



Cultural Steering Group

Business Paper

date of meeting: Wednesday 7 August 2019

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

time: 8:00am

Cultural Steering Group

CHARTER

1.0 OBJECTIVES

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

2.0 KEY FUNCTIONS

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

3.0 MEMBERSHIP

3.1 Voting Members

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

3.2 Non-Voting Members

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

3.3 Obligations of Members

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

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

3.4 Member Tenure

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

3.5 Appointment of Members

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

4.0 TIMETABLE OF MEETINGS

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

5.0 MEETING PRACTICES

5.1 Decision Making

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

5.2 Quorum

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

5.3 Chairperson and Deputy Chairperson

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

5.4 Secretariat

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

5.5 Recording of explicit discussions on risks

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

6.0 CONVENING OF “OUTCOME SPECIFIC” WORKING GROUPS

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

7.0 CONFIDENTIALITY AND CONFLICT OF INTEREST

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

Cultural Steering Group
ATTENDANCE REGISTER

Member	06/02/19	06/03/19	03/04/19	01/05/19	05/06/19	03/07/19
Councillor Rob Turner (Chair)	✓	✓	✓	A	✓	A
Councillor Geoff Hawkins (Deputy Chair)	✓	A	✓	✓	✓	✓
Brian Barker	✓	✓	✓	✓	✓	✓
Chris Denny	✓	✓	✓	✓	✓	✓
Kate Ford	A	A	A	A	X	X
Beric Henderson	✓	✓	✓	✓	A	✓
Jennifer Hutchison	A	A	A	A	A	A
Simon Luke	✓	✓	A	A	A	A
Stacey Morgan	✓	A	✓	✓	✓	A
Willhemina Wahlin	✓	✓	✓	✓	✓	✓
Jeffery Sharp (Director Strategy and Growth)	A	A	A	A	A	A
Holly McBride (acting)	✓	✓			✓	✓
Lucilla Marshall (Group Manager Community Place)	✓	✓	✓	✓	X	✓
Pam Milne (Glasshouse Venue Manager)	✓	A	✓	✓	A	A
Bec Washington (acting)					✓	

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

Cultural Steering Group Meeting

Wednesday 7 August 2019

Items of Business

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

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

Item: 02**Subject: APOLOGIES**

RECOMMENDATION

That the apologies received be accepted.

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

RECOMMENDATION

That the Minutes of the Cultural Steering Group Meeting held on 3 July 2019 be confirmed.

PRESENT

Members:

Councillor Hawkins (Deputy Chair)
Brian Barker
Chris Denny
Beric Henderson
Willhemina Wahlin
Acting Director Strategy and Growth
Group Manager Community Place

Other Attendees:

Skye Frost
Liz Brennan
Uncle Bill O'Brien

The meeting opened at 8:05am.

01 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was delivered.

02 APOLOGIES

CONSENSUS:

That the apologies received from Councillor Turner (Chair), Jeffery Sharp, Pam Milne, Jennifer Hutchison, Simon Luke, Stacey Morgan and Amos Donovan be accepted.

03 CONFIRMATION OF MINUTES

CONSENSUS:

That the Minutes of the Cultural Steering Group Meeting held on 5 June 2019 be confirmed.

04 DISCLOSURES OF INTEREST

There were no disclosures of interest presented.

05 BUSINESS ARISING FROM PREVIOUS MINUTES

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

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

07 Enrich our Community through Experiences that Embrace and Celebrate our Diverse and Unique Art and Culture

Discussions were held on the draft Public Art Policy and Masterplan with feedback due by 8 July 2019.

08 Create Community Pride and Ownership in our Cultural Brand which Promotes our Unique Heritage, People and Places

The budget is to be confirmed for the Handa Working Group

Council is to prepare a report on the future of all Cultural Committees which is to be presented to a future Councillor Briefing Session, Cultural Steering group meeting and Ordinary Council meeting for adoption.

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

CONSENSUS:

1. That the Cultural Steering Group note the discussion on Cultural Precincts, Hub and the Library Strategic Plan.
 2. Item 1.5 - that the Library Strategic Plan be presented to a future Cultural Steering Group meeting, once it has been through Council's process.
-

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

CONSENSUS:

1. That the Cultural Steering Group note the discussion about the actions relating to Strategic Outcome 2 of the Cultural Plan.
2. Item 2.2 - that the Cultural Steering Group supports the priority appointment of an overall Bicentenary Senior Event Planner and Coordinator.
3. Item 2.7 - that the Cultural Steering Group:
 - Provide feedback on the draft Public Art Policy & Masterplan by Monday 8 July 2019.
 - A timeline on development of the draft Public Art Policy & Masterplan be presented at the next meeting.

