



Cultural Steering Group

Business Paper

date of meeting: Wednesday 3 October 2018

location: Function 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

Member	18/04/18	02/05/18	06/06/18	04/07/18	01/08/18	05/09/18
Councillor Rob Turner (Chair)	✓	✓	✓	✓	A	A
Councillor Geoff Hawkins (Deputy Chair)	✓	A	✓	✓	✓	✓
Brian Barker	✓	✓	✓	✓	✓	✓
Chris Denny	✓	✓	✓	✓	✓	A
Kate Ford	A	✓	✓	✓	✓	✓
Beric Henderson	✓	✓	✓	✓	A	✓
Jennifer Hutchison	✓	✓	✓	✓	✓	✓
Simon Luke	✓	A	✓	✓	A	A
Stacey Morgan	A	A	✓	A	A	A
Willhemina Wahlin	✓	✓	✓	A	✓	✓
Jeffery Sharp (Director Strategy and Growth)	A	✓	✓	✓	✓	✓
Lucilla Marshall (Group Manager Community Place)	✓	✓	✓	✓	✓	✓
Pam Milne (Glasshouse Venue Manager)	A	✓	✓	✓	✓	✓

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

Cultural Steering Group Meeting

Wednesday 3 October 2018

Items of Business

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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 5 September 2018 be confirmed.

PRESENT

Members:

Councillor Hawkins (Deputy Chair)
Brian Barker
Kate Ford
Beric Henderson
Jennifer Hutchison
Willhemina Wahlin
Director Strategy and Growth
Group Manager Community Place
Glasshouse Venue Manager

Other Attendees:

Skye Frost – Community Participation Officer – Creative Places

The meeting opened at 8:04am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That the apologies received from Councillor Turner (Chair), Chris Denny, Simon Luke and Stacey Morgan be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Cultural Steering Group Meeting held on 1 August 2018 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

CONSENSUS:

That the Business Arising Schedule be noted.

06 CULTURAL PLAN SUBMISSIONS REPORT

The Cultural Steering Group reviewed the changes and amendments to the plan.

CONSENSUS:

1. Having noted and considered the submissions report and outlined changes to the plan recommend that Council adopt the 2018 – 2021 Cultural Plan.
2. Recommend to Council the inclusion of the term 'Greater Port Macquarie' in the Vision Statement.

07 CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN

The Action Plan continues to be a working document and further discussions regarding budgets and making recommendations to Council about future funding to be considered at future meetings.

CONSENSUS:

That the Cultural Steering Group:

1. Review and endorse the draft Action Plan.
2. Attach the draft Action Plan to the proposed Council report on the Cultural Plan (Item 6) inclusive of current financial year budget.
3. Note the draft actions and associated budgets. Defer consideration of future year's budget to October meeting.

08 MONTHLY ARTWALK REPORT

CONSENSUS:

That the Cultural Steering Group note the progress to-date with:

1. The development of ArtWalk 2019.
2. Investigations into costings for appropriate projection equipment and projector housing be further considered and a report brought back to the Steering Group.

09 MONTHLY BICENTENARY WORKING GROUP REPORT

That the Cultural Steering group support the Council staff position of placing decisions on hold for proposals for bicentenary plaques and monuments until after the Public Art Policy is developed.

CONSENSUS:

That the Cultural Steering Group note the information in the Monthly Bicentenary Working Group report.

10 MONTHLY DRAFT PUBLIC ART POLICY & MASTERPLAN REPORT

Members of the Cultural Steering group volunteered to be involved in the working party for the Public Art Policy and Masterplan, Beric Henderson, Willie Wahlin and Jenny Hutchinson will be invited to a meeting week commencing 10/9/18 with the consultants. An invitation will also be extended to Kevin Williams from Arts Mid North Coast.

CONSENSUS:

That the Cultural Steering Group note the progress of the Public Art Policy and Master Plan Project.

11 EDMUND BARTON STATUE

CONSENSUS:

That the Cultural Steering Group endorse the position of staff and request that the statue remains as is.

12 PORT MACQUARIE OBSERVATORY

CONSENSUS:

That the Cultural Steering Group support Council giving in principle support to the project.

13 PROPOSED CREATIVE HUB

CONSENSUS:

That the Cultural Steering Group defer the discussion on the Creative Hub Development and consider additional information and continue the discussion at the October meeting.

14 REQUEST BY HANDA SISTER CITY WORKING GROUP FOR ADDITIONAL FUNDING FOR SISTER CITY 30TH ANNIVERSARY GIFT

CONSENSUS:

That the Cultural Steering Group defer this item to the October meeting.

15 GENERAL BUSINESS

15.01 HERITAGE NEAR ME GRANT

1. Wauchope Historical Society (auspiced via the Wauchope Chamber of Commerce) received a Heritage Near Me Grant for the Riverside Walk Cultural Trail of approximately \$95,000.00.
 2. The Maritime Museum also received a Heritage Near Me grant of \$95k to support maintenance of their venues in Port Macquarie.
-

The meeting closed at 9:42am.

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

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>)	
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.
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 <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^{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..
 - 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:	07	Date:	05/09/2018
Subject:	Proposed Creative Hub		
Action Required:	Defer consideration of future year's budget to October meeting.		
Current Status	Refer to report in this agenda.		

Reports to future meetings		
Report	Due Date	Requested
Financial Allocations for Cultural Activities by the Australia Day Working Group	Deferred to February 2019	6 June 2018
Review of Existing Committees Report	Deferred to February 2019	6 June 2018
Cultural Plan Quarterly Progress Report	December 2018	04 October 2017

Item: 06

Subject: 2018 - 2021 CULTURAL PLAN

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

- 1. That the Cultural Steering Group note the adopted 2018 – 2021 Cultural Plan**
- 2. That the Cultural Steering Group continue to provide support and recommendations to implement the 2018 – 2021 Cultural Plan.**

Discussion

At the September 2018 Council Meeting it was resolved:

That Council:

- 1. Note the submissions and feedback received on the draft 2018 – 2021 Cultural Plan during the public exhibition period 20 June – 25 July 2018.*
- 2. Note the resolution from the Cultural Steering Group Meeting in relation to this matter from its meeting of 5 September 2018.*
- 3. Adopt the 2018 – 2021 Cultural Plan as amended based on public comment and further review by the Cultural Steering Group.*
- 4. Rescind the 2016 – 2019 Cultural Plan.*
- 5. Note that an annual report on implementation of the Plan will be presented to each September Ordinary Council meeting for the duration of the plan.*
- 6. Thank all people and organisations who made a submission during the exhibition of the Cultural Plan and the members of the Cultural Steering Group for their tireless efforts in the development of this plan.*

MOVED: Turner/Hawkins

A copy of the 2018 – 2021 has been provided to all Cultural Steering Group Members. (See attachment)

Council would like to thank all the members of the Cultural Steering Group for their time and effort in developing the 2018 – 2021 Cultural Plan.

An annual report on the implementation will be presented to the Cultural Steering Group in August 2019 prior to the September 2019 Council Meeting.

Attachments

- 1 [View](#). 2018 - 2021 Cultural Plan - Final



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Top: Ukulele Flash Mob, Creative Ageing Festival
Middle: Hay Street forecourt, NAIDOC Week
Bottom right: Waves and Melodies, Youth Week
Bottom left: History Walk, Heritage Festival



FOREWORD

Port Macquarie-Hastings Council is committed to ensuring arts, heritage and culture play a strong role in the development of the Port Macquarie-Hastings region's future, its identity and sense of place.

Council currently plays a major part in delivering cultural services across the region, and is supported by the ever-growing number of community organisations, events and activities that contribute to ensuring that our community is diverse, resilient and connected.

Council also has a leadership role in assisting the growth and development of arts and cultural activity. A strong arts and cultural framework will contribute to the delivery of the four key objectives of the Towards 2030 Community Strategic Plan including:

- Leadership & Governance;
- Your Community Life;
- Your Business & Industry; and
- Your Natural & Built Environment.

This Cultural Plan identifies the underpinning strategies, frameworks and actions that will drive and support cultural development within the Port Macquarie-Hastings region for the period 2018-2021. The Plan outlines the resources required to ensure maintenance and development of the area's cultural and heritage resources; help develop a thriving creative industry; and encourage, support and enable participation in artistic expression and cultural experimentation to inspire innovation and a sense of wonder.

The Plan is designed to be a "living" document that will evolve with changing times, priorities and trends. The implementation of the future actions identified in this Plan is dependent on their inclusion in Council's four-year Delivery Program.

ACKNOWLEDGMENT OF COUNTRY

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge Elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.



**GREATER PORT MACQUARIE
IS RECOGNISED
INTERNATIONALLY AS AN
INNOVATIVE LEADER OF
CREATIVITY AND CULTURE.**



WHAT IS CULTURE?

UNESCO defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs (UNESCO, 2001).

The New South Wales Government's Cultural Planning Guidelines for Local Government defines culture as:

"Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future."

The cultural fabric of the Port Macquarie-Hastings is part of our daily lives, our rural lifestyle, our history and our celebrations as well as how we express ourselves through art, performance and other types of community events.

Cultural activity includes but is not limited to the visual arts, performing and literary art, social events and activities, heritage programs, museums and galleries, educational activities leading to the development of cultural skills and knowledge, festivals, celebrations, commemorative events, planning and design, public art, cultural planning, craft, digital new media, architecture, film, food, fashion, television and radio and the creative industries.

"Our region is quickly becoming a cultural destination of choice, with wonderful community pride and ownership in our unique heritage, people and places.

This plan is designed to help us build on this reputation by empowering and enriching our community through experiences that celebrate our diverse art and culture."

Peta Pinson
Port Macquarie-Hastings Mayor



COUNCIL'S ROLE

Council will take on a range of roles to champion and support arts and culture in the region, to successfully deliver on our Cultural Vision:

HOST

Providing spaces and opportunities for artistic, cultural and creative activity and enterprises to take place and prosper

CUSTODIAN

Conserving, enhancing and developing our cultural and heritage assets and infrastructure in conjunction with our community custodians

FACILITATOR

Creating networks, creative clusters, brokering partnerships and supporting communities to achieve desired cultural outcomes

PARTNER

Sharing and working with others to promote community participation in arts and culture to achieve great outcomes

CAPACITY BUILDER

Building a strong and creative community through arts education and sector development

PRODUCER

Producing events, seeding new works and creating showcasing opportunities for our growing creative community

LEADER

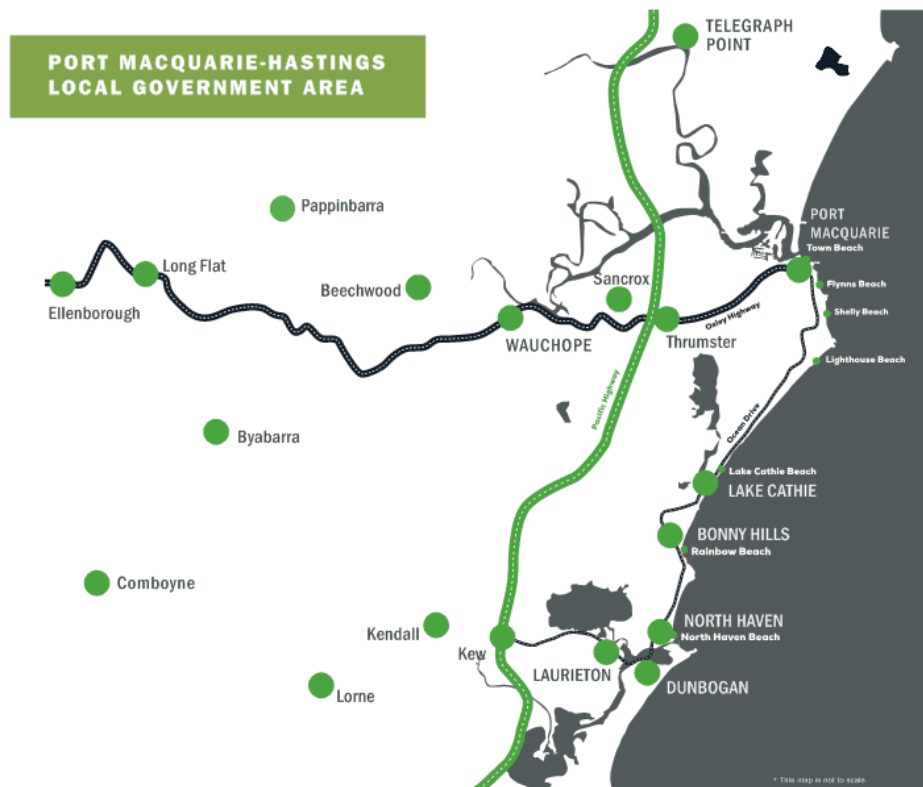
Listening to our communities and driving innovation in the development of a distinctive cultural brand for our region

ADVOCATE

Celebrating and championing the role that culture and arts play in building a strong and inclusive community

Left: Flathead Flood Marker
Middle: Shark Flood Marker
Right: Whiting Flood Marker
Public Art by Rick Reynolds in Camden Haven



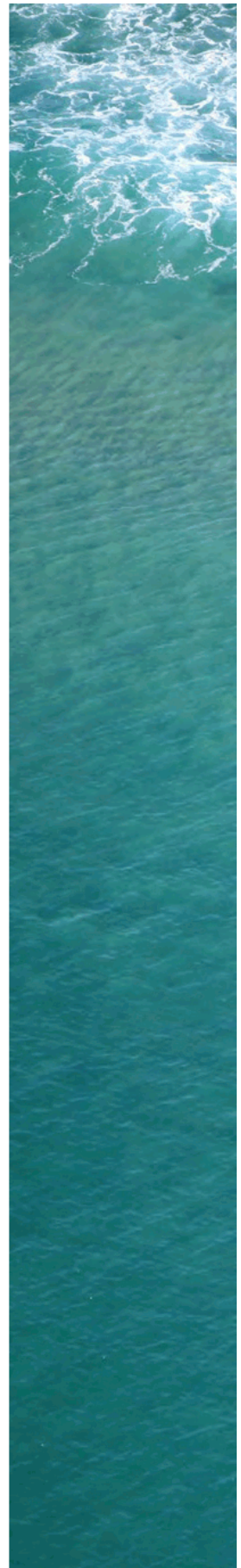


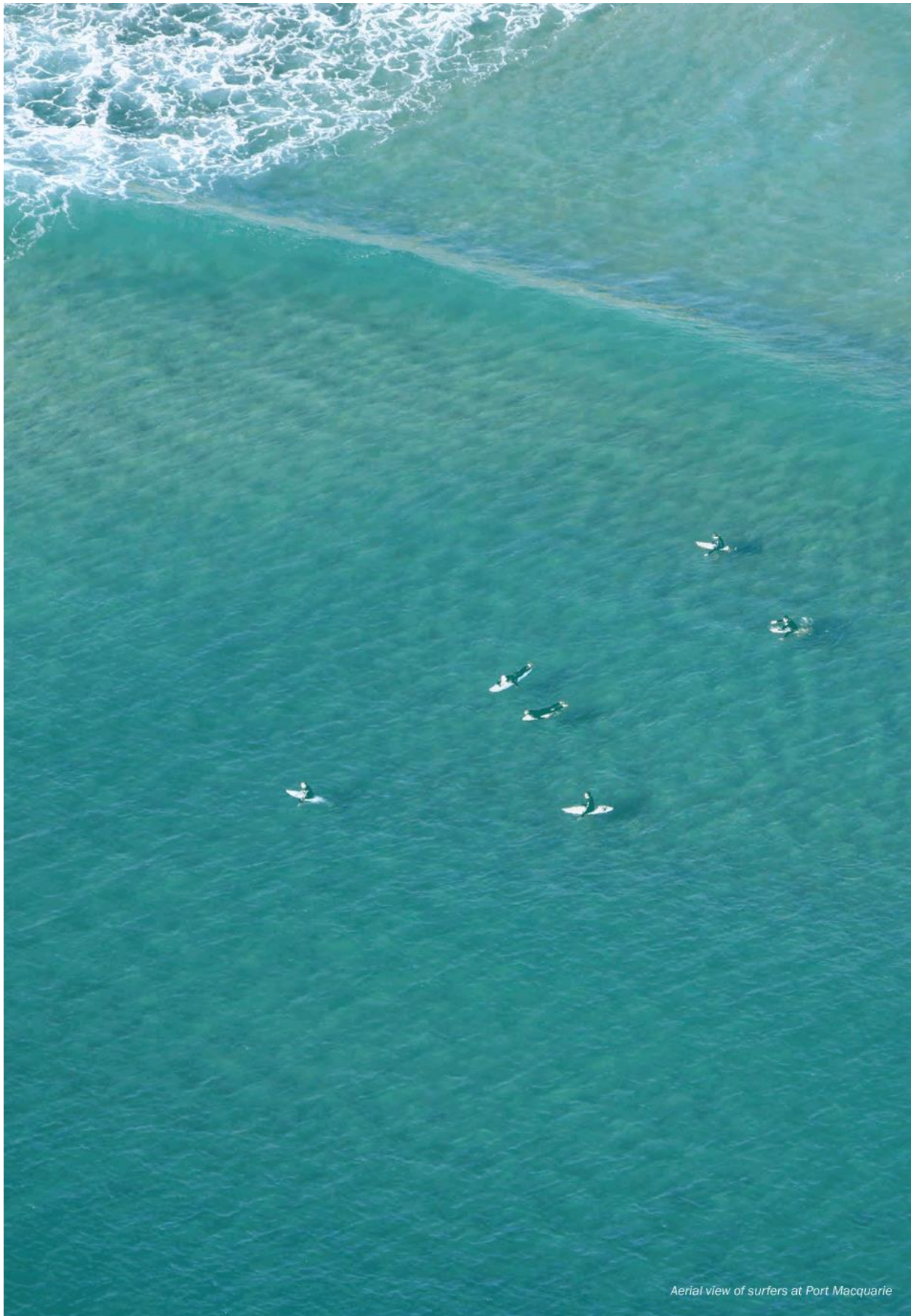
OUR REGION

The Port Macquarie-Hastings Local Government Area (LGA) is located midway between Sydney and Brisbane on the Mid North Coast of NSW. The region extends west from the areas surrounding the mouth of the Hastings and Camden Haven rivers, through verdant hinterland to the Great Dividing Range.

