

# Cultural Steering Group

## Business Paper

**date of meeting:** Wednesday 25 August 2021

**location:** via MS Teams

**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 (refer 3.5).

##### 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, as shown below in no particular order, and who meet the selection criteria will be encouraged:
  - Birpai Local Aboriginal Land Council
  - Bunyah Local Aboriginal Land Council
  - Local creative industries
  - Local Arts Groups
  - Local Heritage Groups
  - Greater Port Macquarie Tourism Association
  - Education Institutions
- 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, may 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.
- 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>02/12/20</b>	<b>27/01/21</b>	<b>24/02/21</b>	<b>28/04/21</b>	<b>23/06/21</b>	<b>28/07/21</b>
Councillor Rob Turner (Chair)	✓	✓	✓	✓	✓	✓
Councillor Geoff Hawkins (Deputy Chair)	A	A	✓	✓	X	A
Beric Henderson	✓	✓	A	✓	A	✓
<del>Brian Barker</del> vacant	A	✓	A	-	-	-
Chris Denny	✓	✓	A	✓	✓	✓
Debbie Sommers	✓	✓	✓	✓	✓	✓
Marie Van Gend	✓	✓	✓	A	✓	✓
Skye Petho	A	✓	✓	✓	✓	✓
Stacey Morgan	✓	✓	✓	A	✓	✓
Wendy Haynes	✓	✓	✓	A	✓	✓
Willhemina Wahlin	✓	✓	✓	✓	✓	✓
Jeffery Sharp (Director Strategy and Growth) D Coulton / L Davies (acting)	✓	✓	A	✓	✓	✓
Liesa Davies (Group Manager Economic and Cultural Development) Amanda Hatton (acting)	✓	✓	✓	✓	✓	✓
Pam Milne (Glasshouse Venue Manager) Bec Washington (acting)	✓	✓	✓	✓	✓	✓

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

**Meeting Dates for 2021**

27/01/2021	Function Room	8:00am
24/02/2021	Function Room	8:00am
24/03/2021	Function Room	8:00am
28/04/2021	Function Room	8:00am
26/05/2021	Function Room	8:00am
23/06/2021	Function Room	8:00am
28/07/2021	Function Room	8:00am
27/10/2021	Function Room	8:00am
24/11/2021	Function Room	8:00am

**Cultural Steering Group Meeting**  
Wednesday 25 August 2021

**Items of Business**

<b>Item</b>	<b>Subject</b>	<b>Page</b>
01	Acknowledgement of Country .....	<u>8</u>
02	Apologies.....	<u>8</u>
03	Confirmation of Minutes .....	<u>8</u>
04	Disclosures of Interest.....	<u>13</u>
05	Business Arising from Previous Minutes.....	<u>17</u>
06	New Cultural Plan 2021-2025 Adopted.....	<u>18</u>
07	Wauchope Bicentenary Sculptural Trail Update .....	<u>58</u>
08	CBD Cultural Precinct Planning Update.....	<u>60</u>
09	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 28 July 2021 be confirmed.

**PRESENT**

**Members:**

Councillor Rob Turner (Chair)  
Beric Henderson (Community Representative)  
Chris Denny (Community Representative)  
Debbie Sommers (Community Representative)  
Marie Van Gend (Community Representative)  
Skye Petho (Community Representative)  
Stacey Morgan (Community Representative)  
Wendy Haynes (Community Representative)  
Willhemina Wahlin (Community Representative)  
Director Strategy and Growth (Jeffery Sharp)  
Group Manager Economic and Cultural Development (Liesa Davies)  
Glasshouse Venue Manager (Pam Milne)

**Other Attendees:**

Destination and Cultural Development Manager (Jane Ellis)  
Cultural Development Events Officer (Linden Duke)  
Cultural Development Officer (Georgina Perri)

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The meeting opened at 8:01am.

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**01 ACKNOWLEDGEMENT OF COUNTRY**

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The Acknowledgement of Country was delivered.

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**02 APOLOGIES**

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**CONSENSUS:**

That the apology received from Councillor Geoff Hawkins (Deputy Chair) be accepted.

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### **03 CONFIRMATION OF MINUTES**

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CONSENSUS:

That the Minutes of the Cultural Steering Group Meeting held on 23 June 2021 be confirmed with the following amendment:

Item 02 Apologies:

CONSENSUS:

That the apology received from Beric Henderson be accepted.

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### **04 DISCLOSURES OF INTEREST**

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There were no disclosures of interest presented.

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

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CONSENSUS:

That the Business Arising Schedule be noted with the following additional information:

9. Draft Public Art Masterplan:

The Aboriginal Advisory Group has met once and consultation is planned, as is discussion on the potential for a representative to join the CSG.

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### **06 ARTWALK EVENT PLANNING UPDATE**

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Linden Duke, Cultural Development Events Officer updated members on the ArtWalk 2021 event planning. ArtWalk is returning to the one night event on Friday 1 October, with a variety of satellite events to be held over 1- 4 October long weekend.

A trail of ten open-air, public activation sites will be installed along the river and around the CBD offering audiences short, staggered performances including dance, performance, live art and digital sites to encourage people to move their way around the event in a socially distanced, COVID safe manner.

Additional components of the event include engaging artists in businesses, satellite events including Open Studios, Vibez in the Vines and live music performances coordinated by the Live + Local Music Program Curator. All communications with participating businesses and visitors will be focussed on enjoying the event in a COVID safe way.

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This year's event is inspired by the Hastings River. Our local Gathang Language Group *Djuyalgu Wakulda*, has kindly provided translation in language: Dungang: Nyiirun girranggang ginyaanggang biladiyn (We are more alive and happier because of the river). Aboriginal artist Mel Streater will collaborate with ArtWalk to produce cultural event collateral and marketing material to promote the event.

**CONSENSUS:**

The Cultural Steering Group note the planning underway for the October long weekend ArtWalk 2021 event.

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**07 LIVE AND LOCAL MUSIC DEVELOPMENT PROGRAM**

Georgina Perri, Cultural Development Officer, spoke to launch of the Live and Local Music Development program. Council is partnering with the Live Music Office to deliver a program consisting of Micro-Festival Event, a Live Music Census and Industry Forum, and a Professional Development series.

A Project Working Group has been established, made up of key local live music stakeholders, to inform the program, and a Program Curator has now been recruited.

The Curator will now join the Working Group to design and plan the remainder of the Program with guidance from the Live Music Office and supported by Cultural and Economic Development staff. We anticipate the various program elements will be rolled out later in 2021 and early 2022.

**CONSENSUS:**

The Cultural Steering Group:

1. Note the establishment of our Live and Local Working Group and appointment of the Program Curator.
2. Note next steps in the development and planning for Program deliverables including the Micro-Festival Event, the Live Music Census and Industry Forum, and the Professional Development series.

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**08 CULTURAL PLAN 2021-2025**

Liesa Davies, Group Manager Economic and Cultural Development, and Jane Ellis, Destination and Cultural Development Manager, thanked the Group for their interest, efforts and commitment to the Cultural Plan process. The Group noted the significant contribution to the Plan's development by Cultural Steering Group member, Dr Wilhemina Wahlin.

The responses and feedback received on the Plan, whilst on public exhibition, were considered in preparation of the updated draft Plan by the group, with feedback deemed valuable to the process.

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The draft Plan will now go to the 4 August 2021 Ordinary Council meeting to be recommended for adoption.

CONSENSUS:

That the Group:

1. Note the final draft 2021-25 Cultural Plan
2. Commend the draft Plan to Council for adoption at the 4 August 2021 Ordinary Council Meeting.

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## **09 GENERAL BUSINESS**

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### **09.01 PMHC / CSU RESEARCH TO SUPPORT CULTURAL PLAN EVALUATION**

Dr Willhemina Wahlin invited Cultural Steering Group members to be a part of a research project being conducted by herself and Dr Emma Blomkamp, in collaboration with Port Macquarie-Hastings Council: *'The Social is the Thing: Taking a designerly approach to the development and evaluation of Local Government strategic planning'*. The project is funded by Charles Sturt University.

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### **09.02 DESTINATION BRANDING PROJECT**

The feedback, timing and next steps of the project was discussed. Chris Denny acknowledged the Destination Brand Strategy project underway and how the draft Cultural Plan 2021 - 2025 can align with key messaging of the Destination Brand Strategy.

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### **09.03 CBD CULTURAL PRECINCT PLAN DEVELOPMENT**

Georgina Perri, Cultural Development Officer, informed the group that the engagement for a consultant to undertake development of the Port Macquarie CBD Cultural Precinct Plan is in process, with an appointment expected early August.

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The meeting closed at 8:59am.

**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>	
<b>I, the undersigned, hereby declare the following interest:</b>	
<input type="checkbox"/>	<b>Pecuniary:</b> Take no part in the consideration and voting and be out of sight of the meeting.
<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.
<input type="checkbox"/>	<b>Non-Pecuniary – Less than Significant Interest:</b> May participate in consideration and voting.
<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 (i)
  - "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 Chief Executive Officer, such a disclosure is to be made to the staff member's manager. In the case of the Chief Executive Officer, 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 Chief Executive Officer, 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 Chief Executive Officer, 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 <i>(the <b>identified land</b>)</i>	
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 <i>(the <b>subject land</b><sup>2</sup>)</i> <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 Chief Executive Officer 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>09</b>	02/12/2020
<b>Subject:</b>	<b>Draft Public Art Masterplan</b>	
<b>Action Required:</b>	1. Support engagement with the local Aboriginal community to explore development of a cultural artwork in 2021 at an appropriate location.	
<b>Current Status</b>	1. Engagement to commence in the coming months with Council's Aboriginal Reference Group.	

<b>Item:</b>	<b>05</b>	24/02/2021
<b>Subject:</b>	<b>Creative Hub - Requirements and Management/Operational Model</b>	
<b>Action Required:</b>	1. The Cultural Economy Project identified affordable and accessible workshop, exhibition, performance and rehearsal space as a major priority for the local creative community.	
<b>Current Status</b>	1. Updates to be provided to CSG as available.	