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

Item 3.4 - an update on ArtWalk will be provided in this week's Councillor Newsletter. An e-blast update will be sent out to ArtWalk database week commencing 8 July 2019.

Item 3.6 - Uncle Bill O'Brien provided a verbal update from the Birpai Land Council. Items raised included;

- A lot of activity with the Youth, Men and Womens groups along with the Craft, Creative and Sewing groups.
- Amos Donovan wants to develop similar groups at Bunyah Land Council.
- Birpai Land Council is currently providing Aboriginal Awareness Training to Council staff.
- Birpai Land Council is currently involved with Area Health Aboriginal Men's Group.
- An update on activities for NAIDOC Week which include flag raising ceremonies, fun days, a men's golf day and kids fishing program. School activities are scheduled 2 weeks prior to school holidays and 2 week's after school holidays.

CONSENSUS:

That the Cultural Steering Group note the information provided and provide input into the discussion.

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

CONSENSUS:

1. That the Cultural Steering Group note the information provided and provide input into the discussion.
 2. Item 4.1 - that Council consider 2020 - 2021 budget requests, review Action Plan and budget required.
-

10 GENERAL BUSINESS

10.01 CHARLES STURT UNIVERSITY

Charles Sturt University is conducting Picture Justice Australia program to inspire local youth. Program to commence 8 July 2019

An update was provided on the Stage 2 of the Charles Sturt University development. An innovation hub is proposed with a multi-faceted space for community and students. This will be discussed with Council staff.

10.02 GLASSHOUSE

An update was provide on the Glasshouse 10 years celebration. The group was invited to attend the Glasshouse Community Day on the 24 August 2019 from 10.00am - 3.00pm.

10.03 CONGRATULATIONS TO BERIC HENDERSON

The Cultural Steering Group congratulated Beric Henderson on his artwork featuring in an international exhibition in Venice.

The meeting closed at 9:43am.

Item: 04
Subject: DISCLOSURES OF INTEREST

RECOMMENDATION

That Disclosures of Interest be presented

DISCLOSURE OF INTEREST DECLARATION

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

(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:
- (a) your interest, or
 - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - (c) 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:
- (a) Your "relative" is any of the following:
 - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (i)
 - (b) "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)
- (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - (b) 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
 - (c) 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) 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
 - b) 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.
 - c) 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.
 - d) 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
 - e) 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
 - f) 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:
- a) 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
 - b) 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.

By <i>[insert full name of councillor]</i>	
In the matter of <i>[insert name of environmental planning instrument]</i>	
Which is to be considered at a meeting of the <i>[insert name of meeting]</i>	
Held on <i>[insert date of meeting]</i>	
PECUNIARY INTEREST	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the <i>identified</i> land)	
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.
MATTER GIVING RISE TO PECUNIARY INTEREST¹	
Nature of land that is subject to a change in zone/planning control by proposed LEP (the <i>subject</i> land²) <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.

¹ 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.

² 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

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

Item:	07	03/07/2019
Subject:	ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE	
Action Required:	<ol style="list-style-type: none"> 1. That the Cultural Steering Group note the discussion about the actions relating to Strategic Outcome 2 of the Cultural Plan. 2. Item 2.2 - that the Cultural Steering Group supports the priority appointment of an overall Bicentenary Senior Event Planner and Coordinator. 3. Item 2.7 - that the Cultural Steering Group: <ul style="list-style-type: none"> • Provide feedback on the draft Public Art Policy & Masterplan by Monday 8 July 2019. • A timeline on development of the draft Public Art Policy & Masterplan be presented at the next meeting. 	
Current Status	<ol style="list-style-type: none"> 1. Noted 2. Item 2.2 Noted. The Bicentenary Working Group were notified of the Group support in the priority appointment of an overall Bicentenary Senior Event Planner and Coordinator at the 25 July 2019 meeting. 3. Item 2.7 <ul style="list-style-type: none"> • Feedback was received on the draft Public Art Policy & Masterplan and will be distributed at the August 2019 meeting. • A timeline on development of the draft Public Art Policy & Masterplan be presented at the August 2019 meeting. 	

Item:	08	01/05/2019
Subject:	CREATE COMMUNITY PRIDE AND OWNERSHIP IN OUR CULTURAL BRAND WHICH PROMOTES OUR UNIQUE HERITAGE, PEOPLE AND PLACES	
Action Required:	1. Council staff are to prepare a report to Council on a review of Handa, Australia Day and future direction.	
Current Status	1. Council to report the direction of Handa Working Group and Australia Day Committee at a future Ordinary Council meeting.	