The main towns within the LGA include Port Macquarie, Wauchope, Bonny Hills, Lake Cathie, Comboyne, Rollands Plains and Telegraph Point and collectively the Camden Haven including Laurieton, North and West Haven, Dunbogan, Kendall and Kew.

The topography of the area is diverse and continues to fuel cultural and creative expression - sand dunes, coastal wetlands, flood plains, rolling farmland and rugged mountain ranges. Many of these are accessible by established walking tracks.





Aerial view of surfers at Port Macquarie

COMMUNITY PROFILE

PLACE

CONNECTION



Home to the Birpai
people for over

**40,000
years**

LOCATION



260km North of Newcastle
420km North of Sydney
510km South of Brisbane

84km
of Coastline

HERITAGE



Over 12 state significant
heritage sites and 106
local heritage sites

CLIMATE

Best climate in
Australia according to
CSIRO



COMMUNITY FACILITIES

3 Libraries



17 Community Halls



Home to the Glasshouse Gallery
and Performing Arts Centre



Community Museums



Astronomical Observatory



E

BUSINESS

\$8.9 Billion

local Economy which is
32% of the Mid North Coast
Economy



5,886 businesses
23,206 local employees

Largest region by population
and economy on NSW Mid
North Coast

OUR REGION

TOURISM

#1 tourist destination on the
Mid North Coast
contributes

\$462 Million

to local economy



Y

CREATIVE ECONOMY

\$13.6 Million

(2017)
up from
\$8.9 Million (2015)

Regional Exports
\$0.422 Million

Local Expenditure
\$4.28 Million



Value Added

\$7.13 Million

DESTINATION

VISITORS

**1,539,000
visitors**

2,797,000 visitor nights

50% visitors from regional
NSW

35% visitors from Sydney

Families

33%

Couples without children

32%

PEOPLE

POPULATION

80,000+

people live in the Port Macquarie-
Hastings



This is expected to increase to
103,000 by 2036

VOLUNTEERS

13,672

UNEMPLOYED

6.8%

of the population

ABORIGINAL

4%

Aboriginal and
Torres Strait Islanders

DEMOGRAPHICS

13.1%
are aged 12-24

3.89%
between the ages of 25-59

34.8%
are aged over 60

The median age is

48

Information used has been sourced from

- 2016 Census Plan
- 2017 REMPLAN
- 2014 Greater Port Macquarie Destination Management Plan

HERITAGE, ARTS & CULTURE IN OUR REGION

HERITAGE

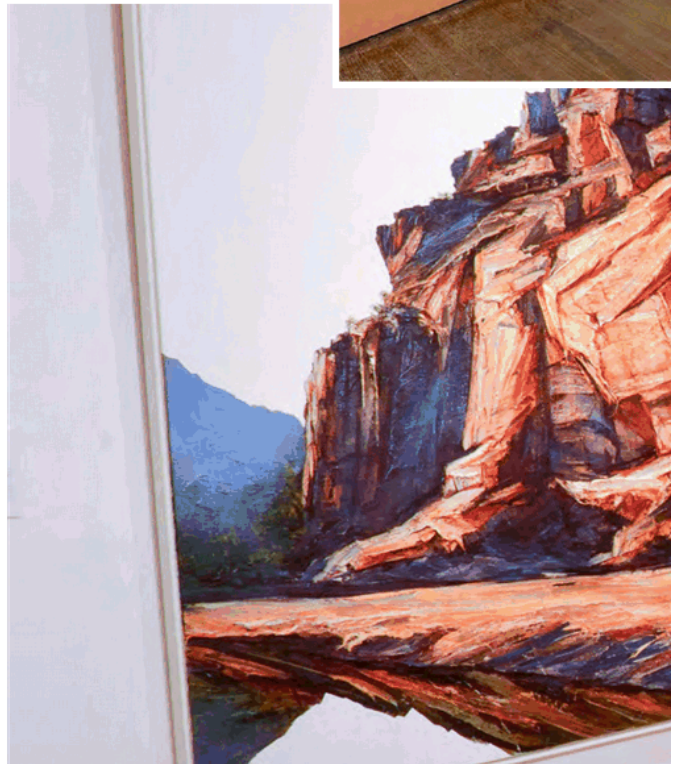
The Birpai people are the original occupants and inhabitants of the land in and around our region and have been for more than 40,000 years. They exercised traditional rights over the area including the lands and waterways of the Hastings.

Our Aboriginal history is captured through stories, song and dance of the Birpai people. Stories are shared through the Local Aboriginal Land Councils and venues such as the Glasshouse, Sea Acres National Park, Cowarra Dam sculptural installations and public art throughout the region.

Port Macquarie was one of Australia's first European settlements outside of Sydney and it features a number of historic buildings and sites that date back to colonial and convict days.

The Port Macquarie Historical Society's collection is significant in regional NSW and Australia. It interprets important themes in local, State and Australian political and social history, including Aboriginal culture, European settlement, the penal colony, free settlement, local trades, services and industries, farming, the timber industry, domestic life, recreation and travel.

A sign-posted heritage walking trail highlights 13 of Port Macquarie's most fascinating historic and archaeological sites. Other places of historical significance within the Port Macquarie town centre include the Port Macquarie Museum showcasing the area's history from its beginnings as a penal colony; original 1869 courthouse designed by Colonial architect James Barnet; and outside the town centre the Lake Innes House ruins, the remains of the house built using convict labour between 1831 and 1843; and the Douglas Vale homestead and vineyard which was built in 1862. There are also a number of sites of significant heritage value across the towns and villages of the LGA.



ARTS & CULTURE

There are over 100 arts and cultural groups in the region who showcase their artistic talents at local galleries, theatres, exhibitions and events.

Located in the heart of Port Macquarie, the Glasshouse is a regional creative hub. It is home to a theatre, regional gallery, performance studio, Visitor Information Centre, gift shop, conference facilities and heritage displays. The Gallery showcases over 20 diverse exhibitions each year and these are complemented by a range of activities and events for all ages, including art master classes, public talks, children's activities and exhibition openings. The Glasshouse also presents a performing arts program, ranging from contemporary dance to Australian drama, performances for children and live stream festival events. The visual and performing arts programs are complemented by an education program for all aged students and their teachers.

The local government area features a large number of outdoor public art sculptures.



Top: Port Macquarie Museum
Middle: Regional Gallery, Glasshouse
Left: Glasshouse Theatre, Port Macquarie

CULTURAL EVENTS & TOURISM

EVENTS

Over time, Port Macquarie-Hastings has become the home to a number of Cultural/Festival events that have organically grown over time and become significant assets on the region's events calendar.

These events include:

- **ArtWalk** – a Council-led evening celebration of creativity which in its 3rd year (2018) attracted over 12,000 people;
- **Music Festivals** – FOTSUN, Big Band Blast, Wildwood and SummerSalt attract thousands of locals and visitors to Port Macquarie, Kendall National Violin Competition – an internationally-recognised event;
- **Food Festivals** – a Slice of Haven and Tastings on Hastings, both of which attract around 15,000 people annually.

Other local events such as the Port Macquarie Beatles Festival, Blues and BBQ Festival, Port Macquarie-Hastings Heritage Festival and LitFest2444 offer event formats which are creative and vibrant and contribute to the economic, social and cultural fabric of our region.

TOURISM

Our region has a strong and unique Aboriginal and European history and Port Macquarie played an integral role in the historic development of NSW and the early colony. Much of our convict-era history remains today in local buildings, collections and archaeology.

Tourism and attractions research indicates that culture and heritage are among the top ten unique tourism selling points of the LGA, with heritage, arts and culture among our top five experience themes on offer.

In Australia and globally, cultural tourism is growing at a faster rate than tourism overall. Both international and domestic tourists who engage in a cultural or heritage activity tend to make longer visits than other tourists. Across Australia, international cultural tourists spend 24% more and stay 24% longer than international tourists generally. And domestic tourists staying overnight at a destination spend 56% more and stay 37% longer when they incorporate cultural activities into their visit.

Accordingly, Council's 2016 Destination Management Plan identified heritage, arts and culture as one of the key strategic strengths of the Port Macquarie-Hastings region and is one of the key opportunities to grow visitor expenditure.

The table to the right identifies the types of cultural and heritage activities that tourists undertake within NSW (percent share of total Heritage and Cultural visitors to NSW for each market).



TYPES OF CULTURAL AND HERITAGE ACTIVITIES

	International visitors (%)	Domestic overnight visitors (%)	Domestic day trip visitors (%)
Visit history / heritage buildings, sites or monuments	71.8	32.0	34.9
Visit museums or art galleries	55.7	38.4	29.9
Attend festivals / fairs or cultural events	22.9	24.2	23.1
Attend theatre, concerts or other performing arts	18.3	23.6	23.2
Experience aboriginal arts / craft and cultural displays	16.6	1.6	1.4
Visit art / craft workshops / studios	11.4	3.8	3.9
Visit an aboriginal site / community	9.5	1.0	1.6
Attend aboriginal performance	8.4	-	-

Source: Cultural and Heritage Tourism to NSW, Destination NSW, December 2016 report.

Tastings on Hastings Food and Wine Festival



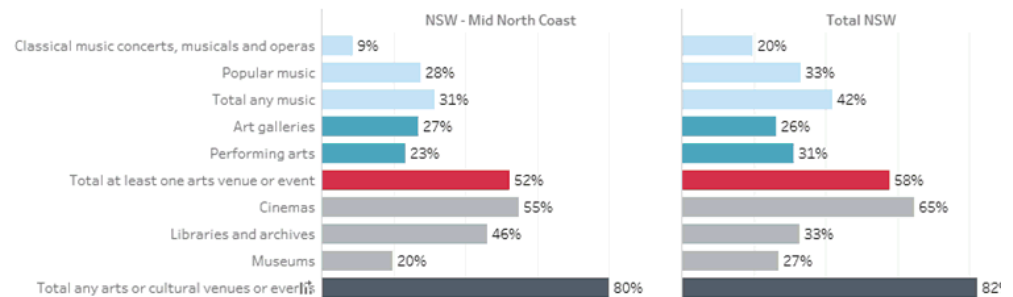


PARTICIPATION

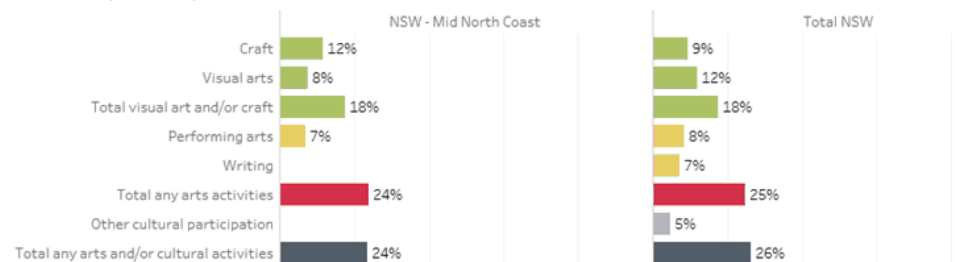
The following graphs, which use 2013/14 Australian Bureau of Statistics data, provide a snapshot of the attendance and participation of people from the Mid North Coast (from Great Lakes in the south to Nambucca in the north) across art, craft, theatre, dance, music, and literature.

Attendance at most venues/events in the region is comparable with the NSW average, attendance at classical music concerts, musicals and operas; museums and cinemas are well below the NSW average. In contrast to this, library visitation is significantly higher than the NSW average demonstrating the high value that our community places on the network of libraries across the LGA.

Proportion of Australians (aged 15+) who attended arts, June 2013 - July 2014:



Proportion of Australians (aged 15+) who participated in arts, June 2013 - July 2014:



EDUCATION

At a post-secondary level, the Port Macquarie-Hastings region is served by TAFE with campuses in Port Macquarie and Wauchope offering courses across a wide range of creative industries including: Design; Fashion, clothing and textiles; Fine & visual arts; and Screen, media & web.

Charles Sturt University through the School of Communication and Creative Industries offers Diploma & Bachelor Degree programs in the Creative Industries in Design, Visual Art and much more. Students in CSU's programs can elect pathways in Graphic Design, Photography, Screen Media and Illustration. Charles Sturt University will also offer visual arts and design as teaching areas from 2019 through its the Bachelor of Education programs.

OUR CULTURAL AND CREATIVE WORKFORCE

The creative industries can be defined as those industries which have their origin in individual creativity, skill and talent, and that have a potential for wealth and job creation through the generation and exploitation of intellectual property.

The NSW Creative Industries Economic Profile (2013) noted that “the Northern Rivers, Port Macquarie, Coffs Harbour, and a south eastern “creative belt” stretching from south of Sydney into the Yass Valley have higher concentrations of creative industries activity than the majority of regional NSW.”

While the number of people directly employed in the heritage, creative and performing arts in the Port Macquarie-Hastings LGA is relatively low, many more indicate qualifications or a professional background in arts, heritage or creative industries and many of our cultural and heritage community groups rely on volunteers to operate - over 13,700 people across the LGA people undertook volunteer work at some time during 2017.

Most of the region's artists and creative practitioners are involved in unincorporated enterprises (i.e. sole proprietor or partnerships), and often have another job to support their creative pursuits.

The most recent Mid North Coast creative industries research project undertaken by Arts Mid North Coast identified the key challenges to the growth of the sector being:

- Industry recognition;
- Infrastructure;
- Collaboration;
- Lack of formal participation by key groups (indigenous and youth);
- Marketing; and
- Education.

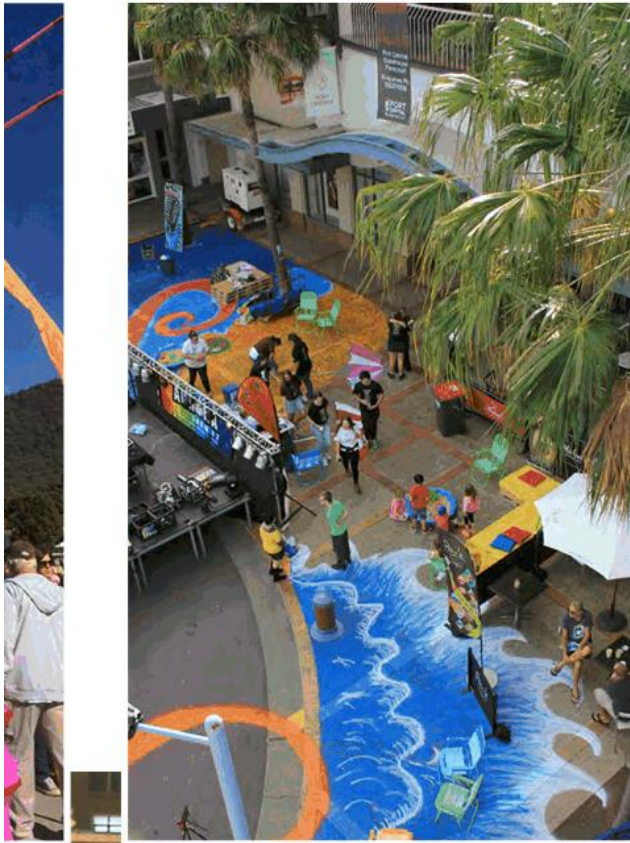
There is a significant opportunity to build the capacity of our creative practitioners and the local creative economy by providing professional development opportunities; establishing more formalised networks, co-working facilities and cultural precincts (hubs) across the LGA; and providing greater opportunities for our creatives to showcase their work.

Slice of Haven, Camden Haven



Tastings on Hastings, Fire Water Harvest – community

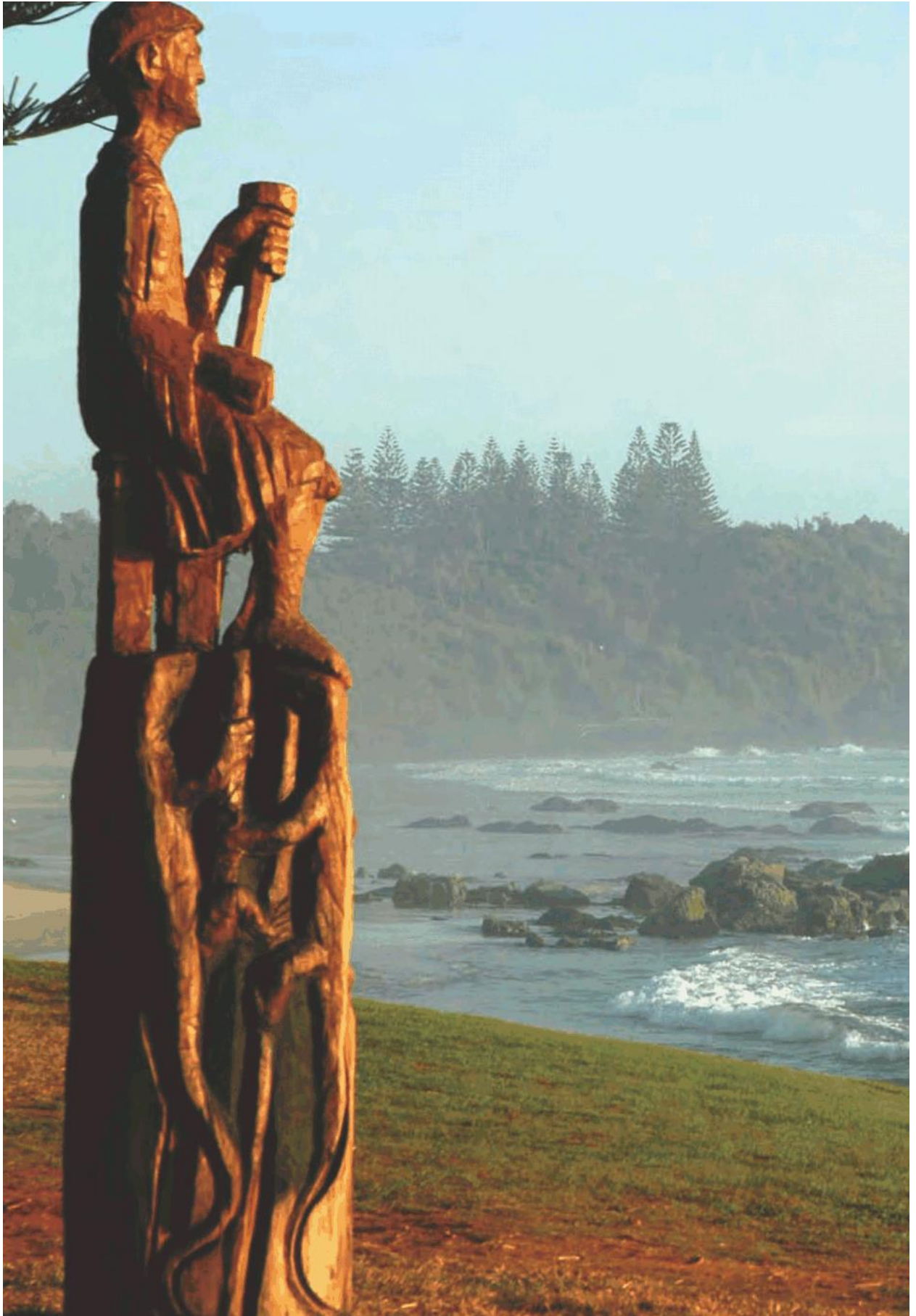
Youth Week 'Octivate'

