

# Cultural Steering Group

## Business Paper

**date of meeting:** Wednesday 5 February 2020

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

**time:** 8:00am

# Cultural Steering Group

## CHARTER

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### 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 Economic and Cultural Development
- 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**

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

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

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

### **5.4 Secretariat**

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

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

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

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

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

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

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

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

<b>Member</b>	<b>05/06/19</b>	<b>03/07/19</b>	<b>07/08/19</b>	<b>04/09/19</b>	<b>02/10/19</b>	<b>06/11/19</b>
Councillor Rob Turner (Chair)	✓	A	No	✓	✓	✓
Councillor Geoff Hawkins (Deputy Chair)	✓	✓	Quorum	A	A	✓
Brian Barker	✓	✓		A	A	✓
Chris Denny	✓	✓		✓	A	✓
Kate Ford	X	X		X	X	A
Beric Henderson	A	✓		✓	A	✓
Jennifer Hutchison	A	A		A	A	A
Simon Luke	A	A		✓	✓	✓
Stacey Morgan	✓	A		✓	X	✓
Willhemina Wahlin	✓	✓		A	✓	A
Jeffery Sharp (Director Strategy and Growth)	A	A		✓	✓	✓
Holly McBride (acting)	✓	✓				
Liesa Davies (Group Manager Economic and Cultural Development)	✓	✓		✓	✓	✓
Pam Milne (Glasshouse Venue Manager)	A	A		✓	✓	✓
Bec Washington (acting)	✓					

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

**Meeting Dates for 2020**

5/02/2020	Function Room	8:00am
4/03/2020	Function Room	8:00am
1/04/2020	Function Room	8:00am
6/05/2020	Function Room	8:00am
3/06/2020	Function Room	8:00am
1/07/2020	Committee Room	8:00am
5/08/2020	Function Room	8:00am
7/10/2020	Function Room	8:00am
4/11/2020	Function Room	8:00am
2/12/2020	Function Room	8:00am

# Cultural Steering Group Meeting

Wednesday 5 February 2020

## Items of Business

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11	General 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 Cultural Steering Group Meeting held on 6 November 2019 be confirmed.

**PRESENT**

***Members:***

Councillor Turner (Chair)  
Councillor Hawkins (Deputy Chair)  
Brian Barker  
Chris Denny  
Beric Henderson  
Simon Luke  
Stacey Morgan  
Director Strategy and Growth  
Group Manager Economic and Cultural Development  
Glasshouse Venue Manager

***Other Attendees:***

Claire Ellis, Ellis Wray Consulting  
Meredith Wray, Ellis Wray Consulting  
Jane Ellis, Manager Destination and Cultural Development  
Skye Frost, Cultural Development Officer  
Kim Gallery, Project Officer, Destination and Culture

Members of the Economic Development Steering Group for part of the meeting:

Michelle Love  
Ross Cargill  
Tony Thorne  
Paul Dawson

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The meeting opened at 8:05am.

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**01 ACKNOWLEDGEMENT OF COUNTRY**

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The Acknowledgement of Country was delivered.

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## **02 APOLOGIES**

### CONSENSUS:

That the apologies received from Willhemina Wahlin, Kate Ford and Jennifer Hutchison be accepted.

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## **03 CONFIRMATION OF MINUTES**

### CONSENSUS:

That the Minutes of the Cultural Steering Group Meeting held on 2 October 2019 be confirmed.

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## **04 DISCLOSURES OF INTEREST**

There were no disclosures of interest presented.

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

### 06 Develop and Empower our Region's Art and Cultural Communities and Assets

Discussions are ongoing on a site visit to the Port Macquarie Museum

### 09 Ensure the Effective Planning, Funding, Integration and Measurement of Council's Arts and Culture Programs

Council to report back on 2020-2021 budget requests and action plan at the December 2019 Cultural Steering Group Meeting.

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## **06 DRAFT DESTINATION MANAGEMENT PLAN**

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The Chair welcomed members of the Economic Development Steering Group to the meeting.

Meredith Wray and Claire Ellis (Ellis Wray Consulting) briefed the group on the findings of their engagement and proposed approach to the new Destination Management Plan (DMP) including the draft vision, values and key insights. They sought feedback from the groups on Draft DMP actions, as detailed under four key areas:

- Destination Management
- Destination Experience Development
- Destination Events Development
- Destination Marketing

In closing, the group discussed and provided feedback on implementation and evaluation of the Draft Plan.

### **CONSENSUS:**

That the Cultural Steering Group (and Economic Development Steering Group guests) note:

1. The information included in the presentation and input into the discussion on the Draft Destination Management Plan;
2. The Draft Destination Management Plan will be presented at the 11 December 2019 Council meeting to be placed on public exhibition.
3. A report will be brought back to the Group in March 2020 on the feedback received during the exhibition period.

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## **07 DRAFT PUBLIC ART POLICY**

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### **CONSENSUS:**

That the Cultural Steering Group:

1. Support the simplified and succinct approach taken in the Draft Policy.
2. Endorse the Draft Policy to be presented to the 11 December 2019 Council Meeting, recommending public exhibition.

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## **08 CULTURAL STEERING GROUP MEETING DATES FOR 2020**

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### **CONSENSUS:**

That the Cultural Steering Group members accept the proposed dates for the 2020 Cultural Steering Group meetings.

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**09 NEXT MEETING**

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CONSENSUS:

That the Group note the next meeting will be on Wednesday 4 December 2019 in the Function Room, PMHC Headquarters at 8:00am.

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**10 GENERAL BUSINESS**

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**10.01 BONNY HILLS MURAL**

Brian Barker congratulated the artist and staff involved in the Bonny Hills mural. He noted the community are very pleased with the result.

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**10.02 AGENDA AND CULTURAL PLAN REPORTING**

The Chair noted the change in this Cultural Steering Group agenda to align with monthly priorities and other Council agenda approaches; and that a six-monthly update on Cultural Plan implementation would be presented to the Group as a way to ensure regular reporting on progress.

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**10.03 DRAFT GLASSHOUSE STRATEGIC PLAN**

The Glasshouse Venue Manager provided a brief update on the Glasshouse Strategic Plan. The Draft Plan is currently being finalised in consideration of feedback received from the Cultural Steering Group and the Councillor Briefing held in August 2019. The Draft Glasshouse Strategic Plan is expected to be considered at the December 2019 or February 2020 Council meeting and available for public comment after this time.

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The meeting closed at 9:25am.

**Item: 04**  
**Subject: DISCLOSURES OF INTEREST**

**RECOMMENDATION**

**That Disclosures of Interest be presented**

**DISCLOSURE OF INTEREST DECLARATION**

<b>Name of Meeting:</b>	
<b>Meeting Date:</b>	
<b>Item Number:</b>	
<b>Subject:</b>	
<p><b>I, the undersigned, hereby declare the following interest:</b></p> <p><input type="checkbox"/> <b>Pecuniary:</b> Take no part in the consideration and voting and be out of sight of the meeting.</p> <p><input type="checkbox"/> <b>Non-Pecuniary – Significant Interest:</b> Take no part in the consideration and voting and be out of sight of the meeting.</p> <p><input type="checkbox"/> <b>Non-Pecuniary – Less than Significant Interest:</b> May participate in consideration and voting.</p>	
<b>For the reason that:</b>	
<b>Name:</b>	<b>Date:</b>
<b>Signed:</b>	
<b>Please submit to the Governance Support Officer at the Council Meeting.</b>	

*(Refer to next page and the Code of Conduct)*

**Pecuniary Interest**

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will 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 you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
- your interest, or
  - the interest of your spouse or de facto partner, your relative, or your partner or employer, or
  - a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
- Your "relative" is any of the following:
    - your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
    - the spouse or de facto partner of a person referred to in paragraphs (i) and (ii)
  - "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c)
- if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
  - just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
  - just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

**Non-Pecuniary**

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

**Managing non-pecuniary conflicts of interest**

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
- a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household
  - other relationships with persons who are affected by a decision or a matter under consideration 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.
  - an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
  - membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
  - a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
  - the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.
- 5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:
- by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
  - if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.
- 5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.
- 5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.
- 5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.
- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

**SPECIAL DISCLOSURE OF PECUNIARY INTEREST DECLARATION**

*This form must be completed using block letters or typed.  
If there is insufficient space for all the information you are required to disclose,  
you must attach an appendix which is to be properly identified and signed by you.*

<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 the affected principal place of residence of the councillor or an associated person, company or body <b>(the <i>identified land</i>)</b>	
Relationship of identified land to councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> The 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"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has interest in the land.
<b>MATTER GIVING RISE TO PECUNIARY INTEREST<sup>1</sup></b>	
Nature of land that is subject to a change in zone/planning control by proposed LEP <b>(the <i>subject land</i><sup>2</sup>)</b> <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 or associated person <i>[Tick or cross one box]</i>	<input type="checkbox"/> Appreciable financial gain. <input type="checkbox"/> Appreciable financial loss.

*[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest]*

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

*This form is to be retained by the council's general manager and included in full in the minutes of the meeting*

Last Updated: 3 June 2019



**Important Information**

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will 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.

"Relative" is defined by clause 4.4 of the Model Code of Conduct 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.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at 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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<sup>1</sup> Clause 4.1 of the Model Code of Conduct 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 clause 4.6 of the Model Code of Conduct.

<sup>2</sup> 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 clause 4.3 of the Model Code of Conduct has a proprietary interest

Item: 05

Subject: BUSINESS ARISING FROM PREVIOUS MINUTES

<b>Item:</b>	<b>06</b>	05/06/2019
<b>Subject:</b>	DEVELOP AND EMPOWER OUR REGION'S ART & CULTURAL COMMUNITIES AND ASSETS	
<b>Action Required:</b>	1. A potential site visit to the Port Macquarie Museum was discussed for a future date.	
<b>Current Status</b>	1. To be confirmed at a future meeting, on completion of museum masterplan.	

<b>Item:</b>	<b>09</b>	03/07/2019
<b>Subject:</b>	ENSURE THE EFFECTIVE PLANNING, FUNDING, INTERGRATION AND MEASUREMENT OF COUNCIL'S ARTS AND CULTURE PROGRAMS	
<b>Action Required:</b>	1. That the Cultural Steering Group note the information provided Item 4.1 - that Council consider 2020 - 2021 budget requests, review Action Plan and budget required.	
<b>Current Status</b>	1. To be discussed at February 2020 meeting.	

Discussion topics at future meetings		
	Due Date	Requested
Creative Hub – Requirements and management/operational model	Future meeting	5 December 2018
Draft Destination Management Plan - post exhibition report	March 2020	6 November 2019
Draft Public Art Policy - post exhibition report	March 2020	6 November 2019
Six-monthly update on Cultural Plan	May 2020	6 November 2019
Draft Glasshouse Strategic Plan	February 2020	6 November 2019

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**Item: 06****Subject: CSG MEMBERSHIP TERM****Presented by: Strategy and Growth, Jeffery Sharp**

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**RECOMMENDATION**

**That the Group note Council proposes to commence an expression of interest process to seek members for the next term of the Cultural Steering Group during March 2020.**

**Discussion**

At the 19 April 2017 meeting, Council appointed the members of the newly established Cultural Steering Group. In May 2019, following discussion with the Group, the Acting Director Strategy and Growth distributed advice to members that the tenure of the Group would continue, facilitating continuity in the implementation of Council's Cultural Plan.

As we are now approaching the completion of a 3<sup>rd</sup> year of the Group's term, staff are preparing a report to Council seeking approval of an updated Group Charter (to reflect the inclusion of Local Aboriginal Land Council representation). It is proposed that an Expression of Interest process for the next term of membership will commence in March 2020. Current members are able to re-apply and the new membership will be endorsed at a future meeting of Council.

**Attachments**

Nil

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Item: 07

Subject: PLANNING FOR 2020/2021 CULTURAL DEVELOPMENT BUDGET

Presented by: Strategy and Growth, Jeffery Sharp

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### RECOMMENDATION

**That the Group note preparation of the draft 2020/2021 Cultural Development Budget is underway, with Council's draft 2020/2021 budget and operational plan to be placed on public exhibition in coming months.**

### Discussion

The Group Manager Economic and Cultural Development will present to the Group on current planning for the 2020/2021 Cultural Development Budget, including the draft budget, budget bids, grants pursued to date and potential grant opportunities. The budget focusses on delivery of Cultural Plan actions alongside development of a Cultural Plan to take us forward from 2021. Key items are public art (including an audit and maintenance), cultural precinct planning, Bicentenary celebrations and projects and events such as ArtWalk.

### Attachments

Nil

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Item: 08

Subject: CULTURAL ECONOMY PLAN PROJECT

Presented by: Strategy and Growth, Jeffery Sharp

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## RECOMMENDATION

That the Group note:

1. Progress in the development of Council's Cultural Economy Plan.
2. It is anticipated the final plan will be presented to the May 2019 CSG meeting.

## Discussion

A key action in Council's 2018-2021 Cultural Plan is the development of a Cultural Economy Plan to "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."

In late 2019, Council appointed Positive Solutions, a consultancy specialising in the cultural and non-profit sectors, to support the development of this plan. The scope of works included in the development of the plan is as follows:

1. **Desktop and data review and analysis**
  - Desktop research including current strategies and plans, ABS Census data, competitive analysis and stakeholder identification including relevant local representatives.
  - A detailed inventory of current creative and cultural sector business, assets and infrastructure across the region.
  - Analyse and summarise current data for the local Creative Economy noting alignment with State and Federal government research and developing baseline data.
2. **Cultural mapping audit**
  - Undertake cultural asset mapping, a detailed inventory of current arts and cultural assets including artists and craftsperson, funding institutions, educational centres, media, cultural entrepreneurs, creative businesses, night-time economy contributors and infrastructure as defined.
  - Assess linkages between arts & cultural sector and other sectors, e.g. education/ health
  - Develop a comprehensive database of cultural assets that can be developed into a publicly accessible document.
3. **Venues audit**
  - Deliver a detailed inventory and audit of existing community, commercial and cultural venues and spaces identifying current uses and potential uses for the creative and cultural Industries sector across the region.

**4. Creative industries skills audit**

- Undertake engagement with the sector to identify skills gaps and opportunities.
- Identify and analyse cultural and creative cluster employment and enterprises.
- Review agile work opportunities and options to stimulate creative industries in the region.
- Identify new opportunities that, if embraced will generate economic benefits to the region.

**5. Draft findings report with recommendations**

- Identify creative and cultural clusters and potential precinct areas.
- Identify key 'activity drivers' for the creative and cultural industries sector and how these drivers can be engaged.
- Identify measures to track creative and cultural industries performance and development.
- Provide a short term (5 year) 'action plan' to accelerate growth in the region's creative industries;
- Identify new opportunities to enhance, expand, diversify and innovate within the creative and cultural industries sector;
- Provide examples of successful models/projects from other Australian regions and states, as well as other countries (i.e. transitioning from traditional industries to knowledge economies);
- Recommended next steps for the Port Macquarie Hastings region to support development of cultural and creative industries.

Further detail on project engagement will be presented at the meeting.

**Attachments**

Nil

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Item: 09

Subject: DRAFT GLASSHOUSE PLAN 2020-2022

Presented by: Corporate Performance, Rebecca Olsen

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## RECOMMENDATION

That the Cultural Steering Group:

1. Note the draft Glasshouse Plan 2020-2022 as detailed in this report and reported to the Ordinary Council Meeting held on 11 December 2019;
2. Note that the draft Glasshouse Plan 2020-2022 is currently on public exhibition to 21 February 2020;
3. Note that a further report will be tabled at the March 2020 meeting of Council, detailing the submissions received during the exhibition period;
4. Be invited to provide feedback to the General Manager on the draft Glasshouse Plan 2020-2022 as part of the public exhibition period.

## Discussion

At the Cultural Steering Group Meeting held on 1 May 2019, the Cultural Steering Group resolved:

### *09 GLASSHOUSE STRATEGIC PLAN - UPDATE*

*Rebecca Olsen, Director Corporate Performance provided a verbal update on the draft Glasshouse Strategic Plan. The draft document is yet to go through the internal approval process. The draft Glasshouse Strategic Plan will not be reported to the May 2019 Ordinary Council meeting.*

*The group provided feedback to be considered when finalising the draft plan which included:*

- *The feel of the plan being less like a strategy and more like a summary.*
- *The strategy needing clear intentions and outcomes.*
- *How can Glasshouse vision be more aligned with the Cultural Plan.*
- *Performance indicators are good, can we add business ratios.*
- *Show clear linkages to the Cultural Plan actions and strategies.*
- *The plan currently centres around business as usual outcomes how can we shift that to be more aspirational and cultural focused.*

### CONSENSUS:

1. *The Cultural Steering Group note the verbal feedback on the draft Glasshouse Strategic Plan.*
2. *The Cultural Steering Group is to provide any additional feedback on the draft Glasshouse Strategic Plan by 17 May 2019.*
3. *An update on Council's Gallery Procedure/Policy will be provided at a future Cultural Steering Group meeting.*

In August 2019, a Councillor Briefing was also held to obtain feedback and direction from Councillors as to the future strategic direction of the Glasshouse.

Following consultation with Council's Cultural Steering Group and Councillors, a draft Glasshouse Plan 2020-2022 (as attached) has now been developed to guide the future strategic direction of the venue.

The Glasshouse Plan 2020-2022 provides the framework for the Glasshouse to:

- Contribute to the development of our region's cultural identity;
- Provide opportunities for our community to engage with and participate in arts and cultural experiences;
- Promote a diverse range of high quality cultural, community and commercial activities which contribute to our region's visitor economy;
- Continue to apply a prudent financial management focus to the delivery of Glasshouse services to support the long-term viability of the venue for our community.

The draft Glasshouse Plan 2020-2022 was reported (as attached) to the Ordinary Council Meeting held on 11 December 2019. At the meeting, Council resolved:

*10.10 DRAFT GLASSHOUSE PLAN 2020 - 2022*

*RESOLVED: Intemann/Turner*

*That Council:*

- 1. Note the draft Glasshouse Plan 2020-2022 as detailed in this report.*
- 2. Place the draft Glasshouse Plan 2020-2022 on public exhibition for a minimum period of 28 days, from 24 January 2020 to 21 February 2020.*
- 3. Note that a further report will be tabled at the March 2020 meeting of Council, detailing the submissions received during the exhibition period.*

*CARRIED: 7/0*

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

*AGAINST: Nil*

In accordance with Resolutions 2 and 3 above, the draft Glasshouse Plan 2020-2022 is now on public exhibition until 21 February 2020. A further report will be tabled at the 18 March 2020 meeting of Council, detailing the submissions received during the exhibition period.

The Glasshouse Plan 2020-2022 seeks to:

- Continue the adopted strategic direction of Council, being to apply a commercial focus in the operation of the venue;
- Realign the 2014-2017 outcome areas to refocus the strategic direction on:
  - Enhancing utilisation, visitation and participation;
  - Developing successful partnerships;
  - Promoting viability and ensuring good governance;
- Provide a broader scope than the 2014 Strategic Plan, and present information to inform the community and stakeholders of the breadth of Glasshouse activities provided across the cultural, community and commercial areas;
- Demonstrate clear alignment of the Glasshouse Plan and activities with the aspirations of Council's Cultural Plan 2018-2021 objectives, strategies and actions, and identify actions to contribute to the following Cultural Plan 2018-2021 actions:
  - 1.3 Venues and spaces
  - 1.4 Showcase programs
  - 1.8 Professional development opportunities
  - 2.1 Inclusive programs and events

- 2.4 Community-based and community-led programs
- 3.1 Collaborative partnerships
- 3.2 Cultural marketing and communications plan
- 4.1 Funding
- 4.7 Cultural performance measure.

