



# Glasshouse Sub-Committee

## Business Paper

**date of meeting:** Tuesday 2 December 2014

**location:** Meeting Room  
Glasshouse  
Clarence Street  
Port Macquarie

**time:** 8.00am

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



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## Glasshouse Sub-Committee

### CHARTER

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#### 1.0 INTRODUCTION

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

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

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

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

The GSC may make recommendations to Council.

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

#### 2.0 OBJECTIVES

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

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

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

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



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### **3.0 MEMBERSHIP**

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

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

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

Other PMHC members will be:

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

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

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

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

### **4.0 QUORUM**

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

### **5.0 TERM**

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

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

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



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## **7.0 ADMINISTRATIVE ARRANGEMENTS**

Meetings will be held monthly (or more regularly if required) commencing in February 2014. Meetings will be held at the main administration office of Port Macquarie-Hastings Council. Administrative support will be provided to the GSC by PMHC.

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

## **8.0 OBLIGATIONS OF MEMBERS**

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

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



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## Glasshouse Sub-Committee

### ATTENDANCE REGISTER

Member	04/02/14	18/03/14	29/04/14	20/06/14	01/07/14
Councillor Adam Roberts (Chair)	✓	✓	✓	✓	✓
Councillor Rob Turner	✓	✓	✓	A	✓
Adam Button	✓	A	✓	✓	✓
Moira Magrath	✓	A	A	✓	✓
William Grubb	✓	A	A	✓	✓
Jennifer Hutchison	✓	✓	✓	✓	✓
Craig Swift-McNair (Director, Commercial Services & Industry Engagement)	✓	A	✓	✓	✓
Rebecca Olsen (Group Manager Commercial & Business Services)	✓	✓	A	✓	✓
Craig Smith (Glasshouse Venue Manager)	✓	✓	✓	✓	✓

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

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



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# Glasshouse Sub-Committee Meeting

Tuesday 2 December 2014

## Items of Business

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

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

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

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**RECOMMENDATION**

That the apologies received be accepted.

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

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**RECOMMENDATION**

That the Minutes of the Glasshouse Sub-Committee Meeting held on 4 November 2014 be confirmed.

**PRESENT**

**Members:**

Councillor Adam Roberts (Chair)  
Adam Button  
Rebecca Olsen (Acting Director Commercial Services & Industry Engagement)  
Ashley Grummitt (Acting Group Manager Commercial & Business Services)  
Pam Milne (Acting Glasshouse Venue Manager)

**Other Attendees:**

Councillor Sharon Griffiths; and  
Jane Ellis (Destination Management Co-ordinator) - part.

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The meeting opened at 8.00am.

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**01 ACKNOWLEDGEMENT OF COUNTRY**

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The Acknowledgement of Country was delivered.

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**02 APOLOGIES**

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**CONSENSUS:**

The apologies received from Councillor Rob Turner, Moira Magrath, William Grubb and Jennifer Hutchison be accepted.

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**03 CONFIRMATION OF MINUTES**

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**CONSENSUS:**

That the Minutes of the Glasshouse Sub-Committee Meeting held on 7 October 2014 be confirmed.

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**04 DISCLOSURES OF INTEREST**

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There were no disclosures of interest presented.

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**05 BUSINESS ARISING FROM PREVIOUS MINUTES**

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ITEM 09 - 02.09.2014 - HERITAGE ARTS AND CULTURE PRIORITIES ADVISORY GROUP

Item to remain as deferred to November HACPAG Meeting.

ITEM 06 - 07.10.2014 - UPDATE ON GLASSHOUSE STRATEGIC PLAN

Item 1 - completed. Please remove;

Item 2 - Item to be tabled at a future meeting.

Councillor Adams Roberts has raised the possibility of grant funding for an Economic Impact Assessment given the regional significance with Leslie Williams MP. Advice was received that PMHC could make a submission to Leslie Williams' Office for such funding.

ITEM 07 - 07.10.2014 - GLASSHOUSE BUSINESS PLAN

Completed on 15 October 2014. Please remove.

ITEM 08 - 07.10.2014 - UPDATE OF VISITOR INFORMATION SERVICES REVIEW

Completed on 4 November 2014. Please remove.

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**06 UPDATE ON STRATEGIC PLAN OUTCOMES**

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The Acting Group Manager of Commercial & Business Services addressed the Sub-Committee and gave an overview of the business plan key performance indicators. It was noted that 2014/2015 targets have been considered in acknowledgement that some time lags exist from implementation of changes to seeing tangible results.

Other strategic plan outcomes will be addressed separately in other Agenda items.

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**07 UPDATE ON STRATEGIC PLAN ACTION - PROMOTE OPERATIONAL FLEXIBILITY IN THE GLASSHOUSE FOOTPRINT**

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The Acting Venue Manager presented on the work done to date on the operational flexibility in the Glasshouse footprint, including opportunities for improvements which may ultimately require capital expenditure subject to business case analysis.

CONSENSUS:

The Glasshouse Sub-Committee Members are invited to email feedback to the Acting Director of Commercial Services & Industry Engagement. Alternatively, this item will be discussed further at the December 2014 Meeting of the Glasshouse Sub-Committee.

