glasshouse Strategic Plan.

## Discussion

The Glasshouse Strategic Plan 2014 – 2017 (see attached) was developed in conjunction with the Glasshouse Sub-Committee and adopted by Council at the Ordinary Council Meeting held on 16 July 2014 to provide a greater commercial focus in the operation of the venue across four key outcome areas: *ensuring good governance; developing successful partnerships; enhancing utilisation and visitation; and promoting viability.*

Since that time regular reports have been provided to Council providing updates on the significant progress achieved against the Strategic Plan Recommendations and associated Key Performance Indicators (KPIs).

It is noted that the recommendations and corresponding actions arising from the Strategic Plan have now been completed and/or are continuing to guide day-to-day operations as part of “business as usual” activities.

Council’s Operational Plan 2017 – 2018 includes an action to review and update the Glasshouse Strategic Plan (OP 1.5.3.2). At the Ordinary Council Meeting held on 16 August 2017, Council resolved as below:

### 09.15 GLASSHOUSE END OF FINANCIAL YEAR REPORT AND UPDATE ON STRATEGIC PLAN RECOMMENDATIONS

RESOLVED: Turner/Hawkins

That Council:

1. Note the information provided in the Glasshouse End of Financial Year Report and Update on Strategic Plan Recommendations Report.
2. Note that the Glasshouse Strategic Plan will not be current past 2017.
3. Request the Cultural Steering Group provide recommendations to Council for the renewal of the Glasshouse Strategic Plan and associated KPI's as part of its review of Council's Cultural Plan.

CARRIED: 9/0

FOR: Alley, Cusato, Dixon, Griffiths, Hawkins, Intemann, Levido, Pinson and Turner

AGAINST: Nil

This Report addresses Resolution 3 above, and requests Council's Cultural Steering Group provide recommendations to Council for the renewal of the Glasshouse Strategic Plan and associated KPI's as part of its review of Council's Cultural Plan.

### **Key Outcomes and Recommendations**

The Glasshouse Strategic Plan focuses on four key outcome areas: *ensuring good governance; developing successful partnerships; enhancing utilisation and visitation; and promoting viability.*

In reviewing these focus areas it is considered that these outcomes remain as valid today as they did in 2014. As such, the focus areas are proposed to be retained with some minor amendments as highlighted below to reinforce Council's broader cultural, community and commercial objectives:

#### **Key Outcome 1: 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*

#### **Key Outcome 2: Developing Successful Partnerships**

*Work with key stakeholders in the community, government and business to build community engagement and maximise **cultural, community and** commercial outcomes*

#### **Key Outcome 3: Enhancing Utilisation and Visitation**

*Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise **cultural, community and** commercial outcomes*

#### **Key Outcome 4: Promoting Viability**

*Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability*

Within each outcome area, the Strategic Plan identifies a range of recommendations to be undertaken during the life of the Plan. Each recommendation will be monitored and reported to Council and the community on a biannual basis (in February and August each year).

The recommendations proposed as part of the updated Glasshouse Strategic Plan are shown in the attachment titled "Draft Glasshouse Strategic Plan 2018 – 2021 – Key Outcomes and Recommendations".

Key actions arising out of the review include:

#### Cultural

3.3 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse, including associated public and education programs  
*- this action specifically identifies Glasshouse core business as part of the Strategic Plan*

3.4 Review and update the Gallery Art Collection Policy and Council's Collection of Art Works

*- this action is aimed at clarifying Council's policy direction with regard to Council's Collection of Art Works*  
Community

3.5 Review community access arrangements to promote greater access for community groups consistent with the Service Delivery Matrix

*- this action is aimed at identifying opportunities to promote greater access to and enhancing utilisation of the Glasshouse for community groups*

#### Commercial

The Strategic Plan retains a strong focus on commercial aspects of the operation of the Glasshouse consistent with previous resolutions of Council. This includes an ongoing focus on growing the commercial venue hire component of the Glasshouse business and identifying opportunities for new revenue streams while continuing to rationalise operating costs.