The Glasshouse Plan is proposed for the period 2020-2022, to align with the next review of the Cultural Plan 2018-2021 expected in the 2021-22 financial year.

**Attachments**

- 1 [↓](#). Draft Glasshouse Plan 2020 - 2022 for exhibition
- 2 [↓](#). Report to Ordinary Council Meeting 11 December 2019



# GLASSHOUSE PORT MACQUARIE

## *Glasshouse Plan*

2020 – 2022



A facility of Port  
Macquarie-Hastings  
Council



GLASSHOUSE PORT MACQUARIE

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## 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, identity and sense of place.

The Glasshouse is our flagship arts, conference and entertainment centre located in the heart of Port Macquarie CBD. The venue plays a key role in supporting Council's cultural vision for the region and is home to high-quality spaces and state-of-the-art technical facilities including a 588-seat theatre, international standard regional gallery, performance studio, conference facilities, Visitor Information Centre, gift shop and heritage displays.

Opened in July 2009, the venue is well established as a key centre for the delivery of high quality **cultural, community** and **commercial** activities on the NSW Mid North Coast.

Over the past 10 years, the Glasshouse has welcomed:

- Over 2 million people to the venue;
- Over 400,000 people to the Regional Gallery;
- Over 150,000 attendees to our various business events; and
- Over 50,000 participants to our Education and Public Programs.

Through its vibrant performance, exhibition and event spaces, and cultural, community and commercial programming, the Glasshouse provides diverse opportunities for our community to engage and participate in arts and cultural experiences; contributing to the development of our region's cultural identity, while enhancing the skills and capacity of our community and local creative industries.

An independent economic impact assessment, undertaken by AECgroup in 2015, identified the following benefits to the region each year as a result of cultural, community and commercial activities at the Glasshouse and the associated visitor expenditure:

- Industry output for Port Macquarie-Hastings businesses of \$31.3 million;
- Contribution of \$15.8 million to Port Macquarie-Hastings' Gross Regional Product;
- Provision of around 167 full time equivalent jobs in Port Macquarie-Hastings providing \$9 million in wages and salaries for local workers.

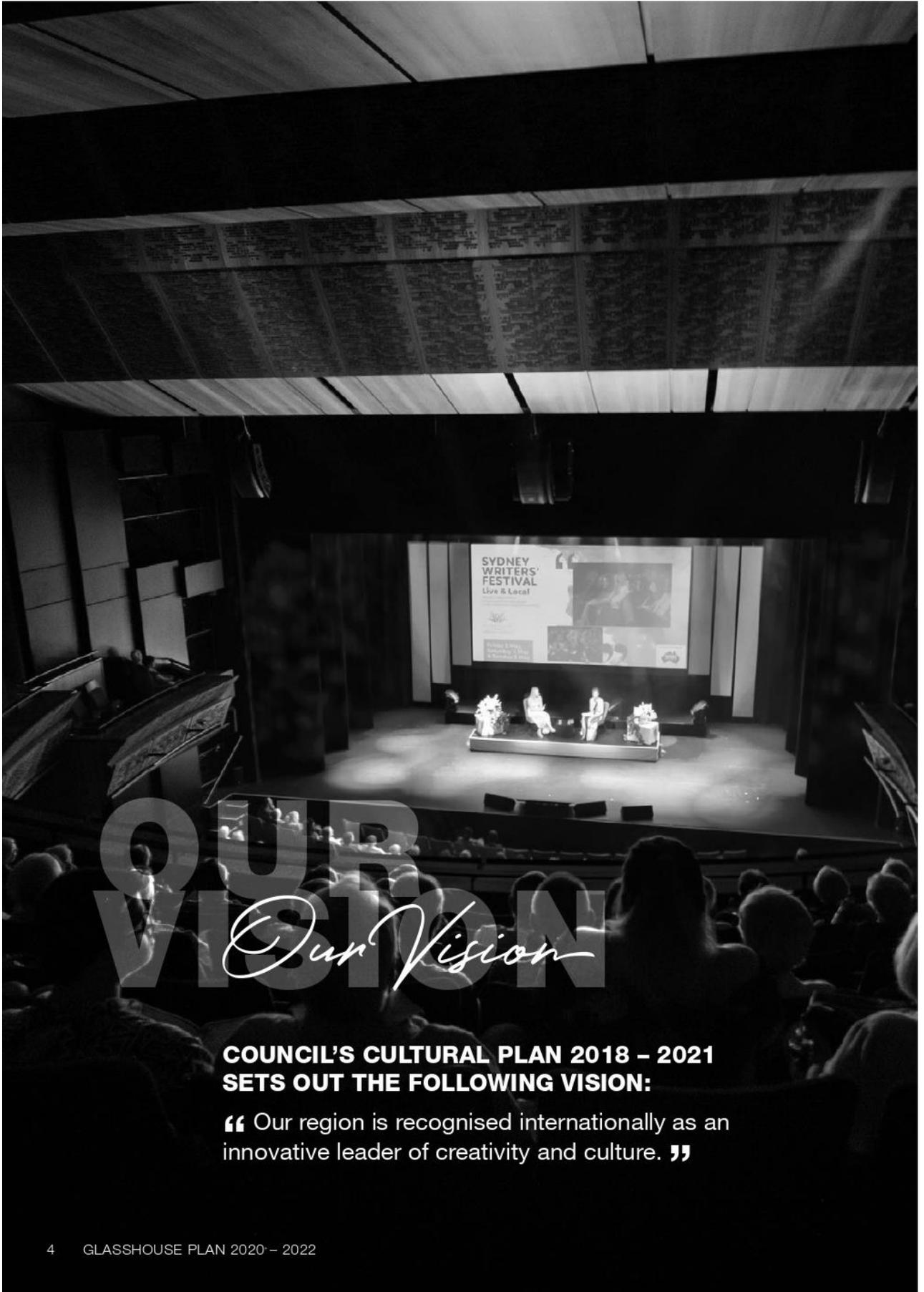
This Plan seeks to build on previous success and align the Glasshouse strategic direction with Council's Cultural Plan 2018 – 2021. The Glasshouse Plan 2020 - 2022 aims to facilitate the achievement of Council's strategic vision for the venue through a focus on three (3) key outcome areas:

- Enhancing utilisation, visitation and participation;
- Developing successful partnerships; and
- Promoting viability and ensuring good governance.

Ultimately, the Glasshouse Plan 2020 - 2022, through prudent financial management and open, transparent decision-making, aims to manage the net cost of the operation of the Glasshouse to the community while continuing to enhance utilisation, visitation and participation and ensuring the delivery of high quality **cultural, community** and **commercial** experiences for our community.

### Acknowledgement 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.





**IN JUNE 2013, COUNCIL ENDORSED  
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. ”

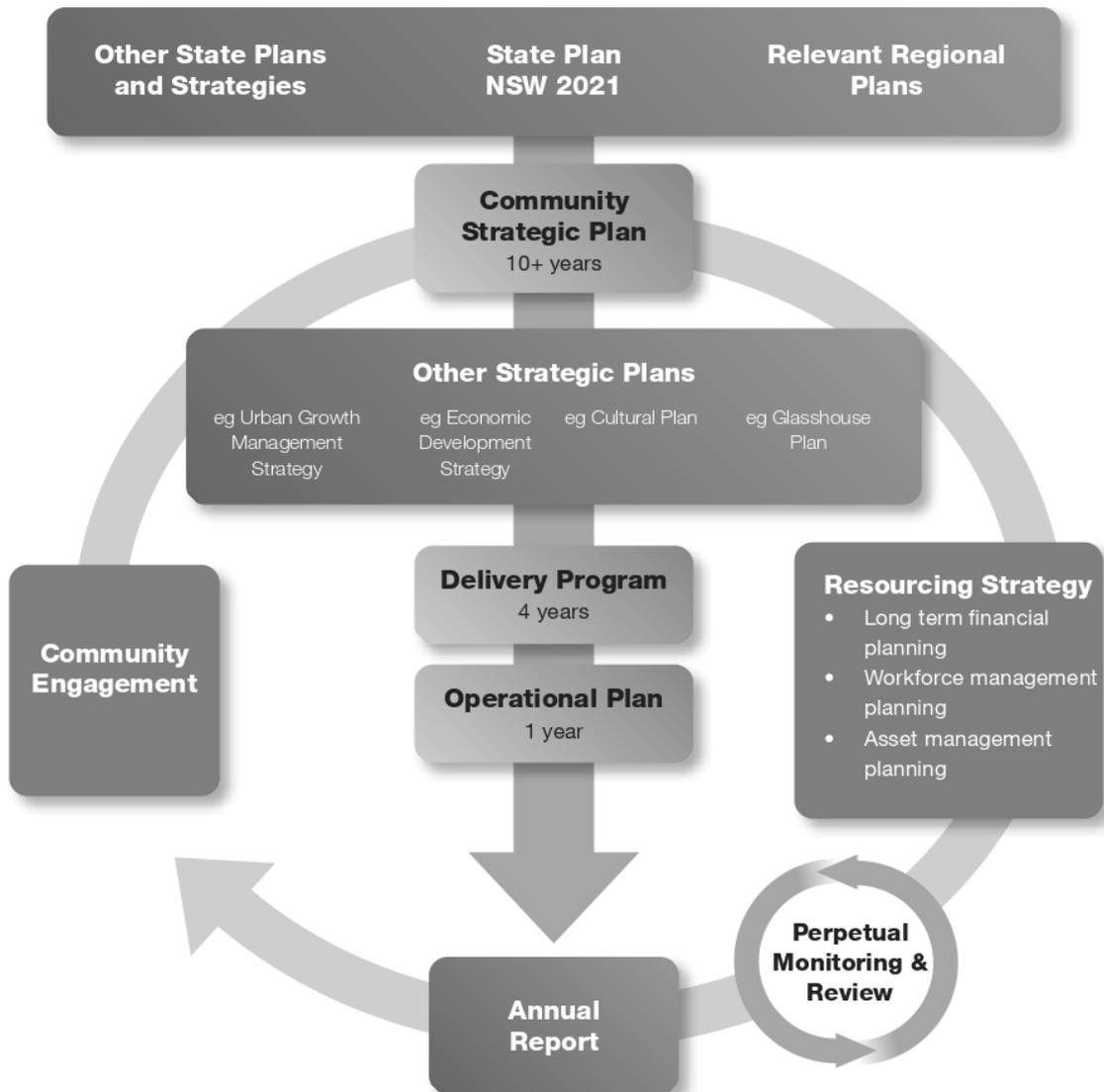
“ We often talk of creating a vibrant future for our community, well the Glasshouse has done more than any other facility or initiative to help us create that vibrant future for our community. As we all know, the Glasshouse is one of the key attractors of visitors to our region and the very fact that we have the Glasshouse has been one part of the decision making of many people who have moved to the area. Let’s also not forget that the economic impact of the Glasshouse on our area keeps growing as it continues to be a hub of much of our cultural and creative activity. ”

**Craig Swift-McNair**

General Manager, Port Macquarie-Hastings Council

## Port Macquarie-Hastings Council STRATEGIES AND PLANS

The Glasshouse Plan 2020 - 2022 is one of a series of strategies and plans that guide the delivery of Council services to our community. The Glasshouse Plan 2020 - 2022 sits alongside Council's Cultural Plan 2018 - 2021 and Economic Development Strategy 2017 - 2021 to facilitate the achievement of Council's strategic vision for the venue.



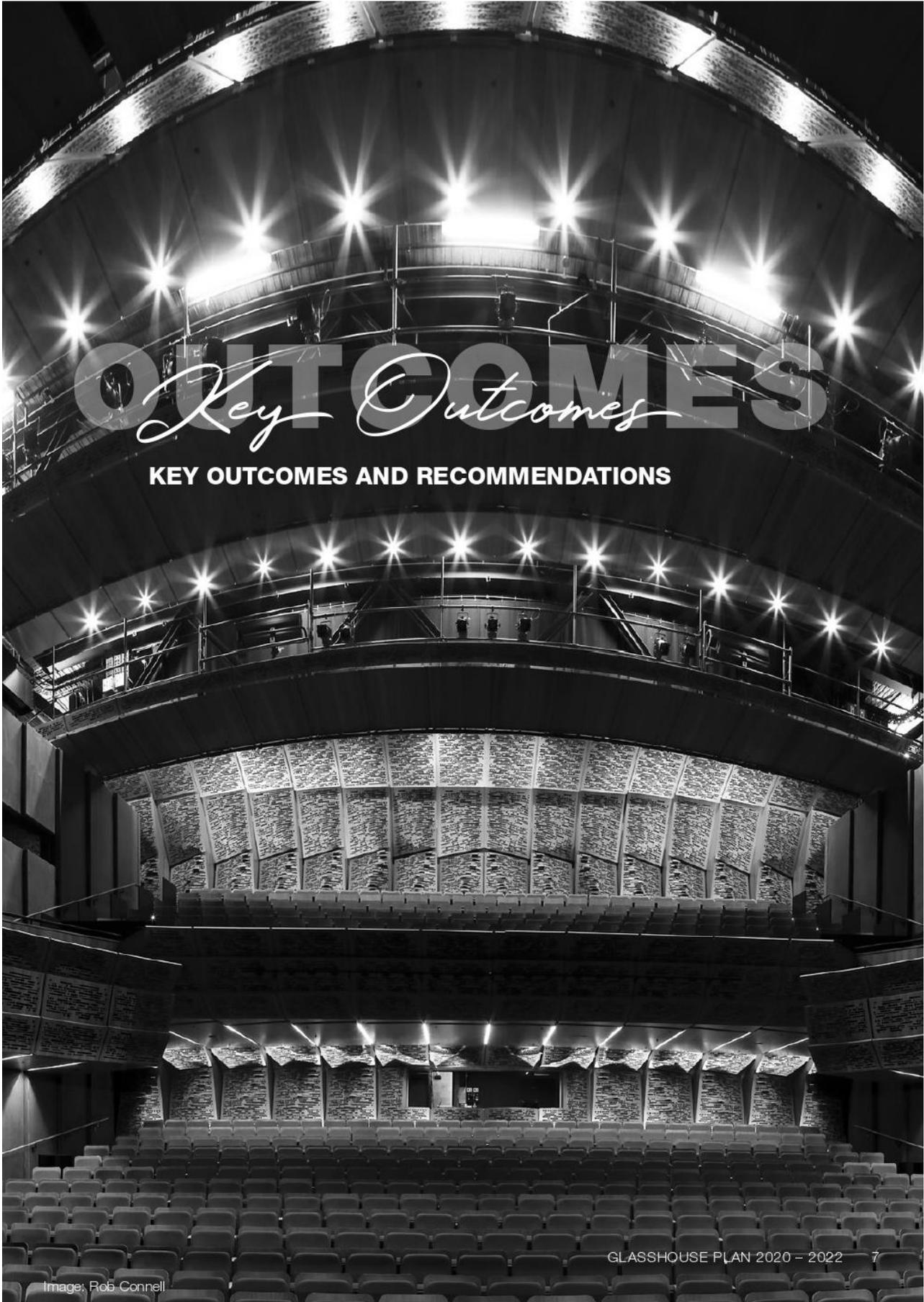


Image: Rob Connell

GLASSHOUSE PLAN 2020 - 2022 7

# ENHANCING UTILISATION, VISITATION AND PARTICIPATION

A key focus of the Glasshouse Plan is to enhance utilisation, visitation and participation, and ensure the delivery of high quality cultural, community and commercial activities and experiences for our community.

This will be achieved through a focus on our performance, exhibition and event spaces, showcasing our cultural, community and commercial programs, and implementing a range of strategies to encourage participation in arts and cultural experiences at the Glasshouse by all sectors of our community.

## Venues and spaces

The Glasshouse is our region's premier cultural venue. It comprises a range of vibrant and versatile performance, exhibition and event spaces to host a variety of events for our community, including:

- **Performance spaces**
  - 588-seat tiered state-of-the-art proscenium arch theatre / main auditorium with a full flytower and orchestra pit;
  - 116-seat rehearsal / performance / exhibition "black box" studio;
- **Regional Art Gallery exhibition spaces**
  - 600m2 international standard regional art gallery exhibition space over three levels;
- **Event spaces**
  - 70-seat Meeting Room 1;
  - 70-seat Meeting Room 2;
  - Boardroom 1;
  - Boardroom 2;
  - Boardroom 3;
  - Artlab workshop space;
  - Level 2 Mezzanine foyer;
  - Glasshouse Podium (Hay Street Forecourt);
- **Front of House spaces**
  - Box Office, retail and visitor information services;
  - Ground and mezzanine foyer spaces;
  - Commercial kitchen, licensed café / bar;
  - Heritage and archaeological displays;
- **Back of House spaces**
  - Green Room and dressing rooms;
  - Plant, equipment and storage rooms, loading dock;
  - Staff and administration office space;
  - Climate controlled Gallery store housing the Council Collection of Art Works.

These spaces provide state-of-the-art technical facilities and flexible venues for a range of cultural, community and commercial activities, including performance, exhibition and non-performance / business events.



“ The Glasshouse is one of the most beautiful venues I've seen certainly in Australia, but also around the world. ”

**Richard Evans**  
former CEO, Sydney Opera House



The Glasshouse attracts over 260,000 visitors to the venue each year. Our community and visitors access and utilise the Glasshouse facilities in a variety of ways:

- As a theatre or gallery patron;
- As an artist, performer or educator;
- As a Venue Hirer - cultural, community or commercial;
- As a conference / meeting delegate;
- Attending a social function;
- As a visitor perusing the gift shop, Visitor Information Centre or heritage displays.