Item:	09	03/07/2019
Subject:	ENSURE THE EFFECTIVE PLANNING, FUNDING, INTERGRATION AND MEASUREMENT OF COUNCIL'S ARTS AND CULTURE PROGRAMS	
Action Required:	<ol style="list-style-type: none"> 1. That the Cultural Steering Group note the information provided and provide input into the discussion. 2. Item 4.1 - that Council consider 2020 - 2021 budget requests, review Action Plan and budget required. 	
Current Status	<ol style="list-style-type: none"> 1. Noted. 2. Council is currently considering 2020 - 2021 budget requests, review Action Plan and budget required and to report back to a future meeting. 	

Discussion topics at future meetings		
	Due Date	Requested
Glasshouse Gallery Procedure/Policy	September 2019	1 May 2019
Annual report on Engagement with Birpai Land Council (in line with Cultural Plan reporting)	September 2019	6 March 2019
Handa Sister City	September 2019	03 July 2019
2020 - 2021 Budget Requests	Future Meeting	03 July 2019
Creative Hub – Requirements and management/operational model	Deferred to a future meeting	5 December 2018

Item: 06

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

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the discussion on Cultural Precincts, Hub and the Library Strategic Plan.

Discussion

All reports within this section are related to Cultural Plan Strategic Objectives and desired outcomes one - Develop and empower our region's art and cultural communities and assets

1.1 Cultural Economy Plan

No updates for discussion.

1.2 Creative Precincts and Hubs

Item 1.2.1 - Oxley Vale Learning Centre

The new Oxley Vale Lifelong Learning Centre is one step closer with \$3.4 million dollars committed to the project in the 2019/2020 state budget, handed down on June 18.

The centre will be built on vacant land east of the Douglas Vale Historical Homestead on the Oxley Highway. It will house the Port Macquarie Arts and Craft Centre and the Hasting's Men's Shed.

Plans for the centre are before Port Macquarie-Hastings Council awaiting a development application.

1.3 - Venues and Spaces

No items for discussion

1.4 - Showcase Programs

No items for discussion

1.5 Library Strategic Plan**Item 1.5.1 - Library Strategic Plan draft**

The Library Strategic plan has been developed and is currently going through the Council approvals process. Councilor's were briefed at a meeting on 31 July 2019. A copy is attached for the Cultural Steering Group to note.

1.6 - Cultural Mapping

No items for discussion

1.7 - Skills Audit

No items for discussion

1.8 - Professional Development Opportunities

No items for discussion

Attachments

Nil

Item: 07

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

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

RECOMMENDATION

That the Cultural Steering Group note the discussion about the actions relating to Strategic Outcome 1 of the Cultural Plan.

Discussion

All reports within this section are related to Cultural Plan Strategic Objectives and desired outcomes two - Enrich our community through experiences that embrace and celebrate our diverse and unique art and culture.

2.1 - Inclusive Programs and Events

Item 2.1.1 - NAIDOC Week Celebrations - Program Wrap Up

NAIDOC Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local Aboriginal and Torres Strait Islander community.

This year NAIDOC week was held across the Port Macquarie- Hastings region from 8 July - 15 July 2019. The theme focused on *"Voice. Treaty. Truth - Lets work together for a shared Future."* PMHC supported and helped to facilitate a number of community programs across the week including:

- Monday 8 July 2019
Birpai Gamba NAIDOC week opening ceremony and Official Flag Raising Ceremony
This event is held to officially open NAIDOC week celebrations across the local government area. Held in the Ross Family Studio and on the Town Green, the ceremony commenced with the Welcome to Country performed by Uncle Bill. The Birpai Mitjigan Dancers performed, the flags were raised on Town Green followed by morning tea at Birpai Local Aboriginal Land Council. 300 participants
- Wauchope Official Flag Raising Ceremony
This is the first time a flag raising ceremony has been conducted in Wauchope.

This event was held at Bunyah Local Aboriginal Land Council to officially open NAIDOC week celebrations in the Wauchope community, followed by afternoon tea. 60 participants

- Community Fun Day Wauchope

This is the second year that a NAIDOC Community Fun day has been held in Wauchope. The event saw 800+ community members participate in the activities on the day. Dance performances by the boys and girls, Gambirra Singers, stallholders and activities for the children to participate in. Lunch was provided, fresh fruit, PMHC Water Stations were available to refill drink bottles. Approx 800+ people attended this event.

- Hastings Community Fun Day Port Macquarie Race Course

The event was officially opened with Welcome to Country performed by Uncle Bill. The Djiyagan Dhanbaan women's group sang in language, the Birpai Mitjigan dancers performed and the Dhoongang Dancers performed and Gambirra Singers performed. There were many stallholders on hand to provide information about their services to community and many activities for the children.