2.2 Actively seek strategic partnerships to support the sustainability and delivery of Glasshouse cultural programming

*- this action seeks to expand on recent work undertaken to identify further opportunities for strategic commercial partnerships to support the delivery of Glasshouse cultural programs*

Overall, the intent of the proposed Glasshouse Strategic Plan 2018 - 2021 remains consistent with the original Strategic Plan, being to ensure the sustainable management of 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.

#### **Key Performance Indicators**

A range of key performance indicators have been developed as part of the original Glasshouse Strategic Plan, and Council's annual Operational Plan. The following key performance indicators are proposed as part of the Glasshouse Strategic Plan 2018 – 2021:

Key Outcome 1: Ensuring Good Governance

- Present biannual reports to Council

Key Outcome 2: Developing Successful Partnerships

- Number of members in the Glasshouse Membership Program
- Number of strategic partnerships in place

Key Outcome 3: Enhancing Utilisation and Visitation

- Number of performing arts events presented
- Number of visual arts events presented
- Visitation (Glasshouse)
- Visitation (Gallery)
- Visitation (website)
- Utilisation (%) (theatre)
- Utilisation (%) (studio)
- Utilisation (%) (meeting rooms)
- Average attendance (%) (theatre)
- Average attendance (%) (studio)
- Number of tickets processed

- Percentage of tickets sold online

It is noted that under Key Outcome 4, the biannual reports to Council provide details of the Glasshouse finances for the relevant financial year, including the updated status of Glasshouse loan balances, and showing budgetary and revenue operating performance measures.

**Other proposed amendments**

It is proposed to present the Glasshouse Strategic Plan 2018 – 2021 in generally the same format as the original Strategic Plan (see attached). Some minor administrative amendments will be required to update the text to reflect the current organisational context and associated governance and reporting arrangements.

**Attachments**

- 1 [View](#). Glasshouse Strategic Plan 2014 - 2017 adopted 16 July 2014
- 2 [View](#). Draft Glasshouse Strategic Plan 2018 – 2021 – Key Outcomes and Recommendations





## ACKNOWLEDGEMENTS

This Strategic Plan has been developed collaboratively between Port Macquarie-Hastings Council and the Glasshouse Sub-Committee ("GSC").

Council would like to acknowledge and thank the following members of the Glasshouse Sub-Committee for their significant contribution to the development of this Plan.

**Councillor Peter Besseling**  
Mayor

**Councillor Adam Roberts**  
Deputy Mayor  
Glasshouse Portfolio Chairperson  
Glasshouse Sub-Committee Chairperson

**Councillor Sharon Griffiths**  
Organisational Efficiency & IT Portfolio Chairperson  
Glasshouse Portfolio Alternate Chairperson

**Councillor Rob Turner**  
Economic Development, Industry & Higher Education Portfolio Chairperson  
Glasshouse Sub-Committee Councillor Representative

**Adam Button**  
Community Representative

**Max Grubb**  
Community Representative

**Jenny Hutchison**  
Community Representative

**Molra Magrath**  
Community Representative

**Craig Swift-McNair**  
General Manager (Council)

**Rebecca Olsen**  
Acting Director, Commercial Services and Industry Engagement (Council)

**Craig Smith**  
Glasshouse Venue Manager (Council)

**Monika Bretmaisser**  
Group Manager, Financial Services (Council)

**Ashley Grummitt**  
Acting Group Manager, Commercial and Business Services (Council)

## MESSAGE FROM THE MAYOR



Welcome to the Port Macquarie-Hastings Council Glasshouse Strategic Plan 2014 - 2017. This Strategic Plan has been developed by the Glasshouse Sub-Committee to guide the strategic direction and future operation of Council's premier cultural, community and commercial venue, the Glasshouse.