Discussion topics at future meetings		
	Due Date	Requested
Public Art Policy, recent requests for public art/interpretation and the petition to remove the Edmund Barton statue	Future meeting	1 July 2020
Update on Port Macquarie Historic Court House Curtilage	Future Meeting	2 September 2020

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**Item: 06**

**Subject: NEW CULTURAL PLAN 2021-2025 ADOPTED**

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

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## RECOMMENDATION

**That the Cultural Steering Group note:**

- 1. The Cultural Plan 2021-2025 was formally adopted by Council at the 4 August 2021 Council meeting.**
- 2. Next steps in implementing, measuring success of and reporting on the Plan.**

## Discussion

The Draft Cultural Plan was placed on exhibition from 19 May to 18 June 2021. Seven submissions were received, and overall the sentiment around the draft Plan was positive, with comments advocating for Council's continued support of our community's arts, heritage, cultural and creative endeavours. Since the exhibition period, staff and Council's Cultural Steering Group (CSG) members have closely considered the feedback received and made amendments to the draft Plan. In particular, there has been a strong focus on how we will measure the Plan's success through implementation.

The final Draft Plan was presented to Council for adoption, noting it is viewed as a 'living document' and will be implemented with oversight by the Cultural Steering Group and there will be future consultation with Council should changes be recommended. The Plan is designed to be a "living" document so that it can evolve with changing times, priorities and trends, if needed. The implementation of the future actions identified in this Plan is dependent on their inclusion in Council's Delivery Program, Annual Operation Plan and support from other stakeholders and local community.

The public exhibition of the draft Cultural Plan saw seven written submissions from individuals and organisations ranging from positive endorsements to more in-depth and detailed feedback. To address feedback (and consistent with the co-design approach used in developing the draft Plan), an Evaluation and Measures Working Group was formed. This comprised Council's Cultural Development Staff and a number of members of the Cultural Steering Group. The working group undertook a high level Theory of Change process to test the framework and assist with identifying outcomes with measures using the Cultural Development Networks Evaluation Schema - included as attachment B in the Plan. In addition, where possible, specific measures were identified to evaluate delivery of the Plan's actions.

Further, the overarching success of the Plan, is dependent on the work of Council and a range of partners. As such, there will also be a need to use a range of qualitative participatory methods and measures to assess implementation success. This may include social and economic impact assessment based on surveys, focus groups, an analysis of community participation and attendance statistics, ABS data

and case studies of our creative spaces and our local creative practitioners. Further, the implementation of this plan includes a commitment to continue to foster participation and co-design through a research partnership with Charles Sturt University. This project is titled 'A Designerly Approach to Local Government Strategic Planning and Evaluation' and will work to increase the capacity, skills and knowledge of staff and community stakeholders in measuring social impact in particular. Further feedback relating to the Vision and Action Matrix being provided in a more accessible format has been addressed within the design of the Plan. Stakeholders expressed a desire to gain access to the Cultural Economy Project and in response the document was attached to the Council report and moving forward will be shared upon request.

Annual reporting will commence in August 2022, on the implementation of the Cultural Plan and evaluation of actions undertaken of the Cultural Plan.

**Attachments**

1 [↓](#)  Cultural Plan 2021-2025





Our existing cultural program and assets are embraced by our community and attract many visitors to our region.

## Contents

- 03 Introduction
- 03 Acknowledgement of Country
- 04 What is Culture?
- 05 Our Cultural and Creative Industries
- 07 The Value of Culture
- 09 Developing this Plan
- 10 Planning and Policy Links
- 12 NSW Framework for Cultural Planning
- 13 Our Vision and Approach
- 15 Measuring Success
- 16 Key Result Areas, Goals, Strategies and Actions
  
- 24 **Attachment A:** The Value of Culture
- 28 **Attachment B:** Co-Designing Priorities Using the Theory of Change
- 38 **Attachment C:** COVID Impacts and Recovery



## Introduction

Port Macquarie-Hastings Council recognises the social and economic benefit of building a vibrant creative arts and cultural community. Our existing cultural program and assets are embraced by our community and attract many visitors to our region. Festivals and events are significant assets on our local calendar, and research indicates that culture and heritage are among our top ten unique tourism selling points.

Council is committed to ensuring arts; heritage and culture play a strong role in the development of our region's future, our identity and sense of place. We play a major part in delivering cultural services across our region, and are actively supported by an ever-growing number of community organisations, events and activities that contribute to our diverse, resilient and connected community.

This Cultural Plan identifies the overarching vision and specific goals, strategies and actions that will drive and support cultural development within our region for the period 2021-2025 and years to come. The Plan outlines the resources needed to ensure maintenance and development of the area's cultural and heritage resources; help develop a thriving creative industry; and encourage, support and enable participation in artistic expression and cultural experimentation to inspire innovation and a sense of wonder.

The Plan is designed to be a "living" document that can evolve with changing times, priorities and trends as needed. We also recognise that evaluation will require specific measures of Council led initiatives plus qualitative participatory measures. The implementation of the future actions identified in this Plan is dependent on their inclusion in Council's Delivery Program and Annual Operation Plan.

## Acknowledgement of Country

Port Macquarie-Hastings Council respectfully acknowledge the Birpai people as the Traditional Custodians of the land, seas and rivers on which we work and live. Council commits to building positive relationships, respect and opportunities with our local Aboriginal community.



# What is culture?

The term 'Culture' has a wide range of meanings within government, industry and the community. This Cultural Plan will consider culture broadly to encompass arts, culture and heritage as conveyed in Australia's National Arts and Culture Accord (2013).

## The Arts

The arts include music, performing arts, literature and visual arts, in both their established and emerging art forms, and inter-arts activities. In addition to the individual and collective activities of practitioners, for vocational or recreational purposes, the arts include arts education, community arts, collections and performances, which may be made available to the public in galleries, libraries, theatres, cultural venues, training institutions and increasingly on-line and broadcast.

## Creative Industries

A sector that harnesses a range of creative and business skills for commercial production and dissemination. Creative industries include film and television production, broadcasting, electronic games, architecture, design and fashion, publishing, media and advertising.

## Cultural Heritage

In parallel with the arts and creative industries there is a strong recognition of Australia's diverse cultural heritage, and the work of museums, galleries and libraries and archives to preserve and provide access to the artefacts and intangible heritage of Australia's culture. In particular, Australia's heritage includes Aboriginal and Torres Strait Islander cultures that are amongst some of the oldest living cultures in the world. It is a wide concept that also includes tangible built heritage and the natural environment.



# Our Cultural and Creative Industries

Our 2020 Port Macquarie Hastings Cultural Economy Survey revealed the following information on our cultural and creative practitioners...





It is now widely recognised that arts and culture make a powerful contribution to the overall health of individuals and community wellbeing.

# The Value of Culture

Considering the different dimensions of cultural and creative impacts, the table in **Attachment A** provides a detailed summary of the benefits of creative activity and a strong cultural economy.

## Economic Importance

In Australia, creative industries comprise 5.6% of all businesses and contribute \$47.4 billion to national GDP. They employ more than half a million people and generate \$4.3 billion in export revenue. NSW has the largest, most dynamic and most diverse creative economy in Australia, with 39% of the nation's creative businesses, 42% of creative industry jobs and 70% of creative industry exports. The creative industries are also a growing share of the NSW economy. Over the past five years, employment growth in the creative industries has been 2.9% per annum, compared to the general rate of 1.6% per annum.

## Cultural Tourism

Cultural tourism describes travel where visiting sites and events with cultural and historical value is a core purpose of the trip. This style of tourism is a billion-dollar industry and growing every year – the United Nations World Tourism Organisation (UNWTO) estimates that around 50% of tourists worldwide are now motivated by a desire to experience a country's culture and heritage. In the International Arts Tourism: Connecting Cultures report, the Australia Council identifies that international arts tourism has grown at a higher rate than overall international tourism in recent years, and that the arts are now “a bigger draw-card for international tourists than wineries, casinos or

sport”. This trend is also reflected in the latest research, which reveals international arts tourists are more likely to visit regional Australia than international tourists overall, identifying that “there is strong and growing potential for the arts to help drive regional tourism.” In terms of the domestic visitor economy, the report ‘Domestic Arts Tourism: Connecting the Country’ identified that Arts Tourism tends to align with travelling further, staying longer and spending more providing high-value tourists to Australia's regions.

The NSW Government reports that in 2018 the total number of International, Domestic overnight and Daytrip culture and heritage based visitors to NSW was 13.6 million. Cultural and heritage visitors stayed 87.0 million nights and spent \$14.0 billion in NSW. International visitors stayed longer than Domestic overnight visitors in terms of average length of stay and hence, the average spend per visitor for International visitors was almost three times that of Domestic overnight visitors.

‘Visit history/heritage buildings, sites or monuments’ was the most common cultural and heritage activity undertaken by all visitors to NSW. The activity was notably more popular among the International market than the Domestic market. ‘Visit museums or art galleries’ was the second most popular activity undertaken in the State with noticeably higher participation rate shown by International visitors than their Domestic counterparts. Domestic culture and heritage-based visitors visiting NSW were more likely to ‘Attend theatre, concerts or other performing arts’ while overseas visitors were more interested in participating in Aboriginal related activities.

## Social and Educational Impact

Health, wealth and social cohesion are recognised benefits of arts engagement and education. It is now widely recognised that arts and culture make a powerful contribution to the overall health of individuals and community wellbeing. Arts, cultural and learning environments provide many contexts for lifelong learning beyond traditional schooling. Individual participation in the ongoing, self-motivated pursuit of knowledge has a positive ripple effect through communities and has been shown to enhance social inclusion, foster active citizenship and drive personal development.

Economically vibrant and healthy communities are often one and the same. The Organisation for Economic Co-Operation and Development (OECD) research has shown that a more cohesive society often has a stronger and faster growing economy, demonstrating a symbiotic link between social wellbeing and the economy.

Finally, arts and culture-based education has been found to be beneficial in developing intellectual enquiry and enhancing education impacts and later life outcomes. Students from low-income families who take part in arts activities at school are three times more likely to obtain a university degree, twice as likely to volunteer and 20% more likely to vote as young adults. OECD research demonstrates that arts education and arts practice produce a more innovative workforce. This research also demonstrates that engagement in creative activities, art practices and education activities outside of traditional education settings (in places such as public libraries, museums and galleries) can help build soft skills, self-esteem and confidence, helping to re-engage young people who have dropped out of school.