Increasing visitation to the venue and utilisation of our performance, exhibition and event spaces will be achieved through:

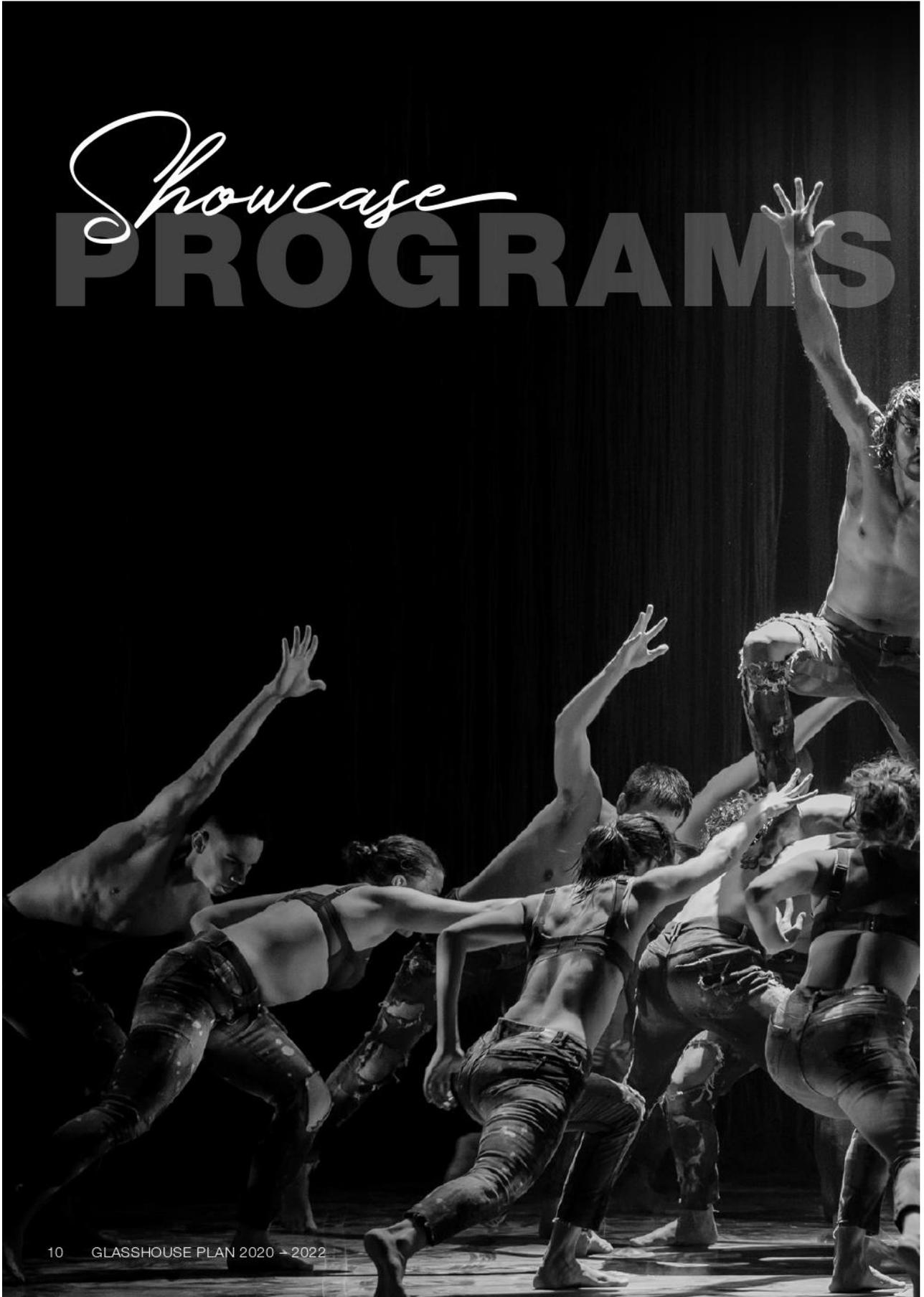
- The implementation of effective marketing and sales strategies;
- Ensuring the venue is accessible to cultural, community and commercial hirers;
- Promoting flexibility and innovation throughout the venue and its spaces;
- Ongoing investment in technical infrastructure and planned preventative maintenance programs to ensure the venue and its facilities keep pace with industry standards.



The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome "enhancing utilisation, visitation and participation". The actions will also contribute to Council's Cultural Plan strategy to "create, develop and maintain vibrant cultural spaces and places to maximise opportunities for our community to participate in cultural activities across the region".

**Cultural Plan Action 1.3 Venues and spaces**

- 1.3.1 Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region
- 1.3.2 Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces
- 1.3.3 Undertake Glasshouse back of house maintenance (OP 2.5.1.2 CW) to ensure continued technical excellence, enhanced customer experiences and/or improved efficiency in the delivery of Glasshouse events.



## SHOWCASE PROGRAMS

**Each year the Glasshouse showcases a range of high quality performing and visual arts events ranging from major international and Australian cultural institutions and commercial touring productions, to local community groups, schools and artists.**

Our annual Performing Arts Season aims to provide our community with access to the same high quality performing arts experiences and opportunities available to other major centres and regional communities around Australia.

The overall program of productions staged in the theatre and studio spaces includes a range of performance genres to appeal to a broad cross section of our community, including ballet, comedy, dance, drama, music (classical and contemporary), opera, physical theatre, film festivals and live stream events.



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### Performing arts

The Glasshouse Performing Arts Season program delivers up to 25 high quality performing arts events. Audiences can expect to see work that features high production standards and values. Many of the performances in the Season are presented by major Australian cultural institutions such as Sydney Symphony Orchestra, Bell Shakespeare, The Australian Ballet, Australian Chamber Orchestra and Opera Australia.

The annual performing arts program is developed with the following priorities:

- Presenting quality, innovative work focussed on cultural enrichment;
- Creative and audience development;
- Presenting a balanced program across multiple performing arts genres;
- Programming work for diverse audience segments to maximise audience growth and development for long-term sustainability.





**Locally-developed performing arts**

Opportunities exist to showcase local-developed, high quality performing arts product as part of the Glasshouse Season or as a standalone performance event. In 2019, Port Macquarie Performing Arts presented "A Gala Night at the Ballet" featuring a collaboration between professional dance companies and the local dance education provider. Locally based Got Ya Back Productions has presented a number of new theatre works at the Glasshouse.



**Commercial touring productions**

As a state of the art venue in a rapidly growing regional city, the Glasshouse attracts commercial touring productions which present a diverse range of performances including international touring shows. This includes ballet, comedy, dance, drama and music (classical and contemporary).

“ The best team in the game. We come back year after year for the quality of the people, they do everything they can to make you feel valued, supported and to ensure you put on a good show. ”

**Stacey Morgan**

Principal, Port Macquarie  
Performing Arts



### Visual arts

The **Glasshouse Regional Gallery** presents over 20 diverse exhibitions each year. The program features contemporary, Indigenous, historical, traditional, design and sculptural artworks as well as prominent social history exhibitions. There are three distinct focus areas for the exhibition program each year:

- **Touring exhibitions:** presented in partnership with significant Australian arts and cultural organisations such as the Art Gallery of NSW, Australian Museum of Contemporary Art, National Portrait Gallery and The Australian War Memorial. These exhibitions provide access for our community to quality artists and cultural experiences that would be otherwise not available within our region.
- **Glasshouse Regional Gallery exhibitions:** a program of in-house curated and contemporary focussed exhibitions designed to celebrate Australian artists and contemporary practice. This program provides access to innovative contemporary art by nationally renowned artists. This includes artists who have participated in our Artist in Residency program.
- **Supporting arts within our community:** a program of community access exhibitions and projects developed in partnership with local artists and cultural organisations. These programs showcase the artistic and cultural diversity of our region and promote participation and professional development with the cultural sector of our community. In 2018, locally focussed content showcased over 100 artists from across the Mid North Coast.





The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome "enhancing utilisation, visitation and participation". The actions will also contribute to Council's Cultural Plan strategy to "create, develop and maintain vibrant cultural spaces and places to maximise opportunities for our community to participate in cultural activities across the region".

**Cultural Plan Action 1.4 Showcase programs**

- 1.4.1 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan (OP 2.5.1.3)
- 1.4.2 Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse
- 1.4.3 Attract international standard commercial touring productions to the Glasshouse.



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**Professional development opportunities**

The Glasshouse delivers a range of professional development opportunities in conjunction with the annual performing and visual arts programs.

Opportunities in the performing arts offered in conjunction with the annual Performing Arts Season, include:

- A 3-day residency opportunity in Melbourne with Opera Australia for a local Chorus Master as part of the Opera Australia Children’s Chorus Program, an opportunity for local children to receive tutoring and perform on stage with the cast at the Glasshouse;
- Access to Work Experience residencies with Bell Shakespeare Company, based at the Sydney Opera House for a senior secondary student;
- Masterclasses – Available to Educators, professional musicians, vocal coaches and theatre based practitioners. Masterclasses are delivered by high-profile, master musicians, actors or Teaching Artists.

One of the Glasshouse Regional Gallery’s key objectives is to support local artists and provide professional development opportunities associated with the exhibition program. This includes opportunities for local artists to exhibit through our Community Access Program and participate in our Public and Audience development programs. These opportunities work towards developing professional practices and raising the skills and capacity of our local creatives to foster a vibrant cultural community.

The Glasshouse also supports local schools and community groups with hands on training in technical services, including:

- Venue induction and technical training on equipment provided by the Glasshouse team to members of community and school groups to support them in performing roles during their event such as: Stage Managers, Follow Spot Operators and Audio Operators;
- The Back of House work placement program operating in conjunction with Mid Coast Connect. Each year, the program offers over 1000 hours of industry placement for eligible students to acquire entertainment industry experience and training across the range of technical services such as lighting, audio, staging and audio visual.



The following Glasshouse Plan 2020 - 2022 action is recommended in support of the key outcome “enhancing utilisation, visitation and participation”. The action will also contribute to Council’s Cultural Plan strategy to “raise the skills and capacity of our local creatives to foster a vibrant cultural community”.

**Cultural Plan Action 1.8 Professional development opportunities**

- 1.8.1 Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs.

**Inclusive programs and events**

The Glasshouse works with local schools and education providers to deliver a wide range of educational opportunities to our youth. The annual Education Program is aligned with the annual Performing and Visual Arts program and aims to provide unique educational experiences to fire the imaginations of students from kindergarten to Year 12 by providing opportunities for them to engage directly with some of Australia’s leading performing and visual arts companies through performances, workshops and tours. Since 2009, over 50,000 students have participated in the program.

This program often provides students and young people with their first experience of live theatre or first visit to an art gallery and aims to nurture and grow their interest in arts and cultural experiences while also supporting audience development.

Glasshouse programming is aligned with the Create NSW - Arts and Cultural Development Program which places particular importance on programs and projects that support high-quality activity, engagement and participation with the following priority areas:

- people living and/or working in regional NSW;
- Aboriginal people;
- people with a disability;
- young people.

The aim of the program is to deliver the following outcomes to our community:

- Providing innovative audience development programs that promote participation in creative and cultural activities and experiences, encourage life-long learning, foster audience development, community involvement and visitation.
- Presenting inspired educational programs that foster creative learning and expression, providing opportunities for young audiences to engage, explore and participate in arts and cultural activities and events.

The Gallery promotes a range of public programs associated with the exhibition program. These include; artist talks, exhibition tours, the Accessible Art Tours program, adult craft workshops and master classes, children’s craft workshops and school holiday programs. This program is aimed at promoting participation for all sectors of our community in a range of artistic pursuits while also fostering audience development and visitation to the Gallery exhibitions.

The following Glasshouse Plan 2020 - 2022 action is recommended in support of the key outcome "enhancing utilisation, visitation and participation". The action will also contribute to Council’s Cultural Plan strategy to "maximise arts and cultural experiences for all sectors of our community".

**Cultural Plan Action 2.1 Inclusive programs and events**

- 2.1.1 Develop and deliver a range of education and public programs associated with the Glasshouse performing and visual arts programs, to encourage participation in arts and cultural experiences by all sectors of our community, including young people, seniors, people with a disability, and Aboriginal people.





**Community-based and community-led programs**

The Glasshouse is used by a wide range of community groups, schools, local performing arts and dance schools, TAFE and universities to present a diverse mix of activities including end of year school concerts and showcase events; university graduations, Luminosity Youth Conference, fundraising concerts by local charities, and Eisteddfods.

As part of the commitment to promote community access to the Glasshouse, Council offers discounted venue hire rates to eligible community groups. In addition to discounted venue hire rates, community groups are provided with access to state of the art facilities and equipment, and a high level of professional and technical support to assist in the delivery of their event and building future capability.

“ Having the Glasshouse as our LNCDF home has allowed our event to elevate to a professional level that matches any other professional production. The Festival provides an avenue for first time performers through to elite dancers to have their moment to shine on such an outstanding stage in a magnificent venue. ”

**Lower North Coast Dance Festival Committee**



**Volunteering at the Glasshouse**

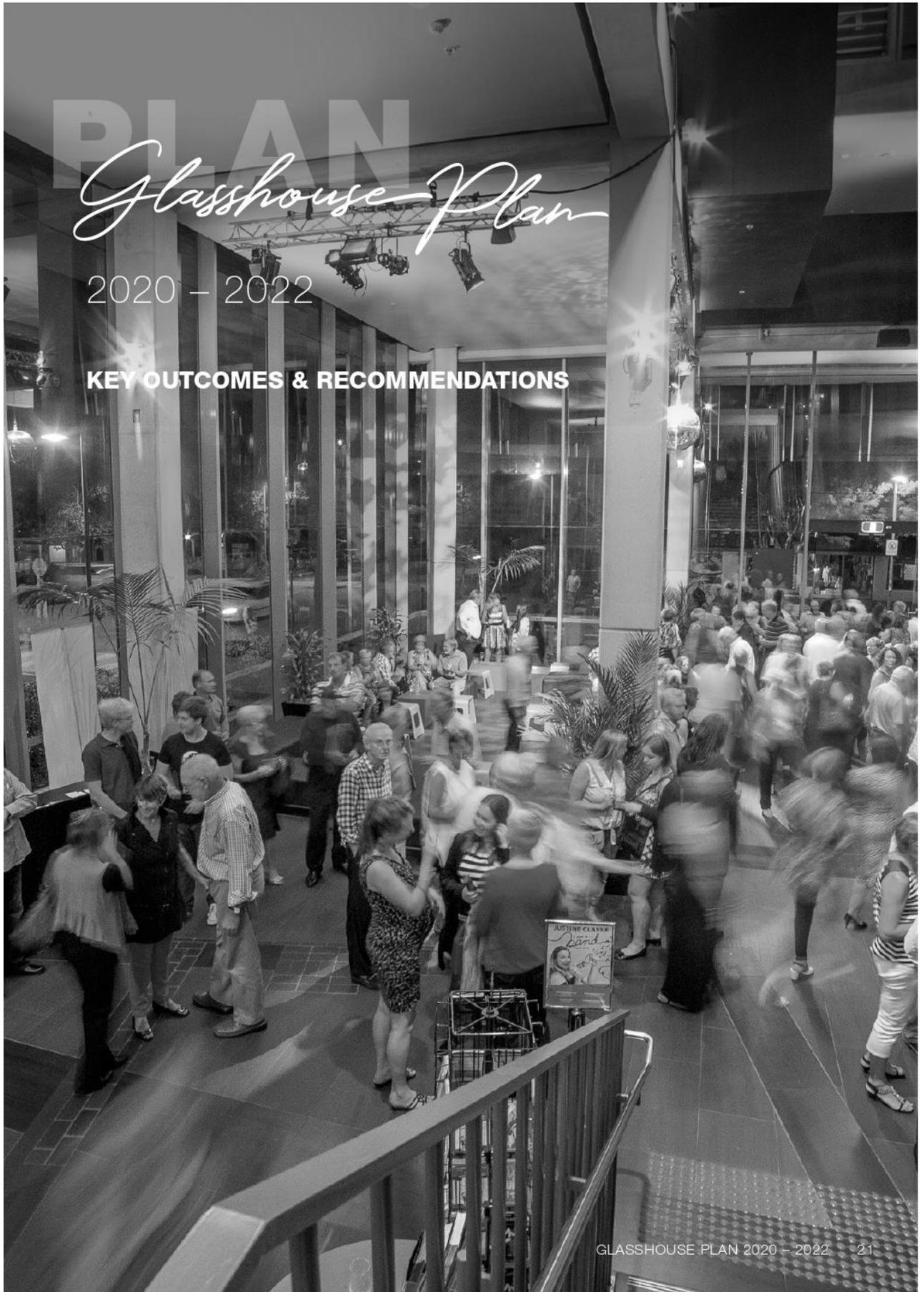
The Tourism Ambassador Program and Gallery Attendant Program encourages members of the community to support the venue through volunteering. The Tourism Ambassador Program encourages locals who are passionate about our region to share their local knowledge with tourists in the Visitor Information Centre. The Gallery Attendant Program is supported by volunteers who are passionate about the arts, many of them artists themselves, who can share their passion with likeminded visitors to the venue.



The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome "enhancing utilisation, visitation and participation". The actions will also contribute to Council's Cultural Plan strategy to "identify and develop the cultural identity of our places".

**Cultural Plan Action 2.4 Community-based and community-led programs**

- 2.4.1 Implement strategies within a framework of fair and equitable access, to enhance utilisation and encourage community participation
- 2.4.2 Provide a high level of professional, technical and marketing support to community hirers to assist in the co-ordination and delivery of community events and to build future capability.



## GLASSHOUSE PLAN 2020 - 2022

## Key Outcomes &amp; Recommendations

KEY OUTCOMES:	RECOMMENDATIONS:	
<p><b>Enhancing utilisation, visitation and participation</b></p> <p><i>Ensuring the delivery of high quality cultural, community and commercial activities</i></p> <p>Cultural Plan Objective 1: Develop and empower our region's art and cultural communities and assets</p> <ul style="list-style-type: none"> <li>- Strategy: Create, develop and maintain vibrant cultural spaces and places to maximise opportunities for our community to participate in cultural activities across the region</li> <li>- Strategy: Raise the skills and capacity of our local creatives to foster a vibrant cultural community</li> </ul> <p>Cultural Plan Objective 2: Enrich our community through experiences that embrace and celebrate our diverse and unique art and culture</p> <ul style="list-style-type: none"> <li>- Strategy: Maximise arts and cultural experiences for all sectors of our community</li> <li>- Strategy: Identify and develop the cultural identity of our places</li> </ul>	<p><b>Cultural Plan Action 1.3 Venues and spaces</b></p>	
	1.3.1	Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region
	1.3.2	Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces
	1.3.3	Undertake Glasshouse Back of House maintenance (OP 2.5.1.2 CW) to ensure continued technical excellence, enhanced customer experiences and/or improved efficiency in the delivery of Glasshouse events
		<p><b>Cultural Plan Action 1.4 Showcase programs</b></p>
	1.4.1	Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan (OP 2.5.1.3)
	1.4.2	Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse
	1.4.3	Attract international standard commercial touring productions to the Glasshouse
		<p><b>Cultural Plan Action 1.8 Professional development opportunities</b></p>
	1.8.1	Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs
		<p><b>Cultural Plan Action 2.1 Inclusive programs and events</b></p>
	2.1.1	Develop and deliver a range of education and public programs associated with the Glasshouse performing and visual arts programs, to encourage participation in arts and cultural experiences by all sectors of our community, including young people, seniors, people with a disability, and Aboriginal people
		<p><b>Cultural Plan Action 2.4 Community-based and community-led programs</b></p>
	2.4.1	Implement strategies within a framework of fair and equitable access, to enhance utilisation and encourage community participation
	2.4.2	Provide a high level of professional, technical and marketing support to community hirers to assist in the co-ordination and delivery of community events and to build future capability

KEY OUTCOMES:	RECOMMENDATIONS:	
<p><b>Developing successful partnerships</b></p> <p><i>Working with key stakeholders in the community, government and industry to support the delivery of cultural, community and commercial activities</i></p> <p>Cultural Plan Objective 3: Create community pride and ownership in our cultural brand which promotes our unique heritage, people and places</p> <ul style="list-style-type: none"> <li>- Strategy: Foster collaboration</li> <li>- Strategy: Identify and develop opportunities to profile and promote culture at all levels - local to international</li> </ul>	<p><b>Cultural Plan Action 3.1 Collaborative partnerships</b></p>	
	<p><b>3.1.1</b> Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs</p>	
	<p><b>3.1.2</b> Develop the Glasshouse Membership Program and associated marketing initiatives to build customer loyalty and repeat visitation</p>	
	<p><b>3.1.3</b> Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences</p>	
	<p><b>Cultural Plan Action 3.2 Cultural marketing and communications plan</b></p>	
	<p><b>3.2.1</b> Review and update the Glasshouse Marketing and Sales Plan</p>	
	<p><b>3.2.2</b> Implement targeted marketing and sales strategies to increase awareness, enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes</p>	
	<p><b>Promoting viability and ensuring good governance</b></p> <p><i>Applying a prudent financial management focus and open and transparent decision-making, to manage the net cost of the operation of the Glasshouse to the community</i></p> <p>Cultural Plan Objective 4: Ensure the effective planning, funding, integration and measurement of Council's arts and culture programs</p> <ul style="list-style-type: none"> <li>- Strategy: Identify funding opportunities to support cultural outcomes</li> <li>- Strategy: Identify, measure and raise awareness of the economic and social value of culture to our community</li> </ul>	<p><b>Cultural Plan Action 4.1 Funding</b></p>
		<p><b>4.1.1</b> Apply a prudent financial management focus to all cultural, community and commercial activities to support long-term efficiency, effectiveness and viability of the Glasshouse</p>
		<p><b>4.1.2</b> Increase operating revenue at the Glasshouse (OP 1.5.3.1)</p>
<p><b>4.1.3</b> Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)</p>		
<p><b>4.1.4</b> Identify Australian and NSW State Government grant funding opportunities to support the delivery of cultural programs and maintenance of venue technical infrastructure</p>		
<p><b>4.1.5</b> Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs</p>		
<p><b>4.1.6</b> Investigate and develop a Fundraising Strategy to support the delivery of cultural and community programs and the long-term viability of the Glasshouse</p>		
<p><b>Cultural Plan Action 4.7 Cultural performance measure</b></p>		
<p><b>4.7.1</b> Present biannual reports to Council detailing Glasshouse performance against the Glasshouse Plan, key operational and financial performance measures, and Council's Cultural Plan Objectives</p>		
<p><b>4.7.2</b> Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy</p>		







# DEVELOPING SUCCESSFUL PARTNERSHIPS

## Collaborative partnerships

Developing successful partnerships is a key focus for the Glasshouse, collaborating with key stakeholders in the community, government and industry to build engagement and support our cultural and community programs.