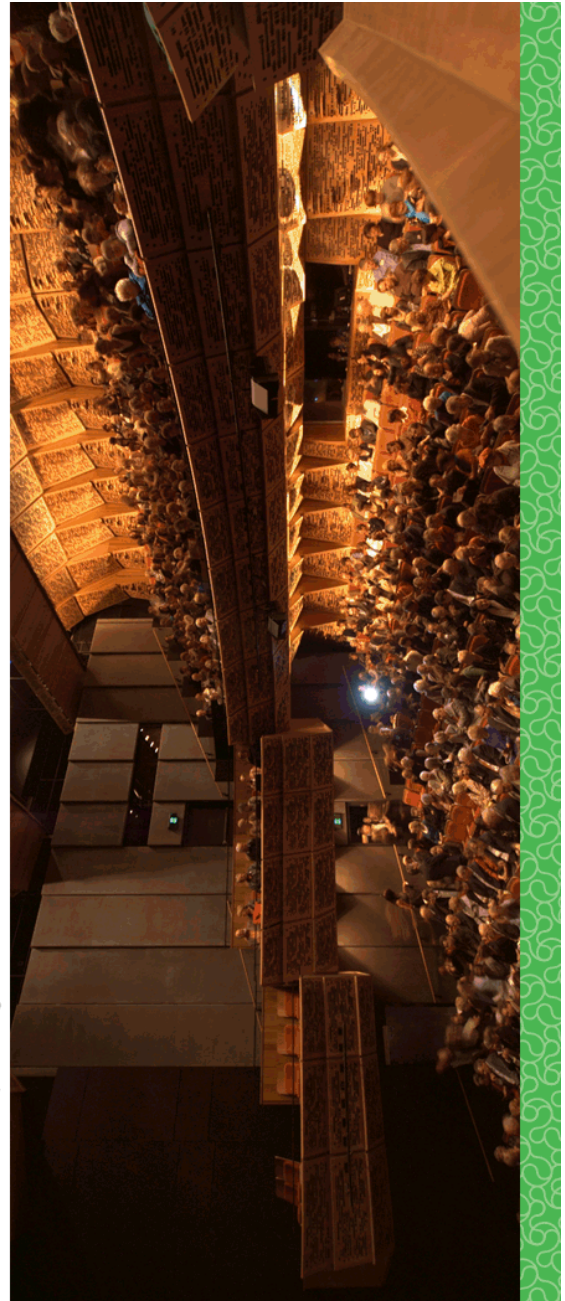
The Plan takes a forward looking approach to the management and utilisation of the Glasshouse and focuses on achieving four key outcomes: **ensuring good governance; developing successful partnerships; enhancing utilisation and visitation; and promoting viability.**

Since the start of this Council term in September 2012, councillors have been keen to refocus the strategic and day-to-day operational management of the Glasshouse to better align with community expectations. This work has included the establishment of a specific Glasshouse Portfolio in December 2012 as part of Council's Portfolio structure, community engagement in March - April 2013 in relation to the financial position of the Glasshouse, the development of a new strategic direction statement in June 2013 aligned with feedback received from the community, and the establishment of the Glasshouse Sub-Committee in October 2013.

This Strategic Plan represents the culmination of this work, and I commend the Plan to you as the framework to guide the future direction of the Glasshouse and improve the efficiency, effectiveness and viability of the venue while continuing to ensure the delivery of high quality cultural, community and commercial activities.

Peter Besseling  
MAYOR

Disclaimer: While Port Macquarie Hastings Council has made every endeavour to ensure the information supplied is suitable, accurate and complete, no warranty is given that the material contained within is free from error or omission. The material is intended for information only. Port Macquarie Hastings Council, its officers, employees, servants and agents, expressly disclaim all liability for any action done, or admission made in reliance on such material, and any consequences of such act or admission. Information or images may not be reproduced without the written consent of Port Macquarie Hastings Council.





## GLASSHOUSE VISION

At the Ordinary Council Meeting held on 19 June 2013, Council resolved to endorse the following strategic vision for the Glasshouse:

***“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.”***

## ORGANISATIONAL CONTEXT

Port Macquarie - Hastings Council, through its Towards 2030 Community Strategic Plan, is committed to providing social infrastructure and community programs to create a healthy, inclusive and vibrant community.