More broadly, local residents are impacted positively by cultural infrastructure, both directly and indirectly. Direct impacts include increased access to learning opportunities, improved language and digital and visual literacy outcomes, facilitation of creative content, encouraging the sharing of resources, supporting research opportunities and facilitating the interweaving of cultural groups. Indirect impacts include option values or non-use values. These relate to the benefit that local residents gain by having the option to attend an art gallery, library, museum or arts centre. While residents may not attend them regularly, they derive a benefit from having the option to attend. Cultural institutions have the potential to foster a sense of place and local pride within the region and improve social connection.





## Developing this Plan

This Plan follows the development and implementation of Council's 2018-2021 Cultural Plan. This Plan was developed using co-design principles and a strong participatory process. The Cultural Steering Group have been integral to the review and renewal process, and development of this new Plan. The 2021-2025 Cultural Plan also draws heavily on insights from Council's 2020 Cultural Economy Project. This Project, (a key deliverable of the previous Cultural Plan), involved extensive stakeholder engagement with key arts, heritage and creative industries, stakeholders and groups, as well as the wider community, inviting participation in workshops, one-on-one interviews, a survey and an optional Skills Audit. A key outcome from this research was a Strategy Map to guide development of the cultural economy over the next four years. This provided the basis for discussions by the CSG and defined one of two Key Result Areas for the new Plan the 'Cultural Economy'.

The second Key Result Area determined by the Group is 'Social

Equity and Connection'. Recognising the significant benefits of arts and cultural participation, the positive impact this has on health and well-being, connectivity and inclusiveness, and its role in building bridges between diverse sectors of our community. Acknowledging different community identities and working with our communities to develop, facilitate and support cultural experiences and programs that build an appreciation of that diversity.

The review process undertaken by Council's Cultural Steering Group combined Design Thinking with Harvard's policy design and strategy framework. Participants worked through a process beginning with a 'deep dive' into the data and recommendations made in the Cultural Economy Report. They then used the Theory of Change to translate these into an over-arching framework and tangible goals for the Cultural Plan. Attachment B provides the detail on how each of the eight key goals which make up the Plan (and associated strategies and actions) were mapped using this process.

# Planning and Policy Links

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

## Create NSW

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

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

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



## Arts Mid North Coast

Arts Mid North Coast (AMNC) - part of a network of 14 Regional Arts Development Organisations throughout regional New South Wales - is the peak regional arts and cultural development organisation for our region from the Mid Coast LGA in the south to Coffs Harbour LGA in the north. Port Macquarie-Hastings Council is one of six permanent members of AMNC. Its mission is to support and collaborate with government, communities, organisations, business and individuals to build capacity and create opportunities for the arts and creative industries.

### Each goal of Arts MNC has linkages to this Cultural Plan:

- To generate increased opportunities for access, participation, training and education in the arts and creative industries (Capacity)
- To generate increased visibility and awareness of the region's creative and cultural activity and opportunities. (Showcase)
- To develop and foster strategic partnerships, projects and networks that benefit the region's arts and cultural sector (Partnerships)
- To encourage and support the arts, creative industries and cultural development in all strategic processes to provide leadership and ensure positive outcomes for local, community and regional initiatives. (Strategic)

## Port Macquarie Hastings Council strategies and plans

A number of Council's strategic and planning documents are intrinsically linked to the development of culture and creativity in the region. The interaction of these documents is shown in the table on page 13.



# NSW Framework for Cultural Planning

## NSW GOVERNMENT FRAMEWORK

NSW CREATIVE AGEING STRATEGY 2021

NSW VISITOR ECONOMY STRATEGY 2030

NSW ARTS & CULTURAL POLICY FRAMEWORK

NORTH COAST REGIONAL PLAN

SHAPING OUR FUTURE 2040

LOCAL STRATEGIC PLANNING STATEMENT

- ARTS MID NORTH COAST STRATEGY
- NORTH COAST DESTINATION MANAGEMENT PLAN
- DRAFT REGIONAL CITY ACTION PLAN

## LOCAL GOVERNMENT FRAMEWORK

TOWARDS 2030  
COMMUNITY STRATEGIC PLAN

## COUNCIL'S STRATEGIC FRAMEWORK

ENVIRONMENTAL STEWARDSHIP STRATEGIC PILLAR

COMMUNITY WELLBEING STRATEGIC PILLAR

ECONOMIC PROSPERITY STRATEGIC PILLAR

LEADERSHIP & GOVERNANCE & STRATEGIC PILLAR

### LEADING STRATEGY

COMMUNITY WELLBEING STRATEGY (in development)

ECONOMIC DEVELOPMENT STRATEGY

### STRATEGIC PLANS

CULTURAL PLAN (this document)

GLASSHOUSE + EVENTS PLAN

### POLICIES & GUIDELINES

PUBLIC ART POLICY

### Council Delivery Program (4 Years)

Identifies elected council's priorities for their term of office. Priorities are influenced by the strategies and plans above.

### Council Operational Plan (1 Year)

Identifies the projects, programs and services to be delivered within a 1 year timeframe.

### Annual Report

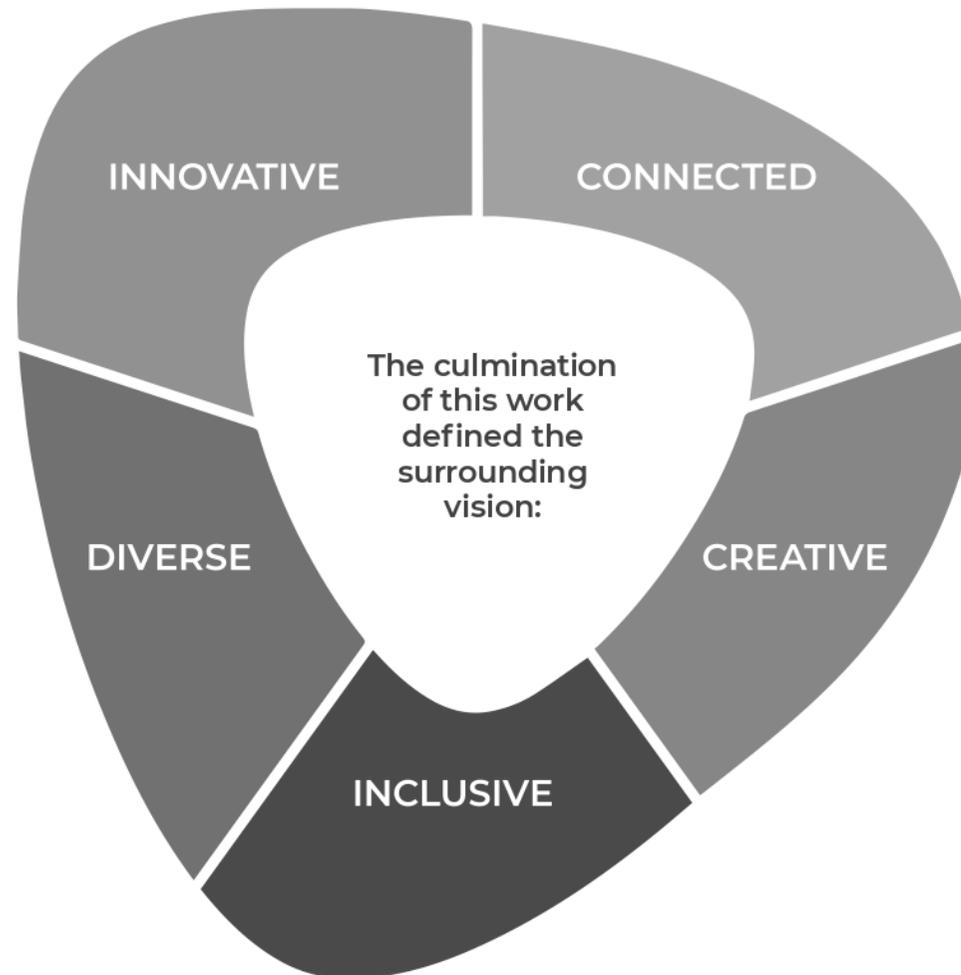
Accountability report to the community on the progress of the Community Strategic Plan, Delivery Program and financial performance.

# Our Vision



# Our Vision and Approach

We aim to be creative, inclusive, diverse, innovative and connected, this vision is supported by Key Result Areas, Goals, Strategies and Actions which are viewed as being key to our on-going cultural development. It should also be noted, that as detailed in **Attachment C**, Council recognised the major impact of the COVID-19 pandemic on local arts and culture. In addition to focusing on priorities in this Plan, there will be a continued focus on the completion of a number of COVID-19 recovery projects which were undertaken over and above existing Cultural Plan priorities.





# Measuring Success

As mentioned, this Cultural Plan was developed using co-design principals and a strong participatory process. Where possible, specific measures have been identified to evaluate the Plan's actions. It is noted however, that the overarching success of the Plan, is dependent on the work of Council and a range of partners. As such, there will also need to be a range of qualitative participatory methods and measures to assess implementation success. This may include social and economic impact assessment based on surveys, focus groups, an analysis of community participation and attendance statistics, ABS data and case studies of our creative spaces and our local creative practitioners.

Further, the implementation of this plan includes a commitment to continue to foster participation and co-design through a research project in partnership with Charles Sturt University.

This project is titled 'A Designery Approach to Local Government Strategic Planning and Evaluation' and will work to increase the capacity, skills and knowledge of staff and community stakeholders in measuring social impact in particular.

Noting the Plan is designed to be a 'living document', evaluation and measurement will occur on an on-going basis, with specific reporting via:

1. Quarterly Operational Plan reporting to Council;
2. Annual Review with Cultural Steering Group (and reported to Council);
3. Major Review in 2025 prior to development of the 2026-2030 Cultural Plan.