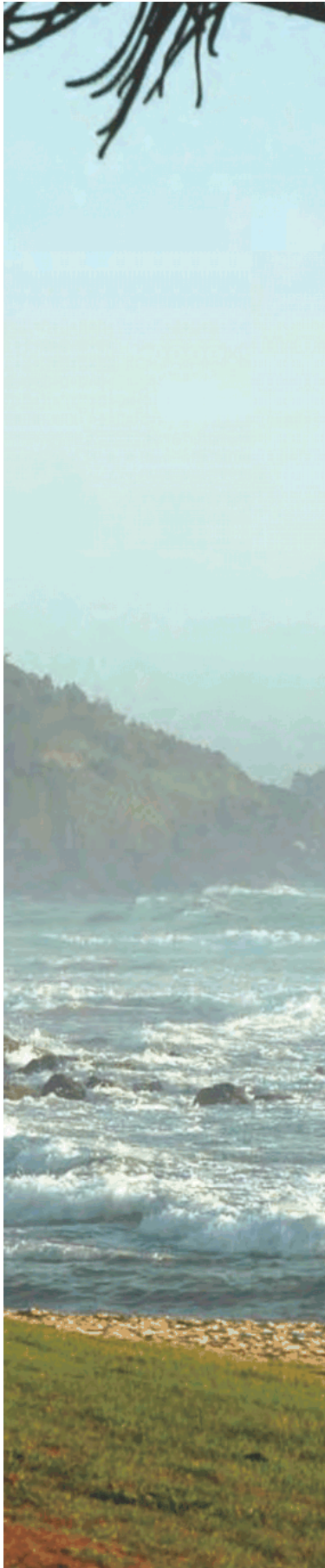


ArtWalk



terns with artists Claude Teyssier and Margrit Rickenbach





DEVELOPING THIS PLAN

Local government works effectively in our local community when in collaboration and partnership with individual people and community groups, professional associations and private operators and in conjunction with other local, regional and State Government programs and plans.

Recognising this, the Cultural Plan has drawn heavily on community participation throughout the development process.

Work commenced on the Cultural Plan in late 2014, led by the Council's Heritage, Arts & Culture Priorities Advisory Group (HACPAG) comprised of members of professional organisations, local arts and heritage groups and the Port Macquarie-Hastings community.

Extensive community engagement took place with key arts, heritage and creative groups as well as the wider community. Through this process almost 1000 community members, participated in the development of the 2016-2019 Cultural Plan.

In 2017, Council initiated a new cultural forum, the Cultural Steering Group (CSG), again with members from professional organisations, local arts and heritage groups and community. The initial focus of this group has been a review of the 2016-2019 Cultural Plan and the subsequent development of this 2018-2021 Cultural Plan.

A number of CSG workshops have been hosted by staff and independent facilitators, to develop a vision for the future of Arts, Culture and Heritage in the region and the range of strategic objectives and actions that will help us achieve this vision.

"Our community have played an important role in the development of this plan, and will be instrumental in delivering our region's cultural vision.

This partnership approach will see us continue to build a strong, inclusive and creative culture that provides opportunities and experiences for our entire community."

Craig Swift-McNair
General Manager, Port Macquarie-Hastings Council

PLANNING AND POLICY LINKAGES

The Cultural Plan does not exist in isolation but within the context of other plans particularly at local, regional and state-wide levels. Understanding these linkages is key to ensuring that duplication of effort is avoided and partnerships are developed to maximise the outcomes from limited resources.

CREATE NSW

At a state level, Create NSW is the NSW Government's arts and cultural driver, which is responsible for furthering the Government's vision for NSW to be known for "its bold and exciting arts and culture that engages the community and reflects the state's rich diversity." Create NSW is committed to growing, empowering and strengthening the arts, screen and culture sectors in NSW, to embed arts in the everyday and deliver new, innovative and exciting arts and cultural services and experiences for the people of NSW.

Create in NSW: The NSW Arts and Cultural Policy Framework outlines the following key actions for regional NSW:

- collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts;
- enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions;
- supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers;
- supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW;
- promoting opportunities for cultural tourism through Destination Management Planning (DMP) — in consultation with the Regional Arts Network and Destination NSW.

ARTS MID NORTH COAST

Arts Mid North Coast (AMNC) - part of a network of 14 Regional Arts Boards throughout regional New South Wales - is the peak regional arts and cultural development organisation for our region from the MidCoast LGA in the south to Coffs Harbour LGA in the north. Port Macquarie-Hastings Council is one of 6 permanent members of AMNC.

Its mission is to collaborate with individuals, communities, organisations and government and businesses to build capacity and create opportunities. Summarised into a few words, its purpose is to increase the capacity of the artists and creatives within our region and to showcase their work and value.

Of the goals of Arts MNC outlined in the Arts Mid North Coast Strategic Plan 2016-2018, the following three goals have been identified as having linkages to this Cultural Plan:

- To generate increased opportunities for access, participation, training and education (Participation);
- To generate increased awareness of creative and cultural activity and opportunities (Audience Development); and
- To develop and foster strategic partnerships, projects and networks that benefit communities and the region (Partnerships).

PORT MACQUARIE-HASTINGS COUNCIL STRATEGIES & PLANS

A number of Council's strategic and planning documents are intrinsically linked to the development of culture and creativity in the region. The interaction of these documents is shown below.



COMMUNITY ANALYSIS

**STRENGTHS**

- Great local talent
- World-class performing and visual arts centre – ‘The Glasshouse’
- Diverse heritage including significant cultural material collections
- Growing and economically sustainable regional community
- Council and community program of innovative & inclusive activities/events
- Promoting Port Macquarie as a destination for family and food
- Natural location and environmental assets
- Cultural momentum

**WEAKNESSES**

- Cultural Economy
- Unbalanced demographic profile
- Culture is undervalued
- Limited integration of cultural activities/assets
- Talent retention/attraction
- Limited public transport access
- Marketing
- Workspace
- Many community facilities across the LGA are no longer fit for purpose

**OPPORTUNITIES**

- Under-utilised and under-developed facilities and spaces
- Increasing Population
- Technology Disruption
- External Funding Available
- Night-time economy

**THREATS**

- Culture and Arts is an undervalued economic driver
- LGA's competing for funding, resources and visitation
- Reduction in external funding
- Low disposable income from 2 growth segments: students and aged

ACHIEVING OUR VISION

“Our region is recognised internationally as an innovative leader of creativity and culture.”

This Cultural Plan sets the parameters for Arts and Cultural Development in the Port Macquarie-Hastings LGA for 2018-2021.

The 3-year Plan will be a cross-Council initiative and will be undertaken through partnerships and collaboration with State and Federal Governments, local industry, the education sector, community-based arts and cultural organisations, and creative individuals.

The following pages of this document outline the strategic objectives, strategies and actions that will assist in realising the cultural vision for our community and is shaped by the following framework:



STRATEGIC OBJECTIVES AND DESIRED



DEVELOP AND EMPOWER OUR REGION'S ART & CULTURAL COMMUNITIES AND ASSETS

Quality cultural facilities, precincts and spaces make essential contributions to the quality of our lifestyle across the towns and villages in our LGA. Over the period of this plan we will look at the activation of our community spaces and places, prioritise how our spaces are used and developed over time and work with our communities to develop, facilitate and support programs and opportunities for our local creatives to develop their skills and showcase their talent. By doing this we will create opportunities for everyone to access culture in their local community whilst creating a vibrant cultural economy.

DESIRED OUTCOMES

- More residents actively participating in arts and culture;
- More local, accessible places and spaces alive with a calendar of diverse cultural activities and events;
- Percentage growth in people employed in the creative industries;
- Percentage growth in the share of our economy from creative industries;
- A greater number of collaborative working environments that support the development of our local creatives; and
- Attraction and retention of artists and cultural enterprises in the region.



ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE

We recognise the significant benefits of arts and cultural participation - the positive impact this has on health and well-being, connectivity and inclusiveness, and its role in building bridges between diverse sectors of our community. Over the period of this Plan we will work with our communities to acknowledge different community identities and work with our communities to develop, facilitate and support cultural experiences and programs that build an appreciation of that diversity.

DESIRED OUTCOMES

- Increased participation in cultural activities by a wider cross-section of our community;
- A co-ordinated approach to Public Art across the towns and villages in our LGA that is relevant to our communities and encourages people to explore and look at their communities in new and exciting ways;
- A richness of cultural experiences that acknowledge and celebrate our diversity; and
- Our towns and villages across the LGA recognised for their distinctive cultural characteristics.

T C O M E S



CREATE COMMUNITY PRIDE AND OWNERSHIP IN OUR CULTURAL BRAND WHICH PROMOTES OUR UNIQUE HERITAGE, PEOPLE AND PLACES

The Port Macquarie-Hastings region has a rich and diverse landscape of cultural and heritage experiences, natural landscapes and local creative products and activities for residents and visitors to discover and explore. Over the period of this Plan we will work with key stakeholders to develop a co-ordinated approach to further enhancing, then marketing and communicating our cultural assets.

DESIRED OUTCOMES

- Percentage growth in cultural tourism;
- Increased awareness of the range of cultural activities available in the region;
- Greater recognition of our local creatives and their products/service;
- Signature cultural events and festivals that are sustainable; attract new audiences and bring people to our region;
- Increased collaborations, partnerships and networking across the arts and cultural sector;
- LGA-wide identification of our heritage and character places;
- Greater recognition of our Indigenous heritage and culture; and
- Residents and visitors accessing our heritage places to understand our history and local stories.



ENSURE THE EFFECTIVE PLANNING, FUNDING, INTEGRATION AND MEASUREMENT OF COUNCIL'S ARTS AND CULTURE PROGRAMS

Council policies, strategies and plans are never framed in total isolation – they must consider the policy context of relevant local documents including those from relevant funding authorities. We will work with key stakeholders both internal to Council and externally to drive the delivery of this Cultural Plan in a way that maximises the outcomes from the available resources and is consistent with community and Council aspirations detailed in other plans.

DESIRED OUTCOMES

- An increase in the level of funding received from external bodies to implement actions from this Plan;
- An increase in the level of funding available to community organisations to deliver community-led cultural projects;
- Cultural planning more closely reflects community aspirations; and
- An ability to demonstrate measurable outcomes from this Plan that can be benchmarked against comparable local government bodies.

DEVELOP AND EMPOWER OUR REGION'S ART & CULTURAL COMMUNITIES AND ASSETS



STRATEGIES & ACTIONS

IDENTIFY & HARNESS THE POTENTIAL OF OUR CULTURAL ECONOMY

1.1 Cultural economy plan

Develop and deliver a cultural economy plan to grow and diversify our region's economy through creative enterprises. The cultural economy plan will help to position our region as a hub for the creative industries, and identify opportunities to resource cultural development.

CREATE, DEVELOP AND MAINTAIN VIBRANT CULTURAL SPACES AND PLACES TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY TO PARTICIPATE IN CULTURAL ACTIVITIES ACROSS THE REGION

1.2 Creative precincts and hubs

Investigate, plan and advocate for future creative precincts and cultural hubs designed to connect, build on the capabilities of, and showcase our significant cultural assets and the work of our local creative practitioners, with a key focus on developing a Port Macquarie CBD cultural precinct plan.

1.3 Venues and spaces

Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages so everyone can access arts and culture locally. Identify opportunities for commercial, unused spaces to become vibrant creative spaces.

1.4 Showcase programs

Provide or facilitate opportunities to showcase locally-developed, high-quality arts programs within our community spaces.

1.5 Library strategic direction

Investigate ways to enhance the delivery of innovative Library services across the LGA.

RAISE THE SKILLS AND CAPACITY OF OUR LOCAL CREATIVES TO FOSTER A VIBRANT CULTURAL COMMUNITY

1.6 Cultural mapping

Undertake a cultural mapping process to identify information about all existing arts and cultural individuals, organisations, assets, activities and events to assist with building a cultural calendar; develop a comprehensive cultural database for networking & marketing purposes and as a resource for measurement information as the implementation of the Cultural Plan progresses.

1.7 Skills audit

Undertake a skills audit of our local creatives and cultural sector to identify current strengths and future opportunities for skills development and capacity building.

1.8 Professional development opportunities

Support our local creatives and creative enterprises to develop the skills, networks and profile to enable them to thrive, by developing a program of activity which may include workshops, master classes, networking events and mentoring programs.





ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE



STRATEGIES & ACTIONS

MAXIMISE ARTS & CULTURAL EXPERIENCES FOR ALL SECTORS OF OUR COMMUNITY

2.1 Inclusive programs and events

Provide input into the development of Council's Events, Disability Inclusion and Community Inclusion Plans to ensure the facilitation, support and/or provision of a wide range of cultural events, programs and activities for all sectors of the community including our youth and seniors, Aboriginal and multicultural residents.

2.2 Bicentenary

Facilitate the development and delivery of Bicentenary events and activities for the period 2018-2021 in a manner which is inclusive and recognises the multiple cultural stories that make up the history and identity of our region.

IDENTIFY AND DEVELOP THE CULTURAL IDENTITY OF OUR PLACES (TOWNS & VILLAGES)

2.3 Cultural vibrancy

Work with our communities to identify ways to enhance cultural vibrancy across our towns and villages throughout the LGA as part of the community planning process.

2.4 Community-based and community-led programs

Support our communities across the region to develop and deliver innovative cultural activities and programs which reflect local aspirations and identity and encourage community participation.

IMPROVE SOCIAL AMENITY THROUGH PUBLIC ART

2.5 Public art audit

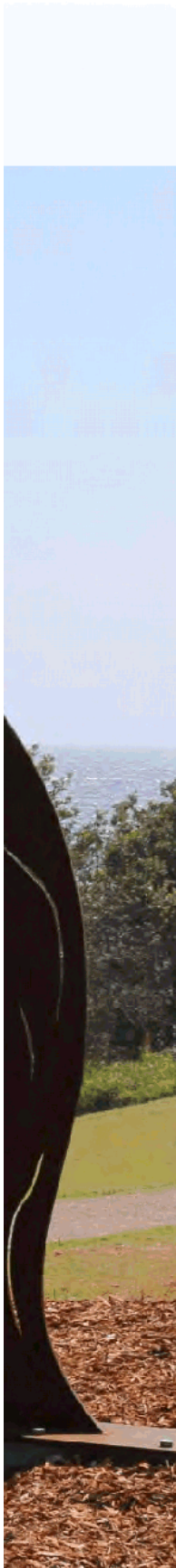
Undertake an audit of Council's existing Public Art and develop a maintenance/replacement schedule.

2.6 Public art policy

Develop and implement a Public Art Policy and Guidelines which provides a framework for commissioning, developing and managing public art (including integration into our major infrastructure projects) that reflects best-practice in public arts.

2.7 Public art master plan

Develop and implement as appropriate an LGA-wide Public Art Master Plan which identifies suitable sites for public art and encourages residents and visitors to look at our towns and villages in new and unexpected ways.





STRATEGIES & ACTIONS

FOSTER COLLABORATION

3.1 Collaborative partnerships

Partner and collaborate with businesses, arts sector organisations and all levels of government to drive and strengthen our cultural assets, programs and facilities.

IDENTIFY AND DEVELOP OPPORTUNITIES TO PROFILE AND PROMOTE CULTURE AT ALL LEVELS - LOCAL TO INTERNATIONAL

3.2 Cultural marketing & communications plan

Develop and implement a PMHC Cultural Marketing & Communications Plan.

3.3 Cultural tourism

In partnership with key stakeholders, develop and implement a cultural tourism plan that promotes our culture and builds our reputation as a destination offering diverse cultural experiences.

3.4 Cultural festival

Building on the success of Council's ArtWalk event, undertake strategic planning to develop a sustainable cultural festival celebrating our local arts, heritage and culture that will promote Port Macquarie-Hastings region as a centre of cultural excellence.

WORK COLLABORATIVELY WITH THE CULTURAL COMMUNITY SECTOR TO DELIVER IDENTIFIED HERITAGE OUTCOMES

3.5 Heritage and management audit

Assess and map the visual character and cultural significance of our landscape and built environment, including undertaking an audit of heritage interpretive signage, Council and community-managed heritage assets and collections, leading to further policy and guidance for the future management and protection of these unique places and development of a heritage signage interpretation framework.

3.6 Our Aboriginal culture

Develop a long-term plan for Aboriginal heritage and culture in the region that includes a commitment to the development and promotion of our local Aboriginal artists.

PROMOTE OPPORTUNITIES FOR CULTURAL EXCHANGE

3.7 Handa sister city

Review the Handa Sister City relationship to identify further potential for cultural exchange.