Creative Place Making encourages community participation in artistic practices and pursuits that reflect the unique character of their communities. Council's Community and Organisational Development (COD) Division has responsibility for Cultural Development (within the Place Making framework).

The Glasshouse will play an important role in this approach in that Creative Place Making will occur within the Glasshouse venue; however, will occur at other sites and places within the Local Government Area (such as in parks, at the beach, and in libraries).

The Glasshouse represents only a part of Council's commitment to culture, audience development and community involvement.

## EXECUTIVE SUMMARY

The Glasshouse is a key resource for the delivery of cultural, community and commercial outcomes. The Glasshouse Strategic Plan 2014 - 2017 aims to facilitate the achievement of Council's strategic vision for the venue through a focus on four (4) key outcome areas:

- 1. Ensuring Good Governance**
- 2. Developing Successful Partnerships**
- 3. Enhancing Utilisation And Visitation**
- 4. Promoting Viability**

Within each outcome area, the Strategic Plan identifies a range of recommendations to be undertaken during the life of the Plan. Each recommendation is matched to a timeframe for delivery that will be monitored and reported on to the Glasshouse Sub-Committee, Council and the community on a regular basis.

The Strategic Plan also includes a new Service Delivery Matrix to guide the delivery and utilisation of Glasshouse services and functions.

A key recommendation of this Plan is the subsequent development of a range of operational plans to define the day-to-day management activities required to achieve the desired outcomes of this Strategic Plan.

The Strategic Plan also outlines the proposed governance arrangements as well as internal and external reporting requirements to ensure accountability and transparency in the delivery of the recommendations of the Strategic Plan and the ongoing management of the Glasshouse.

Increasing utilisation and developing additional revenue streams are recognised as being a key component of reducing net costs. Ultimately the Glasshouse Strategic Plan 2014 - 2017 aims to continue the significant progress that has been made recently in reducing 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.



## KEY OUTCOMES &amp; RECOMMENDATIONS

The following table identifies the key outcomes and recommendations to guide the strategic direction of the Glasshouse for the period of the Plan:

Key Outcomes:	Recommendations:	By When:
<b>Ensuring Good Governance</b> <i>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</i>	<b>1.1</b> Develop a business plan to guide day-to-day activities consistent with delivering the key outcomes of the Strategic Plan within set timeframes  <b>1.2</b> Review management and reporting systems to support effective decision-making  <b>1.3</b> Advocate for an Economic Impact Assessment to identify the benefits of the Glasshouse to the local and regional economy  <b>1.4</b> Investigate options for the future management and operational structure of the Glasshouse	Complete by 30 September 2014  Immediate and Ongoing  Complete by 30 June 2015  Complete by 30 June 2017
	<b>2.1</b> Identify and develop key partnerships to maximise cultural, community and commercial outcomes  <b>2.2</b> 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
	<b>3.1</b> Promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes  <b>3.2</b> 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
	<b>4.1</b> Develop a rolling 5-year profit and loss forecast  <b>4.2</b> Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation  <b>4.3</b> Implement the Service Delivery Matrix  <b>4.4</b> Continue to rationalise operating costs and overheads	Complete by 31 October 2014  Immediate and Ongoing  Immediate and Ongoing Immediate and Ongoing
<b>Enhancing Successful Partnerships</b> <i>Work with key stakeholders in the community, government and business to build community engagement and maximise commercial outcomes</i>		
<b>Enhancing Utilisation and Visitation</b> <i>Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise commercial outcomes</i>		
<b>Promoting Viability</b> <i>Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability</i>		

## SERVICE DELIVERY MATRIX

The following Service Delivery Matrix has been developed to improve the efficiency, effectiveness and viability in the delivery of Glasshouse services and functions.

The Matrix aims to provide a focus on optimising commercial return and reducing the cost of Glasshouse operations to the community.

This will be achieved through operating the Glasshouse as a commercial venue while ensuring the continued delivery of high quality cultural, community and commercial activities.