# Key Result Areas

## GOALS, STRATEGIES AND ACTIONS



CULTURAL ECONOMY STRATEGIES AND ACTIONS

# GOAL 1

## Build a Skilled and Capable Creative Community

### 1.1 ATTRACT AND RETAIN CREATIVES

1.1.1 Support and leverage implementation of the new Destination Brand Strategy and Visual Identity to tell stories and promote the region's creative identity and community. Provide greater representation of local cultural assets and activities in city-wide and destination marketing and events.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Greater Port Macquarie Tourism Association

TIMEFRAME: Short-term

1.1.2 Celebrate and tell the stories of the regions arts and culture practitioners and performance venues.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Local Aboriginal Land Councils

TIMEFRAME: Short-term

### 1.2 TARGETED PROFESSIONAL DEVELOPMENT

1.2.1 Facilitate and support mentoring and

business skills development. Collaborate with local creatives to develop an understanding of the cultural tourism offering and their potential role in growing awareness and value as tourism operators.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse, Greater Port Macquarie Tourism Association

TIMEFRAME: Short-term

1.2.2 Advocate for partnerships with regional education and training providers to offer more creative/cultural courses, attracting more students to the area and supporting increased diversity and depth in the creative ecology.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Aboriginal Land Councils, Hastings Education Consultative Group

TIMEFRAME: On-going

1.2.3 Encourage participation within the Aboriginal community in professional and skill development.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Aboriginal Land Councils, Hastings Education Consultative Group

TIMEFRAME: Short-term

### 1.3 NETWORKING, COLLABORATION AND PARTNERSHIPS

1.3.1 Encourage connections, diplomacy and collaboration by the Cultural Arts and creative industries with other cultural organisations and industry including local, national and international.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Hastings Education Consultative Group, Arts Mid North Coast

TIMEFRAME: On-going

1.3.2 Facilitating connection across the creative industries via strategic communication initiatives.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Increased creative content on the destination website &amp; inclusion of creative industry content in marketing</li> <li>2. Delivery of professional development</li> </ol> | <ol style="list-style-type: none"> <li>3. Number of Aboriginal participants in Professional Development Programs</li> <li>4. Number of industry communications sent</li> </ol> |
|---|--|

## CULTURAL ECONOMY STRATEGIES AND ACTIONS

**GOAL 2****Provide Infrastructure which supports a healthy cultural economy****2.1 ACCESSIBLE CREATIVE HUBS AND WORKSPACES**

2.1.1 Encourage the optimised use of vacant spaces and other facilities for creatives.

PARTNERS: Port Macquarie Hastings Council, Port Macquarie/Wauchope/Camden Haven Chambers of Commerce

TIMEFRAME: Medium-term

**2.2 AFFORDABLE AND ACCESSIBLE PERFORMANCE, EXHIBITION AND SELLING SPACES**

2.2.1 Facilitate access and provide affordable access to performance and public spaces for exhibitions and programming by local creatives.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: Medium-term

**2.3 NEW AND IMPROVED CULTURAL FACILITIES AND SUPPORTING INFRASTRUCTURE**

2.3.1 Support and advocate for community art and culture initiatives.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: On-going

**2.4 PROTECT AND EMBRACE OUR PROUD CULTURAL HERITAGE AND UNIQUE NATURAL ENVIRONMENT**

2.4.1 Seek funding and update Cultural Heritage signage and interpretation across the region. Noting completion of the Interpretive Signage Strategy.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: Medium-term

**INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES**

1. Number of vacant spaces activated
2. Number of funding applications, funding secured & signage updated

CULTURAL ECONOMY STRATEGIES AND ACTIONS

# GOAL 3

## Build demand for cultural products and services

### 3.1 CELEBRATION AND PROMOTION OF OUR CREATIVE COMMUNITY AND CULTURAL HERITAGE THROUGH A COHESIVE AND INTEGRATED CULTURAL PROGRAM

3.1.1 Increase the visibility of arts, culture and creative industries through various mechanisms including the Public Art Policy and integrated urban planning, that showcases and provides opportunities for local creatives. As per Action 1.1

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

3.1.2 Facilitate opportunities to showcase locally-developed, quality performing and visual arts events at the Glasshouse, as per 1.4.2 in the Glasshouse Plan.

PARTNERS: Glasshouse, Port Macquarie Hastings Council

TIMEFRAME: Medium-term

3.1.3 Provide dedicated marketing and funding support to raise the profile of the region's strategically important programs and products.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Glasshouse

TIMEFRAME: Medium-term

3.1.4 Facilitate opportunities for documenting and sharing local Aboriginal stories.

PARTNERS: Port Macquarie Hastings Council, Charles Sturt University, TAFE, Local Aboriginal Land Councils, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: Short-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number of new Public Art commissioned

2. Increase in local content at the Glasshouse
3. Number of local aboriginal stories documented or shared

# GOAL 4

## Ensure access to finance for cultural businesses

### 4.1 PROVISION OF SELECTIVE INVESTMENT, RESOURCES AND FUNDING

4.1.1 Provide access to information on sources of finance from Council and other agencies, including commercial investment, funding and loans to create self-sustaining practice.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Create NSW, Festivals Australia

TIMEFRAME: Short-term

4.1.2 Enhance funding opportunities through further development of the Council Community Grant Program and provide access to seed funding, as well as co-funding for creative industries projects.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Medium-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Value of Council grants & co-funded projects



## SOCIAL EQUITY &amp; CONNECTION STRATEGIES AND ACTIONS

# GOAL 5

## Maximise arts & cultural experiences for all sectors of our community

### 5.1 INCLUSIVE PROGRAMS AND EVENTS

5.1.1 Provide ongoing input into the development and delivery of Council Plans to ensure the facilitation, support and/or provision of a wide range of cultural events, programs and activities for all sectors of the community including our youth and seniors, Aboriginal people and people from culturally and linguistically diverse (CaLD) backgrounds. As per Council's Community Inclusion Plan.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: On-going

5.1.2 Support and facilitate development of signature events such as ArtWalk and cultural and industry festivals and symposiums.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: On-going

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number of participants and patrons

# GOAL 6

## Identify & develop the cultural identity of our places (towns and villages)

### 6.1 WORK WITH OUR COMMUNITIES TO IDENTIFY AND IMPLEMENT WAYS TO ENHANCE CULTURAL VIBRANCY ACROSS OUR TOWNS AND VILLAGES THROUGHOUT THE LGA

6.1.1 Implementation of actions to enhance cultural vibrancy across our towns and villages through the community planning process.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast

TIMEFRAME: Short-term

6.1.2 Deliver the Port Macquarie CBD Cultural Precinct Plan to maximise the profile of our cultural and creative offerings in the CBD, unlock the potential of cultural tourism and grow our arts and cultural sector.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Port Macquarie Museum, Port Macquarie Historic Courthouse, The Glasshouse, Town Centre Master Plan Sub Committee

TIMEFRAME: Short-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Elements delivered from plans
2. Delivery of the Port Macquarie Cultural Precinct Plan

## SOCIAL EQUITY &amp; CONNECTION STRATEGIES AND ACTIONS

# GOAL 7

## Improve social amenity through public art

### 7.1 IMPLEMENT THE PUBLIC ART POLICY TO PROVIDE A FRAMEWORK FOR COMMISSIONING, DEVELOPING AND MANAGING PUBLIC ART

7.1.1 Implement, and review as necessary, the Public Art Policy and Guidelines which provides a framework for commissioning, developing and managing public art (including integration into our major infrastructure projects) to ensure it reflects best-practice in public arts.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

7.1.2 Finalise and implement as appropriate an LGA-wide Public Art Master Plan which identifies suitable sites for public art and encourages residents and visitors to look at our towns and villages in an authentic representation of people community and space.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Medium-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Number increase in regional public art, report to CSG on implementation learnings
2. Progress on Public Art Master Plan

# GOAL 8

## Build community capability and capacity to value and preserve our cultural heritage

### 8.1 CELEBRATE OUR REGION'S HERITAGE

8.1.1 Support and empower the Aboriginal Advisory Group to develop the Reconciliation Action Plan.

PARTNERS: Port Macquarie Hastings Council

TIMEFRAME: Short-term

8.1.2 Collaborate with Community Organisations to increase community awareness and connection with the region's heritage.

PARTNERS: Port Macquarie Hastings Council, Arts Mid North Coast, Hastings Museums and Heritage Group

TIMEFRAME: Medium-term

### INDICATIVE MEASURES - ADDITIONAL EVALUATION TO BE DEVELOPED THROUGH QUALITATIVE PARTICIPATORY MEASURES

1. Regular engagement with Hastings Museum & Heritage Group

## Attachment A: The Value of Culture

### CULTURAL

### SPECIFIC BENEFITS

Opportunities for artists and other contributors

- Increased exhibition and income opportunities: the commissioning and development of more new work; education and learning programs and enhanced professional experience
- Support for growth of the creative sector, building the profile of local artists and developing their audiences and markets
- Collaboration with cultural infrastructure e.g. private galleries, art cooperatives and retailers
- Creativity, imagination and curiosity can be stimulated leading to a desire for exploring new ideas and understanding of creative practices

Opportunities for visitors

- The enjoyment of unique cultural experiences
- An enhanced and more memorable visit to the region
- Exposure to interstate and international artists and ideas alongside local talent
- Can experience a sense of enjoyment, of escape or of beauty, of joy, of feeling moved beyond the everyday from the experience
- Gain new insights and knowledge including an ability to understand contemporary issues and are prompted to learn something new

Opportunities for residents

- Increased social interaction, cultural appreciation and community cohesion/identity
- Increased community engagement, capacity building and skills development
- Increased learning opportunities via educational activities, outreach programs and school-based learning programs
- Understand and appreciate diversity and difference including different cultural backgrounds and life experiences
- A sense of belonging – continuity and connection with the past, to better understand the present and a pathway to the future of which everyone is a part

## Attachment A: The Value of Culture

### CULTURAL

### SPECIFIC BENEFITS

A contribution to year-round cultural infrastructure

- The impact of creative businesses on regional cultural and community organisations including, for example, local festivals and cultural development
- Ongoing partnerships with other cultural and educational organisations, inside the region and beyond

### SOCIAL

### SPECIFIC BENEFITS

Participation

Encouraging social inclusion – providing cohesion through engagement, interaction and participation

Access

Facilitating access by individuals with limited mobility and people living with a disability or dementia, parents with strollers/ young children

Community engagement

- The attraction of people to activities for the first time – providing them with new experiences and increasing their sense of belonging to a local community
- The opportunity to engage with other people through involvement in cultural activities (working on projects, with children, as artists/performers, or in other ways)
- Have opportunities to develop relationships within the community