The Glasshouse operates a highly successful Membership Program which reached over 1,500 Members in 2018. This level of membership far exceeds the patron participation results achieved by other regional venues in NSW. The Glasshouse Membership Program offers exclusive benefits including an invitation to the Season Launch, priority booking periods, discounts and special offers.

The benefits to the venue include:

- Building patron loyalty and repeat visitation;
- Building relationships with patrons who are willing to provide open and honest feedback;
- Creating brand advocates who are supportive of the Glasshouse in the wider community.

The Greater Port Macquarie Visitor Information Centre (GPM VIC), is a level 1 accredited VIC located within the Glasshouse which operates 7 days per week. It provides tourist information to visitors with the support of over 20 Tourism Ambassador volunteers and promotes the products and services of over 200 local tourism operators. As a vibrant holiday destination attracting over 1.5 million visitors annually, the VIC provides a valuable service to visitors - It's the place to source local knowledge and advice regarding our region's rich and diverse experiences.



The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome "developing successful partnerships". The actions will also contribute to Council's Cultural Plan strategy to "foster collaboration".

**Cultural Plan Action 3.1 Collaborative partnerships**

**3.1.1** Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs

**3.1.2** Develop the Glasshouse Membership Program and associated marketing initiatives to build customer loyalty and repeat visitation

**3.1.3** Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences.



**Cultural marketing and communications plan**

Council markets and promotes the Glasshouse as our region’s premier cultural venue and as a key component of our region’s cultural brand. Central to this is the development of a Glasshouse Marketing and Sales Plan to coordinate venue and event marketing and sales activities.

Glasshouse marketing activities strive to encourage community participation in Glasshouse events as well as grow cultural knowledge and understanding. These activities help drive visitation to the venue and grow audiences for current and future events.

The Glasshouse actively seeks out new and existing niche markets to drive growth and development of Glasshouse audiences for existing and new products, including Glasshouse Members, schools, educators, artists, dance schools, parents, retirement villages and tourists. Marketing activities are also tailored to suit seasonal tourism peaks and major events in the region.

Education is an important activity to enable the Glasshouse to build community awareness of the cultural experiences available at the venue. Through the provision of ‘plain English’ marketing, the Glasshouse aims to break down barriers and build understanding to enable the community to feel confident to try new arts and cultural experiences.

Regular communication is used to build and maintain trust with Glasshouse patrons, and, in particular, Glasshouse Members. This activity is essential to promoting repeat visitation and drive ticket purchases. Active communication with the Glasshouse Membership base has resulted in one of the strongest Membership cultural programs in NSW. Glasshouse Members are some of the venue’s most proactive and positive ambassadors and advocates within the broader community.

Commercial hirers are supported through the provision of local media and advertising advice and in-house marketing services. These activities support commercial hirers to maximise their ticket sales and generate additional revenue for the venue.

The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome “developing successful partnerships”. The actions will also contribute to Council’s Cultural Plan strategy to “identify and develop opportunities to profile and promote culture at all levels - local to international”.

**Cultural Plan Action 3.2 Cultural marketing and communications plan**

3.2.1 Review and update the Glasshouse Marketing and Sales Plan

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



# PROMOTING VIABILITY AND ENSURING GOOD GOVERNANCE

## Funding

In June 2013, Council resolved to provide a greater commercial focus in the operation of the Glasshouse. Since that time, significant progress has been made 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.

Commercial venue hire represents a key component of Glasshouse income and drives incremental revenue streams such as equipment hire, marketing services income and food and beverage revenues, which is vital to the financial sustainability of the venue.

With a focus on continuing to increase operating revenue, Council aims to market and promote the Glasshouse as the premier venue in the region for meetings, conferences and other functions noting the broad economic benefits associated with business tourism opportunities. This aligns with North Coast Destination Management Plan 2018 - 2021 as well as the Glasshouse partnership with Destination North Coast (Destination NSW) to attract business events to the region.

In recent years, the Glasshouse has been successful in securing grant funding from the Australian and NSW State Governments to support the delivery of public and audience development programs in the Glasshouse Regional Gallery and to undertake infrastructure projects including the Glasshouse Theatre LED Lighting Upgrade and the recent Studio Theatre Seating Upgrade.

The Glasshouse also seeks to partner with a range of commercial and community organisations which support cultural programming within the venue via:

- Providing a financial contribution to support a specific program or event;
- Providing products or services in kind to support Glasshouse events;
- Providing marketing services and media support;
- Alignment of similar brand values – building good will, trust and delivering advocacy.

Applying a commercial management focus to all cultural, community and commercial activities is key to promoting the long-term viability of the venue.

The following Glasshouse Plan 2020 - 2022 action is recommended in support of the key outcome "promoting viability and ensuring good governance". The actions will also contribute to Council's Cultural Plan strategy to "identify funding opportunities to support cultural outcomes".

### Cultural Action Plan 4.1 Funding

- 4.1.1 Apply a prudent financial management focus to all cultural, community and commercial activities to support long-term efficiency, effectiveness and viability of the Glasshouse
- 4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)
- 4.1.3 Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)
- 4.1.4 Identify Australian and NSW State Government grant funding opportunities to support the delivery of cultural programs and maintenance of venue technical infrastructure
- 4.1.5 Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs
- 4.1.6 Investigate and develop a Fundraising Strategy to support the delivery of cultural and community programs and the long-term viability of the Glasshouse.





**Cultural performance measure**

The Glasshouse presents biannual reports to Council in February and August each year, detailing performance against the Glasshouse Plan including key operational and financial performance measures and Council’s Cultural Plan Objectives. This reporting promotes open and transparent decision-making based on the provision of accurate and timely data.

An independent economic impact assessment, undertaken by AECgroup in 2015, identified the following benefits to the region each year as a result of cultural, community and commercial activities at the Glasshouse and the associated visitor expenditure:

- Industry output for Port Macquarie-Hastings businesses of \$31.3 million;
- Contribution of \$15.8 million to Port Macquarie-Hastings’ Gross Regional Product;
- Provision of around 167 full time equivalent jobs in Port Macquarie-Hastings providing \$9.0 million in wages and salaries for local workers.

These figures demonstrate that beyond the Glasshouse’s role to provide opportunities for our community to engage with and participate in arts and cultural experiences, the venue also provides a significant contribution to our local economy. This is achieved through promoting a range of cultural and business tourism opportunities, attracting visitors to our region, whether as patrons or as visiting artists and performers, who contribute to overnight visitation with flow on benefits across our region.

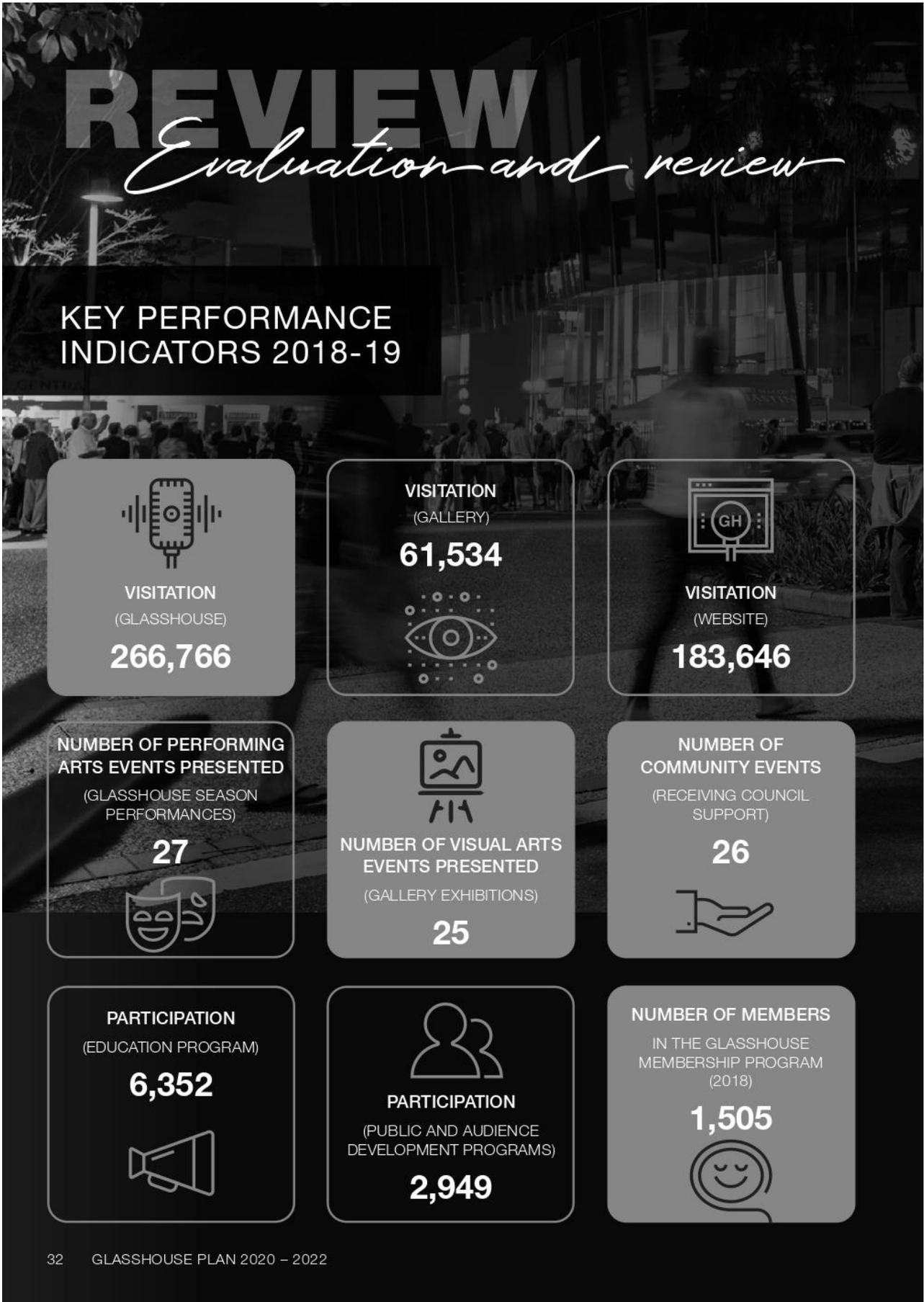


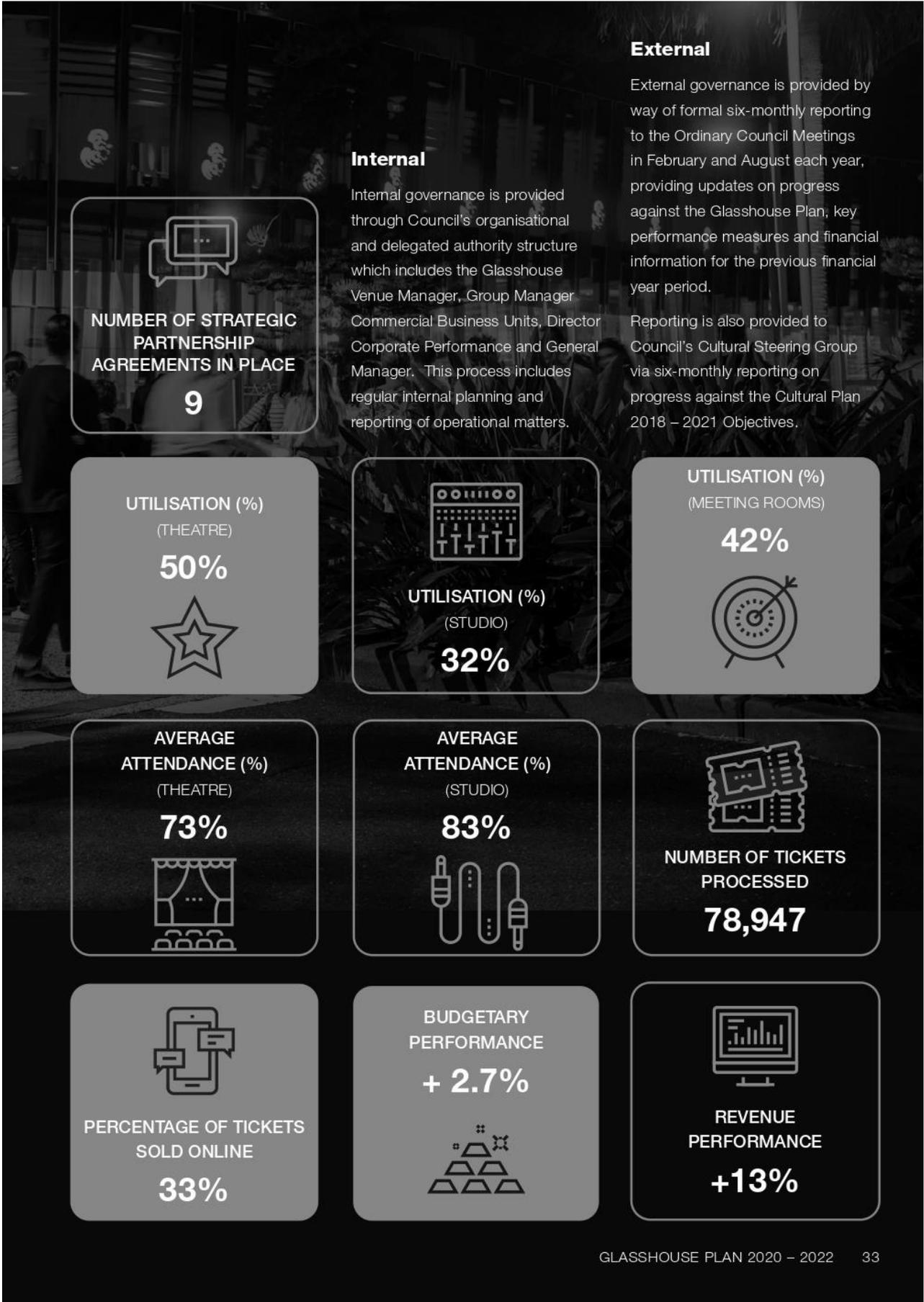
The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome “promoting viability and ensuring good governance”. The actions will also contribute to Council’s Cultural Plan strategy to “identify, measure and raise awareness of the economic and social value of culture to our community”.

**Cultural Plan Action 4.7 Cultural performance measure**

4.7.1 Present biannual reports to Council detailing Glasshouse performance against the Glasshouse Plan, key operational and financial performance measures, and Council’s Cultural Plan Objectives

4.7.2 Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy.







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## AGENDA

ORDINARY COUNCIL  
11/12/2019

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**Item: 10.10****Subject: DRAFT GLASSHOUSE PLAN 2020 - 2022****Presented by: Corporate Performance, Rebecca Olsen**

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**Alignment with Delivery Program**

1.5.3 Develop, manage and maintain Council Business Units through effective commercial management.

**RECOMMENDATION****That Council:**

1. Note the draft Glasshouse Plan 2020-2022 as detailed in this report.
2. Place the draft Glasshouse Plan 2020-2022 on public exhibition for a minimum period of 28 days, from 24 January 2020 to 21 February 2020.
3. Note that a further report will be tabled at the March 2020 meeting of Council, detailing the submissions received during the exhibition period.

**Executive Summary**

In July 2014, Council adopted the Glasshouse Strategic Plan 2014-2017 to provide a greater commercial focus in the operation of the venue. Since that time, significant progress has been made in reducing the net cost of the operation of the venue to the community, while continuing to ensure the delivery of high quality cultural, community and commercial activities.

Council's 2018-19 Operational Plan action 1.5.3.2 required that Council "Review and update the Glasshouse Strategic Plan".

In September 2018, Council adopted the Cultural Plan 2018 - 2021 including action 4.3 to provide input into the development of Council's Glasshouse Strategic Plan.

Following consultation with Council's Cultural Steering Group and Councillors, a draft Glasshouse Plan 2020 - 2022 (as attached) has now been developed to guide the future strategic direction of the venue.

The Glasshouse Plan 2020 - 2022 provides the framework for the Glasshouse to:

- Contribute to the development of our region's cultural identity;
- Provide opportunities for our community to engage with and participate in arts and cultural experiences;
- Promote a diverse range of high quality cultural, community and commercial activities which contribute to our region's visitor economy;

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- Continue to apply a prudent financial management focus to the delivery of Glasshouse services to support the long-term viability of the venue for our community.

It is proposed to place the draft Plan on public exhibition to obtain broader community and stakeholder feedback prior to finalisation and further consideration of the Glasshouse Plan 2020 - 2022 by Council.

**Discussion**

At the Ordinary Council Meeting held on 19 June 2013, Council resolved to develop a Strategic Business Plan to provide a greater commercial focus in the future operation of the Glasshouse:

1. *Council note the information provided in this report detailing the seventy one (71) submissions received relating to the future strategic direction of the Glasshouse;*
2. *Endorse the following statement that details the future strategic direction of 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.'*
3. *A Draft Strategic Business Plan for the Glasshouse be developed giving consideration to the Strategic Direction and a more commercial focus in future operations.*
4. *The Draft Strategic Business Plan be tabled at a future meeting of Council.*

The Glasshouse Strategic Plan 2014 - 2017 was subsequently developed in consultation with the then Glasshouse Sub-Committee and formally adopted by Council in July 2014 with a focus on 4 key outcome areas:

- Ensuring good governance;
- Developing successful partnerships;
- Enhancing utilisation and visitation;
- Promoting viability.