The Matrix should be considered as a "working document" and staff, in conjunction with the Glasshouse Sub-Committee, may recommend changes to the Matrix during the period of the Strategic Plan to suit operational requirements.

It is proposed to implement this Service Delivery Matrix immediately following adoption of the Strategic Plan to ensure future bookings and programs are managed in accordance with the strategic direction of this Plan.

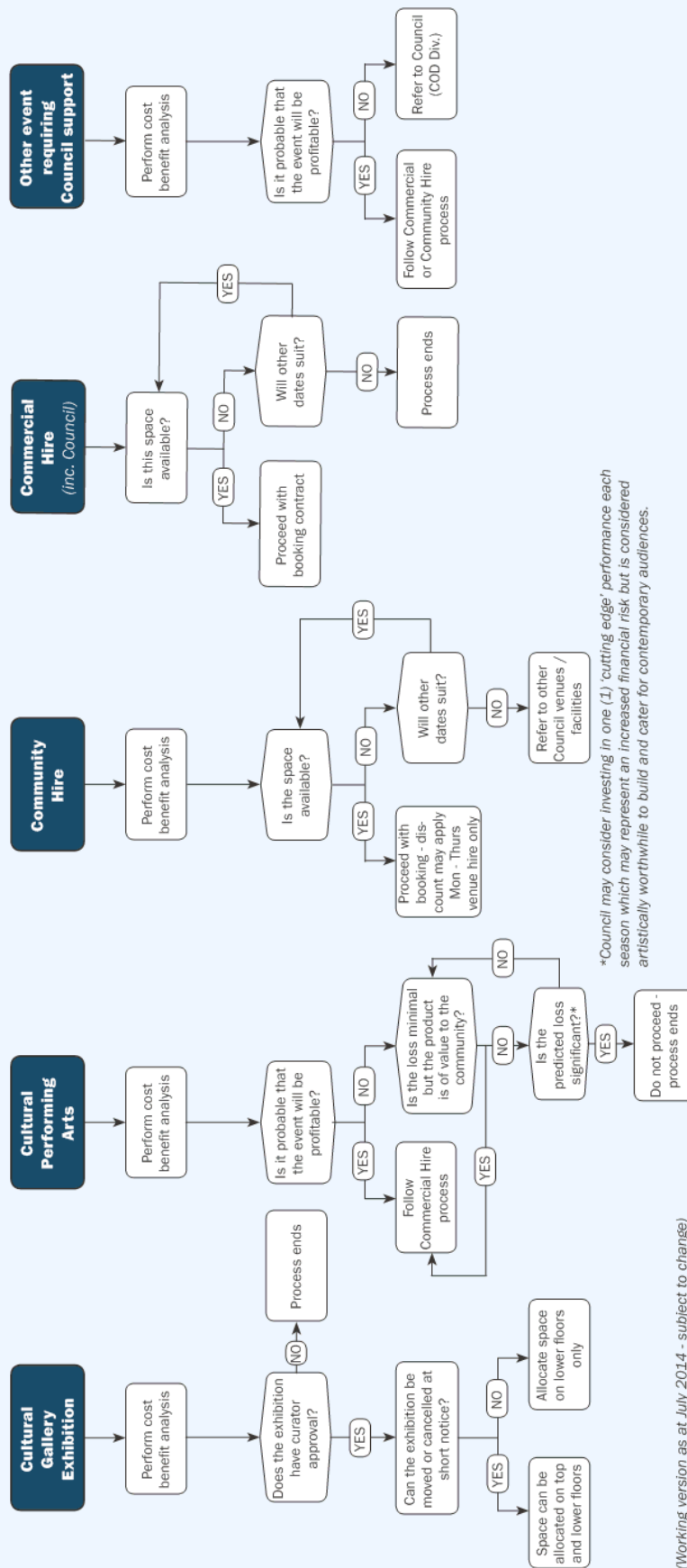


### In principle, the Matrix aims to ensure that:

- a formal and transparent process is used to determine what services and functions are delivered at, and by, the Glasshouse;
- the future delivery of gallery exhibitions, performing arts, community hire and other events requiring Council support are subject to a cost-benefit analysis noting that the cost-benefit analysis will:
  - be developed and undertaken at an operational level by Council staff;
  - consider the Key Outcomes and Recommendations of this Strategic Plan;
- for cultural programs, for example, gallery exhibitions and performing arts, consider program quality, general appeal, familiarity, and ticket pricing as key components of the analysis;
- where events organised by the Glasshouse are unlikely to result in a commercial return, then the event may need to be subsidised by a third party(s) - this could include, but is not limited to, other Port Macquarie - Hastings Council divisions (operating budgets), grant funding and commercial sponsorships / partnerships where appropriate;
- community hire of the Glasshouse will remain unchanged with the exception of the 40% community hire discount which will only be available at low-peak times (typically Monday to Thursdays) - this change will enable maximum commercial return for the Glasshouse in peak times, while ensuring community groups still have access to the venue at discount rates. Standard commercial rates will be applicable if a peak time is required;
- education and public programs in support of performing and visual arts audience development activity at the Glasshouse will be coordinated by Council through its Community and Organisational Development Division.



## SERVICE DELIVERY MATRIX



GOVERNANCE & REPORTING	
<p><b>Internal</b></p> <p>Internal governance is provided through Council's organisational and delegated authority structure which includes the Glasshouse Venue Manager, Group Manager Commercial and Business Services, Director Commercial Services and Industry Engagement and General Manager.</p> <p>Recommendation 1.4 requires a review of the future management and operational structure of the Glasshouse to be undertaken during the life of this Plan.