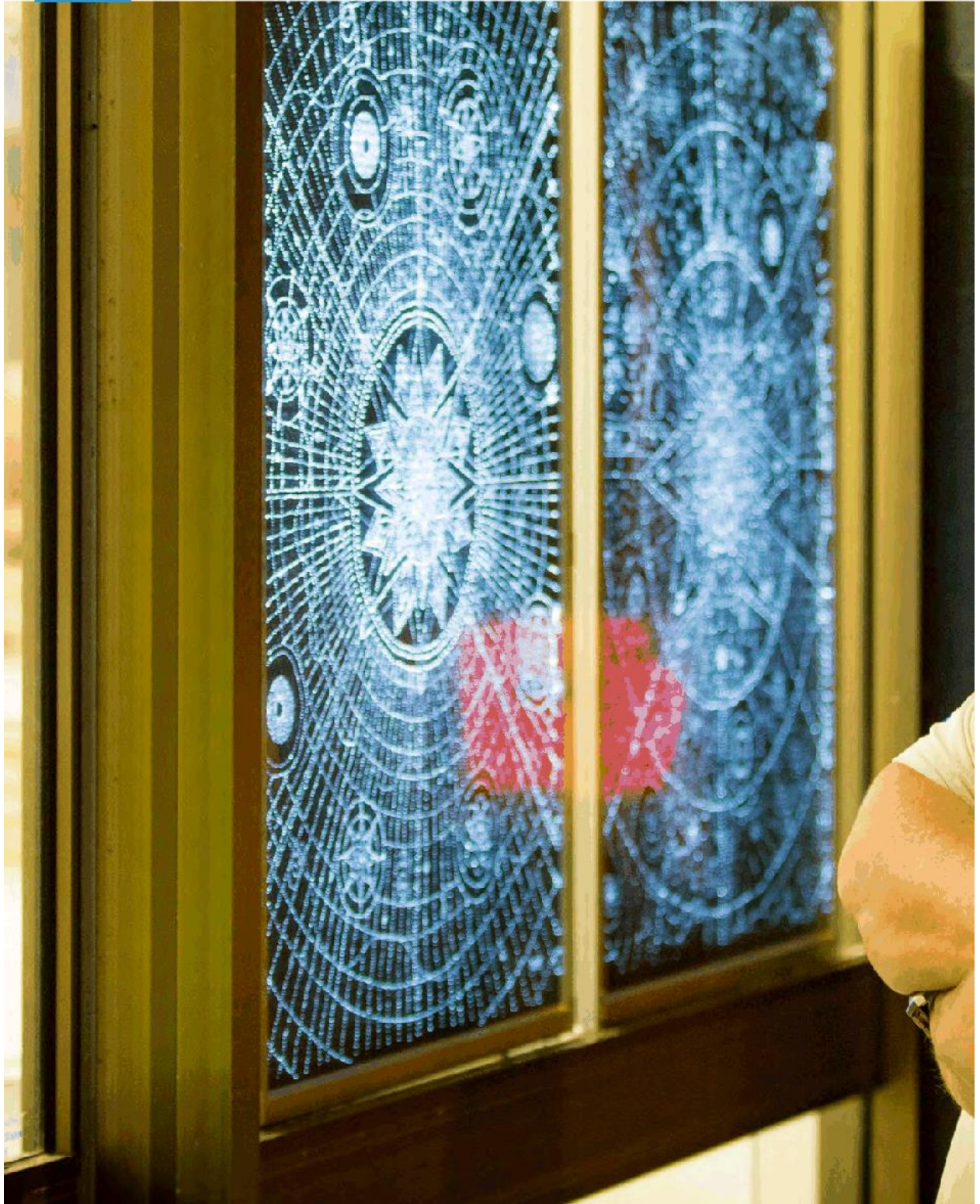
3.8 Creative professional exchange program

Develop a professional exchange program to include arts partnerships, workshops and scholarships for creative practitioners.



4

ENSURE THE EFFECTIVE PLANNING, FUNDING, INTEGRATION AND MEASUREMENT OF COUNCIL'S ARTS AND CULTURE PROGRAMS



STRATEGIES & ACTIONS

IDENTIFY FUNDING OPPORTUNITIES TO SUPPORT CULTURAL OUTCOMES

4.1 Funding

Identify potential funding streams (including grants, corporate funding and partnerships) to support the ongoing implementation of actions from the Cultural Plan.

4.2 Grants program

Support the development of arts programs and projects across the LGA by establishing a Community Cultural Development Grants program.

INTEGRATE AND ALIGN THE CULTURAL PLAN WITH RELEVANT COUNCIL DOCUMENTS (PLANS, STRATEGIES AND POLICIES)

4.3 Glasshouse Strategic Plan

Provide input into the development of Council's Glasshouse Strategic Plan to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.

4.4 Heritage guidelines

Update Council's local heritage guidelines/studies to better reflect current planning & development trends.

4.5 Community engagement

Undertake a comprehensive community engagement process for the development of the 2021-2024 Cultural Plan.

4.6 Economic Development Strategy

Provide input into the development of Council's Economic Development Strategy to ensure alignment with the cultural economic outcomes identified within the Cultural Plan, in particular, the development of our creative industries and cultural tourism.

IDENTIFY, MEASURE AND RAISE AWARENESS OF THE ECONOMIC AND SOCIAL VALUE OF CULTURE TO OUR COMMUNITY

4.7 Cultural performance measure

Develop a relevant set of cultural performance measures based on recognised cultural indicators to allow benchmarking of cultural activity. Develop a process to allow for evaluation of actions against these measures.



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PORT MACQUARIE-HASTINGS
COUNCIL

Item: 07

Subject: CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group:

1. Note the draft actions and associated budgets for the current financial year and consider the allocation of funds for the implementation of the actions 2019/2020 financial year.
2. Discuss and provide a recommendation to Council for additional budget for the 2019/2020 financial year.

Discussion

At the September 2018 Cultural Steering Group meeting, it was resolved:

7 CULTURAL PLAN 12 MONTH ACTION AND BUDGET PLAN

The Cultural Steering Group requested a report to be presented highlighting each submission for feedback from The Group.

CONSENSUS:

1. Review and Endorse the Draft Action Plan.
2. Attach the draft Action plan to the proposed Council report on the Cultural Plan (Item 6) inclusive of current financial year budget.
3. Note the draft actions and associated budgets. Defer consideration of future year's budget to October meeting.

A 3-year action plan and 18/19 associated budget was presented to the September Council meeting in accompaniment with the 2018 – 2021 Cultural Plan for adoption. The 2018 – 2021 Cultural Plan was adopted at the September Council meeting.

Whilst the delivery of cultural services through the Library and Glasshouse operational budgets will remain the same, and be supported through State and Federal funding opportunities, any future recommendations and financial implications resulting from the implementation of the plan, will be reported to Council as appropriate and seek additional funding requests through the budget preparation process each year.

The attached Action plan with budget lines for financial years has been developed to support the strategies, objectives and actions as identified in the Cultural Plan. Key linkages with Council's strategies and plans, linkages between actions, desired outputs and outcomes have also been identified.

Budgetary considerations have been identified as either:

- Within current operational plans (people and budgets) or

- Requiring additional funding (either from Council and/or external funding bodies via grants).

Should the additional funding not be approved, Council are at risk of not achieving the desired outcome and actions identified within the Cultural Plan.

Cultural Steering group to discuss the draft Action plan and associated resourcing requirements.

Attachments

1[View](#). 2018 - 2021 Cultural Plan - 3 Year Funding Strategy

2[View](#). 2018 - 2021 Cultural Plan - 3 Year Action Plan

PORT MACQUARIE-HASTINGS COUNCIL
CULTURAL PLAN FUNDING STRATEGY
2018-21

	TOTAL		ADDITIONAL FUNDING REQUIRED				EXISTING FUNDING ALLOCATIONS			
	2018/19		2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
1. DEVELOP AND EMPOWER OUR REGIONS ART & CULTURAL COMMUNITIES AND ASSETS										
1.1 Cultural Economy Plan										
		Develop and deliver a cultural economy plan to grow and diversify our region's economy through creative enterprises. The cultural economy plan will help to position our region as a hub for the creative industries, and identify opportunities to resource cultural development.	\$ 55,000	\$ -	\$ 35,000	\$ 20,000	\$ -			
1.2 Creative precincts and hubs										
		Investigate, plan and advocate for future creative precincts and cultural hubs designed to connect, build on the capabilities of, and showcase our significant cultural assets and the work of our local creative practitioners, with a key focus on developing a Port Macquarie CBD cultural precinct plan.	\$ 50,000	\$ -	\$ 35,000	\$ 10,000	\$ 5,000			
1.3 Venues and spaces										
		Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages so everyone can access arts and culture locally. Identify opportunities for commercial, unused spaces to become vibrant creative spaces.	\$ 20,000	\$ -	\$ 15,000	\$ 5,000				
1.4 Showcase programs										
		Provide or facilitate opportunities to showcase locally-developed, high-quality arts programs within our community spaces.	\$ -				Existing Budget	Existing Budget	Existing Budget	Existing Budget
1.5 Library Strategic Direction										
		Investigate ways to enhance the delivery of innovative Library services across the LGA.	\$ -				Existing Budget	Existing Budget	Existing Budget	Existing Budget
1.6 Cultural mapping										
		Undertake a cultural mapping process to identify information about all existing arts and cultural individuals, organisations, assets, activities and events to assist with building a cultural calendar, develop a comprehensive cultural database for networking & marketing purposes and as a resource for measurement information as the implementation of the Cultural Plan progresses.	\$ 13,500	\$ -	\$ 10,500	\$ 3,000				
1.7 Skills audit										
		Undertake a skills audit of our local creatives and cultural sector to identify current strengths and future opportunities for skills development and capacity building.	\$ 13,500	\$ -	\$ 10,500	\$ 3,000				
1.8 Professionals development opportunities										
		Support our local creatives and creative enterprises to develop the skills, networks and profile to enable them to thrive, by developing a program of activity which may include workshops, master classes, networking events and mentoring programs.	\$ 60,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2. ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE										
2.1 Inclusive Programs and Events										
		Provide input into the development of Council's Events, Disability Inclusion and Community Inclusion Plans to ensure the facilitation, support and/or provision of a wide range of cultural events, programs and activities for all sectors of the community including our youth and seniors, Aboriginal and multicultural residents.	\$ -				Existing Budget	Existing Budget	Existing Budget	Existing Budget
2.2 Bicentenary										
		Facilitate the development and delivery of Bicentenary events and activities for the period 2018-2021 in a manner which is inclusive and recognises the multiple cultural stories that make up the history and identity of our region.	\$ -				Existing Budget	Existing Budget	Existing Budget	Existing Budget
2.3 Cultural Vibrancy										
		Work with our communities to identify ways to enhance cultural vibrancy across our towns and villages throughout the LGA as part of the community planning process.	\$ 6,000				\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
2.4 Community-based and community-led programs										
		Support our communities across the region to develop and deliver innovative cultural activities and programs which reflect local aspirations and identity and encourage community participation.	\$ 23,000	\$ -	\$ 7,000	\$ 7,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
2.5 Public Art Audit										
		Undertake an audit of Council's existing Public Art and develop a maintenance/ replacement schedule.	\$ 50,000	\$ -	\$ 20,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000

PORT MACQUARIE-HASTINGS COUNCIL
CULTURAL PLAN FUNDING STRATEGY
2018-21

	TOTAL	ADDITIONAL FUNDING REQUIRED				EXISTING FUNDING ALLOCATIONS			
		2018/19	2019/20	2020/21		2018/19	2019/20	2020/21	
2.6 Public Art Policy									
Develop and implement a Public Art Policy and Guidelines which provides a framework for commissioning, developing and managing public art (including integration into our major infrastructure projects) that reflects best-practice in public arts.	\$ 30,000					\$ 30,000			
2.7 Public Art Masterplan									
Develop and implement as appropriate an LGA-wide Public Art Master Plan which identifies suitable sites for public art and encourages residents and visitors to look at our towns and villages in new and unexpected ways.	\$ 90,000	\$	30,000	\$ 60,000					

PORT MACQUARIE-HASTINGS COUNCIL
CULTURAL PLAN FUNDING STRATEGY
2018-21

	TOTAL	ADDITIONAL FUNDING REQUIRED				EXISTING FUNDING ALLOCATIONS			
		2018/19	2019/20	2020/21		2018/19	2019/20	2020/21	
3. CREATE COMMUNITY PRIDE AND OWNERSHIP IN OUR CULTURAL SPACES WHICH PROMOTES OUR UNIQUE HERITAGE, PEOPLE AND PLACES									
3.1 Collaborative Partnerships	\$ 40,000		\$ 15,000	\$ 17,000	\$ 15,000	\$ 2,000			
3.2 Cultural Marketing & Communication Plan	\$ 45,000		\$ 5,000	\$ 25,000		\$ 10,000	\$ 5,000		\$ 5,000
3.3 Cultural Tourism			\$ 10,000	\$ 25,000					
3.4 Cultural Festival	\$ 35,000								
	\$ 145,000		\$ 15,000	\$ 25,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
3.5 Heritage and management audit									
	\$ 80,000		\$ 50,000	\$ 30,000					
3.6 Our Aboriginal Culture	\$ -				Existing Budget	Existing Budget	Existing Budget	Existing Budget	Existing Budget
3.7 Handa Sister City	\$ 10,000		\$ 10,000		Existing Budget	Existing Budget	Existing Budget	Existing Budget	Existing Budget
3.8 Creative professional exchange program	\$ 12,000			\$ 10,000		\$ 2,000			
4. ENSURE THE EFFECTIVE PLANNING, FUNDING, INTEGRATION AND MEASUREMENT OF COUNCIL'S ARTS AND CULTURE PROGRAMS									
4.1 Funding	\$ -								
4.2 Grants Program	\$ 40,000		\$ 15,000	\$ 15,000		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
4.3 Glasshouse Strategic Plan	\$ -								
4.4 Heritage Guidelines	\$ 50,000		\$ 30,000	\$ 20,000					
4.5 Community engagement	\$ 15,000		\$ -	\$ 15,000					
4.6 Economic Development Strategy									

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		ADDITIONAL FUNDING REQUIRED				EXISTING FUNDING ALLOCATIONS			
TOTAL		2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21	
1.7 Cultural Performance Measure	Develop a relevant set of cultural performance measures based on recognised cultural indicators to allow benchmarking of cultural activity. Develop a process to allow for evaluation of actions against these measures.								

2018 – 2021 – Cultural Priorities Plan : Note: based on existing staff resources (2.0 FTE)

Objective 1 : Develop and empower our region’s art & cultural communities and assets														
STRATEGY	ACTION	OUTPUT	LINKS TO OTHER COUNCIL PLANS	COUNCIL ROLE	LINKS	INTERNAL LEAD RESPONSIBILITY	PARTNERS	OUTCOMES	YR 1	YR 2	YR 3	BUDGET 2018 – 2019	BUDGET 2019 – 2020	BUDGET 2020 - 2021
STRATEGY: IDENTIFY AND HARNESS THE POTENTIAL OF OUR CULTURAL ECONOMY	1.1 Cultural economy plan Develop and deliver a cultural economy plan to grow and diversify our region’s economy through creative enterprises. The cultural economy plan will help to position our region as a hub for the creative industries, and identify opportunities to resource cultural development.	Cultural Economy Plan developed with actions and priorities to increase opportunities for the development and strengthening of creative industries.	Economic Development Strategy Public Art Master Plan Glasshouse Strategic plan LEP	LEAD	1.2 1.3 1.4 1.6 1.7	Community Place Economic Development	Arts Mid North Coast Economic Development Steering Group (EDSG) Chambers of Commerce Tourism Association Creative Industry	Increased percentage growth of people employed in Creative Industries. Attraction and retention of artists and cultural enterprises in the region.					\$35,000 Development of plan	\$10,000 Implementation Apply for Grant funding
	1.2 Creative precincts and hubs Investigate, plan and advocate for future creative precincts and cultural hubs designed to connect, build on the capabilities of, and showcase our significant cultural assets and the work of our local creative practitioners, with a key focus on developing a Port Macquarie CBD cultural precinct plan.	Report & identifying potential creative hubs/precincts across the LGA and recommendations for development.	Town Centre Master plan Economic Development Strategy LEP	LEAD PARTNER ADVOCATE	1.1	Community Place Economic Development Land Use and Planning	Glasshouse Town Centre Master plan Committee Port Macquarie Museum Chambers of Commerce PM Historic Courthouse Arts Mid North Coast PM Observatory Community Groups	More local accessible places and spaces alive with a calendar of diverse cultural activities.					\$40,000	\$10,000 Apply for Cultural Infrastructure Grant for implementation
STRATEGY: CREATE, DEVELOP AND MAINTAIN VIBRANT CULTURAL SPACES AND PLACES TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY TO PARTICIPATE IN CULTURAL ACTIVITIES ACROSS THE REGION	1.3 Venues and spaces Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages so everyone can access arts and culture locally. Identify opportunities for commercial, unused spaces to become vibrant creative spaces.	Report on existing cultural facilities and potential spaces presented to the Cultural Steering Group with recommendations for future development and priority projects		LEAD PARTNER	1.1	Community Place	Arts Mid North Coast Glasshouse	A greater number of collaborative working environments that support the development of our local creatives.				\$5,000 - Current operational Plan	\$15,000 Apply for Cultural Infrastructure Grant for implementation	Apply for Cultural Infrastructure Grant for implementation
	1.4 Showcase programs Provide or facilitate opportunities to showcase locally-developed, high-quality arts programs within our community spaces.	Report on locally developed opportunities provided and incorporated in our cultural program of events.		FACILITATE SUPPORT PARTNER	1.1	Glasshouse Libraries Community Place	Wauchope Arts Council St Columba Iona Centre Conservatorium Mid North Coast Charles Sturt University	More residents actively participating in arts and culture.					Glasshouse & Library - Current operational budget	Glasshouse & Library - Current operational budget