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**08 GLASSHOUSE UPDATE ON FIVE (5) YEAR PROFIT AND LOSS FORECAST**

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The Acting Director of Commercial Services and Industry Engagement presented an update on the Glasshouse Five (5) Year Profit and Loss Forecast.

A comparison over time was provided representing the increase in costs of other facilities.

It was noted that the Profit and Loss forecasts would continue to be reviewed as the business components evolved.

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**09 2014 AUSTRALIAN REGIONAL TOURISM CONVENTION**

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A presentation was given by Jane Ellis, Destination Management Co-Ordinator, on an overview of visitor information from the 2014 Australian Regional Tourism Convention. A copy of a document "Australia's Accredited VIC's: A Strategic Directions Paper" was distributed to Glasshouse Sub-Committee Members.

**CONSENSUS:**

That an update on the VIC review be provided at the next meeting.

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**10 GENERAL BUSINESS**

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Nil.

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The meeting closed at 9.00am.

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Item: 04  
Subject: DISCLOSURES OF INTEREST

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**RECOMMENDATION**

That Disclosures of Interest be presented

**DISCLOSURE OF INTEREST DECLARATION**

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

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

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

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

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

For the reason that: .....

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

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



**Further Explanation**

(Local Government Act and Code of Conduct)

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

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

**Pecuniary Interest**

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

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

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

**Non-Pecuniary**

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

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

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

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

*Non Pecuniary – Significant Interest*

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

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

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

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

*Non Pecuniary – Less than Significant Interest*

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



**SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION**

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

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



### Important Information

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

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

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

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

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<b>Item:</b>	09	<b>Date:</b>	02 September 2014
<b>Subject:</b>	Heritage Arts and Culture Priorities Advisory Group		
<b>Action Required:</b>	Councillor Adam Roberts has offered to attend future Heritage Arts and Culture Priorities Advisory Group meetings if required. Jenny Hutchison is to note at the next meeting of the Heritage Arts and Culture Priorities Group.		
<b>Current Status:</b>	Deferred to next HACPAG meeting. No meeting was held in November 2014.		

<b>Item:</b>	06	<b>Date:</b>	07 October 2014
<b>Subject:</b>	Update on Glasshouse Strategic Plan		
<b>Action Required:</b>	Item 2: That consideration be given to obtaining funding support for the proposed economic impact assessment noting the broader regional focus.		
<b>Current Status:</b>	Item 2 - To be tabled at a future meeting.		

<b>Item:</b>	07	<b>Date:</b>	04 November 2014
<b>Subject:</b>	Update on Strategic Plan Action - Promote Operational Flexibility in the Glasshouse Footprint		
<b>Action Required:</b>	The Glasshouse Sub-Committee Members are invited to email feedback to the Acting Director of Commercial Services & Industry Engagement. Alternatively, this item will be discussed further at the December 2014 Meeting of the Glasshouse Sub-Committee.		
<b>Current Status:</b>	Item to be tabled at the meeting on 02 December 2014. Please remove.		

<b>Item:</b>	09	<b>Date:</b>	04 November 2014
<b>Subject:</b>	2014 Australian Regional Tourism Convention		
<b>Action Required:</b>	That an update on the VIC review be provided at the next meeting.		
<b>Current Status:</b>	Item to be tabled at the meeting on 02 December 2014. Please remove.		

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**Item: 06**

**Subject: UPDATE ON STRATEGIC PLAN OUTCOMES**

**Presented by: Commercial Services & Industry Engagement, Rebecca Olsen**

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**RECOMMENDATION**

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

**Discussion**

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

**Attachments**

Nil





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**Item: 07**

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

**Presented by: Commercial Services & Industry Engagement, Rebecca Olsen**

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**RECOMMENDATION**

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

**Discussion**

The Acting Group Manager of Commercial & Business Services will provide an update on the progress of the Visitor Information Services Review.

**Attachments**

Nil



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**Item: 08**

**Subject: UPDATE ON STRATEGIC PLAN ACTION - PROMOTE OPERATIONAL FLEXIBILITY IN THE GLASSHOUSE FOOTPRINT**

**Presented by: Commercial Services & Industry Engagement, Rebecca Olsen**

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**RECOMMENDATION**

**That the Glasshouse Sub-Committee note progress related to the Glasshouse Strategic Plan Action - Promote Operational Flexibility in the Glasshouse Footprint.**

**Discussion**

The Group Manager of Commercial & Business Services will address the Glasshouse Sub-Committee on progress related to the Glasshouse Strategic Plan Action - Promote Operational Flexibility in the Glasshouse Footprint.

**Attachments**

Nil



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**Item: 09**

**Subject: GLASSHOUSE 2015 SEASON UPDATE**

**Presented by: Commercial Services & Industry Engagement, Rebecca Olsen**

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**RECOMMENDATION**

**That the Glasshouse Sub-Committee welcomes Belinda Gibson, Program Manager - Performing Arts of Glasshouse to the meeting to present an update on the Glasshouse 2015 Season.**

**Discussion**

Belinda Gibson, Program Manager - Performing Arts of Glasshouse will present an update on the Glasshouse 2015 Season.

**Attachments**

Nil