A photo booth provided an opportunity for families and friends to have photos taken. The kids enjoyed the Jumping Castle, Bungee Run and face painting, and other interactive activities provided by the stallholders. Free bush tucker tastings were provided and a bbq lunch, fresh fruit and PMHC Water Stations were available to refill drink bottles. This event was well attended again this year! Approx 3,500+ people attended this event.

2.1.2 - Four Seasons in One Day Dementia Program - Wrap Up

Council received a \$15,000 grant from Dementia Australia for a dementia-friendly communities programme. The grant was to support Council to create four local dementia-friendly activities and to help build greater awareness, acceptance and understanding of dementia in the community.

"Four Seasons in One Dementia Day" is a series of four dementia-friendly community activities over four seasons.

Winter 2018: 3 x Pop-Up Soup Cafes

One-day pop-up soup cafés were held in Wauchope, Laurieton and Port Macquarie, during July. Students from Newman Senior Technical College prepared the soups under the tutelage of the chefs at St Agnes Parish Food Services.

Workers and the wider community 'popped in' to buy a delicious \$5 soup and be served by someone living with dementia. A very successful event and all proceeds are going towards the purchase of outdoor garden furniture for the Port Macquarie 'Memory Garden'.

Spring 2018: Unforgettable Book Chat

In September, the community attended a giant Book Club at Port Macquarie Library. There was a robust discussion with a panel of book enthusiasts and health professionals about "Dementia in fiction". Over canapes, the question

was explored: *Does the advent of Dementia themed books hinder or help? Do they merely entertain? Or can fiction help to enlighten and create empathy?*

Summer 2019: Hands on History

During summer, local seniors living with dementia participated in costumed re-enactments at historic locations in Port Macquarie, Wauchope and Laurieton. Under the tutelage of TimeSlips facilitator and creative ageing practitioner Lisa Hort, the seniors learnt how to use iPads to photograph the scenes. The workshops explored themes of the Bicentenary. This culminated with an art opening and a 10 day photographic exhibition at the Port Macquarie Library as part of the Seniors festival.

Autumn & Winter 2019: ArtWalk “Sunday Afternoon”

During Autumn six workshops were delivered with people living with dementia. Guided by creative ageing practitioner Lisa Hort and animator Katherine Appleby, the seniors created a 4 minute site-specific video projection. The workshops explored what the seniors liked doing on a Sunday afternoon - fishing, playing tennis, dancing. They painted a background artwork and learnt how to use an iPad ‘App’ and incrementally moved cartoon cut-outs over the top of the artwork. 24 photos created 1 second of animation. The photos were stitched together with an animation app and resulted in a 4 minute animation.

At ArtWalk, the Project Team fitted out the Murray Street car park site with dementia friendly lounges, armchairs and lamps. The Inclusion Officer conducted a tour with the ‘artist’ (person living with dementia) and their loved ones. Starting at the Glasshouse Forecourt and finishing at their screening. The ‘Sunday Afternoon’ animation was projected on a continuous loop from 6pm to 9pm that evening to enthralled audiences.



A copy of the digital animation is available for viewing on request.

2.2 - Bicentenary

Item - 2.2.1 - Bicentenary Working Group

Council staff will provide a brief verbal update on the Bicentenary Working Group activities. A copy of the minutes from the working group is attached.

2.3 - Cultural Vibrancy

No updates for discussion.

2.4 - Community based and community led programs

No updates for discussion.

2.5 - Public Art Audit

No updates for discussion.

2.6 Public Art Policy

Item - 2.6.1 - Public Art Policy Review Consultant

The feedback provided has been collated and sent back to the Consultant for further comment. Staff will review the next steps and provide an updated timeline.

A verbal update will be provided at the meeting.

2.7 - Public Art Master Plan

As above in Item 2.6.1.

Attachments

1 [View](#). Minutes Bicentenary Working Group Meeting - 25 July 2019



Creating a Vibrant Future

Bicentenary Working Group Agenda

Meeting Date: 25 July 2019 **Time:** 11.00am - 12.00pm

Venue: Function Room - Council Administration Building, Port Macquarie

Attendees: Lucilla Marshall, Liesa Davies, Skye Frost, John Johnstone, Janette Hyde, Glenn Dick, Jeff Gillespie, Debbie Sommers

Apologies: Cr Rob Turner, Cr Geoff Hawkins, Jeffery Sharp, David Martin, Janice McGilchrist, Jeannette Rainbow, Chris Denny, Simon Luke