Training, employment and volunteering opportunities

- Through working on cultural programs and projects, participants may gain new skills
- Have opportunities to directly engage in the future of the community through volunteering and membership of organisations

## Attachment A: The Value of Culture

### POLICY DRIVERS

### SPECIFIC BENEFITS

A contribution to year-round cultural infrastructure

- The impact of creative businesses on regional cultural and community organisations including, for example, local festivals and cultural development
- Ongoing partnerships with other cultural and educational organisations, inside the region and beyond

Social change effected by cultural activity

- Improved self-esteem, communication and social skills
- Enhanced social capital through members of the community sharing experiences and knowledge

### CIVIC

### SPECIFIC BENEFITS

Sense of belonging

- Enhanced identification with the local community, sense of place
- Addition of a significant new meeting place and social space
- Use of cultural infrastructure for selected civic activities

### ENVIRONMENTAL

### SPECIFIC BENEFITS

Urban enhancement

- Improvement to the CBD environment as a result of cultural

## Attachment A: The Value of Culture

### ECONOMIC

### SPECIFIC BENEFITS

Local business activity

- Increase associated with lift in visitor economy and business confidence, increased linkages with arts and cultural network
- Opportunities for commercial enterprises which support cultural activities
- Build relationships with local businesses through partnerships and purchasing
- Establish a network for creative practitioners and retailers to support commercial activities established around cultural activity in the CBD

Employment opportunities

- Direct demand for labour will increase via an enhanced cultural sector, as well as indirect demand from overall lift in the visitor economy and increased confidence
- Opportunities for skills and professional development, and direct employment with the cultural economy
- Opportunities for local artists and makers to sell their work via gallery store and community gallery space

Investment

- Building the image of the region as inclusive and forward thinking to attract inward investment
- A vibrant and culturally rich region that attracts new residents and supports population growth

### TOURISM IMPACTS

### SPECIFIC BENEFITS

Improvement in the branding of Port Macquarie-Hastings

- A destination for tourists and visitors to the region
- Increased visitation to the region will lift local businesses turnover and net profit, and spark improvements in business confidence
- Direct marketing impact for the town and region as it becomes associated with high quality cultural offerings
- Increased tourism expenditure in the region

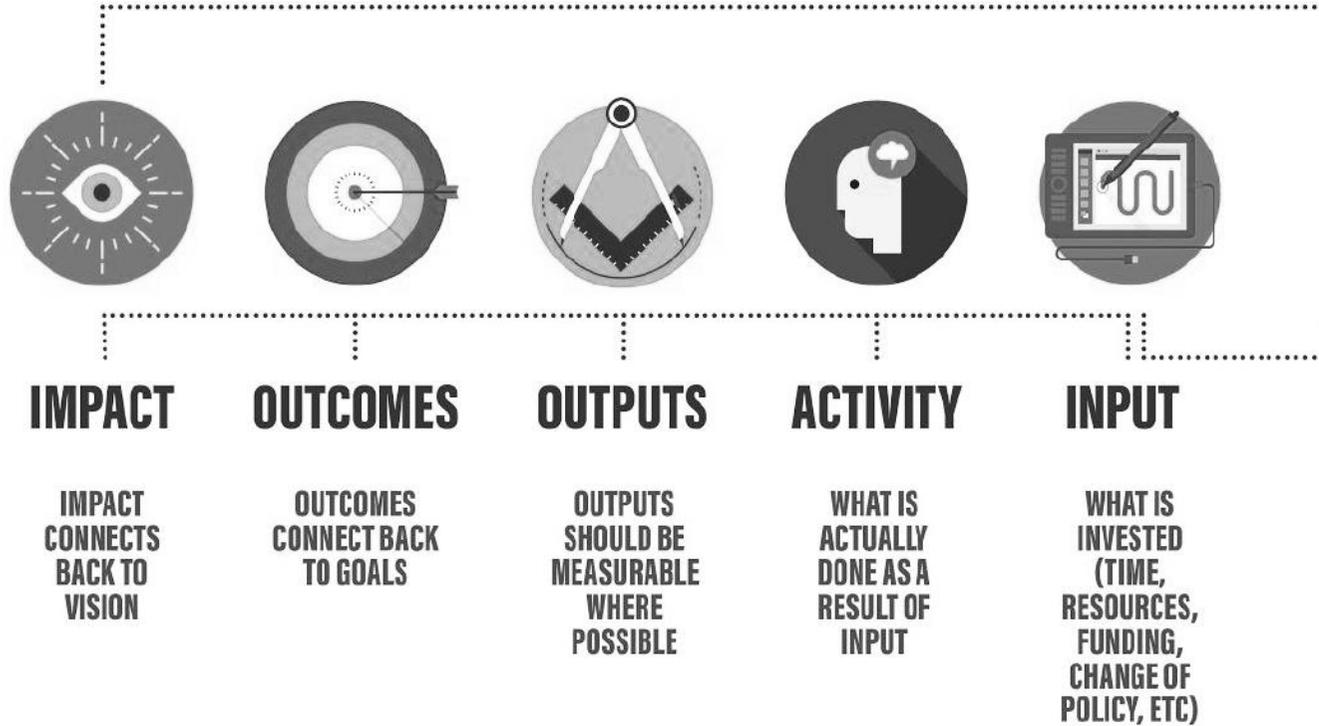
Population growth

- Improved liveability in town, associated with larger visitor economy and amenity, will spill over into higher population retention and growth rates

# Attachment B - Co-Designing Priorities Using the Theory of Change

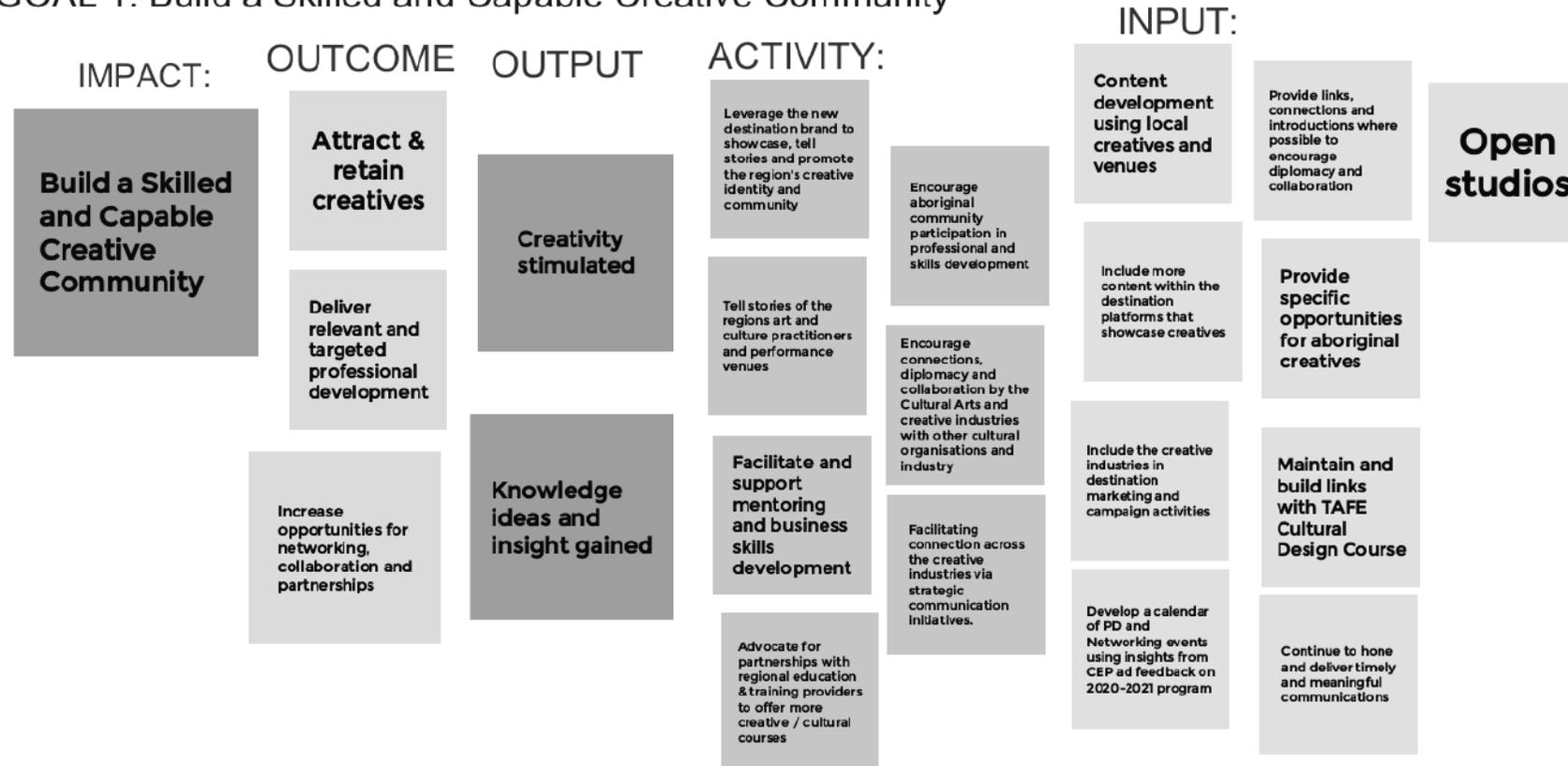
HERE'S ANOTHER  
WAY TO LOOK AT A  
THEORY OF CHANGE