Since the adoption and implementation of the Glasshouse Strategic Plan 2014 - 2017, significant progress has been made in reducing the net cost of the operation of the venue to the community, while continuing to ensure the delivery of high quality cultural, community and commercial activities.

While the Glasshouse Strategic Plan was dated 2014 - 2017, pending adoption of an updated Strategic Plan, day-to-day operations at the Glasshouse have continued to be guided by the Glasshouse Strategic Plan 2014 - 2017. Reports are presented to Council in February and August each year, providing updates on progress against the Glasshouse Strategic Plan, key performance measures and financial information for the previous financial year period.

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At the Ordinary Council Meeting held in September 2018, Council adopted the Cultural Plan 2018 - 2021 to drive and support cultural development within the Port Macquarie - Hastings region. The Cultural Plan includes the following action:

*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*

In accordance with this action, a number of discussions have taken place with the Cultural Steering Group since October 2018 to obtain feedback on the development of the Glasshouse Plan.

In August 2019, a Councillor Briefing was also held to obtain feedback and direction from Councillors as to the future strategic direction of the venue.

The draft Glasshouse Plan 2020 - 2022 (as attached) has now been developed in consideration of the feedback received to date.

The Glasshouse Plan 2020 - 2022 seeks to:

- Continue the adopted strategic direction of Council, being to apply a commercial focus in the operation of the venue;
- Realign the 2014 - 2017 outcome areas to refocus the strategic direction on:
  - Enhancing utilisation, visitation and participation;
  - Developing successful partnerships;
  - Promoting viability and ensuring good governance;
- Provide a broader scope than the 2014 Strategic Plan, and present information to inform the community and stakeholders of the breadth of Glasshouse activities provided across the cultural, community and commercial areas;
- Demonstrate clear alignment of the Glasshouse Plan and activities with the aspirations of Council's Cultural Plan 2018 - 2021 objectives, strategies and actions, and identify actions to contribute to the following Cultural Plan 2018 - 2021 actions:
  - 1.3 Venues and spaces
  - 1.4 Showcase programs
  - 1.8 Professional development opportunities
  - 2.1 Inclusive programs and events
  - 2.4 Community-based and community-led programs
  - 3.1 Collaborative partnerships
  - 3.2 Cultural marketing and communications plan
  - 4.1 Funding
  - 4.7 Cultural performance measure

The following Glasshouse Plan 2020 - 2022 actions are recommended in support of the key outcome areas and Cultural Plan 2018 - 2021 strategies:

Enhancing utilisation, visitation and participation

*Ensuring the delivery of high quality cultural, community and commercial activities*

## AGENDA

ORDINARY COUNCIL  
11/12/2019LEADERSHIP AND  
GOVERNANCE

## Cultural Plan Action 1.3 Venues and spaces

- 1.3.1 Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region
- 1.3.2 Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces.
- 1.3.3 Undertake Glasshouse back of house maintenance (OP 2.5.1.2 CW) to ensure continued technical excellence, enhanced customer experiences and/or improved efficiency in the delivery of Glasshouse events

## Cultural Plan Action 1.4 Showcase programs

- 1.4.1 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan (OP 2.5.1.3)
- 1.4.2 Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse
- 1.4.3 Attract international standard commercial touring productions to the Glasshouse

## Cultural Plan Action 1.8 Professional development opportunities

- 1.8.1 Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs

## Cultural Plan Action 2.1 Inclusive programs and events

- 2.1.1 Develop and deliver a range of education and public programs associated with the Glasshouse performing and visual arts programs, to encourage participation in arts and cultural experiences by all sectors of our community, including young people, seniors, people with a disability, and Aboriginal people

## Cultural Plan Action 2.4 Community-based and community-led programs

- 2.4.1 Implement strategies within a framework of fair and equitable access, to enhance utilisation and encourage community participation
- 2.4.2 Provide a high level of professional, technical and marketing support to community hirers to assist in the co-ordination and delivery of community events and to build future capability

Developing successful partnerships

*Working with key stakeholders in the community, government and industry to support the delivery of cultural, community and commercial activities*

## Cultural Plan Action 3.1 Collaborative partnerships

- 3.1.1 Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs



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## AGENDA

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- 3.1.2 Develop the Glasshouse Membership Program and associated marketing initiatives to build customer loyalty and repeat visitation
- 3.1.3 Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences

## Cultural Plan Action 3.2 Cultural marketing and communications plan

- 3.2.1 Review and update the Glasshouse Marketing and Sales Plan
- 3.2.2 Implement targeted marketing and sales strategies to increase awareness, enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes

Promoting viability and ensuring good governance

*Applying a prudent financial management focus and open and transparent decision-making, to manage the net cost of the operation of the Glasshouse to the community*

## Cultural Plan Action 4.1 Funding

- 4.1.1 Apply a prudent financial management focus to all cultural, community and commercial activities to support long-term efficiency, effectiveness and viability of the Glasshouse
- 4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)
- 4.1.3 Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)
- 4.1.4 Identify Australian and NSW State Government grant funding opportunities to support the delivery of cultural programs and maintenance of venue technical infrastructure
- 4.1.5 Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs
- 4.1.6 Investigate and develop a Fundraising Strategy to support the delivery of cultural and community programs and the long-term viability of the Glasshouse

## Cultural Plan Action 4.7 Cultural performance measure

- 4.7.1 Present biannual reports to Council detailing Glasshouse performance against the Glasshouse Plan, key operational and financial performance measures, and Council's Cultural Plan Objectives
- 4.7.2 Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy

Through these actions, the Glasshouse Plan 2020 - 2022 provides the framework for the Glasshouse to:

- Contribute to the development of our region's cultural identity;
- Provide opportunities for our community to engage with and participate in arts and cultural experiences;
- Promote a diverse range of high quality cultural, community and commercial activities which contribute to our region's visitor economy;

**AGENDA****ORDINARY COUNCIL**  
11/12/2019

- Continue to apply a prudent financial management focus to the delivery of Glasshouse services to support the long-term viability of the venue for our community.

**Options**

Council has the option to:

1. Resolve to exhibit the draft Glasshouse Plan 2020 - 2022 as recommended;
2. Resolve to undertake amendments to the draft Glasshouse Plan 2020 - 2022 prior to public exhibition;
3. Resolve to not exhibit the draft Glasshouse Plan 2020 - 2022 and seek further information.

**Community Engagement & Internal Consultation**

The draft Glasshouse Plan 2020 - 2022 has been prepared in consideration of feedback received to date from:

- Councillors via a Councillor Briefing in August 2019;
- Cultural Steering Group;
- Arts Mid North Coast (via the Cultural Steering Group);
- Glasshouse staff.

It is proposed to place the draft Plan on public exhibition for a minimum period of 28 days, from 24 January 2020 to 21 February 2020, to obtain broader community and stakeholder feedback prior to finalisation and further consideration of the Glasshouse Plan 2020 - 2022 by Council at the Ordinary Council Meeting to be held in March 2020.

The public exhibition dates have been deferred to the end of January 2020 to avoid the upcoming Christmas / New Year school holiday period.

Further consultation will be undertaken with Council's Cultural Steering Group during the public exhibition period.

**Planning & Policy Implications**

There are no planning and policy implications in relation to this report.

The Glasshouse Plan is proposed for the period 2020 - 2022, to align with the next review of the Cultural Plan 2018 - 2021 expected in the 2021-22 financial year.

**Financial & Economic Implications**

There are no direct financial and economic implications in relation to this report.

Consistent with proposed action 1.3.2 "Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces", a review is currently being undertaken in conjunction with the planning for Council's 2020-21 Schedule of Fees and Charges,

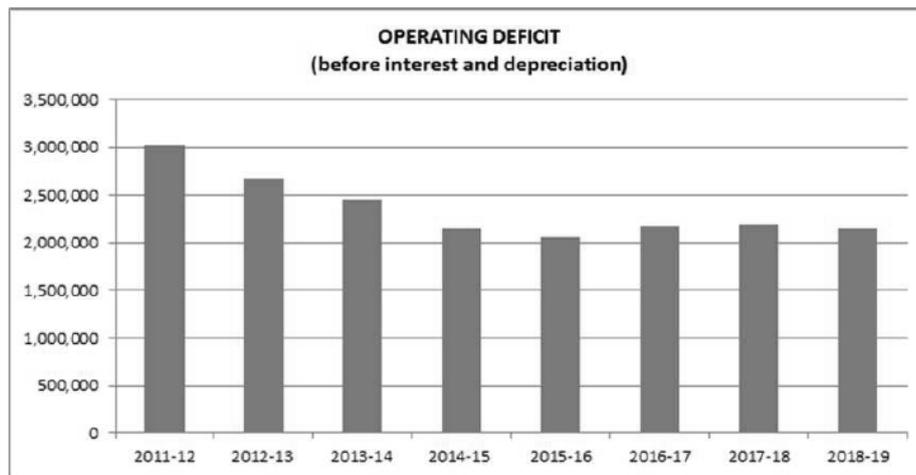
**AGENDA**

**ORDINARY COUNCIL  
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to consider venue hire fee options, for example, for the Studio and Podium spaces, to promote greater utilisation and activation of these spaces.

The draft Glasshouse Plan 2020 - 2022 aims to continue the previously adopted strategic direction of Council, being to apply a commercial focus in the operation of the venue. Through the key outcome area "promoting viability and ensuring good governance", the Plan seeks to continue to apply a prudent financial management focus to manage the net cost of the operation of the Glasshouse to the community.

The graph below shows the significant progress made since 2011-12 in managing the net cost of the operation of the Glasshouse while continuing to ensure the delivery of high quality cultural, community and commercial activities.



**Attachments**

1 [View](#). Draft Glasshouse Plan 2020 - 2022 for exhibition



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Item: 10

Subject: DRAFT DESTINATION MANAGEMENT PLAN

Presented by: Strategy and Growth, Jeffery Sharp

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## RECOMMENDATION

That the Group note:

1. The Draft Destination Management Plan is on exhibition until 24<sup>th</sup> February 2020.
2. It is anticipated that the final plan will be presented to the March 2020 Ordinary Council meeting.

## Discussion

Following discussions with a broad range of stakeholders (including members of the Cultural Steering Group and Economic Development Steering Group), in December 2019 Port Macquarie-Hastings Council completed a second whole of region Destination Management Planning process to develop a new Destination Management Plan to guide the region beyond 2020.

The Destination Management process focused on engaging stakeholders from industry, government and our community to plan for the future and manage our destination. It embraces a holistic approach and aims to bring our community together to develop a road map to enhance the financial and social benefits of visitor expenditure. To undertake this process, Council engaged the services of Claire Ellis Consulting and Wray Sustainable Tourism Planning and Research - tourism consultancy and advisory businesses offering services related to the development of new product and tourism experiences and creating sustainable long-term outcomes for business, communities and the wider region.

Extensive stakeholder engagement activities during September 2019, including sessions with both the Cultural Steering Group and the Economic Development Steering Group, aimed to determine stakeholder perceptions around important issues, challenges and opportunities to sustainably grow tourism in the Port Macquarie Hastings region over the next five years. Analysis involved collating and synthesising the issues, challenges and opportunities identified in the various stakeholder engagement activities to determine common themes to inform the development of the DMP.

The [Draft Destination Management Plan](#) (attached) outlines why we are creating a Destination Management Plan, our approach to this process, an analysis of the recent research and performance of our visitor economy, our strengths and opportunities as a destination and recommends strategic priorities, which will help us to grow visitation expenditure. The document is on exhibition until February 24<sup>th</sup> and we encourage all members of the Cultural Steering Group to take this opportunity to review it.

Further detail on Draft Destination Management Plan will be presented at the meeting.

**Attachments**

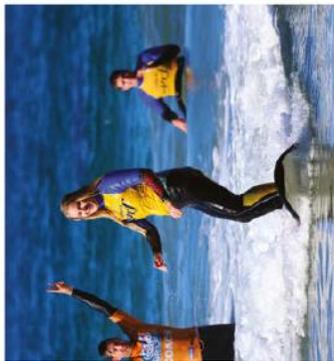
1 [↓](#). Draft Destination Management Plan



# Port Macquarie Hastings

Destination Management Plan 2020 to 2024

DRAFT 2 DECEMBER 2019





## DISCLAIMER

The information contained in this Plan is intended only to inform and should not be relied upon for future business investment or other decisions. It is expected that any specific recommended actions should be analysed and appropriate due diligence undertaken prior to making any investment decisions.

Recommended actions contained in the Port Macquarie Hastings Destination Management Plan 2020-2024 have been made on the basis of assumptions, methodology and information provide from many sources. The authors, and Port Macquarie Hastings Council, accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this Plan.





## ACKNOWLEDGEMENTS

The Port Macquarie Hastings Destination Management Plan (DMP) 2020-2024 has been developed by Dr Claire Ellis (Claire Ellis Consulting) and Dr Meredith Wray (Wray Sustainable Tourism Planning and Research).

The consultants wish to thank the Project Steering Committee, Liesa Davies and Jane Ellis, for their support and guidance throughout the planning process.

The DMP has also been developed in consultation with over 90 tourism industry stakeholders across Port Macquarie Hastings who made considerable contributions and comments. Their interest and support of the planning process is important and highly appreciated.

Thanks are also offered to Port Macquarie Hastings Council staff and Council's Economic Development and Cultural Steering Groups and following stakeholder organisations that provided substantial input and advice:

- Birpai Local Aboriginal Land Council
- Bunyah Local Aboriginal Land Council
- Camden Haven Chamber of Commerce
- Destination New South Wales
- Destination North Coast
- Greater Port Macquarie Tourism Association
- Mid Coast Arts Council
- National Parks and Wildlife Service
- Forestry Corporation of NSW
- Port Macquarie Chamber of Commerce
- Visit Camden Haven
- Wauchope Chamber of Commerce





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### Acronyms

AMNC	Arts Mid North Coast	FCNSW	Forestry Corporation of New South Wales	NPWS	National Parks & Wildlife Service
CHCC	Camden Haven Chamber of Commerce	GPMTA	Greater Port Macquarie Tourism Association	NSW	New South Wales
CSU	Charles Sturt University	HLA	Hastings Liquor Accord	PMCC	Port Macquarie Chamber of Commerce
DMP	Destination Management Plan	KPS	Koala Preservation Society	VCH	Visit Camden Haven
DNC	Destination North Coast	LALC	Local Aboriginal Land Council	WCC	Wauchope Chamber of Commerce
DNSW	Destination New South Wales	LGA	Local Government Area	YE	Year End





## EXECUTIVE SUMMARY

The Port Macquarie Hastings Destination Management Plan has been developed to provide strategic direction for Council and tourism industry stakeholders for the sustainable management, development and marketing of tourism across Port Macquarie Hastings over the next five years to 2024. Clear imperatives that emerged included the establishment of a sound destination management framework to lead and implement the actions of this Plan, as well as work to sharpen the region's points of difference and further develop and promote tourism experiences to sustainably grow the local visitor economy.

A shared mission statement was created from engagement with industry and community stakeholders to guide the implementation of the Plan:

*'To sustainably grow the local visitor economy and strengthen the appeal of the destination to overcome seasonality and attract overnight visitors to stay longer, explore the area and spend more.'*

Four strategic priorities and associated actions have been established to guide work of Council and tourism and other stakeholders over the next five years.

### Strategic Priorities

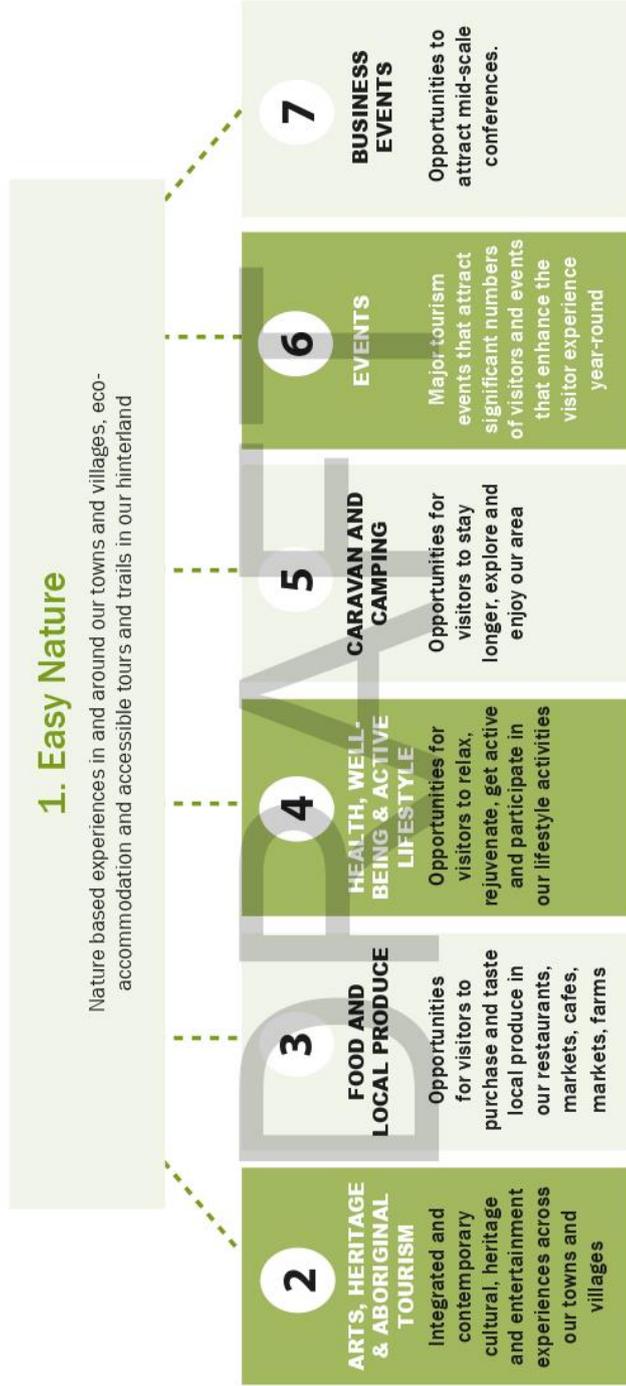
PRIORITY 1 Destination Management	PRIORITY 2 Destination Experience Development	PRIORITY 3 Destination Event Development	PRIORITY 4 Destination Marketing
Establish an effective Destination Management Framework for Council and Port Macquarie Hastings stakeholder organisations to strengthen their cooperative work to grow the local visitor economy.	Create a stronger point of difference through a diversity of contemporary experiences that attract visitors year-round.	Establish Port Macquarie Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.	Review destination brand and marketing strategies to best position Port Macquarie Hastings and its experiences to key visitor markets.





A Destination Action Plan provides detail against each priority and associated actions for Council, industry and other stakeholders to implement cooperatively over the next five years. Seven Experience Platforms have been determined to guide tourism product and experience development and marketing and visitor information strategies.

### Seven Experience Platforms



In developing this Plan careful consideration has been given to ensure a sustainable approach to the on-going development and promotion of tourism that celebrates and protects Port Macquarie Hastings natural and cultural assets whilst providing benefits for the local businesses and the community, now and into the future. The implementation of this Plan will require effective leadership and strategic management from Council and its staff that is supported by the cooperation of local tourism industry leaders and key stakeholders across regional and state levels. Specifically, the local industry has a key role in fostering support from tourism operations in the development, enhancement and promotion of tourism product and experience development opportunities to create distinctive and satisfying visitor experiences.