</p> <p><b>External</b></p> <p>External governance is currently provided by way of the Glasshouse Sub-Committee and Council Portfolio structure, including both the Glasshouse Portfolio and the Finance and Governance Portfolio. Council will review the ongoing need for a specific Glasshouse Portfolio following the adoption of the Strategic Plan.</p> <p>The Glasshouse Sub-Committee was established in October 2013 with the short term objective of developing and recommending to Council a Strategic Plan for the Glasshouse. The Glasshouse Sub-Committee's ongoing role will be to monitor and measure the implementation of this Strategic Plan and to make recommendations to Council where necessary to achieve Council's strategic vision for the Glasshouse.</p> <p>This work will include the ongoing identification and development of appropriate key performance indicators. In accordance with the Glasshouse Sub-Committee Charter, a review of the Glasshouse Sub-Committee will take place in February 2015. A review of this Strategic Plan will take place in conjunction with the review of the Glasshouse Sub-Committee Charter.</p> <p>In addition to the Glasshouse Sub-Committee, Council has established a Heritage, Arts and Culture Priorities Advisory Group (HACPAG) and Economic Development Steering Group (EDSG).</p>	<p>The HACPAG aims to represent and enhance the profile of heritage, arts and culture in the Port Macquarie Hastings community. The EDSG provides a forum to plan and progress local and regionally significant economic outcomes in the local government area and aims to promote local product and industry, including creative industries.</p> <p>Councillor and staff representatives on these groups will be responsible for coordinating and communicating the activities of these groups to ensure consistency and the delivery of desired outcomes in an effective manner.</p> <p><b>Reporting</b></p> <p>Following adoption of this Strategic Plan by Council, it is proposed that, where appropriate, key recommendations from this Plan are incorporated into Council's overall Delivery Program and Operational Plan with reporting via Council's standard quarterly reporting processes.</p> <p>A quarterly Glasshouse Report will also be provided to Council commencing in October 2014, which will include a best practice financial reporting framework as agreed with the Finance and Governance Portfolio and the Glasshouse Sub-Committee.</p> <p>Monthly updates on the implementation and progress of this Strategic Plan will be provided to the Glasshouse Sub-Committee through its monthly formal meeting process.</p> <p>Regular internal planning and reporting of operational matters will continue to be undertaken as usual by Council management and staff.</p>