= goal!  
→



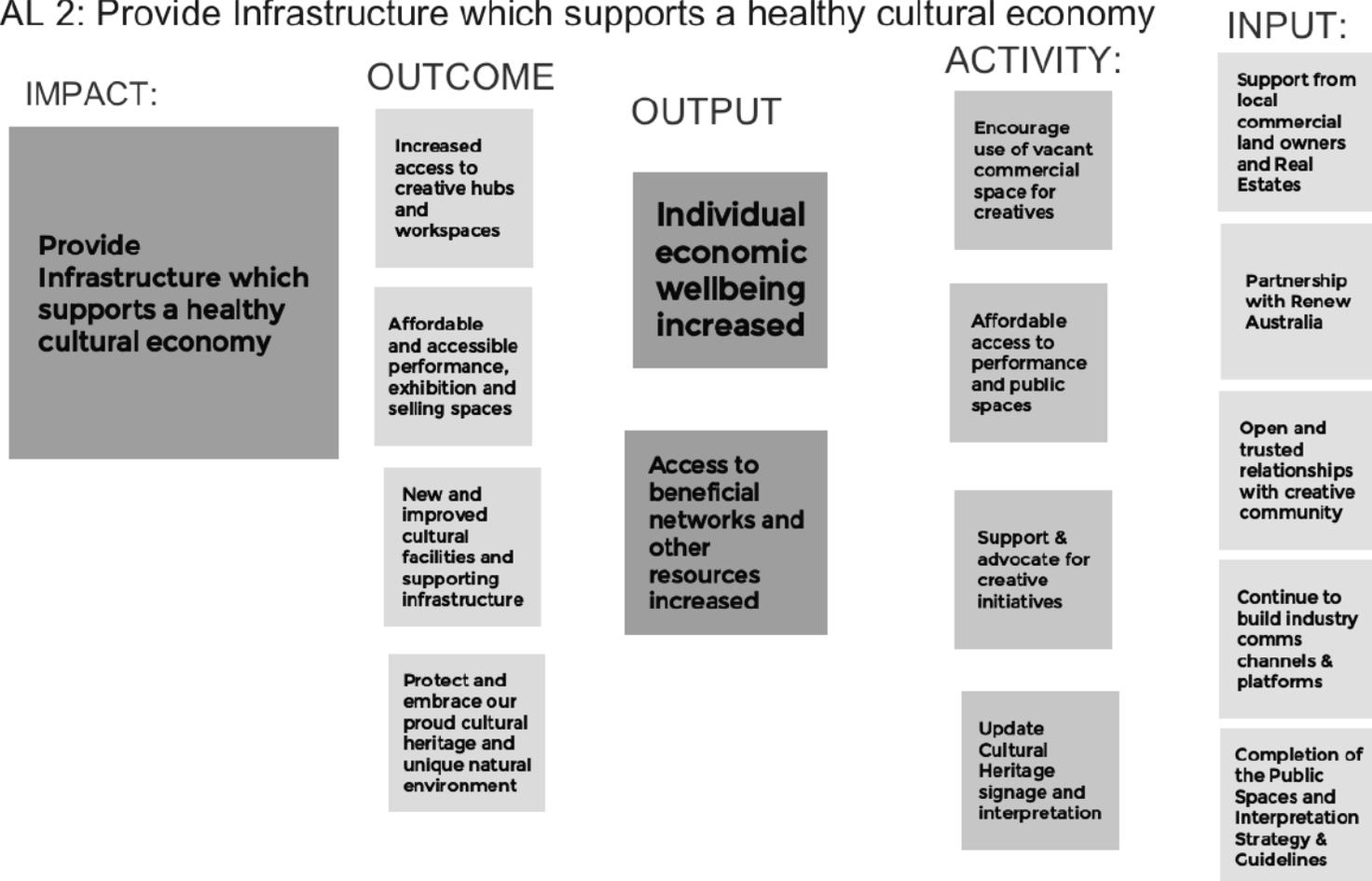
# Attachment B - Co-Designing Priorities Using the Theory of Change

## GOAL 1: Build a Skilled and Capable Creative Community



# Attachment B - Co-Designing Priorities Using the Theory of Change

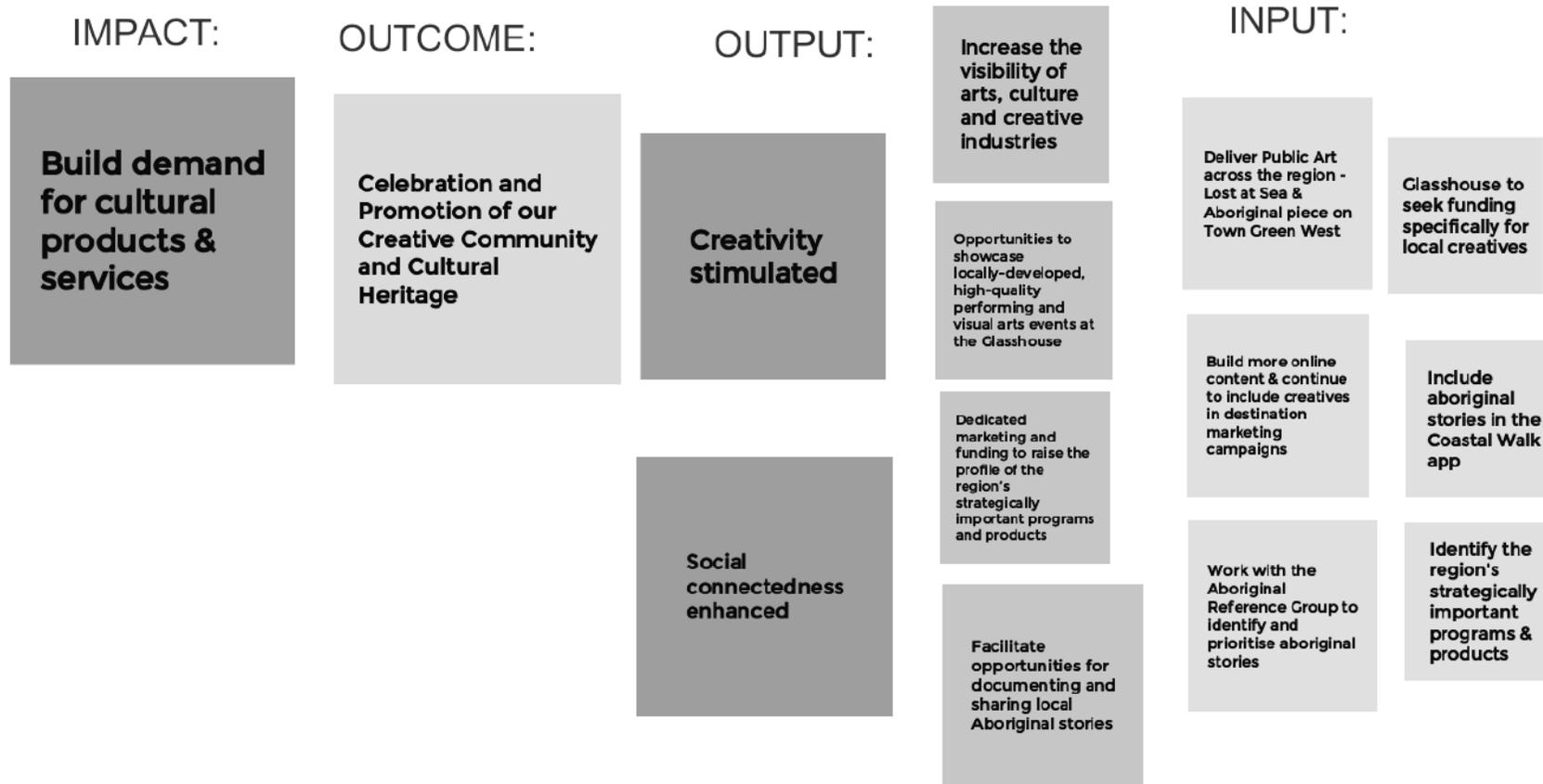
GOAL 2: Provide Infrastructure which supports a healthy cultural economy



# Attachment B - Co-Designing Priorities Using the Theory of Change

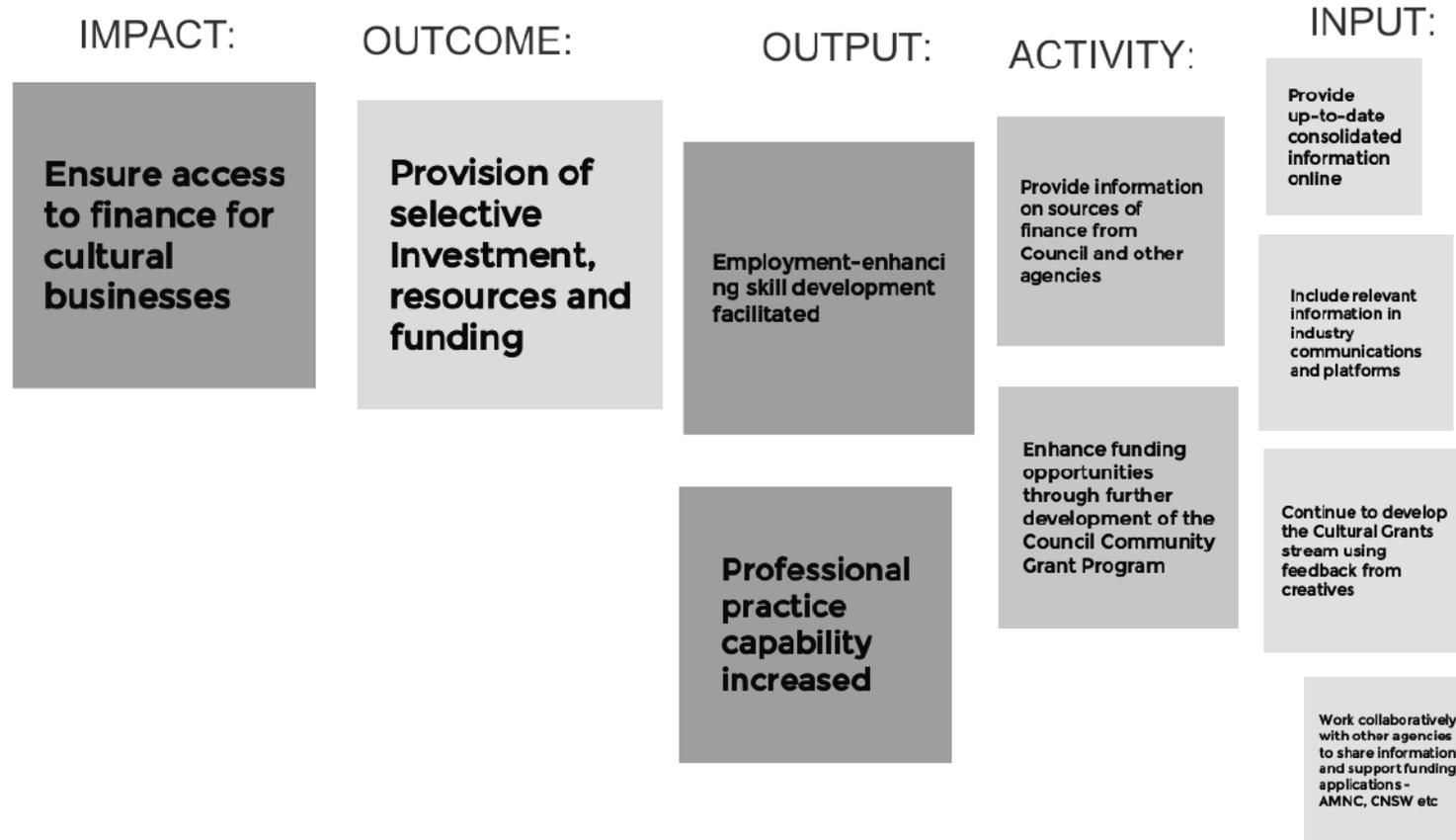
GOAL 3: Build demand for cultural products & services