# INTRODUCTION

Port Macquarie Hastings Council commissioned the development of a new five-year Port Macquarie Hastings Destination Management Plan (DMP) to provide a strategic framework to guide the work of Council and industry and community stakeholders to grow and develop the local visitor economy.

The new DMP is informed by the considerable research commissioned by Council that includes a Visitor Profile and Satisfaction Survey (2018), the Port Macquarie Hastings Destination Product Audit and Analysis (2019) and Greater Port Macquarie Tourism Monitor (2019). It also builds on the strategic directions and achievements identified in the Greater Port Macquarie Destination Management Plan 2016 to 2020 and other relevant Council strategies and plans. A comprehensive stakeholder engagement process also underpins the Plan.

Careful consideration has also been given to ensure a sustainable approach to the on-going development and promotion of tourism that celebrates and protects Port Macquarie Hastings natural and cultural assets whilst providing benefits for the local businesses and the community, now and into the future.

The Plan identifies four strategic priority areas to guide the management, development and marketing of tourism across Port Macquarie Hastings over the next five years. This Plan includes a Destination Action Plan that prioritises achievable and realistic opportunities and high-level actions to guide the cooperative efforts of Council and industry to manage and grow the Port Macquarie Hasting's visitor economy.

The implementation of this Plan will require effective leadership and strategic management from Council and its staff that is supported by the cooperation of local tourism industry leaders and key stakeholders across regional and state levels. Specifically, the local industry has a key role in fostering support from tourism operations in the development, enhancement and promotion of tourism product and experience development opportunities to create distinctive and satisfying visitor experiences.



## Strategic Priorities





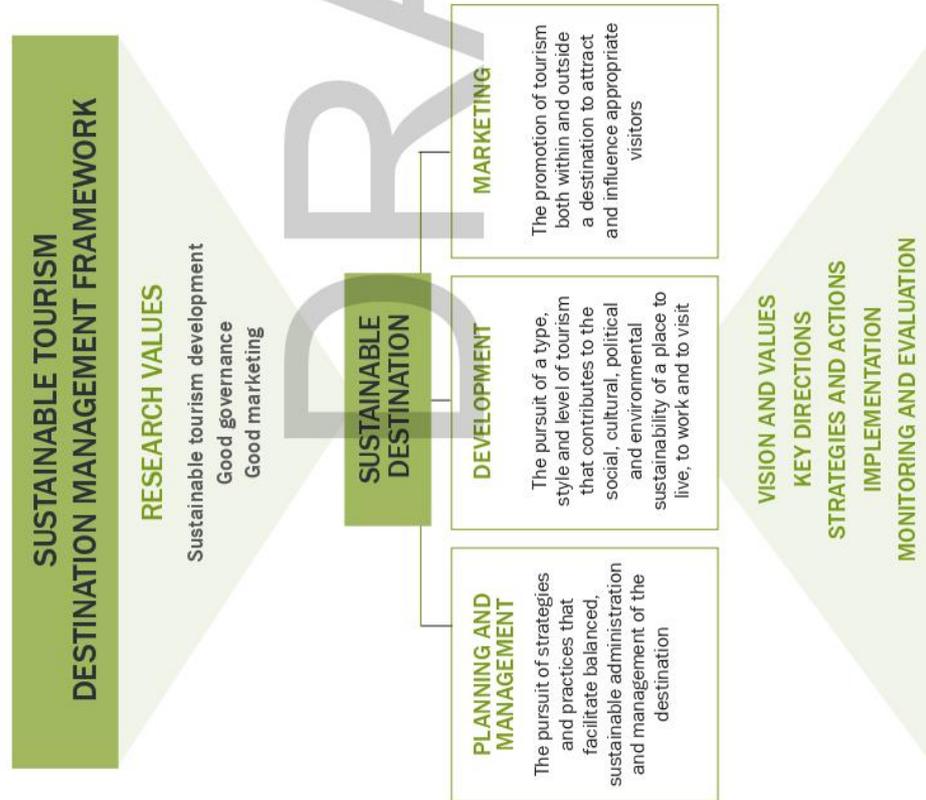
## SUSTAINABLE TOURISM PLANNING APPROACH

The Plan has been designed as a living strategic document that has been developed to:

- Position Port Macquarie Hastings as a contemporary and appealing tourism destination on the North Coast of NSW
- Respond to important issues and opportunities that were identified in the situational analysis and stakeholder engagement processes undertaken to inform the development of this Plan
- Recognise the role of Port Macquarie Hastings Council to lead and drive a sustainable approach to tourism growth and development as the custodian and manager of key assets and supporting facilities
- Establish a shared vision and direction with government, business and community stakeholders for the future of tourism across Port Macquarie Hastings
- Integrate recognised best practice strategies for the sustainable development, management and marketing of Port Macquarie Hastings
- Identify the roles and responsibilities of tourism stakeholders in the implementation of the plan to 2024
- Determine important implementation priorities over the next year
- Integrate and leverage the Port Macquarie Hastings Council strategic plans and other relevant tourism stakeholder plans (e.g. DNC, DNSW, NPWS, FCNSW)
- Encourage a productive, and integrated working relationship between industry and government stakeholders, guided by appropriate structures and governance
- Provide the framework and actions to produce sustainable tourism that differentiates Port Macquarie Hastings from its competitors in the North Coast tourism marketplace and meets community and visitor expectations
- Enhance and grow the range and quality of tourism product and experiences, including festivals and events, that relate to nature, culture, heritage and Aboriginal culture
- Ensure that tourism is recognised as an important source of economic development by government and the private sector
- Enable the industry across all parts of the region to flourish and contribute positively to the local communities and environment
- Adapt to changing conditions, issues and opportunities as they arise
- Incorporate an annual monitoring and evaluation process.



The strategic approach used to develop this Plan is depicted below.



The strategic tourism planning process involved the following stages:





## GROWING THE PORT MACQUARIE VISITOR ECONOMY

Port Macquarie Hastings is a well-known domestic leisure destination on the North Coast of New South Wales (NSW). Located mid-way between Sydney and Byron Bay, the area is surrounded by waterways, beaches and hinterland.

Tourism contributes an estimated \$469 million to the region's economy and is the sixth largest economic generator in the region<sup>1</sup>. Importantly, the area is known to residents as 'a good place to live'.

Port Macquarie has traditionally been an important hub for visitor activity providing a range of accommodation; nature based, heritage and cultural experiences; and increasing restaurant and café culture that are located easily accessible to visitors. The broader Port Macquarie Hastings area also comprises other locations, such as Camden Haven/Laurieton and Wauchope. Each of these have their own identities and offer distinctive visitor experiences, but generally are not as well known to visitors. The area has a strong and active tourism industry with 579 tourism-related assets (359 attributed to Port Macquarie, 131 to Camden Haven and 89 to Wauchope)<sup>2</sup>.

Visitation to the Port Macquarie Hastings area has been relatively stable. For the financial year 2018/19 1.66 million people visited the region, an increase of 2% on the previous year. Of this total visitation there were:

- 808,000 domestic overnight visitors that stayed 3.2 million nights
- 81,000 international visitors that stayed 261,000 nights
- 771,000 domestic daytrip visitors<sup>3</sup>.

<sup>1</sup>REMP LAN tourism estimates based on 2016-17, Australian Bureau of Statistics (ABS), Tourism Satellite Account

<sup>2</sup>Port Macquarie-Hastings Destination Product Audit and Analysis, TRC, 29 January 2019

<sup>3</sup>Greater Port Macquarie Tourism Monitor 2018/2019 YE June



Findings from the situational analysis and stakeholder engagement process undertaken to develop this Plan highlighted the commitment of stakeholders to achieve sustainable growth of the visitor economy that protects the place as a good place to live and visit into the future.

The following important challenges and opportunities were identified to growing the visitor economy:

- Visitation patterns continue to be very seasonal creating challenges to achieve growth across the year
- Tourism across the North and South Coasts continues to be dynamic as destinations refine and sharpen their marketing and experience development strategies that are aimed at similar visitor markets to Port Macquarie Hastings
- There is currently little tourism product creating a real point of difference - there are however no hero or drawcard experiences strong enough in their own right to attract potential new visitors to the area
- Product development is essential to improve the competitiveness of the destination including consideration of the quality and style of products and experiences to appeal to priority visitor markets
- Visitor satisfaction with current products and experiences is good but not consistent and requires improvement
- Although Council delivers effective annual tactical marketing campaigns aimed at current visitor markets, there is currently no overarching destination brand identity and marketing strategy
- Traditional visitor markets families and older couples are still relevant – the challenge is how to encourage repeat visitors, increase their length of stay, dispersal and spend and attract new visitors
- There are opportunities to increase the appeal of the area to various psychographic visitor markets including 'relaxers', 'special interest tourists', 'road trippers', 'nature based tourists', 'experience seekers', 'inclusive tourists'
- There is high awareness amongst potential visitors about the destination, the challenge is how to convert this awareness to overnight stays across the year and address perceived barriers to travel such as distance and the identity of the area as an 'older resident and visitor destination'
- There is good support for tourism from the community and pride in the quality of life enjoyed by most residents. Preserving the residential amenity and natural environment is critical and developing ways to share this appropriately and effectively with visitors is important
- Capacity building and training with tourism and business operators across the region is essential to improve understanding of the tourism industry, delivery of competitive visitor experiences, ways to work together, and marketing and product distribution
- There is a desire for improved collaboration between all stakeholders, particularly across tourism and business associations, that will be needed to effectively implement this plan
- The need to continue to improve ease of visitor access by growing and influencing air services.



## VISITATION OVERVIEW

### Analysis of most recent Tourism Research Australia research for Port Macquarie Hastings shows:

- Visitation has been relatively stable across domestic overnight, domestic daytrip and international visitor markets
- Although domestic visitor numbers decreased on the previous year (-5%), average length of stay increased from 3.2 nights to 4.1 nights resulting in an increase of 18% of visitor nights for 2018/19
- The main visitor life cycle markets are also relatively stable – families with children, older visitors (55+ years) and to a lesser extent, business visitors
- The UK and Europe are still the main source markets for international visitors
- Domestic and international overnight visitors like to do social activities and participate in outdoor/nature activities/active sports (see Table 1)<sup>4</sup>.

Table 1: Visitor Summary: Financial year 2018/19 (YE June)

	Domestic overnight	International	Domestic day trip	TOTAL
Visitors ('000)	808,000 ↑	81,000 ↑	771,000 ↑	1,660,000 ↑
Nights ('000)	3,285,000 ↑	261,000	^	3,546,000 ↑
Av night stay	4.1	4.0	^	
Lifecycle	Families with children (33%) Older people 55+ (25%)	Young people, 20-30yrs (34%) Older people 55+ (26%)	Older retired couples (44%) Families with children (27%)	
Activities	1. Social (dining, VFR) 2. Outdoor/nature 3. Active sports	1. Social (dining, sights) 2. Outdoor/nature 3. Local attractions	1. Social (dining, VFR) 2. Outdoor/nature 3. Active sports	
Source markets	Sydney (39%) Hunter (13%) North Coast (8%) Gold Coast & BNE (8%)		North Coast (82%) Hunter (7%) Sydney (10%) Central Coast (1%)	

See Appendix 2 for further visitation trend analysis over the past years.

<sup>4</sup>Greater Port Macquarie Tourism Monitor 2018/2019 YE June





VISITATION OVERVIEW CONT.

## KEY VISITOR MARKETS

Based on visitation research, the focus for Port Macquarie Hastings marketing initiatives should be concentrated on the following key visitor markets with the intention of attracting repeat and new visitors and encouraging them to stay longer:

### Primary

- Domestic overnight visitors from Sydney and Regional NSW targeting families and older couples

### Secondary

- Domestic overnight visitors from South East Queensland and Victoria targeting families and older couples
- Domestic and international stopover visitors travelling through the North Coast with the intention of converting them to overnight stays
- Visiting Friends and Relatives (VFR)
- As further explained in Strategic Priority 4, a brand review process should confirm which visitor markets (geographic, demographic and psychographic) are best targeted to achieve sustainable growth over the next five years.



The situational analysis and stakeholder engagement process identified the following opportunities to improve yield, minimise seasonal fluctuations and generate greater visitor dispersal across the Port Macquarie Hastings area including:

- Inclusive (accessible) tourism development and promotion that may also link to the needs of the local resident population
- Increase appeal of the area to various psychographic visitor markets including 'relaxers'; 'special interest tourists'; 'road trippers'; 'nature based tourists'; 'experience seekers'; 'inclusive tourists'
- Visitors from Victoria, particularly from March to September through delivery of better packaged and promoted experiences
- Caravan and camping visitors (including those in vans) travelling to and through the North Coast
- Business visitors – e.g. mid-week corporate
- Special interest visitor markets – e.g. inclusive tourism, health and wellness, motor bike enthusiasts, fishing etc.
- International visitors, including self-drive visitors and coach tours on stopovers, but it was agreed there needs to be a focus on developing more international-ready products and experiences in the area to attract these visitors
- Younger visitors (18 to 35 years) that can be attracted by contemporary food and wine and 'eco off-grid' style experiences.

Although the domestic daytrip market provides some economic return and is recognised as a significant component of the existing market, stakeholders agreed this is not a direct target for future growth except around the capacity to stimulate growth in overnight visitation and visitor yield.



# 2024 TOURISM MISSION & VALUES

The following mission statement was created from engagement with industry and community stakeholders and will be used to guide the implementation of the Port Macquarie Hastings Destination Management Plan 2020 to 2024:

*‘To sustainably grow the local visitor economy and strengthen the appeal of the destination to overcome seasonality and attract overnight visitors to stay longer, explore the area and spend more.’*

## Values

This mission is underpinned by the following values:

- Work cooperatively with all stakeholders across Port Macquarie Hastings to grow the outcomes of the visitor economy
- Protect and showcase our natural, cultural and heritage assets
- Respect our Aboriginal, local communities, culture and way of life
- Achieve sustainable tourism best practice.

This mission and values align with the Port Macquarie Hastings Community 2030 vision.

## Our Vision

- A sustainable high quality life for all

## Our Mission

- Building the future together – people, place, health, education and technology
- Our Community themes
- Leadership and Governance
- Your Community Life
- Your Business and Industry
- Your Natural and Built Environment<sup>5</sup>

<sup>5</sup>Port Macquarie Hastings Council Towards 2030 Community Strategic Plan



## STRATEGIC PRIORITIES TO 2024

Priorities for the next five years focus on establishing a sound destination management framework to lead and implement the actions of this Plan as well as work that further develops and promotes tourism experiences to sustainably grow the local visitor economy.

Four strategic priorities and associated actions have been established to guide work of Council and tourism and community stakeholders over the next five years. These have been organised under the themes of destination management, development and marketing.

### Strategic Priorities

<b>PRIORITY 1</b>	<b>Destination Management</b> Establish an effective Destination Management Framework for Council and Port Macquarie Hastings stakeholder organisations to strengthen their cooperative work to grow the local visitor economy.
<b>PRIORITY 2</b>	<b>Destination Experience Development</b> Create a stronger point of difference through a diversity of contemporary experiences that attract visitors year-round.
<b>PRIORITY 3</b>	<b>Destination Event Development</b> Establish Port Macquarie Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.
<b>PRIORITY 4</b>	<b>Destination Marketing</b> Review destination brand and marketing strategies to best position Port Macquarie Hastings and its experiences to key visitor markets.

The following Destination Action Plan provides detail against each priority and associated actions for Council, industry and community stakeholders to implement cooperatively over the next five years to 2024. The actions in this Plan have been assigned a priority time frame:

- 1** = commencing Year One
- 2-3** = commencing Years Two-Three
- 4-5** = commencing Years Four-Five





STRATEGIC PRIORITIES TO 2024 CONT.

## PRIORITY 1 DESTINATION MANAGEMENT

### **Establish an effective Destination Management Framework for Council and Port Macquarie Hastings tourism stakeholder organisations to work cooperatively to grow the local visitor economy.**

Council has an important leadership role in strategic destination management across the Port Macquarie Hastings area. This includes funding support and coordination of destination marketing strategies and tourism industry development activities, as well as strategic planning and management of infrastructure and facilities that support sustainable tourism development.

Council highly values its engagement and cooperative working arrangements with tourism industry stakeholders across local, regional and state levels. Port Macquarie Hastings has a strong and active tourism industry comprising around 380 businesses and 579 tourism-related assets (359 attributed to Port Macquarie, 131 to Camden Haven and 89 to Wauchope)<sup>6</sup>. The Greater Port Macquarie Tourism Association (GPMTA) provides a long-standing base for industry networking and cooperation and has been working to include tourism associations and operators in destinations outside Port Macquarie including Camden Haven and Wauchope.

The stakeholder engagement process undertaken to inform the development of this Plan clearly identified a desire to strengthen cooperative arrangements between local tourism associations, business groups and operators across the whole of the Port Macquarie Hastings area. The need for on-going industry development and support for operators was also considered important to improve the maturity of the industry and its capacity to drive opportunities such as tourism product and experience development and packaging, and to address challenges to growth including overcoming seasonality and improving visitor satisfaction.

<sup>6</sup>Port Macquarie-Hastings Destination Product Audit and Analysis, TRC, 29 January 2019

Continuing to strengthen a collaborative and inclusive destination management structure is necessary to drive the whole destination forward and ensure Council engagement with industry is representative of tourism and community interests across the area, and that industry stakeholders are also united in their vision and values for tourism. This is critical to foster cooperation, trust and equity into the future. From this base, effective programs can be more readily activated and desired outcomes achieved.

High level outcomes of good destination management include critical areas such as improved access. The Council's role in driving major access improvements to the region via road and air, and within the region, (e.g. improved road linkages from the Pacific Highway through to wheelchair-friendly access) continues to be an important focus for growth. Council also has a critical role in ensuring ongoing improvements around town amenity including park and recreational public spaces and sporting facilities.

The need to consider crisis management for tourism as part of the new DMP was also top-of-mind amongst stakeholders given the bushfires in the Port Macquarie Hastings Area and broader North Coast region as this Plan was developed. Destination North Coast has advised that many LGAs on the North Coast are already effectively planning for potential crises and risks, particularly areas like Lismore and other bushfire affected areas.

Improving the evidence base to ensure good management of tourism, and prioritising actions and investments is also critical. This not only includes market research and industry analysis but the development of effective long-term social impact monitoring around the visitor economy.



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STRATEGIC PRIORITIES TO 2024 CONT.