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Objective 2 : Enrich our community through experiences that embrace and celebrate our diverse and unique arts and culture														
STRATEGY	ACTION	OUTPUT	LINKS TO OTHER COUNCIL PLANS	COUNCIL ROLE	LINKS	INTERNAL LEAD RESPONSIBILITY	PARTNERS	OUTCOMES	YR 1	YR 2	YR 3	BUDGET 2018 – 2019	BUDGET 2019 – 2020	BUDGET 2020 - 2021
STRATEGY: MAXIMISE ARTS & CULTURAL EXPERIENCES FOR ALL SECTORS OF OUR COMMUNITY	2.1 Inclusive programs and events Provide input into the development of Council's Events, Disability Inclusion and Community Inclusion Plans to ensure the facilitation, support and/or provision of a wide range of cultural events, programs and activities for all sectors of the community including our youth and seniors, Aboriginal and multicultural residents.	Input provided into CIP Plan, CIP Plan developed.	Community Inclusion Plan Events Plan Glasshouse Strategic plan Library Strategic Plan	ADVOCATE PRODUCER		Community Place Economic Development Glasshouse	Community Groups and Organisations	Increased participation in cultural activities by a wider cross section of our community.				Community Place - Current Operational Budget	Community Place - Current Operational Budget	Community Place - Current Operational Budget
	2.2 Bicentenary Facilitate the development and delivery of Bicentenary events and activities for the period 2018-2021 in a manner which is inclusive and recognises the multiple cultural stories that make up the history and identity of our region.	2018 - Bicentennial Community Event held. 2018 – 2021 Community Bicentennial events supported. 2019 - 2021 - Bicentennial Program delivered.	Events Plan	FACILITATE SUPPORT PRODUCER	3.3	Community Place	Community Organisations Chambers of Commerce Historical Societies	A richness of cultural experiences that acknowledge and celebrate our diversity				Bicentenary Budget - already allocated		Bicentenary Budget - already allocated
	2.3 Cultural vibrancy Work with our communities to identify ways to enhance cultural vibrancy across our towns and villages throughout the LGA as part of the community planning process.	Cultural opportunities identified within the Community Plans.	Economic Development Strategy		PARTNER		Community Place Economic Development	Community Organisations Chambers of Commerce	Our towns and villages across the LGA recognised for their distinctiveness and cultural characteristics				\$2000 Community Place - Current Operational Budget	\$2000 Community Place - Current Operational Budget
STRATEGY: IDENTIFY AND DEVELOP THE CULTURAL IDENTITY OF OUR PLACES (TOWNS AND VILLAGES)	2.4 Facilitate community-based and community-led programs Support our communities across the region to develop and deliver innovative cultural activities and programs which reflect local aspirations and identity and encourage community participation.	Support through the establishment of Arts and Cultural Grants and sponsorship program, for community led cultural events.	Glasshouse Strategic Plan Events Plan Community Inclusion Plan	FACILITATE PARTNER SUPPORT CAPACITY BUILDER PRODUCER		Community Place Economic Development Libraries	Chambers of Commerce Community and Cultural Organisations. Community Hall Groups Volunteers	Our towns and villages across the LGA recognised for their distinctiveness and cultural characteristics				\$3000	\$10,000	\$10,000
	2.5 Public art audit Undertake an audit of Council's existing Public Art and develop a maintenance/replacement schedule.	Public Art audit undertaken with recommendations	Recreation Action Plan Local Environment Plan Asset Management Plan	LEAD CUSTODIAN	2.6 2.7	Community Place Parks and Recreation Assets		A coordinated approach to public art across our towns and villages in our LGA that is				\$5,000	\$25,000 Implementation of conservation and maintenance program	\$20,000 Implementation of conservation and maintenance program
STRATEGY: IMPROVE SOCIAL AMENITY THROUGH PUBLIC ART														

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Objective 3 : Create Community pride and ownership in our Cultural brand which promotes our unique heritage, people and places.														
STRATEGY	ACTION	OUTPUT	LINKS TO OTHER COUNCIL PLANS	COUNCIL ROLE	LINKS	INTERNAL LEAD RESPONSIBILITY	PARTNERS	OUTCOMES	YR 1	YR 2	YR 3	BUDGET 2018 – 2019	BUDGET 2019 – 2020	BUDGET 2020 - 2021
STRATEGY : FOSTER COLLABORATION	3.1 Collaborative partnerships Partner and collaborate with businesses, arts sector organisations and all levels of government to drive and strengthen our cultural assets, programs and facilities.	No of partners engaged to assist with the delivery and promotion of cultural activities.	Glasshouse Strategic Plan Economic Development Strategy Library Strategic Plan	PARTNER		Community Place Glasshouse Economic Development	Create NSW Arts Mid North Coast Australia Council	Increased collaborations, partnerships and networking across the arts and cultural sector				\$15,000	\$17,000	\$17,000
	3.2 Cultural marketing & communications plan Develop and implement a PMHC Cultural Marketing & Communications Plan.	Cultural Marketing and Communication developed.	Destination Marketing Plan	LEAD PARTNER	1.1 3.3	Community Place Economic Development	Arts Mid North Coast GP Tourism ED SG Media Partners Cultural Organisations	Increased awareness of the range of cultural activities available in the region, residents and visitors accessing our heritage places to understand our history and local stories				\$0	\$15,000 Plan development	\$25,000 Implementation
STRATEGY : IDENTIFY AND DEVELOP OPPORTUNITIES TO PROFILE AND PROMOTE CULTURE AT ALL LEVEL – LOCAL TO INTERNATIONAL	3.3 Cultural tourism In partnership with key stakeholders, develop and implement a cultural tourism plan that promotes our culture and builds our reputation as a destination offering diverse cultural experiences.	Cultural Tourism Program developed and delivered.	Destination Marketing Plan	LEAD PARTNER FACILITATE	3.2 2.7 3.4	Community Place Economic Development	Arts Mid North Coast GP Tourism Museums	Percentage growth in cultural tourism					\$10,000 Plan development	\$25,000 Implementation Apply for Grant funding
	3.4 Cultural festival Building on the success of Council's ArtWalk event, undertake strategic planning to develop a sustainable cultural festival celebrating our local arts, heritage and culture that will promote Port Macquarie-Hastings region as a centre of cultural excellence.	Creative Producer engaged. Cultural festival delivered.	Destination Marketing Plan	FACILITATE PRODUCER	3.3 1.1	Community Place Economic Development Glasshouse Libraries		Signature cultural events and festivals that are sustainable; attract new audiences and bring people to our region				CP - \$35,000 Apply for grant funding -	\$50,000 Apply for Grant funding	\$60,000 Apply for Grant funding
STRATEGY : WORK COLLABORATIVELY WITH THE CULTURAL COMMUNITY SECTOR TO DELIVER IDENTIFIED HERITAGE OUTCOMES	3.5 Heritage and management audit Assess and map the visual character and cultural significance of our landscape and built environment, including undertaking an audit of heritage interpretive signage, Council and community-managed heritage assets and collections, leading to further policy and guidance for the future management and protection of these unique places and development of a heritage	Aboriginal and local Heritage management Plan developed. Heritage Signage Interpretation framework developed.	LEP plan Heritage Plan	LEAD CUSTODIAN	3.6 3.3	Community Place Heritage Officer Land use and Planning Assets Parks & Recreation	OHE Birpai Land Council Bunyah Land Council	Increased awareness of the range of cultural activities available in the region, residents and visitors accessing our heritage places to understand our history and local stories					\$50,000	\$30,000

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Objective 4: Ensure the effective planning, funding, integration and measurement of Councils art and cultural programs.															
STRATEGY	ACTION	OUTPUT	LINKS TO OTHER COUNCIL PLANS	COUNCIL ROLE	LINKS	INTERNAL LEAD RESPONSIBILITY	PARTNERS	OUTCOMES	YR 1	YR 2	YR 3	BUDGET 2018 – 2019	BUDGET 2019 – 2020	BUDGET 2020 - 2021	
STRATEGY : IDENTIFY FUNDING OPPORTUNITIES TO SUPPORT CULTURAL OUTCOMES	4.1 Funding Identify potential funding streams (including grants, corporate funding and partnerships) to support the ongoing implementation of actions from the Cultural Plan.	Grants applications identified and applied for. Review distribution of Section 94 contributions and distribution of funds.		PARTNER	4.2 1.2 1.3 1.4	Community Place Glasshouse Economic Development Section 94 Contributions	Create NSW Arts Mid North Coast CIMP State & Federal Government CSU	An Increased level of funding received from external bodies to implement actions form this plan				Apply for Grant Funds	Apply for Grant Funds	Apply for Grant Funds	
	4.2 Grants program Support the development of arts programs and projects across the LGA by establishing a Community Cultural Development Grants program.	Art & Cultural Grants and Sponsorship program implemented and projects delivered.		FACILITATE SUPPORT	4.1	Community Place	Cultural Steering Group	An increase in the level of funding available to community organisations to deliver community led cultural projects.			\$0	\$20,000	\$20,000		
STRATEGY : INTEGRATE AND ALIGN THE CULTURAL PLAN WITH RELEVANT COUNCIL DOCUMENTS (PLANS, STRATEGIES AND POLICIES)	4.3 Glasshouse Strategic Plan Provide input into the development of Council's Glasshouse Strategic Plan to ensure the delivery of high-quality cultural, community activities which reflect the social and cultural aspects that are relevant to our community.	Glasshouse Strategic plan developed that responds to the Cultural aspirations of the region and approved by the CSG.	Community Inclusion Plan	LEAD FACILITATE SUPPORT HOST PRODUCER	1.3 1.4 1.8 2.1 2.2 2.4 3.1 3.3 3.6 4.1 4.7	Glasshouse Community Place	Cultural Steering Group Arts Mid North Coast	Planning more closely reflects community aspirations				Current Operational Glasshouse Budget			
	4.4 Heritage guidelines Update Council's local heritage guidelines/studies to better reflect current planning & development trends.	LEP updated.	Heritage Plan	LEAD	3.6 3.5	Land Use Planning							\$30,000	\$20,000	
	4.5 Community engagement Undertake a comprehensive community engagement process for the development of the 2021-2024 Cultural Plan.	Community engagement undertaken and reported upon.		LEAD	4.7	Community Place	Whole of Community	Planning more closely reflects community aspirations							\$15,000
	4.6 Economic Development Strategy Provide input into the development of Council's Economic Development Strategy to ensure alignment with the cultural economic outcomes identified within the Cultural Plan, in particular, the	Economic Development Strategy developed.	Economic Development Plan	SUPPORT ADVOCATE	1.1	Community Place Economic Development Glasshouse	Cultural Steering Group EDSG GPM Tourism						Economic Development - Current operational budget		

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Item: 08

Subject: MONTHLY UPDATE - DRAFT PUBLIC ART POLICY & MASTERPLAN

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the progress of the Public Art Policy and Master Plan Project.

Discussion

As noted at the August meeting, Creative Move have been appointed as the consultants to deliver the Public Art Policy & Master Plan.

A project meeting was held with Jodie Fox (Director, Project Lead and Curator) and John Stafford (Director & Project Curator) in Port Macquarie with staff on 11 September to further refine the process moving forward.

Creative Move also spent some time visiting different areas within the region to view some of the public art in Council's Collection.

The Cultural Steering Group was noted as a key stakeholder for the project and Creative Move have been invited to meet with the CSG in the near future – dates are yet to be finalised.

Attachments

Nil

Item: 09

Subject: MONTHLY UPDATE - ARTWALK

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the progress to date with the development of ArtWalk 2019.

Discussion

At the September 2018 Cultural Steering Group meeting it was resolved:

06 MONTHLY ARTWALK REPORT

CONSENSUS:

That the Cultural Steering Group note progress with:

- 1. The development of ArtWalk 2019.*
- 2. Investigation into costings for appropriate projection equipment and projector housing be further considered and a report be brought back to the Steering Group.*

ArtWalk Update

Initial plans are underway for *ArtWalk 2019*. Current considerations include:

- **Date** – due to the timing of Easter and the Ironman event in April it will be difficult to hold the event at the same time as previous years. Consideration is being given to dates in the 3-month period May-July. At this stage the key dates we are considering are the June long weekend and the second week in the July School Holidays. Further discussion with key stakeholders are currently underway to confirm the most suitable date.
- **Additional elements** – discussions are taking place with community groups and providers to produce “Coastal Encounters” – an opportunity for the public to experience arts and culture along our iconic Coastal Walk.
- **Funding** – Destination Tourism NSW – Council is looking into options as to whether the Event could fall into the above category.

To assist with developing the 2019 program we have also held meetings with Got Ya Back Productions, Sunset Gallery, Available Light Photography and numerous other small businesses and various creative groups to discuss potential projects for the event. Once a date has been confirmed, confirmation of ideas and projects will continue with all the business groups, key stakeholders and contributors.

In February 2017, Council has received a \$15,000 grant from Dementia Australia for a dementia-friendly communities programme. The grant is to support Council to create local dementia-friendly activities and to help build greater awareness,

acceptance and understanding of dementia in the community. This includes a project for Artwalk2019 and will feature a dementia-friendly art video to be projected onto a CBD building. A series of workshops with people living dementia, guided by a dementia friendly artist and a video artist will create the site-specific video projection. ArtWalk will also include a dementia-friendly guided walking tour on the night. Work for that project will commence in late October.

Attachments

Nil

Item: 10

Subject: MONTHLY REPORT - BICENTENARY WORKING GROUP

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the information in the Monthly Bicentenary Working Group report.

Discussion

Bicentenary Event

Planning for the Bicentenary Event “200 Together” An Exploration Through Time” is progressing well with key milestones noted below:

- EOI's for food vendors, local market stall holders and local performers have been closed after extending the application entry till 10 Sep.
- There are 8 confirmed Food Vendors, 6 confirmed Community Groups and 7 confirmed local market stalls. The team is continuing to work with other community groups to get involved.
- Designs for replacement banners in the Port Macquarie CBD and Wauchope are in production and scheduled to be installed around the CBD by the end of the first week in October
- Designs for collateral for the event have been completed with teardrop banners, footpath stickers and festival bunting in production this week. Other collateral that has been completed includes posters, social media tiles and VMS advertising graphics.

Communications update

- The official Bicentenary celebration launch was conducted on 20 Sept with media interest from Fairfax, NBN and Prime in conjunction with the reinstatement of the John Oxley Memorial
- Bicentenary hero images have been shot on Port Macquarie Breakwall with the Mayor. CSU design interns and captains from Port Macquarie Public School had a hand in painting the “200 Together” rock.
- Story development commenced with Fairfax feature journalists (highlighting various upcoming community events)
 - ¼ page ads appearing in Fairfax papers over coming weeks to promote 200 Together event
 - Development of 4 page lift out for Port Express, Camden Haven Courier and Wauchope Gazette commenced. Target date for publishing is Wed 27 Sep
 - Development of content for Port News website portal feature is now underway

Bicentenary Quick Grants

The following Quick Grants have been approved for Community Events:

- Comboyne Cookbook: \$2000 A cook book that highlights Comboyne's rich history and showcasing family recipes and local produce.
- Beach to Beach Inc: \$3000 for two x seats and two x interpretation signs that will be installed along the Beach to Beach Walk providing opportunities for people to rest, enjoy the spectacular views and highlight the areas rich Aboriginal and European history.

Attachments

Nil

Item: 11

Subject: GLASSHOUSE STRATEGIC PLAN - REVIEW AND UPDATE

Presented by: Corporate Performance, Rebecca Olsen

RECOMMENDATION

That the Cultural Steering Group members provide input into the development of Council's Glasshouse Strategic Plan 2018 - 2021 to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.

Discussion

At the Ordinary Council Meeting held on 19 September 2018, Council considered a report on the Cultural Plan 2018 – 2021 and resolved to adopt the Plan as follows:

10.02 CULTURAL PLAN 2018 - 2021

RESOLVED: Turner/Hawkins

That Council:

- 1. Note the submissions and feedback received on the draft 2018 – 2021 Cultural Plan during the public exhibition period 20 June – 25 July 2018.*
- 2. Note the resolution from the Cultural Steering Group Meeting in relation to this matter from its meeting of 5 September 2018.*
- 3. Adopt the 2018 – 2021 Cultural Plan as amended based on public comment and further review by the Cultural Steering Group.*
- 4. Rescind the 2016 – 2019 Cultural Plan.*
- 5. Note that an annual report on implementation of the Plan will be presented to each September Ordinary Council meeting for the duration of the plan.*
- 6. Thank all people and organisations who made a submission during the exhibition of the Cultural Plan and the members of the Cultural Steering Group for their tireless efforts in the development of this plan.*

CARRIED: 8/0

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

AGAINST: Nil

Action 4.3 of the Cultural Plan, aimed at integrating and aligning the Cultural Plan with other relevant Council documents, states:

4.3 Glasshouse Strategic Plan

Provide input into the development of Council's Glasshouse Strategic Plan to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.

As such, the Cultural Steering Group are invited to provide input into the current review and update of the Glasshouse Strategic Plan (Operational Plan ref. 1.5.3.2).

This item was previously discussed with the Cultural Steering Group at the Group's meeting held on 18 April 2018 (see previous report attached).

At that meeting, the Cultural Steering Group agreed as follows:

06 GLASSHOUSE STRATEGIC PLAN - REVIEW AND UPDATE

Glasshouse Strategic Plan to be directed by the Cultural Plan.

Discussions were held on Economic Partnerships with the Glasshouse shop and local Artists.

CONSENSUS:

That it be a recommendation to Council:

- 1. 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.*
- 3. On completion of the Cultural Plan a discussions with the Cultural Steering Group is to be undertaken prior to updating the Glasshouse Strategic Plan.*

This report now addresses Recommendation 3 above.

Glasshouse Strategic Plan 2018 – 2021 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 outlined in the April 2018 report to reinforce Council's broader cultural, community and commercial objectives, consistent with the Cultural Plan 2018 – 2021.

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".

Recommendation 2.1, relating to developing successful partnerships, and Recommendation 3.3, relating to enhancing utilisation and visitation, have been revised to provide alignment with the recently adopted Cultural Plan 2018 – 2021.

The overall intent of the proposed Glasshouse Strategic Plan 2018 - 2021 remains consistent with the original Strategic Plan and previous resolutions of Council, 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, consistent with the Cultural Plan 2018 – 2021.

Attachments

1 [View](#). Report to Cultural Steering Group Meeting 18 April 2018

2 [View](#). Draft Glasshouse Strategic Plan 2018 – 2021 – Key Outcomes and Recommendations

AGENDA

CULTURAL STEERING GROUP
18/04/2018

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



Item 06

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AGENDA

CULTURAL STEERING GROUP
18/04/2018

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



AGENDA**CULTURAL STEERING GROUP
18/04/2018**

- 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



AGENDA**CULTURAL STEERING GROUP
18/04/2018**

- 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.