ACTIVITY:



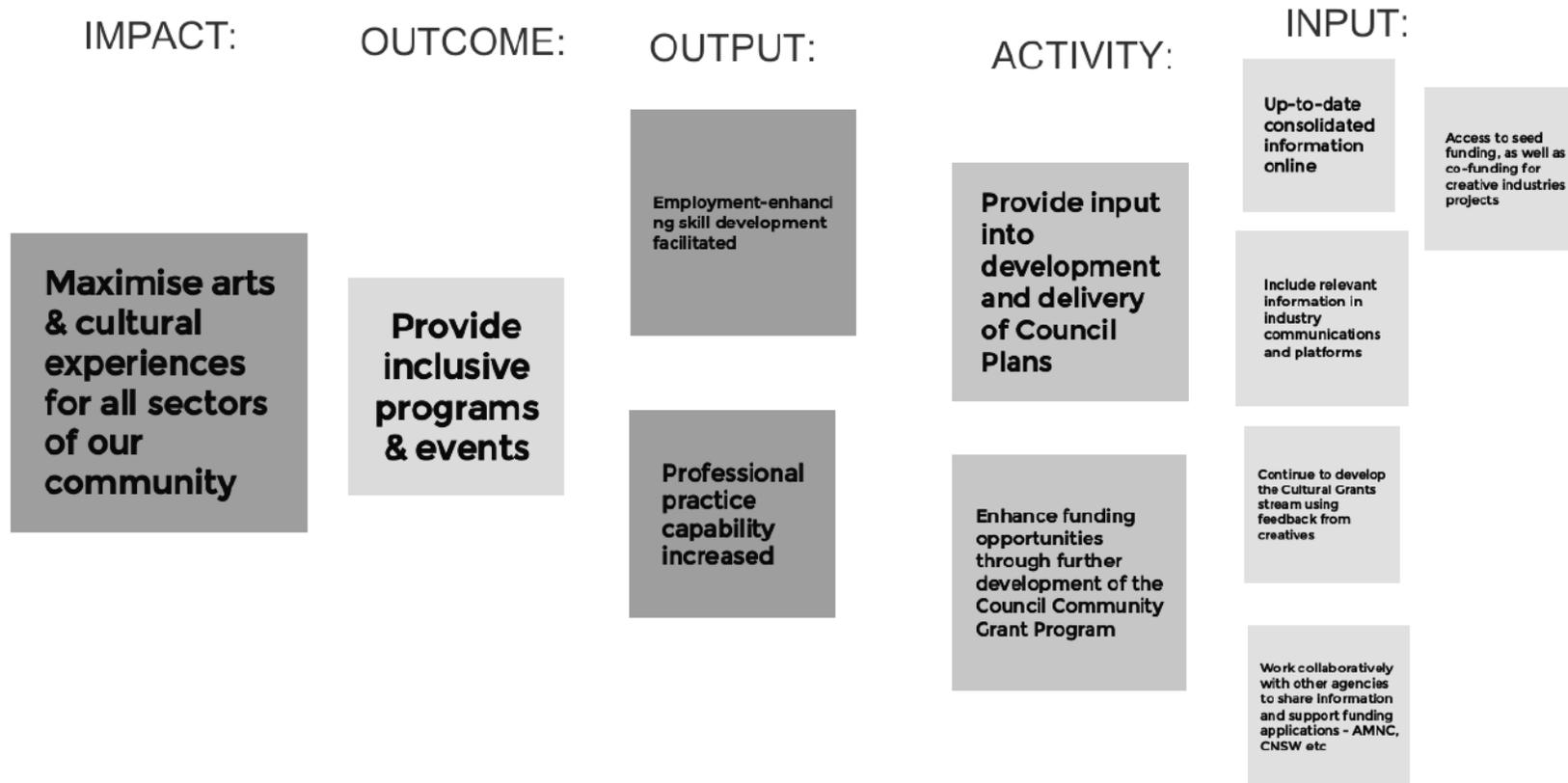
# Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 4: Ensure access to finance for cultural businesses



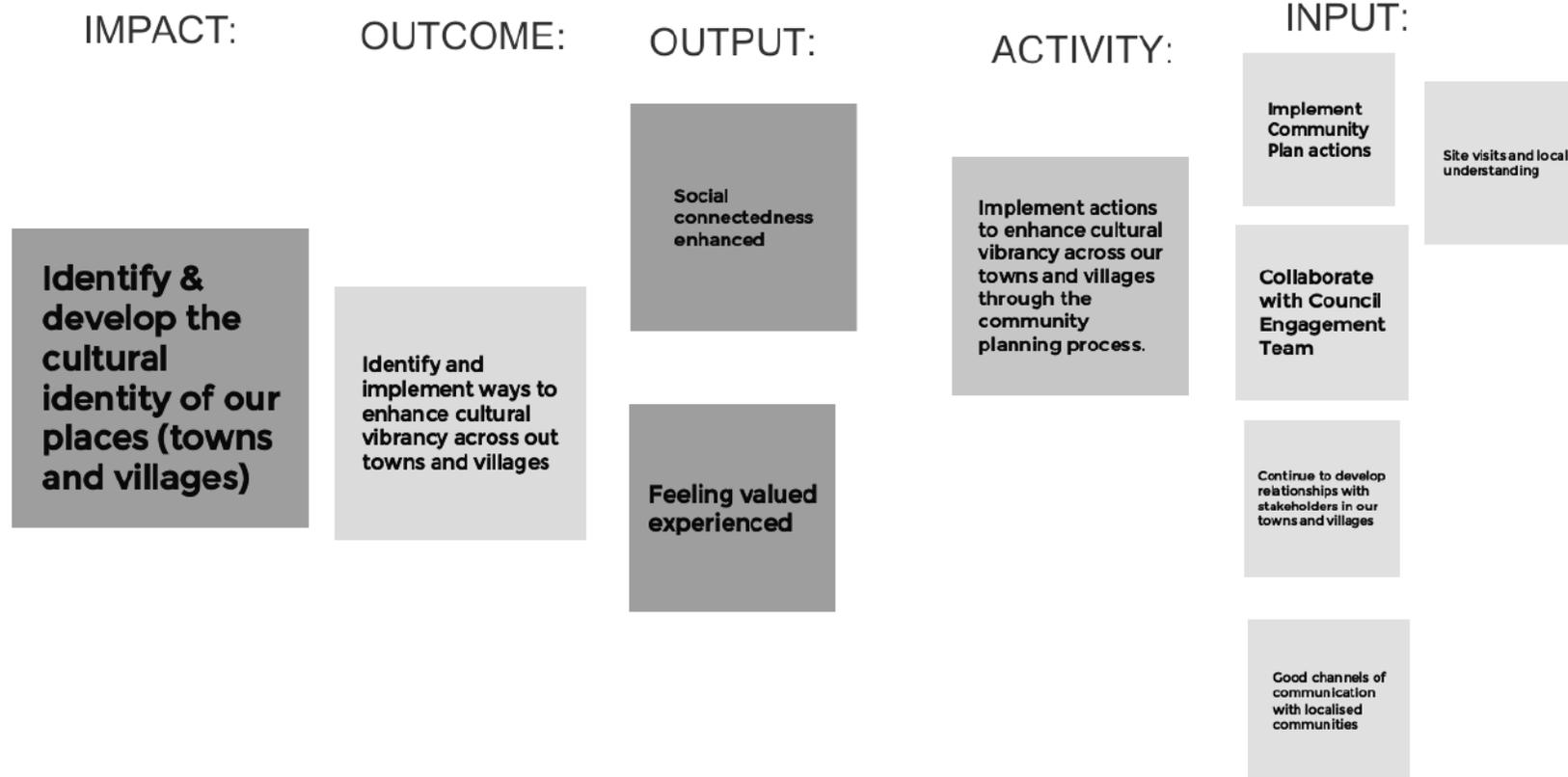
# Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 5: Maximise arts & cultural experiences for all sectors of our community