ACTIONS	RESPONSIBILITY	TIMELINE
1.1 Council consider the integration of the DMP 2020 to 2024 into Council's Delivery Program and annual Operational Plans.	Council	1
1.2 Consider Council's budget for tourism and events to adequately resource the management, development and marketing actions of the DMP 2020 to 2024.	Council	1
1.3 Work cooperatively with relevant Council departments to ensure the priorities and actions of the DMP 2020 to 2024 are communicated and the visitor economy is an important consideration of Council's strategies and plans (see also Strategic Priority 2).	Council	1
1.4 Support the GPMTA Board and other tourism stakeholder organisations to review their Strategic Plan, including governance arrangements, to ensure the integration of priorities and actions of the DMP 2020 to 2024.	Council/ GPMTA	1
1.5 Facilitate regular meetings between Council and GPMTA, Visit Camden Haven, Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce, Hastings Liquor Accord and other key tourism stakeholders to leverage the work across different strategic tourism plans and initiatives and jointly advocate for improved visitor economy outcomes.	Council, GPMTA, CHCC, WCC, PMCC, VCH, HLA	On-going
1.6 Work with stakeholder partners to improve operator understanding and skills in key areas including digital marketing, sustainable business best practice, story-telling, cross-selling and packaging, and international ready product development.	Council/DNSW/GPMTA/ CSU/ CHCC, WCC, PMCC, VCH, HLA	On-going
1.7 Meet with Council's Economic Development and Cultural Steering Groups as required to update members on strategic tourism plans and initiatives and leverage cross-Council work.	Council	On-going
1.8 Continue to engage tourism research consultants to provide detailed data for decision-making including tourism visitation, visitation perceptions and satisfaction. A better evidence-based understanding of occupancy is also required to plan improvements in seasonality and event timing.	Council	On-going
1.9 Develop an effective long-term approach to review and understand the community desires, social impact of the visitor economy and the 'pinch points' that may require action.	Council	4-5
1.10 Work with key partners to monitor air access and develop approaches to improve the capacity to increase the frequency, capacity and access to the region as appropriate.	Council	On-going
1.11 Provide input to improve planning around potential risks related to the local visitor economy including natural disasters, threats to natural and economic environments and ensure visitor safety and security is assessed and integrated into current and future Council plans and policies.	Council	On-going
1.12 Evaluate annual implementation of DMP 2020 to 2024.	Council, GPMTA, CHCC, WCC, PMCC, VCH, WCC, HLA	On-going



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STRATEGIC PRIORITIES TO 2024 CONT.

## PRIORITY 2 DESTINATION EXPERIENCE DEVELOPMENT

**Further develop and package experiences across Port Macquarie Hastings to provide a diversity of contemporary experiences to attract visitors year-round.**

Successful destinations generally have a critical mass of tourism products and experiences that are clustered to allow for easy visitor access, and that individually or more often collectively, create a distinctive and attractive drawcard for visitor markets. Moreover, a destination that offers a diverse range of visitor and brand-aligned experiences is in a better competitive position than one that has a limited mix for the visitor.

Port Macquarie Hastings has significant opportunities to capitalise on its central location on the North Coast and to further develop and enhance its tourism offerings related to its natural environment, Aboriginal and European Heritage, agri-tourism, expertise in delivering innovative festivals and events, and appealing recreational spaces.

The situational analysis and stakeholder engagement process however confirmed that there is currently little tourism product creating a competitive point of difference, i.e. there are no hero or drawcard experiences strong enough in their own right to attract new and repeat visitors to the area. Product and experience development is therefore essential to improve the competitiveness of the destination. In addition, clearly identifying and promoting key experiences that are able to act as drawcards and connecting and integrating these with the wide variety of experiences available across the Port Macquarie Hastings geographic area is an important element of visitor satisfaction.

It is recommended that Port Macquarie Hastings focuses on the development of tourism products and experiences and supporting infrastructure and facilities that can drive increased tourism visitation expenditure to the area and stimulate public and private sector investment to grow the local visitor economy. This includes ensuring appropriate zoning to support growth around the key experience platforms to attract and guide experience development over the next five years.

**Other opportunities identified in the situational analysis and stakeholder engagement process included the need to:**

- Improve visitor satisfaction with current products and experiences
- Activate nature based tourism experiences and elevate the importance of the area's natural environment and sustainability values
- Better package and connect the Koala Hospital, Sea Acres and Coastal Walk to provide an integrated visitor experience and leisurely exploration
- Provide more information and education about the koala conservation program through visitor information and public relations
- Work with NPWS and Forestry Corporation of NSW to improve access and permissions to activate appropriate hinterland experiences
- Support operators to package and cross-sell experiences across the region
- Ensure year-round viability of tour operations by increasing visitor yield of commercial services rather than visitors simply enjoying 'free' experiences
- Enhance Council facilities (including the Glasshouse) as hubs for cultural tourism activity by continuing to strengthen their ability to draw visitors, including the VFR market, and providing appealing visitor experiences and activities
- Further develop the three distinct sub-regions and their unique positioning by fostering collaborative themes, packages and trails across the region
- Develop stronger links between the high-standard and vibrant restaurant scene, local produce and visitor experiences
- Improve promotion of cultural trails
- Improve packaging and presentation of heritage attractions to create a unique heritage experience on the North Coast
- Work with Aboriginal Land Councils to develop Aboriginal tourism experiences in-line with LALC timeframes and requirements
- Grow the strength and quality of business operations in a range of ways including their capacity to be classed as international-ready product.



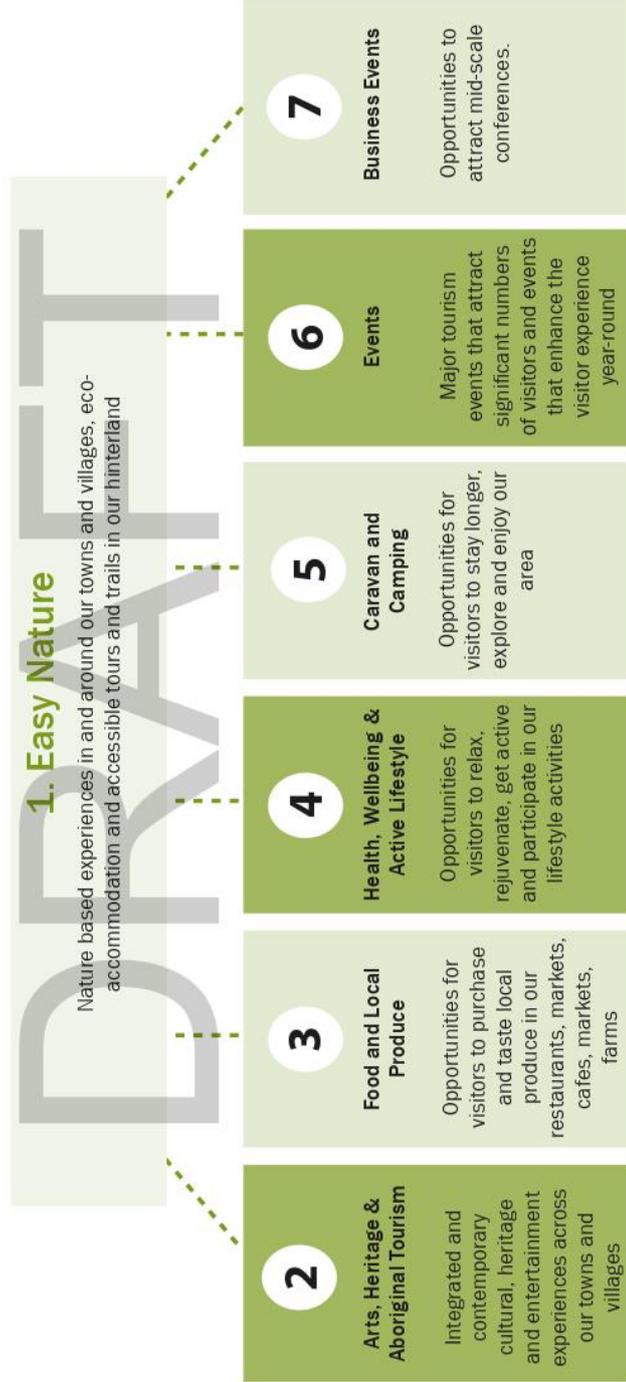
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The Destination North Coast Destination Management Plan 2018 to 2021 identified seven Experience Platforms for the North Coast that are relevant priorities for Port Macquarie Hastings (with some adaptations). These platforms should guide tourism product and experience development for the area and should also be applied to marketing and visitor information strategies (see Strategic Priority 4).

**Seven Experience Platforms**



NB: Events and Business events are explained further in Strategic Priority 3.

STRATEGIC PRIORITIES TO 2024 CONT.

### EASY NATURE

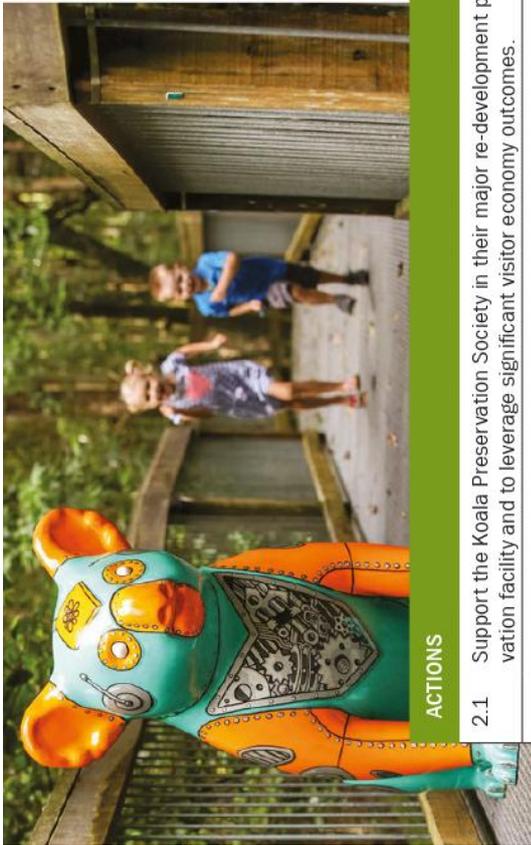
The strongest growth potential for the area is nature based tourism. The standout opportunity is the unique experience and attraction of the Koala Hospital. The Koala Preservation Society currently has a major project underway to rebuild and create a world-class establishment. The planned improvements will assist in raising the Society's leadership role to grow awareness and understanding of the need for protection of koalas and their habitat. A new hospital will also provide an important tourism attraction for the area and a hub to promote other nature based tourism experiences.

The strategic location of Port Macquarie Central Business District on the River and safe north-facing beaches is another important competitive advantage. Significant natural attractions including the foreshore promenade, Coastal Walk, Sea Acres and Koala Hospital are all in close proximity to tourism accommodation and hospitality businesses, allowing visitors relatively easy access to nature based experiences. This ease of access also creates opportunities to provide nature based tourism experiences to inclusive tourism visitors. The initial priority is to strengthen this draw card experience to help entice more visitors to come to the area and to then apply and develop the Easy Nature concept to Port Macquarie Hastings's sub-regions, i.e. coastal and country villages that offer appealing nature based experiences to encourage visitors to explore, stay longer and stimulate repeat visitation.



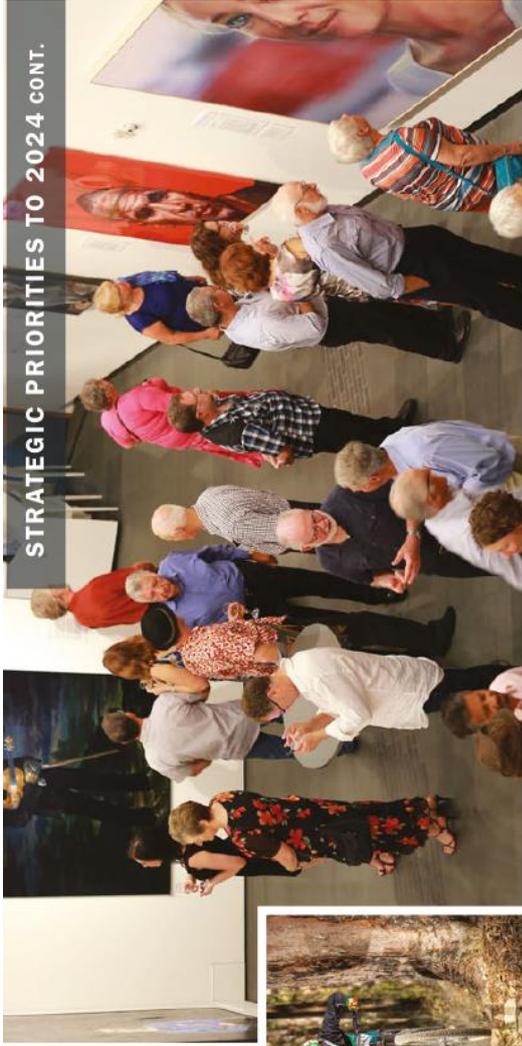
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ACTIONS	RESPONSIBILITY	TIMELINE
2.1 Support the Koala Preservation Society in their major re-development project to become a world class attraction and conservation facility and to leverage significant visitor economy outcomes.	Council, GPMATA, NPWS, NSWFC	1
2.2 Ensure Council continues to work with LALCs to support LALC projects to connect visitors to Aboriginal culture and heritage.	Council	1
2.3 Create better linkages to strategies within the Cultural Plan including enhancing Council facilities, such as the Glasshouse, as hubs for cultural tourism activity. (see also Strategic Priority 3).	Council	1
2.4 Work with National Parks and Wildlife Service and the Koala Preservation Society to develop and promote the Coastal Walk as an integrated experience linking Sea Acres and the Koala Hospital.	Council, NPWS, KPS	2-3
2.5 Support the further development of Sea Acres as a visitor experience, including its capacity to act as an incubator for growing a wide range of indigenous experiences.	Council, NPWS	2-3
2.6 Work with NSW Forestry Commission and National Parks and Wildlife Service to identify new opportunities for nature based tourism product and experience development in State Forests (e.g. eco-accommodation, trails, an enhanced mountain bike hub and event management including motorsports) and to develop appropriate locations enabling commercial operator access to the hinterland sites.	Council, NPWS, NSWFC	2-3
2.7 Support stakeholder organisation' submissions to leverage government grant funding for product and experience development.	Council	On-going
2.8 Continue to improve the visual appeal of towns and villages across the Port Macquarie Hastings area through ongoing Council beautification works including the Town Centre Master Plan and improve physical access for visitors, including inclusive tourism.	Council	On-going
2.9 Link Council's place based community planning and local tourism work across the visitor sub-regions including Wauchope and Camden Haven and create cross regional collaborative themes and trails to grow regional dispersal.	Council	On-going
2.10 Ensure tourism is considered as an important part of Council strategic land use, community and infrastructure planning to attract quality tourism and hospitality investment and provide exceptional experiences for visitors and the community across towns, villages and hinterland.	Council	On-going
2.11 Support the heritage sector to collaborate to enable the growth and development of contemporary and integrated heritage experiences.	Council, Heritage Stakeholders	4-5





STRATEGIC PRIORITIES TO 2024 CONT.

### PRIORITY 3 DESTINATION EVENT DEVELOPMENT

**Establish Port Macquarie Hastings as a vibrant destination for year-round festivals and events that positively impact the visitor economy across the region.**

The strategic development of festivals and events presents a real and exciting opportunity to build the profile of Port Macquarie Hastings as a vibrant cultural and leisure destination and grow visitation and expenditure across the year to overcome seasonal visitation patterns.

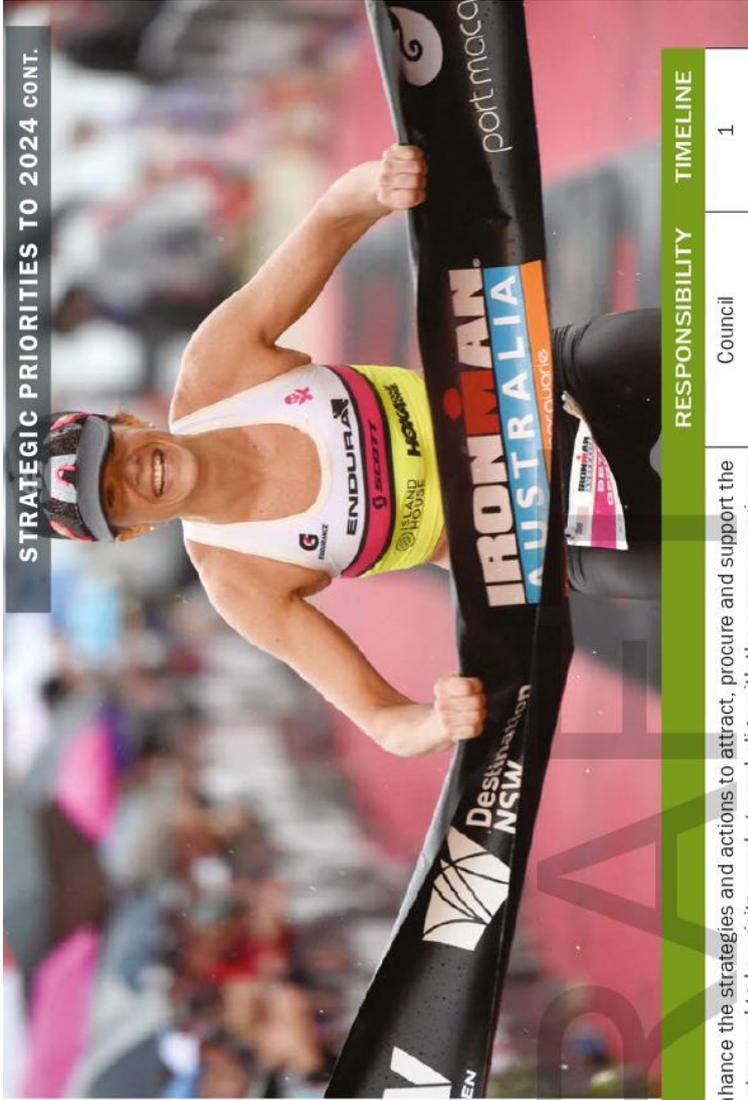
Port Macquarie Hastings Council has considerable professional events expertise that is being harnessed to provide memorable experiences for residents and visitors through the delivery of events that showcase the area's culture, sports and recreational opportunities.

The situational analysis and stakeholder engagement process confirmed opportunities to further develop and promote:

- Destination Events – major tourism events that attract significant numbers of visitors and events that enhance the visitor experience year-round
- Business Events – opportunities to attract mid-scale conferences.

**Other opportunities identified in the situational analysis and stakeholder engagement process included the need to:**

- Further develop ArtWalk as a stronger signature event to improve awareness of the area and link the event to other destination experiences
- Further develop and promote vibrant and contemporary events that encourage repeat visitors and attract new visitors across the year to ensure the region has a continual buzz of events happening (large and small)
- Continue to build on Port Macquarie's reputation for sports tourism event by procuring and attracting more sports and adventure tourism events across the year to help overcome seasonality issues and attract higher yield niche visitors that often travel in groups
- Activate the night-time economy with targeted regular appealing experiences – e.g. Aboriginal cultural experiences
- Improve destination outcomes from existing events and visitors (through cross selling, driving regional dispersal, encouraging repeat visitation post-event etc.)
- Better package and promote events with experiences
- Encourage the Glasshouse to continue to work collectively with commercial venues to develop a venue hub for business events
- Continue to enhance the utilisation of the Glasshouse and other cultural spaces for visitors and locals
- Streamline Council and other stakeholder event approval processes to help event organisers
- Streamline Council approval processes for regularly used event spaces and precincts.



STRATEGIC PRIORITIES TO 2024 CONT.

To activate these opportunities a stronger tourism event plan is recommended as a priority action to identify and coordinate an annual program of viable festival and events that includes those hosted by Council, procured and delivered by commercial event organisers and community based events that attract and appeal to key visitor markets. This plan should include actions to attract and procure new events that align with the experience offerings and consider infrastructure and facilities needed to improve the delivery of events.

Consideration of Council resourcing (financial and human) will, however, be important to ensure adequate staffing to manage a vibrant annual event program.