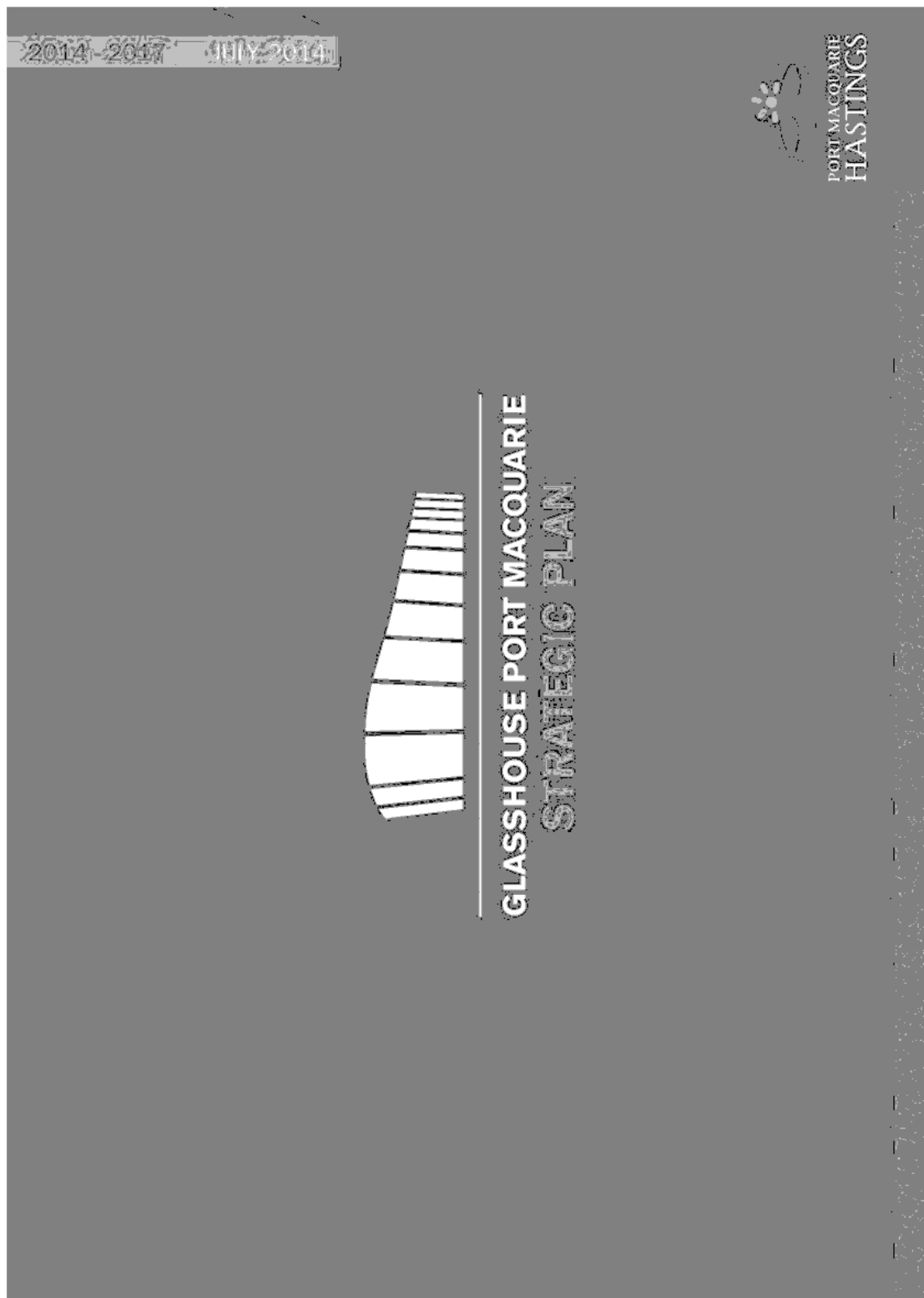
Other proposed amendments

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

[1View](#). Glasshouse Strategic Plan 2014 - 2017 adopted 16 July 2014

[2View](#). Draft Glasshouse Strategic Plan 2018 – 2021 – Key Outcomes and Recommendations



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.



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

Jonny Hutchison
Community Representative

Melba Muegrath
Community Representative

Craig Swift McNair
General Manager (Council)

Rebecca Olson
Acting Director, Corporate Services and Industry Engagement (Council)

Craig Smith
Glasshouse Venue Manager (Council)

Monika Brumakiser
Group Manager, Finance Services (Council)

Andy Grummitt
Acting Group Manager, Commercial and Business Services (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 & 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
Ensuring Good Governance <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>	<p>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</p> <p>1.2 Review management and reporting systems to support effective decision-making</p> <p>1.3 Advocate for an Economic Impact Assessment to identify the benefits of the Glasshouse to the local and regional economy</p> <p>1.4 Investigate options for the future management and operational structure of the Glasshouse</p>	<p>Complete by 30 September 2014</p> <p>Immediate and Ongoing</p> <p>Complete by 30 June 2015</p> <p>Complete by 30 June 2017</p>
Developing Successful Partnerships <i>Work with key stakeholders in the community, government and business to build community engagement and maximise commercial outcomes</i>	<p>2.1 Identify and develop key partnerships to maximise cultural, community and commercial outcomes</p> <p>2.2 Review the delivery of information services (including visitor information) within the Glasshouse in partnership with Council's Economic Development unit</p>	<p>Immediate and Ongoing</p> <p>1st Draft by 31 December 2014 Final complete by 30 June 2015</p>
Enhancing Utilisation and Visitation <i>Implement targeted marketing and sales strategies to enhance utilisation, increase event visitation and maximise commercial outcomes</i>	<p>3.1 Promote operational flexibility in the use of the Glasshouse footprint to optimise cultural, community and commercial outcomes</p> <p>3.2 Develop Glasshouse Marketing and Sales Strategies, including redevelopment of the website www.glasshouse.org.au</p>	<p>Complete by 31 December 2014</p> <p>Complete by 30 September 2014 Website complete by 30 June 2015</p>
Promoting Viability <i>Apply a commercial management focus to all cultural, community and commercial activities to improve long-term efficiency, effectiveness and viability</i>	<p>4.1 Develop a rolling 5-year profit and loss forecast</p> <p>4.2 Undertake a review of the Glasshouse incremental revenue streams and opportunities with a view to enhancing utilisation and visitation</p> <p>4.3 Implement the Service Delivery Matrix</p> <p>4.4 Continue to rationalise operating costs and overheads</p>	<p>Complete by 31 October 2014</p> <p>Immediate and Ongoing</p> <p>Immediate and Ongoing</p> <p>Immediate and Ongoing</p>

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.

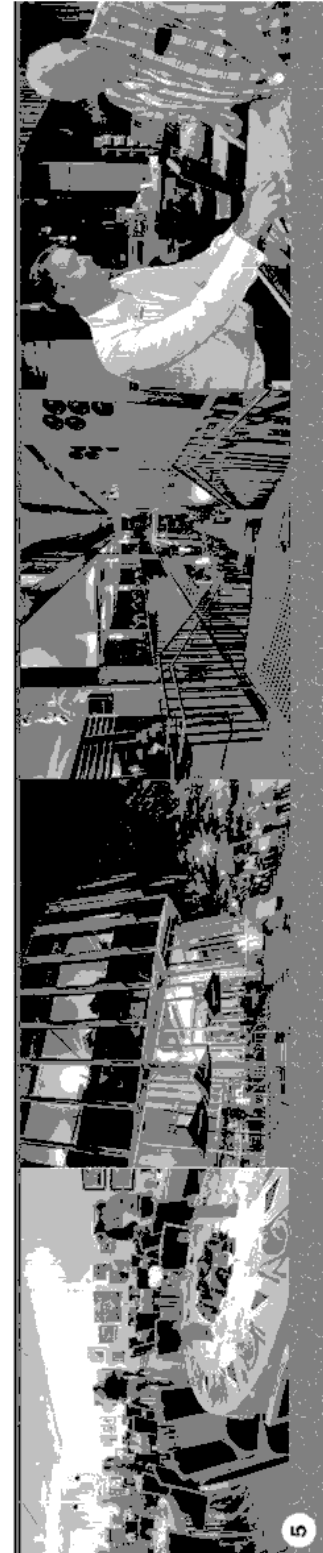
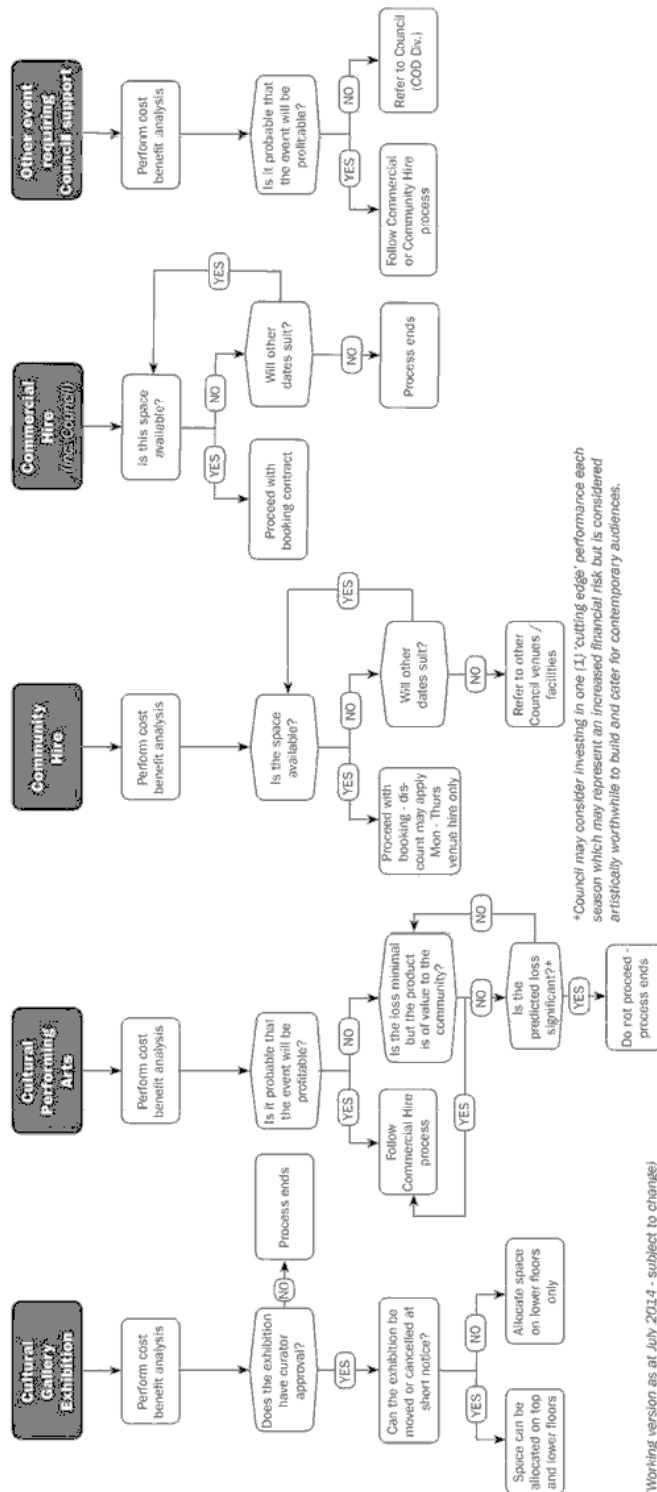
It is proposed to implement this Service Delivery Matrix immediately following adoption of the Strategic Plan to ensure future bookings and programs are managed in accordance with the strategic direction of this Plan.

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.

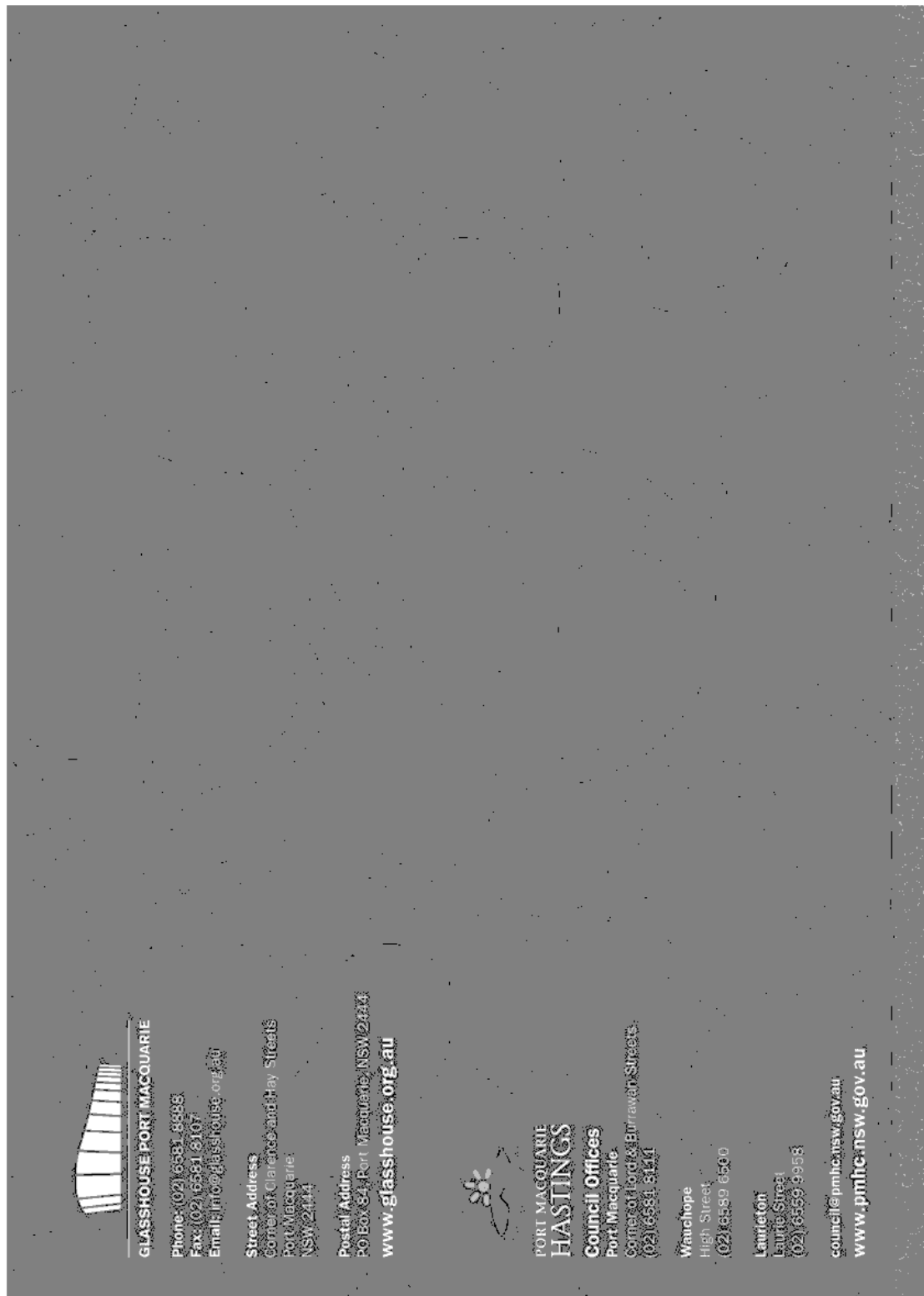


SERVICE DELIVERY MATRIX



GOVERNANCE & REPORTING	
<p>Internal</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>External</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>Reporting</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

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GLASSHOUSE STRATEGIC PLAN 2018 - 2021 ~ Key Outcomes & 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:
Ensuring Good Governance <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
Developing Successful Partnerships <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
Enhancing Utilisation and Visitation <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
Promoting Viability <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

GLASSHOUSE STRATEGIC PLAN 2018 - 2021 ~ Key Outcomes & 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:
Ensuring Good Governance <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 Glasshouse Strategic Plan	February and August each year
	1.4 Develop and implement an annual maintenance and replacement program for Glasshouse building and technical equipment assets	Ongoing
Developing Successful Partnerships <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 consistent with Council's Cultural Plan 2018 - 2021	Ongoing
	2.2 Actively seek strategic partnerships to support the sustainability and delivery of Glasshouse cultural programming	Ongoing
Enhancing Utilisation and Visitation <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 consistent with Council's Cultural Plan 2018 - 2021	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 30 June 2019
Promoting Viability <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: 12

Subject: PROPOSED CREATIVE HUB

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the information provided about the proposed Creative Hub development.

Discussion

At the August 2018 Cultural Steering Group meeting it was resolved;

08 CULTURAL PLAN REVIEW

The Cultural Steering Group requested a report to be presented highlighting each submission for feedback from The Group.

CONSENSUS:

- 1. That the Cultural Steering Group note the progress of the Cultural Plan Review.*
- 2. Council to provide a copy of the submission report to the Group for feedback 2 weeks prior to the September 2018 meeting.*
- 3. Council to present a report on the proposed Creative Hub adjacent to the Douglas Vale land to the September 2018 meeting.*
- 4. Council to present a 12 month Action and Budget plan to deliver the Cultural Plan to the September 2018 meeting.*

In October 2017, plans were unveiled by Leslie Williams to set aside vacant Department of Education land, east of the Douglas Vale Historical Homestead, for a future community education centre including a home for the Port Macquarie Men's Shed and the Port Macquarie Arts & Crafts Centre.

At the time of announcement it was indicated that the community art adult education facility would potentially combine a Men's Shed, community gallery, artist work space, cafe and sculpture garden and walk among other facilities yet to be determined.

A pre-lodgement meeting was held in March 2018 where draft concept plans for the facility were presented to Council – see attached. A Development Application is currently being developed for lodgment by the community groups

Further to this proposal Council had undertaken extensive work to develop a new Environment and Creativity hub for the community on a site next to the Reclaim Water Facility on Ocean Drive, Port Macquarie from 2009 to 2012. Concept plans, environmental studies and catchment management plans were developed and approved with extensive consultation. In 2012 a Development Application lodged to bring the site up to the required flood free levels required to build the facility. This

Development Application will expire in December 2018. Very little work has been done on the project since 2012 as it was not deemed a priority.

The Cultural Steering Group may like to consider further action regarding the development of a Creative Hub as per the strategies and action in the new Cultural Plan. This may include a recommendation that the General Manager meet with Leslie Williams to discuss progress to date and determine how best to develop the facility into a Creative Hub to deliver the greatest benefit to the wider community.