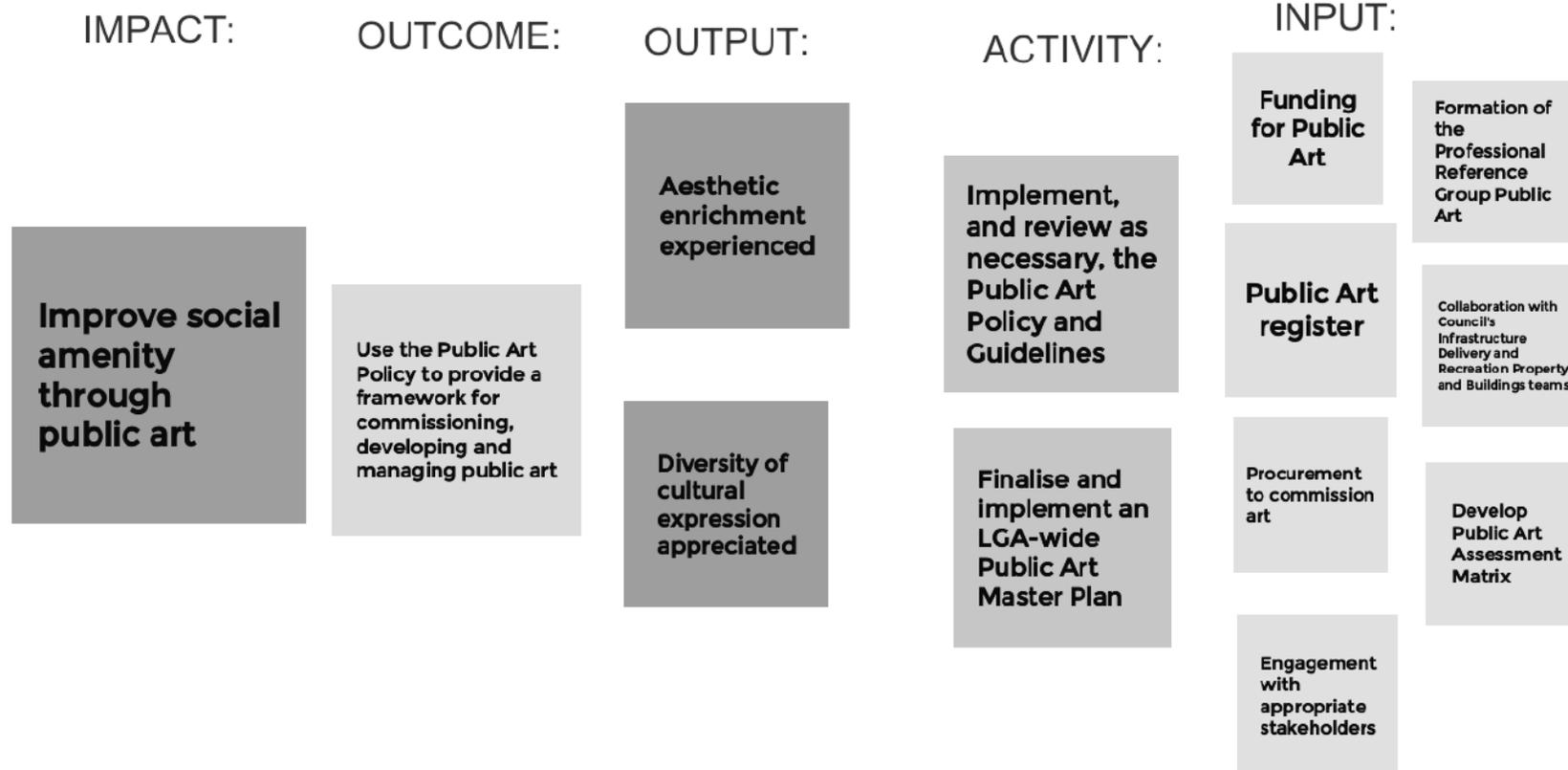
# Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 6: Identify & develop the cultural identity of our places (towns and villages)



# Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 7: Improve social amenity through public art



# Attachment B - Co-Designing Priorities Using the Theory of Change

GOAL 8: Build community capability and capacity to value and preserve our cultural heritage.



# Attachment C

## COVID Impacts and Recovery

The COVID-19 pandemic has had a major impact on the Australian and our local economy. According to The Organisation for Economic Co-Operation and Development (OECD) Policy Response to Coronavirus, along with the tourism sector, cultural and creative sectors were among the most affected by the crisis. Venue-based sectors (such as museums, performing arts, live music, festivals, cinema, etc.) were the hardest hit by social distancing measures. The abrupt drop in revenues put financial sustainability at risk and resulted in reduced wage earnings and lay-offs with repercussions for the value chain of their suppliers, from creative and non-creative sectors alike. Some cultural and creative sectors, such as online content platforms, profited from the increased demand for cultural content streaming during lockdown, but the benefits from this extra demand have largely accrued to the largest firms in the industry.

The Federal and State governments announced a vast range of stimulus measures to assist individuals and businesses throughout the pandemic. Locally it was felt that the response to how our LGA could move forward through the pandemic recovery phase should be guided by the wide variety of stakeholders in our community. To that end, Council established a COVID-19 Recovery Working Group (RWG) for the purpose of bringing together community leaders from across the Port Macquarie- Hastings Local Government Area (LGA), to discuss how the local government area could successfully recover from the pandemic economically, socially, culturally and environmentally and to make recommendations for the priorities in our local region. This was in addition to Council's early implementation of a range of financial relief measures. The RWG worked to identify a range of priority initiatives, projects and actions to collectively assist our community to move forward from the pandemic. Financial allocations made by Council to recovery included almost \$1.5m allocated to a COVID-19 relief reserve in addition to the recent Federal Government allocation to Council of \$1.8m under the Local Roads and Community Infrastructure Fund. The purpose of this funding was to assist a community-led recovery from COVID-19 by supporting local jobs, firms and procurement and presented an opportunity to deliver on some of the recovery priorities identified by the RWG. Taking into consideration

some of the key topics discussed at early RWG meetings, three subworking Groups were formed to focus on specific issues. Additionally, some issues were referred to Council's existing Steering Groups (with expanded memberships to include additional RWG members for this period), such as the Cultural Steering Group (CSG). Discussion focused on how we support local creative industries who have been particularly hard hit by the pandemic, and encourage our community and visitors to support them moving forward. Below is a table that outlines the outcomes from this process.

### Arts, Culture and Creative Industries COVID Recovery Projects

#### Rank Project

1. Grant writing workshops for industry
2. Advocacy for Grants
3. Content development and marketing
4. Artwalk delivery
5. Networking and mentoring
6. Creative and Arts Trails development

The initiatives identified by the RWG have the potential to stimulate the local economy, support local creatives and cultural venues, jobs and our community. Planning and delivery of these projects commenced in 2020 and will continue to be delivered through to 2022. As we move forward into a post pandemic world arts and culture has experienced unprecedented disruption and change. It has seen a rise in the use of digital technology in the arts, including social media channels, providing engagement with a wider audience. The use of new and unexpected locations and spaces as venues is another example. The future will be different and presents new challenges and opportunities. Building stronger and more diverse connections with our creative community to inform initiatives, investment and research to support arts and culture in our region is reflected within the goals, strategies and actions of this plan.





**SIGN UP** to receive the latest news on all things Arts, Culture and Heritage in the region, register on Council's website and tick to receive the iCreate newsletter.

## Contact

Port Macquarie Hastings Council

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PORT MACQUARIE  
HASTINGS COUNCIL

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Item: 07

Subject: WAUCHOPE BICENTENARY SCULPTURAL TRAIL UPDATE

Presented by: Strategy and Growth, Jeffery Sharp

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## RECOMMENDATION

**That the Cultural Steering Group note the recent installation of three sculptures with corresponding plaques, project signage and QR codes as part of the Wauchope Bicentenary Riverside Sculptural Trail.**

### Discussion

Through consultation with Wauchope's community in 2018, including *Creative Wauchope*, the Chamber of Commerce and the Wauchope Historic Society, the Wauchope riverside was identified as a potential site for heritage interpretation, which with significant public art installations would provide the perfect opportunity to incorporate community stories and history into the site.

A funding application was prepared for a 1km interpretive walking trail encompassing the natural, Aboriginal, European and community history of Wauchope. Six sites were chosen along the 1km Riverside walk that would either have a creative or interpretive artwork commemorating the 200-year Bicentenary which commenced with John Oxley's first exploration of the region in 1818, and later colonisation in 1821.

The Wauchope Bicentenary Riverside Sculptural Trail project began in May 2020 after the announcement of funding through the NSW Government *Stronger Country's Community Fund*. The Fund was established to enable delivery of infrastructure projects in regional communities to improve the lives of residents.

Project progress has been severely affected by the recent flooding events, with Rocks Ferry Reserve area being devastated (including roads, carparks, picnic furniture and play equipment). Two artworks, one complete and one under construction, were both lost in the floods, and the site remains closed to public access.

Recently three sculptures were installed along Rocks Ferry Road as a part of the project; the installation of these works were delayed by COVID - 19 and the flood event. Project signage, plaques and QR codes have been installed to provide information on the project and the individual art works.

[Wauchope Bicentenary Riverside Sculptural Trail - Port Macquarie-Hastings Council \(nsw.gov.au\)](https://www.nsw.gov.au/wauchope-bicentenary-riverside-sculptural-trail)

Discussions are currently underway with the funding body to determine if lost art works will be replaced, or whether the project is to be concluded.

## AGENDA

CULTURAL STEERING GROUP  
25/08/2021

### Attachments

Nil

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Item: 08

Subject: CBD CULTURAL PRECINCT PLANNING UPDATE

Presented by: Strategy and Growth, Jeffery Sharp

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### RECOMMENDATION

That the Cultural Steering Group note:

1. Cred Consulting have been engaged to develop the Port Macquarie CBD Cultural Precinct Plan.
2. That Cred Consulting will be conducting project engagement in the coming months.
3. Further updates on the project will be provided at an upcoming meeting.

### Discussion

Our 2021-2025 Cultural Plan identifies the action:

**6.1.2** Deliver the Port Macquarie CBD Cultural Precinct Plan to maximise the profile of our cultural and creative offerings in the CBD, unlock the potential of cultural tourism and grow our arts and cultural sector.

Budget has been included under Council's current Operational Plan to complete this project by engaging a consultant to work with staff, key stakeholders, organisations and community members in sharing any issues or ideas in development of a collective vision and planning framework for the Port Macquarie CBD Cultural Precinct Plan.

Following a quotation process, Sydney based firm Cred Consulting have been appointed as the successful applicant. Cred Consulting are a highly regarded social planning and community building consultancy firm. They have a large team of experienced and qualified employees, many of which have worked in local government in urban/social planning, place making and community development.

Recently Cred undertook community engagement in support of the development of the Port Macquarie Regional City Action Plan (for the NSW Department of Planning, Industry & Environment), engaging with over 240 people in our area.

Cred has significant experience engaging stakeholders using tailored interactive online tools (where up to 200 people can participate in an online workshop at the same time), which includes reporting to the community through graphic-storytelling to communicate how their feedback was included.

Cred are currently preparing draft project and engagement plans, and will commence desktop review, research and situational analysis shortly. Cred will meet with the CSG and other key stakeholders over the coming months.

## AGENDA

CULTURAL STEERING GROUP  
25/08/2021

### Attachments

Nil