ACTIONS	RESPONSIBILITY	TIMELINE
3.1 Review Council's existing Event Plan and resourcing to enhance the strategies and actions to attract, procure and support the delivery of a vibrant and contemporary event calendar that appeal to key visitor markets and align with the seven experience platforms	Council	1
3.2 Build stronger business-to-business links between events and the visitor economy including industry development activities for event and experience packaging.	Council/GPMTA	1
3.3 Work with the Destination North Coast business events team to grow and attract mid-scale conferences to Port Macquarie Hastings.	Council	On-going
3.4 Continue to effectively promote and provide information about events to key visitor markets as part of destination marketing strategies.	Council	On-going
3.5 Support events to have strong environmental best practices.	Council	On-going
3.6 Support event owners/organisers and local events developers by providing connections to community, volunteer groups and visitors.	Council, GPMTA, CHCC, WCC, PMCC, VCH, HLA	On-going



STRATEGIC PRIORITIES TO 2024 CONT.

## PRIORITY 4 DESTINATION MARKETING

### Review destination brand and marketing strategies to best position Port Macquarie Hastings and its experiences to key visitor markets.

The competitive situation across North Coast and South Coast continues to be dynamic and constantly changing as destinations refine their positioning and develop marketing strategies that are aimed at similar visitor markets to Port Macquarie Hastings. Council currently develops annual domestic tactical marketing and public relations (PR) campaigns in cooperation with external marketing and PR agencies. These have been effective in creating awareness and driving conversion to book flight and accommodation deals.

The key challenge for the destination moving forward is to clearly articulate its brand identity and story and then determine effective marketing strategies to guide the work of Council and industry stakeholders to better showcase the area and its experiences to key visitor markets.

Consumer perceptions research has confirmed that potential visitors show remarkably similar characteristics and preferences to current overnight and day visitors (families and older couples) suggesting visitors to Port Macquarie Hastings are 'typical' of many other coastal holiday travellers in Australia. Their needs are also quite generic matching other Australian domestic travellers seeking beaches, nature, food and relaxation experiences<sup>7</sup>.

Tourism brand review and marketing strategy development should:

- Engage tourism stakeholder organisations in the process to gain consensus and ownership of proposed strategies
- Confirm which visitor markets are best targeted to achieve growth
- Align with the seven experiences platforms (see page 20)
- Guide the review of visitor information materials (digital and print) so visitors are aware of the range of experiences on offer pre-arrival (during their planning and booking phase) and once 'in-destination' (once they arrived).

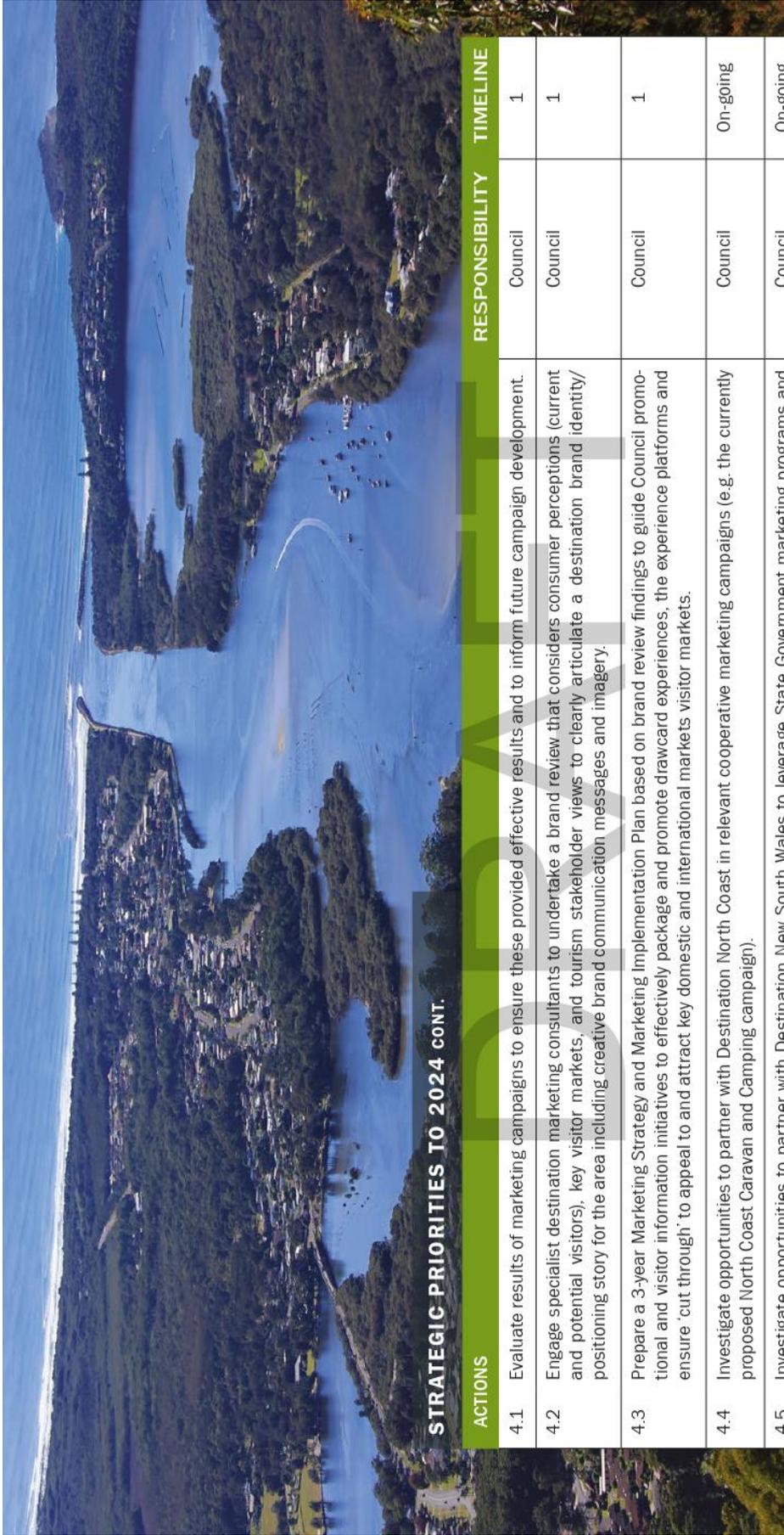
<sup>7</sup>Visitor Perceptions & Satisfaction Survey (2018), Destination Research & Development, 7 December 2018

The situational analysis and stakeholder engagement process undertaken to Inform this Plan confirmed the need to:

- Review the current tourism brand positioning for the area given the last brand work has been undertaken in 2009 - 'come out of your shell'
- Develop an overarching destination marketing strategy to guide Council's marketing initiatives over the next five years. This will determine Council and industry's role in marketing
- Continue to grow overnight stays for existing visitor markets (families, older couples) and sharpen marketing strategies to better appeal to repeat and new visitors, but not to fundamentally alter from current visitor market segmentation
- Capitalise on the high awareness of the destination (90%7 to potential visitors, but overcome perceptions that the area is an 'older visitor destination' through better promotion of the area's character and stand-out active experiences
- Build a VFR campaign to encourage locals to experience the area and provide recommendations to their visitors
- Create improved signage to attract visitors off the highway and encourage dispersal across the area
- Connect and cooperate with operators and other LGAs to deliver memorable visitor experiences and itineraries.



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**STRATEGIC PRIORITIES TO 2024 CONT.**

ACTIONS	RESPONSIBILITY	TIMELINE
4.1 Evaluate results of marketing campaigns to ensure these provided effective results and to inform future campaign development.	Council	1
4.2 Engage specialist destination marketing consultants to undertake a brand review that considers consumer perceptions (current and potential visitors), key visitor markets, and tourism stakeholder views to clearly articulate a destination brand identity/ positioning story for the area including creative brand communication messages and imagery.	Council	1
4.3 Prepare a 3-year Marketing Strategy and Marketing Implementation Plan based on brand review findings to guide Council promotional and visitor information initiatives to effectively package and promote drawcard experiences, the experience platforms and ensure 'cut through' to appeal to and attract key domestic and international markets visitor markets.	Council	1
4.4 Investigate opportunities to partner with Destination North Coast in relevant cooperative marketing campaigns (e.g. the currently proposed North Coast Caravan and Camping campaign).	Council	On-going
4.5 Investigate opportunities to partner with Destination New South Wales to leverage State Government marketing programs and initiatives.	Council	On-going
4.6 Work cooperatively with North Coast stakeholders in adjoining LGAs on cooperative marketing initiatives that provide good opportunities to generate awareness of Port Macquarie Hastings to key domestic and international visitor markets (e.g. cruise tourism opportunities ex South West Rocks, international product ready itinerary development).	Council	On-going
4.7 Create a VFR program that highlights key experiences across Port Macquarie Hastings to the community and their visitors that aligns with brand review findings.	Council	2-3
4.8 Prepare a Tourism Signage Strategy that aligns with findings of the brand review and Marketing Strategy to create distinctive signage to encourage dispersal and promote the diversity of experiences across Port Macquarie Hastings.	Council	2-3



## IMPLEMENTATION & EVALUATION

Monitoring of the implementation of this Plan's strategies and actions is important to ensure the mission and values are achieved and to provide valuable information that can be used to inform decision-making for tourism over the next five years.

### Evaluation and Reporting Process

The following evaluation and reporting process is recommended to monitor the implementation of the Plan:

- Council monitors the implementation of strategies and actions contained in the Plans on an annual basis
- Council prepares an annual report in cooperation with the key stakeholders identified as having responsibilities in the Plan to communicate the progress against priorities and actions and key outcomes achieved to government, industry and community stakeholders. This will showcase performance against management, experience development, events and marketing. An annual review forum or workshop may assist this process.

The evaluation process may involve review of:

- New or emerging opportunities and challenges to the visitor economy
- Destination performance research including:
  - Visitor data including annual TRA visitation data covering domestic, daytrip and international visitations including: overall visitor numbers, key visitor markets, number of overnight stays, length of stays, expenditure, visitor demographic profiles, purpose of trip, and visitor activities, findings of research that tracks key competitor regions, findings of research that evaluates visitor perceptions and satisfaction
  - Industry performance – occupancy, business growth etc and industry development, workforce, seasonality issues etc.
  - Event performance – visitor attendance, satisfaction, economic outcomes
  - Community feedback about tourism.

### Stakeholder Roles and Responsibilities

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of Council, industry and other key stakeholder organisations are clearly understood and communicated.

It is recommended that:

- **Port Macquarie Hastings Council** is positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan over the next five years
- **Other key stakeholder organisations and agencies identified in this Plan as having a primary or supporting role provide on-going support to Council over the next five years to implement strategies.** This will involve stakeholders further developing actions identified within the Plan including budgets, timelines and establishing performance measures. Importantly, this will help stakeholders to review their own forward planning and activities to align and achieve the agreed directions of this DMP.

## APPENDIX 1: PLANNING APPROACH

The destination management planning process was initiated in August 2019. A Council Project Committee was established early in the project to contribute their knowledge and insights to inform solutions for tourism over the short, medium and long-term.

The development of the DMP involved three stages:

### 1. Situational Analysis

Council had previously commissioned considerable research to inform the development of the DMP including a Visitor Profile and Satisfaction Survey (VPSS) (2018) and a Port Macquarie Hastings Destination Product Audit and Analysis (DPAA) (2019). A Working Paper was prepared to highlight important findings identified from this earlier research for the Port Macquarie Hastings region, as well as including findings from other documents including the Greater Port Macquarie Destination Management Plan 2016 to 2020 and other relevant Council strategies, plans and reports. The findings were then used to inform the design and delivery of the stakeholder engagement activities.

### 2. Stakeholder Engagement

A range of stakeholder engagement activities were undertaken in Port Macquarie during September 2019 to:

- Determine stakeholder perceptions around important issues, challenges and opportunities to sustainably grow tourism in the Port Macquarie Hastings region over the next five years
- Clarify the role and responsibilities of Council and industry stakeholders to work collaboratively to implement the new DMP to support the growth of the visitor economy.

The following methods were used to engage various government, business, and community stakeholder individuals, groups and organisations:

1. **Project Committee Meeting** undertaken on September 10 with Port Macquarie Hastings Council representatives responsible for tourism and events. The role of the Committee was to contribute knowledge and insights to inform the development of the DMP and consider solutions for tourism over the next five years. The meeting sought to review the project aims, discuss key findings identified in the Draft Working Paper, and to hear their views on the important challenges and opportunities for tourism for the Port Macquarie Hastings region, and further refine planned stakeholder engagement activities.
2. **Council Staff Meeting** facilitated on September 10 with twelve representatives of Council departments and units involved in work and projects relevant to tourism. Participants were provided the Draft Working Paper, and the previous Greater Port Macquarie Destination Management Plan 2016 to 2020, to review in advance of the meeting. Consultants asked staff to identify and explain current and proposed Council plans, projects and initiatives that may help to influence the sustainable growth of tourism over the next five years that should be considered in the development of the DMP. The session was audio-recorded for later analysis.
3. **Council Steering Committee Meeting** facilitated on September 11 with representatives of Council's Economic Development and Cultural Steering Groups. Participants were also provided the Draft Working Paper, and the previous Greater Port Macquarie Destination Management Plan 2016 to 2020, to review in advance of the meeting. Consultants presented an overview of the project aims, destination management planning approach, and current visitation overview. Discussion sought to identify participants' views for tourism over the next five years, and the strategic opportunities and challenges to sustainably grow tourism from their economic and cultural development perspectives.
4. **Destination Workshops (5)** were facilitated from 10 to 12 September with representatives of local tourism industry and stakeholder organisations, groups and individuals with an interest in tourism across Port Macquarie Hastings region. Council distributed invitations to their tourism industry database comprising around 440 businesses and individuals across the Port Macquarie Hastings Shire. 87 industry participants attended.

continued next page

**Workshops were held across three days and at different times of the day to encourage wide participation. Workshops were facilitated as follows:**

- Destination Workshop #1 – representatives of the Greater Port Macquarie Tourism Association Board, Visit Camden Haven, Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce and Hastings Liquor Accord.
- Destination Workshop #2 – Arts, heritage and cultural tourism
- Destination Workshop #3 – Tourism and accommodation businesses
- Destination Workshop #4 – Nature based tourism
- Destination Workshop #5 – Tourism and accommodation businesses.

Participants were presented with an overview of the DMP project aims, destination management planning approach, and current visitation overview. Participants were then asked to consider:

- **A vision for tourism** for the Port Macquarie Hastings region over the next five years (i.e. what do they want tourism to look like in 2024, what would they hope to see achieved to 2024)
- **Important opportunities and challenges** to sustainably grow tourism over the next five years relating to:
  - Destination Development – what are the key experiences that will help grow tourism and help to create a point of difference to repeat and new visitors to increase yield, length of stay, overcome seasonality and improve visitor satisfaction?
  - Destination Marketing – how to best position the area to repeat and new visitors, what visitor markets do they want to attract and grow, what experiences are they seeking and how to enhance visitor perceptions?
  - Destination Management – how can Council and industry best work together to implement the strategies and actions of the DMP within current resourcing capacity?
- **Key priorities areas** to be delivered within existing Council and industry resources and extend activities if further finding was available.

**A Have Your Say Online Survey** was developed as a means for interested stakeholder industry organisations and individuals unable to attend the workshops to express their views, and as a way for workshop participants to provide further input. Invitations to participate in the survey were sent as part of the Destination Workshop invitations and encouraged in the workshops. Despite the promotion of the survey opportunity, only one response was submitted.

**5. Camden Haven Chamber of Commerce Briefing** – Meredith Wray (consultant) was invited to speak at the Chamber networking function on Thursday 12 September to provide an overview of the destination management planning project and approach.

**6. Stakeholder Interviews (12)** were undertaken during September 2019 with representatives of stakeholder organisations across state, regional and local levels with considerable knowledge and expertise related to tourism for Port Macquarie Hastings or specific knowledge related to an area that had arisen during the course of the workshops. Interviews were largely undertaken by telephone and email with some face to face and were used as a way to gather more detailed information, and validate the key areas that were raised in face-to-face consultation.

Analysis involved collating and synthesising the issues, challenges and opportunities identified in the various stakeholder engagement activities to determine common themes to inform the development of the DMP. A Stakeholder Engagement Report was prepared and presented to the Project Steering Committee for feedback.

**3. Preparation of Destination Management Plan**

Findings from the Working Paper and Stakeholder Engagement Report were then used to establish a draft Destination Management Plan.

The draft was presented to the Project Steering Committee on October 17, 2019 for feedback.

A further workshop was held on November 6, 2019 with representatives that had been previously engaged in Destination Workshop #1 (Greater Port Macquarie Tourism Association, Visit Camden Haven, Port Macquarie Chamber of Commerce, Wauchope Chamber of Commerce and Hastings Liquor Accord) to present the DMP recommendations and gain their feedback. From this, a final draft DMP was finalised in November 2019.

## APPENDIX 2: VISITATION TREND ANALYSIS

The Port Macquarie Tourism Monitor 2018/19 shows that over the past five years there has been:

#### A gradual increase in domestic visitor nights

- The average expenditure for domestic overnight visitors has increased by 13% from 2016 to \$531 per trip
- Visitors from Sydney continues to climb from 32% in 2017/18 to 39% in 2018/19
- Interstate visitors represented 18% of domestic overnight visitors (a decrease from 25% from the previous year)
- For 2018/19 visitors from QLD (Brisbane and Gold Coast) decreased to under 10% with little other variation from the other States from the five year average. It should be noted that these markets show variability over time, and may can be impacted by factors including weather events (Cyclone Debbie), highway road construction and other factors
- 47% were on holiday, 34% visiting friends or relatives, 3% in transit; and 2% for other reasons such as education and medical visits (NB: these figures have been relatively static over the last 5 years)
- The increase in business visitors noted last year was again stable at 14% of total
- Previous demographic analysis had shown that visitors over 55 years comprised the largest segment at 40% of all domestic overnight visitors. However, each age group of 20 years' is around 30% (after excluding those 75+) i.e. 15-34 years (27%), 35-54 years (34%), 55-74 years (33%)
- 91% travel by car, 6% by air
- 55% stayed in commercial accommodation, 38% in friends and relative homes
- Spend per trip is \$531 (+ 13% from 2016), spend per night is \$163 per night (Regional NSW average is \$158).

#### A third year of substantial growth in the numbers of international visitors

- International visitor numbers represent 8.1% of overnight market, but have increased by 16% on previous year
- Average length is however decreasing, 3.2 nights in 2018/19 compared to 4.4 in 2016/17
- The main generating countries in 2018/19 are UK (17%) and Germany (15%) and these have maintained their position as the top two generating markets
- Spend per trip is \$279, spend per night is \$61 slightly down from \$290 per trip and \$69 in 2016
- Note: as in other regional areas, the TRA results on international visitor nights and expenditure are less consistent and should be used with caution.

#### Domestic day visitor data is quite variable

- An upward trend is noted over the last three years with day visitors for the year 2016/17 exceeding the 5 year average
- The vast majority of domestic day visitors come from within the North Coast region comprising 82% of day visitors (mainly Kempsey and Taree)
- Spend per trip is \$119 (compared to \$112 per trip for Regional NSW)
- The trend line over the last 5 years shows growth from 650,000 in 2014/15 to 771,000 in 2018/19
- Note: the sample size (n=96) for this segment is quite limited, which could also account for the annual increases and decreases.