Attachments

- 1 [View](#). Port Macquarie Arts & Crafts Centre - Draft Plans
- 2 [View](#). Environment and Creativity Centre Draft Concept Plan 2010
- 3 [View](#). Environment and Creativity Plan - Final Draft Concept Plan 2012



PORT MACQUARIE-HASTINGS COUNCIL

PO Box 84, Port Macquarie NSW 2444 DX7415

PMQ Office: 6581 8111 Laurieton Office: 6559 9958 Wauchope Office: 6589 6500

PRE-LODGE MENT BOOKING FORM

DE008

About this Service

Our pre-lodgement service provides a meeting with relevant Council staff to give early comment on a development proposal. We provide applicants with minutes of the meeting and outlining issues that will need to be addressed in any subsequent development application.

An electronic copy of plans and supporting information must be lodged a minimum of five (5) working days prior to the meeting to allow us to review information, visit the site, if required and identify issues.

The service has the benefit of providing early comment, highlighting issues, avoiding future conflicts and achieving smoother DA processing. The comments provided do not bind Council in any way.

1. PROPOSED DEVELOPMENT			
PORT MACQUARIE ARTS & CRAFTS CENTRE			
2. PROPERTY DETAILS			
Lot No	2	DP	1089895
Street Address	OXLEY HIGHWAY		
Suburb	PORT MACQUARIE		
3. APPLICANT DETAILS			
Name	CHRIS JENKINS DESIGN - ARCHITECTS PTY. LTD.		
Company			
Postal Address	P.O. BOX 1810 PORT MACQUARIE		
Phone	65841740	Mobile	0418411210
Email	chrisjenkinsarchitects@gmail.com	Fax	

APPLICANT'S SIGNATURE:

DATE:

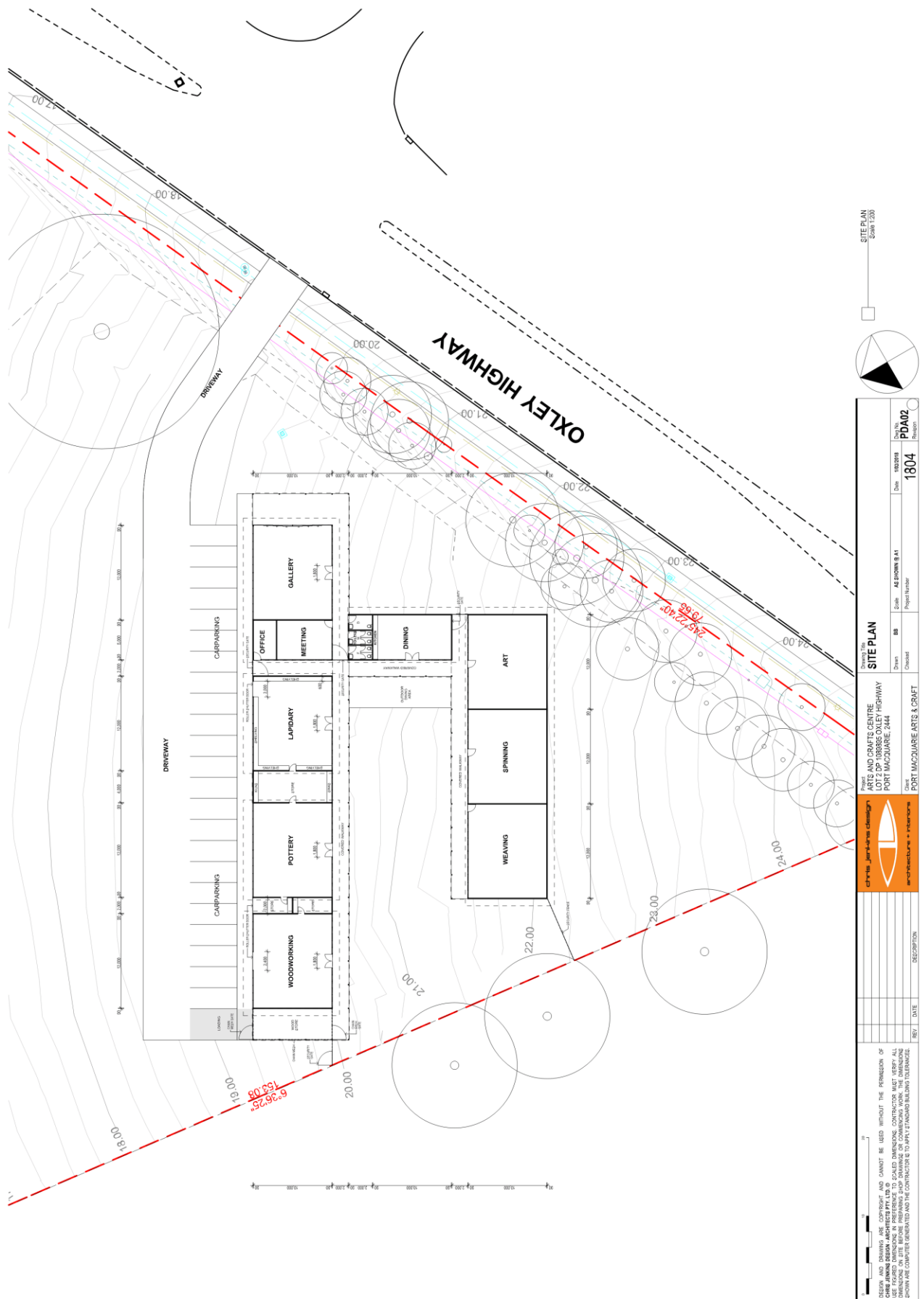
OFFICE USE ONLY			
Registration No:	201 /	Parcel No:	
Meeting Date:		Meeting Time:	
Meeting Room:			
Receipt No:		Amount Paid \$	

February 2016

Port Macquarie-Hastings Council Pre-Lodgement Booking Form DE8

Is this the 1st pre-lodgement meeting	(YES/ NO)
If no, then what number meeting will this be?	
Is applicant the property owner?	(YES /No)
If no, is the property owner aware of this proposal?	(YES/ NO)
4. INFORMATION SUBMITTED WITH PRE-LODGE	
SITE SURVEY	
LOCATION PLAN	
FLOOR PLAN	
IMAGES OF DEVELOPMENT	
5. LIST ISSUES FOR DISCUSSION WITH THIS PRE-LODGE	
VEHICULAR ACCESS TO THE SITE + CAR PARKING	
SERVICES	
STAGING OF DEVELOPMENT (WITH THE MENS SHED)	
ANY PLANNING ISSUES	
SECTION 94 CONTRIBUTIONS	
6. LIST PERSONS ATTENDING PRE-LODGE MEETING	
CHRIS JENKINS	
STEVE WITHNALL	