**GLASSHOUSE PORT MACQUARIE**  
**Phone:** (02) 6581 8888  
**Fax:** (02) 6581 8107  
**Email:** [info@glasshouse.org.au](mailto:info@glasshouse.org.au)

**Street Address**  
Corner of Clarence and Hay Streets  
Port Macquarie  
NSW 2444

**Postal Address**  
PO Box 84, Port Macquarie, NSW 2444  
**[www.glasshouse.org.au](http://www.glasshouse.org.au)**



**PORT MACQUARIE  
HASTINGS  
Council Offices**  
**Port Macquarie**  
Corner of Lord & Burrawan Streets  
(02) 6581 8111

**Wauchope**  
High Street  
(02) 6589 6500

**Laurieton**  
Laurie Street  
(02) 6559 9958

**[council@pmhc.nsw.gov.au](mailto:council@pmhc.nsw.gov.au)**  
**[www.pmhc.nsw.gov.au](http://www.pmhc.nsw.gov.au)**



## GLASSHOUSE STRATEGIC PLAN 2018 - 2021 ~ Key Outcomes &amp; Recommendations

The following table identifies the key outcomes and recommendations to guide the strategic direction of the Glasshouse for the period of the Plan:

Key Outcomes:	Recommendations:	By When:
<b>Ensuring Good Governance</b> <i>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</i>	1.1 Develop an annual Service Plan to guide day-to-day activities consistent with delivering the key outcomes of the Strategic Plan	Complete by 30 June each year
	1.2 Continue to review management and reporting systems to support effective decision-making	Ongoing
	1.3 Present biannual reports to Council detailing key performance measures, financial information and progress achieved against the Strategic Plan	February and August each year
	1.4 Obtain an updated building valuation for the Glasshouse asset	Complete by 30 September 2018
	1.5 Develop and implement an annual maintenance and replacement program for Glasshouse building and technical equipment assets	Ongoing
<b>Developing Successful Partnerships</b> <i>Work with key stakeholders in the community, government and business to build community engagement and maximise cultural, community and commercial outcomes</i>	2.1 Continue to identify and develop key partnerships to maximise cultural, community and commercial outcomes	Ongoing
	2.2 Actively seek strategic partnerships to support the sustainability and delivery of Glasshouse cultural programming	Ongoing
<b>Enhancing Utilisation and Visitation</b> <i>Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes</i>	3.1 Continue to promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes	Ongoing
	3.2 Review, update and implement Glasshouse Marketing and Sales Strategies	Complete by 30 June 2019
	3.3 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse, including associated public and education programs	Ongoing
	3.4 Review and update the Gallery Art Collection Policy and Council's Collection of Art Works	Complete by 30 June 2019
	3.5 Review community access arrangements to promote greater access for community groups consistent with the Service Delivery Matrix	Complete by 31 December 2018
<b>Promoting Viability</b> <i>Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability</i>	4.1 Develop a rolling 5-year profit and loss forecast	Complete by 30 June each year
	4.2 Continue to review incremental revenue streams and opportunities with a view to enhancing utilisation and visitation, and promoting viability	Ongoing
	4.3 Continue to implement the Service Delivery Matrix	Ongoing
	4.4 Continue to rationalise operating costs and overheads	Ongoing

---

**Item: 07**

**Subject: CULTURAL PLAN REVIEW**

**Presented by: Strategy and Growth, Jeffery Sharp**

---

### **RECOMMENDATION**

**That the Cultural Steering Group provide feedback on the draft 2018-2021 Cultural Plan.**

#### **Discussion**

After the last Cultural Steering Group meeting a working group meeting to further develop the new Cultural Plan was held on Friday 23 March 2018. Great progress was made at this workshop on refining the visions, strategies, and objectives as well as confirming the look and feel of the proposed plan.

A draft copy of the plan will be sent to the Cultural Steering Group members on Friday 13 April 2018, for review prior to the meeting on Wednesday 18 April 2018.

#### **Attachments**

Nil