Project Number
1804

PORT MACQUARIE ARTS & CRAFT ENTRY



Project Number
1804

PORT MACQUARIE ARTS & CRAFT COURTYARD EAST



Project Number
1804

PORT MACQUARIE ARTS & CRAFT NORTH



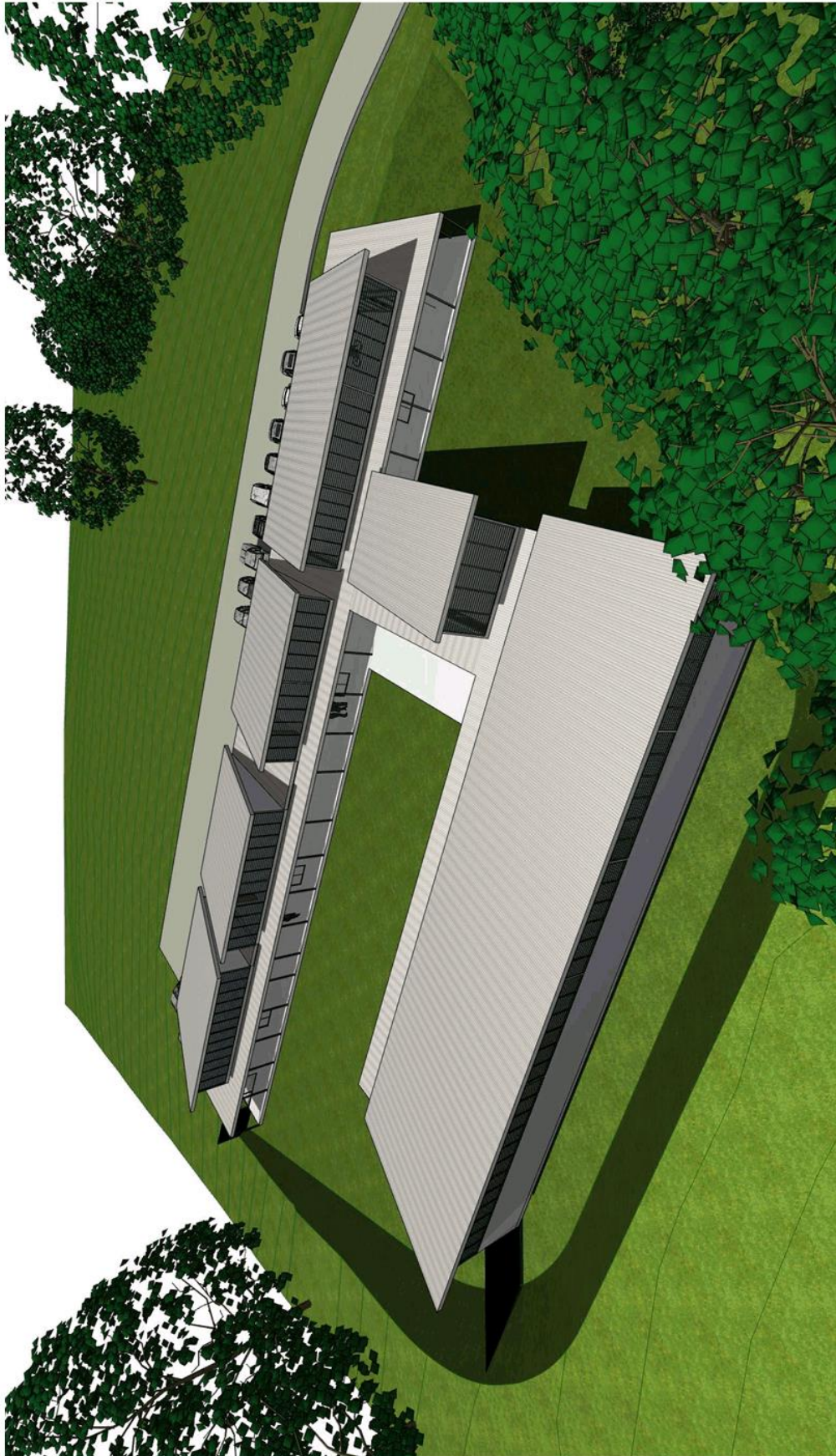
Project Number
1804

PORT MACQUARIE ARTS & CRAFT COURTYARD WEST



Project Number
1804

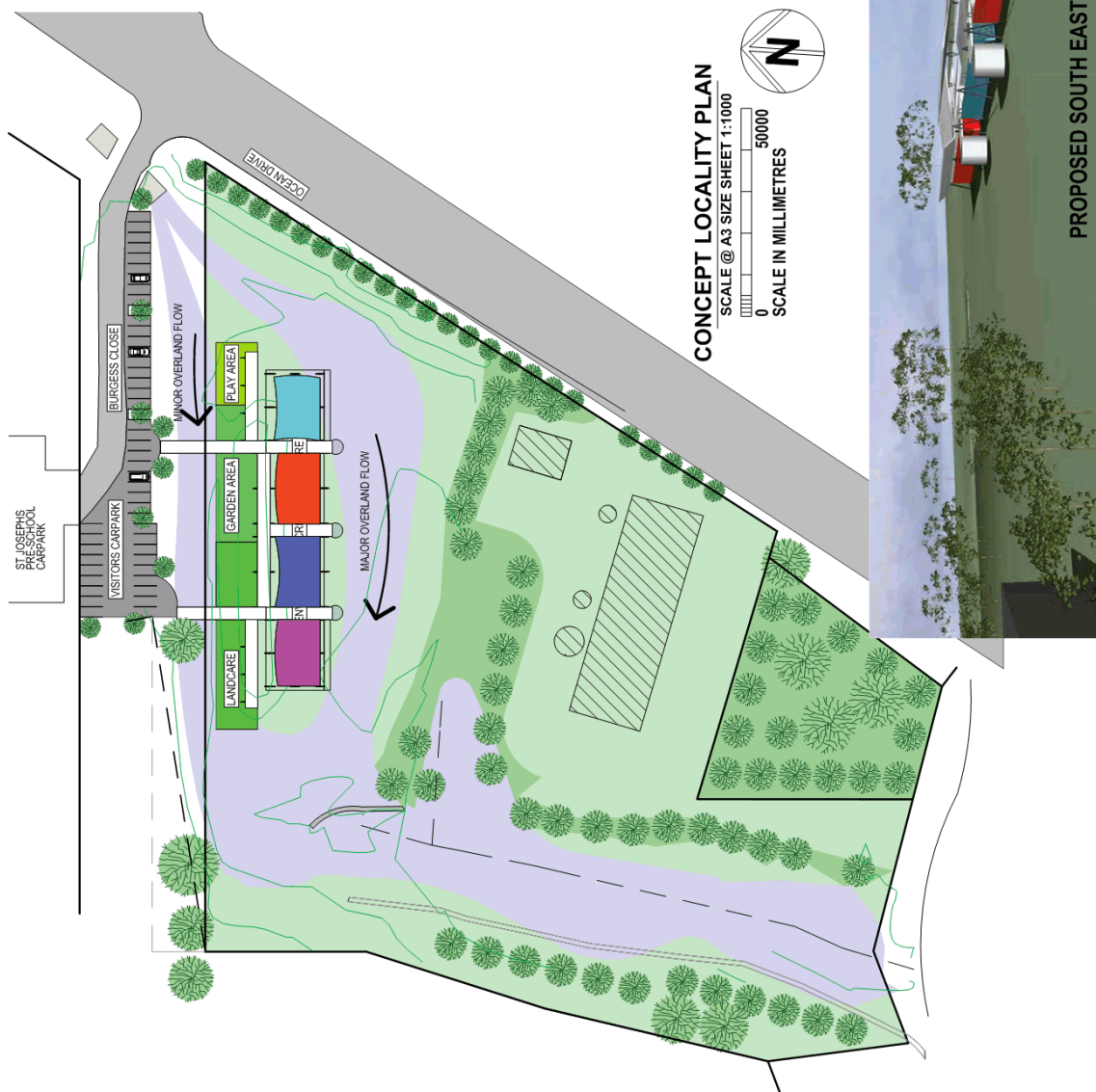
PORT MACQUARIE ARTS & CRAFT LOADING BAY



Project Number
1804

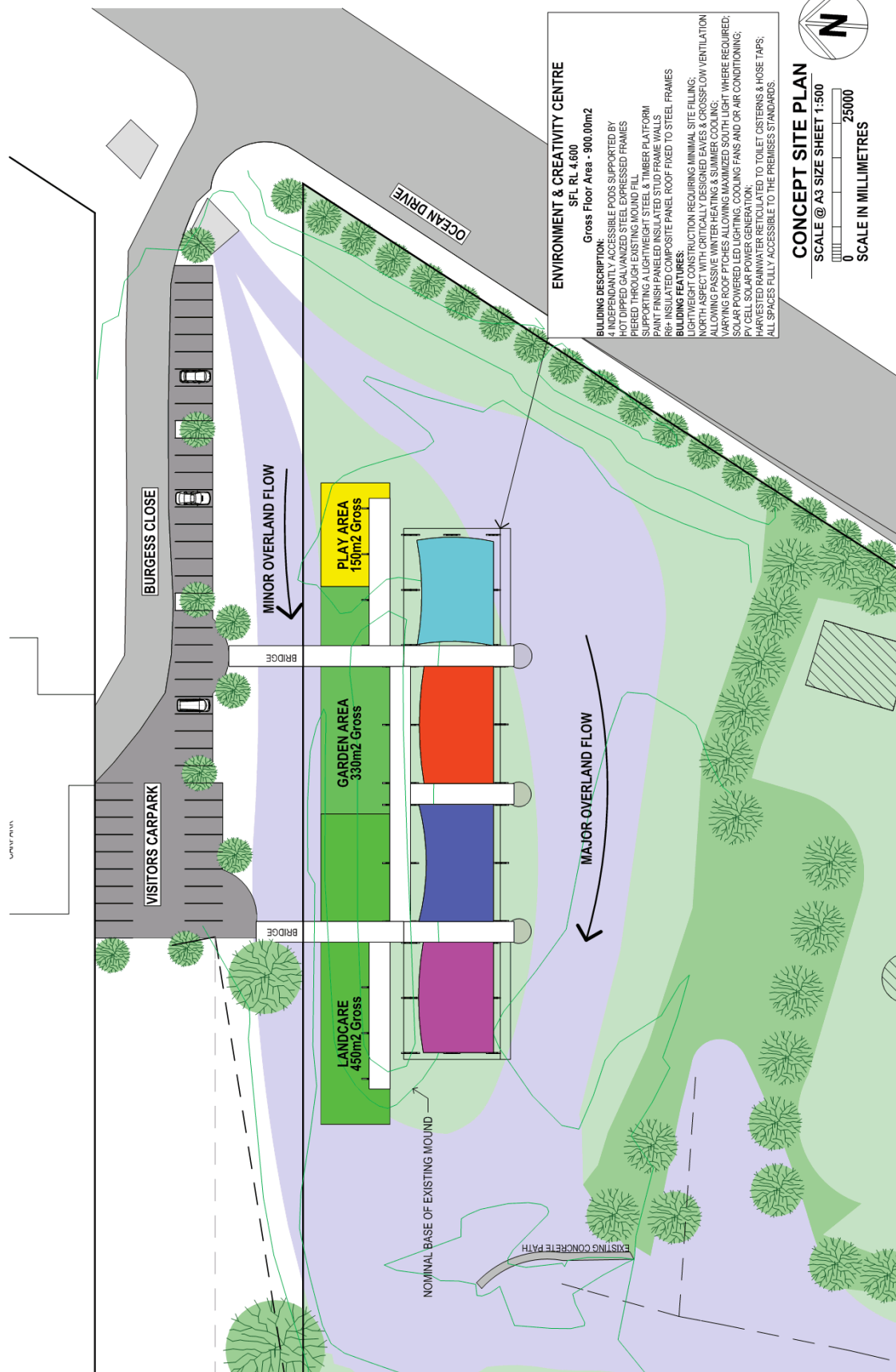
PORT MACQUARIE ARTS & CRAFT OVERVIEW





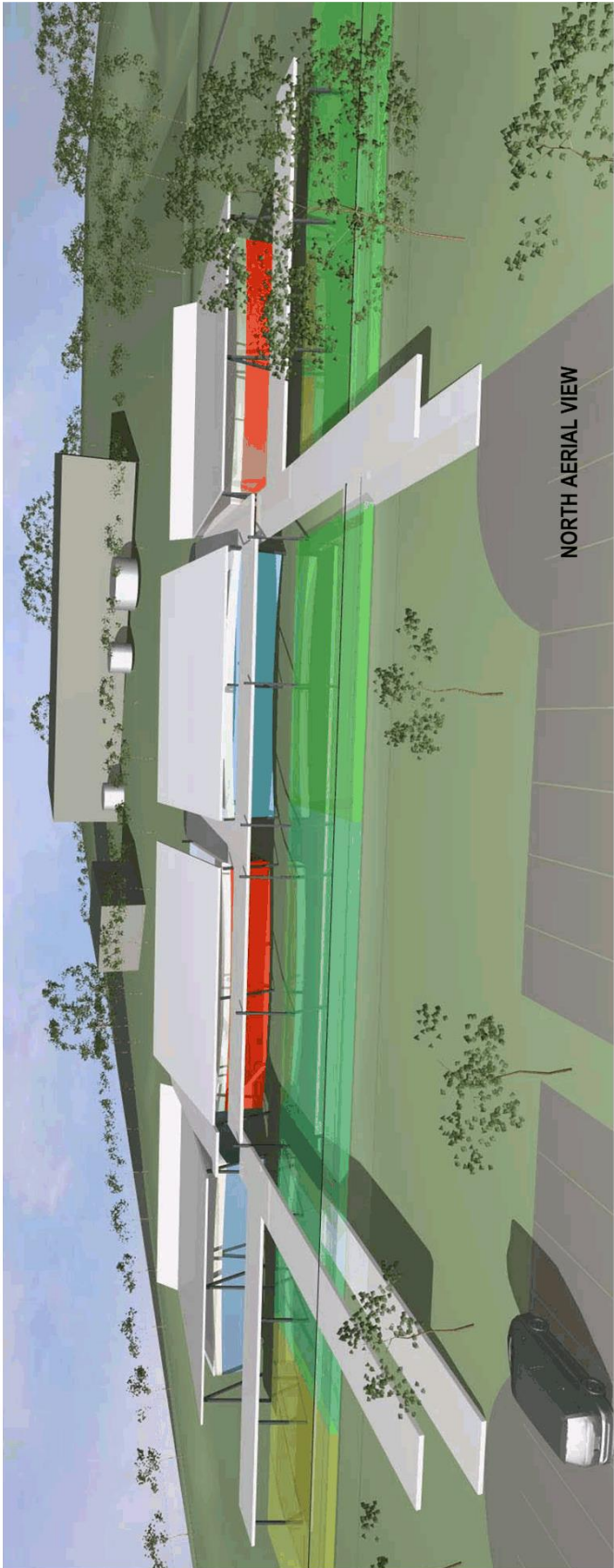
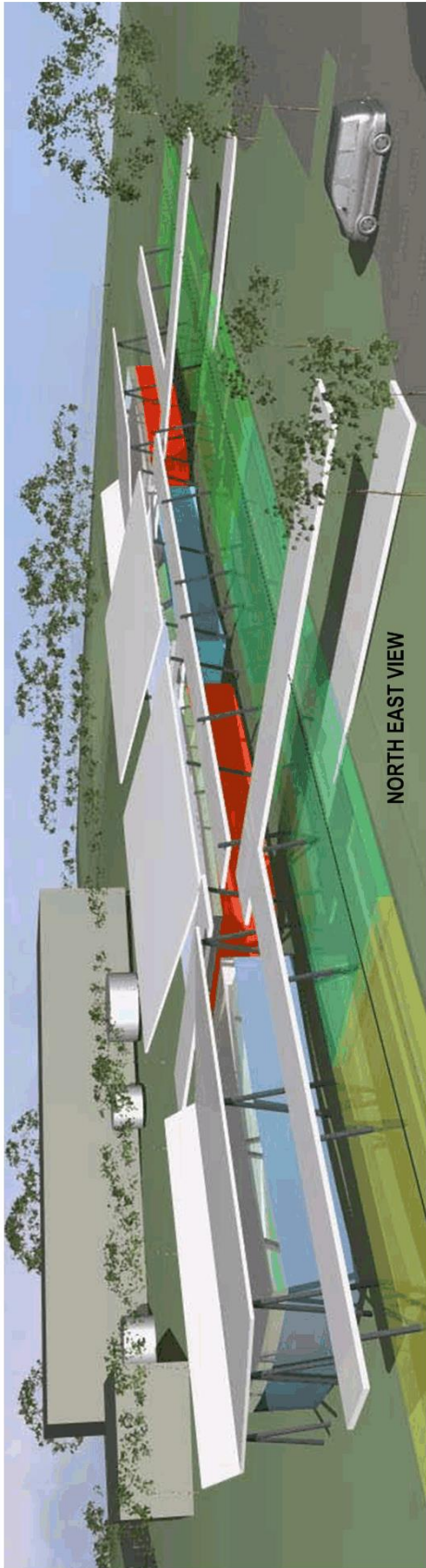
PORT MACQUARIE HASTINGS COUNCIL - PROPOSED ENVIRONMENT & CREATIVITY CENTRE, LOT 16 DP 1122022 OCEAN DRIVE, PORT MACQUARIE, NSW 2444

McNeil Architects
PO BOX 390, PORT MACQUARIE, NSW 2444 Telephone: 02 6583 5311 Fax: 02 6584 1018 email: mail@thearchitects.com.au, MatcormcNeil.BArch A.R.A.I.A., NSW ARB No. 4226 **PRELIMINARY ISSUE 1 29/03/12** Date: 22.03.12 Project Number - 1122 Drawing Number - A01/1



PORT MACQUARIE HASTINGS COUNCIL - PROPOSED ENVIRONMENT & CREATIVITY CENTRE, LOT 16 DP 1122022 OCEAN DRIVE, PORT MACQUARIE, NSW 2444

McNeil Architects
PO BOX 390, PORT MACQUARIE, NSW 2444 Telephone: 02 6583 5311 Fax: 02 6584 1018 email: mail@thearchitects.com.au, Malcolm McNeil, B Arch A.R.A.I.A., NSW ARB No. 4226
PRELIMINARY ISSUE 1 29/03/12 Date: 22.03.12 Project Number - 1122 Drawing Number - A02/1



PORT MACQUARIE HASTINGS COUNCIL - PROPOSED ENVIRONMENT & CREATIVITY CENTRE, LOT 16 DP 1122022 OCEAN DRIVE, PORT MACQUARIE, NSW 2444
McNeil Architects
PO BOX 390, PORT MACQUARIE, NSW 2444 Telephone: 02 6583 5311 Fax: 02 6584 1018 email: mail@thearchitects.com.au, Malcolm McNeil, B Arch A.R.A.I.A., NSW ARB No. 4226 PRELIMINARY ISSUE 1 29/03/12 Date: 22.03.12 Project Number - 1122 Drawing Number - A03/1

Item: 13**Subject: REQUEST BY HANDA SISTER CITY WORKING GROUP FOR
ADDITIONAL FUNDING FOR SISTER CITY 30TH ANNIVERSARY
GIFT****Presented by: Strategy and Growth, Jeffery Sharp**

RECOMMENDATION**That the Cultural Steering Group:**

- 1. Determine priority of the request to commission a “Hello Koala” sculpture to be presented to Handa City Council in Japan in recognition of the 30th anniversary of the Port Macquarie-Hastings Handa Sister City Relationship.**
- 2. If supported as a high priority, request additional funding from Council**
- 3. of \$11,000 (+GST) for the sculptural piece.**

Executive Summary

The Handa Sister City Working Group would like to commission a “Hello Koala” to be presented to Handa City Council in recognition of the 30th Anniversary of the Port Macquarie-Hastings Handa Sister City Agreement taking place in 2020.

As part of the Cultural Plan Action Plan a review of the Handa Sister City relationship is one of the targeted actions. The challenge moving forward is prioritising actions in the Cultural Plan with the limited resources available.

Discussion

Handa City Council currently has three Sister Cities Relationships in place:

- Midlands, Michigan - United States of America (1981)
- Port Macquarie – Australia (1990)
- Xuzhous – China (1993)

In October 2017, at the invitation of the Mayor of Handa City Council, a small delegation from Council travelled to Handa, Japan to participate in the celebrations surrounding their quinquennial event – the Dashi Festival. This visit to Handa provided an additional opportunity to strengthen the cultural ties between our two regions.

During that visit, the delegates from Port Macquarie-Hastings had the opportunity to see the artwork that Midland’s Council (USA) had presented Handa City Council in recognition of a milestone in their Sister City Relationship. Their gift to Handa City Council comprised a bronze statue (signifying the importance of family), commissioned by one of Midland’s local artists, James Hopfensperger.

Upon return to Australia, Members of the Handa Working Group who had accompanied the Deputy Mayor to Handa, put forward the suggestion that Port

Macquarie-Hastings might like to consider commissioning an artwork piece in recognition of the upcoming 30th anniversary of the Port Macquarie-Hastings Handa Sister City Agreement.

Initial discussions have been held between members of the Handa Sister City Working Group and Margaret Meagher, Project Director of the Hello Koalas Sculpture Trail, exploring opportunities available to have a Hello Koala sculpture commissioned as a gift to Handa City Council.

The initial proposal received from Margaret Meagher outlines a cost estimate of \$16,000 for the creation of the one-off sculpture. This cost estimate includes the commissioning of the artist, consultation between Hello Koalas, the artist and the Working Group, utilising the best Australian fine art materials to paint the piece, special varnishes to coat and protect the sculpture, manufacture of a custom-made plinth, photography and documentation, insurance, packaging, administration and marketing. This cost estimate does not include international freight. Margaret Meagher has indicated that any additional costs (estimated to be \$4,000) would be covered by Hello Koalas (either directly or via grant funding).

Prior to the gifting of the koala, it is anticipated that Council could showcase the koala to the Port Macquarie-Hastings community, to promote the Sister City relationship and its significant anniversary.

The Mayor has been approached directly by a member of the Handa Sister City Working Group seeking support of the proposal.

Budget

The current annual budget allocation for the Handa Sister City Working Group is insufficient to enable the commissioning of this artwork. Funds currently remaining in the 2018/2019 Handa Sister City Working Group total approximately \$5,000. These funds will remain unspent this year due to the recently-adopted changes in the format of the annual study tour for students resulting in there being no study group from Handa Higashi High School being undertaken in 2019. Educational Study tours will commence annually from March 2020.

To enable the commissioning of the artwork a request for \$11,000 (+GST) is being sought for commissioning of Hello Koala.

Note: Additional funding may be required in the 2020/2021 budget if representatives from Port Macquarie-Hastings Council to travel to Handa, Japan for the handover presentation to the Mayor of Handa City Council in 2020.

The Cultural Steering Group needs to consider this request in line with identified Cultural Plan priorities.

Attachments

1 [View](#). Proposal - Hello Koala Sculpture 30th Anniversary Gift to Handa City

From: Bruce Hardy
Date: 4/04/2018 1:37:01 PM
To: rwsmith@aapt.net.au
Subject: Fwd: Hello Koalas and Handa Port Macquarie-Hastings Sister City 30th Anniversary



----- Forwarded message -----

From: Margret Meagher <info@hellokoalas.com>
Date: Wed, 4 Apr 2018 1:32 PM
Subject: Hello Koalas and Handa Port Macquarie-Hastings Sister City 30th Anniversary
To: <bruce.hardy.19@gmail.com>

Dear Bruce

Thank you for your enquiry about creating a Hello Koalas sculpture to commemorate the 30th Anniversary of the Sister City Relationship between Port Macquarie-Hastings Council and Handa City Council, Japan. What a landmark occasion. We would be proud to be involved in such a fitting and beautiful gift.

As I explained, we do not usually sell our Hello Koalas sculptures. Each sculpture is sponsored by a particular organisation. Initially the sponsorship was \$12,500 + GST for a two year period. Sponsors now pay a monthly fee on an annual basis. Arts and Health Australia is the owner of the Hello Koalas Sculpture Trail and all the sculptures.

We have undertaken several special commissions outside the Hello Koalas Sculpture Trail including Ranger Riley for NSW National Parks to undertake the role of Ambassador for Threatened Species and to promote NSW National Parks as a unique visitor experience.

Ranger Riley travels to various National Parks Visitor Centres to generate conservation interest and awareness, with the Royal National Park in Sydney the last destination over Christmas.

Ranger Riley returned to Port Macquarie for the Koala Hospital's Open Day on Easter Saturday and the Hello Koalas Festival over the June Long Weekend before embarking again on his National Parks tour.

If you visit Sea Acres now, you can see Ranger Riley and his specially painted table which provides a legend of the threatened species depicted on his back. This sculpture was painted by Pauline Roods and took over 12 months to complete, in consultation with the Save our Species team at the Office for Heritage and Environment in Sydney.

Pauline has now painted a number of our sculptures and her artwork is highly prized.

Moreover, given her family's association with Japanese connections with Port Macquarie in the past, and her understanding of Japanese culture, I believe that Pauline is the ideal local artist to undertake this commission.

We would plan for the commission to take around 12 months so that the sculpture was completed by June 2019.

We believe there are a number benefits for Port Macquarie-Hastings Council in supporting this project and it is interesting to note that Charles Sturt University recently commissioned a Hello Koalas Sculpture - Professor Eugene Eucalyptus (featured below in our email signature) - to create an iconic brand for their Port Macquarie campus and attract international students.

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Hello Koalas Sculpture Trails has been highly instrumental in strengthening the koala brand for our region in close partnership with the Koala Hospital, since the Trail was launched by the NSW Premier in September 2014.

In fact, we spent 9 months working with the Koala Hospital and our designer to create an authentic replica of a Port Macquarie koala for our sculpture design.

There are extensive costs in creating a Hello Koalas sculpture which encompasses creating the sculpture, commissioning the artist, consultations between Hello Koalas, the artist and yourself and other members of the committee, utilising the best Australian fine art materials to paint (our paints have a 100 year guarantee) and special varnishes to coat and protect the sculpture, manufacture of a custom-made plinth (we use Australian native timbers from local state forests), photography and documentation, insurance, packaging, transport, administration and marketing.

There are some unknowns in this commission, two years out including international freight.

There may also be other opportunities such as taking a small exhibition of other relevant Hello Koalas sculptures to accompany the Handa koala for the handover, including perhaps koalas which are located at CSU, Port Macquarie Museum (two sculptures sponsored by NSW Forestry including one by Wauchope Aboriginal artists), Sea Acres and the Glasshouse. This small exhibition would have a focus on our regional culture, heritage and Aboriginal community. There might be other Hello Koalas sculptures that have a relevance to Japan / Port Macquarie-Hastings eg Cassegrain Wines - which could also sponsor wine for the handover function.

For your reference, in my email signature below, you can see three relevant Hello Koalas sculptures and their sponsors - Ranger Riley, (NPWS), Woody (NSW Forestry), and Professor Eucalyptus (CSU).

In the past, I have organised travelling art exhibitions overseas to Australian embassies etc.

I can see strong interest for a Hello Koalas Art exhibition in Japan which might attract funding from the Australia Council, Japan Foundation in Australia, DFAT or Destination NSW.

I would like to propose that the Handa committee makes a commitment towards the cost of the Hello Koalas sculpture for Handa City Council of say \$4,000 + GST per year for 3 financial years (2018, 2019, 2020) and I will commit to finding whatever additional funding is required to cover all costs, which I estimate would be another \$4,000+.

You will also be the first to persuade me to pass ownership of a Hello Koalas sculpture to another entity. But I know that the Handa koala sculpture will be treasured by its new owners and well looked after.

I'd also like to suggest that if you are in agreement in principle with what I have outlined above, then Pauline and I come to your next meeting, perhaps including Sandra Wallace as well (PMHC Community Engagement), to talk to you about the ideas we have for the Handa sculpture and discuss details.

Then if you wish to proceed, we can formalise an agreement.

With thanks and best wishes

Margret

Margret Meagher

Project Director, Hello Koalas Sculpture Trail

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Telephone: 0416 641 482

Email: info@hellokoalas.com

Web: www.hellokoalas.com

Hello Koalas Festival: 7 - 11 June 2018, Port Macquarie-Hastings

Facebook: <https://www.facebook.com/hellokoalas1/>

Instagram: [#hellokoalas](https://www.instagram.com/hellokoalas)

Twitter: [@hellokoalas](https://twitter.com/hellokoalas)

TripAdvisor: [Hello Koalas](#)



TripAdvisor Ranking: #3 of 77 Things to Do in Port Macquarie

TripAdvisor Ranking #1 Port Macquarie Sights and Landmarks

Awards

Finalist 2017 Qantas Australian Tourism Awards - Cultural Tourism

Gold Winner 2017 NSW Tourism Awards - Cultural Tourism

Highly Commended 2017 NSW Tourism Awards - Tourist Attractions

Winner 2016 Greater Port Macquarie Business Awards - Tourism and Attractions

Finalist 2016 Greater Port Macquarie Business Awards - Innovation category

Bronze Winner 2016 NSW Tourism Awards, Tourist Attractions

Silver Winner 2016 North Coast Tourism Awards - Attractions Category

Gold Winner 2015 North Coast Tourism Awards - New Business Category

Bronze Winner 2015 NSW State Tourism Awards - New Business Category

Finalist 2015 Greater Port Macquarie Business Awards - Tourism and Attractions

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Attachments Preview:

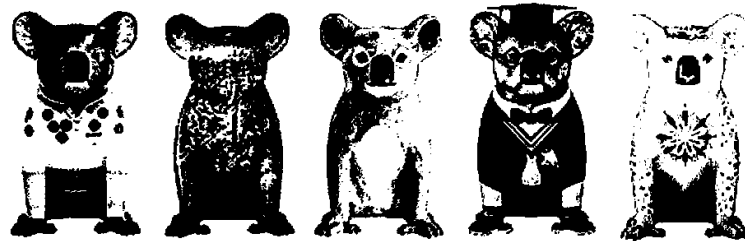
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O₂ HELLO KOALAS



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