Guests: Adam Rumble - Port Macquarie Rotary Club, Bob Cleveland - President Port Macquarie Rotary Club

AGENDA/ACTIONS

No.	Agenda item	Actions	Who
1.	Welcome	Overview of the Organisational restructure - Liesa Davies will be involved in with the Bicentenary activities in her new role of Group Manager Economic & Cultural Development effective from 2 September 2019.	Lucilla Marshall
2.	Business Arising from Minutes of Previous Meeting (Bicentenary Brainstorming Session)	<p>Discussion</p> <p>AP: Determine funding requirements for all projects.</p> <p>AP: Note the recommendation from the Cultural Steering Group.</p> <p>ACTION: Recommendation from the Cultural Steering Group to be reported at the August Ordinary Council meeting including resources for an Event Coordinator.</p> <p>AP: General Manager, Mayor and Chair of CSG to meet with the Local Members to discuss the Bicentenary Event and support as a priority.</p> <p>ACTION: Discussions with the General Manager have commenced.</p>	

Our meeting will be conducted as follows:

1. We start on time and finish on time
2. We all participate and contribute - everyone is given opportunity to voice their opinions
3. We actively listen to what others have to say, seeking first to understand, then to be understood
4. We follow up on the actions for which we are assigned responsibility and complete them on time
5. We give and receive open and honest feedback in a constructive manner
6. We use data to make decisions (whenever possible)
7. We strive to continually improve our meeting process and build time into each agenda for reflection.

Bicentenary Working Group

		<p>ACTION: Briefing with Councillors in August on the Bicentenary with Councillor's being very supportive.</p> <p>AP: Develop a communications plan for educating the community and then marketing the place and the events in the future. Once the event and projects are finally defined and have been to Council, a communication/engagement plan will be developed</p> <p><u>Discussions on Event Activities</u></p> <p>AP: Develop a program of Community Events and Satellite activities</p> <p>ACTION: Review of resources required is underway and will be reported to August 2019 Council meeting.</p> <p>AP: Include an Education Program to enable school involvement.</p> <p>ACTION: Glenn Dick provided a verbal update on additional items which he noted down post the Brainstorming Session to be possible inclusion in Event program.</p>		
3.	Community Events/Bicentenary Projects	<p>Review of the Bicentenary Projects</p> <ol style="list-style-type: none"> Bicentenary Commemoration - PMQ - April 2021 Launch working Group Lead - Council (Lucilla Marshall) <ul style="list-style-type: none"> In progress. Bicentenary Event - April 2021 Working Group Lead - TBA (Event Coordinator) <ul style="list-style-type: none"> Lead to be determined. It was confirmed that 10 -17 April 2021 are the dates for the Bicentenary Celebrations. 17 April 2021 is the main event day. Janette Hyde noted the opportunity for involvement of technology (reference to ArtWalk). Flagstaff Redevelopment Working Group Lead - Glenn Dick <ul style="list-style-type: none"> Bob Cleveland provided an update on Adam Rumble work through Port Macquarie Rotary on the maintenance of Flagstaff Hill. 	All	

Values: Communication, Accountability, Professionalism, Integrity & Teamwork

Bicentenary Working Group

	<ul style="list-style-type: none"> The group support the rebuilding of Flagstaff Hill, with the relocation of the current Flagstaff to an appropriate location. Enable structure to be visible from different areas within town. Discussion on design of the new structure of Flagstaff Hill, with the suggestion of improvements of the walk up to Flagstaff Hill and a bigger platform due to increased pedestrian traffic. <p>ACTION: Fabricator of the new structure is to provide a preliminary sketch.</p> <p>ACTION: Glenn Dick to meet with Rotary Port Macquarie to further discuss the rebuilding of Flagstaff Hill.</p> <p>ACTION: Project still requires funding to proceed.</p>	
	<p>4. Bicentennial /Remembrance Walk Working Group and Sculptural Trail - Town Green/Coastal Walk Working Lead - Jeff Gillespie, Janette Hyde and Debbie Sommers</p> <ul style="list-style-type: none"> Jeff Gillespie provided an update on the TCMP discussion on the Bicentennial/Remembrance Walk. Archaeological restrictions may cause delays. TCMP aware that work is required to be completed by February 2021. Funding for sculptures is approximately \$300,000. <p>ACTION: Staff to follow up on when the designs for the walkway will be made to the public and advise the BWG.</p>	
	<p>5. Glasshouse Exhibitions Working Group Lead - Glenn Dick (follow up with Bridget on the timing).</p> <ul style="list-style-type: none"> In Progress. <p>ACTION: Staff to contact Bridgette on next steps for the Bicentenary exhibitions at the Glasshouse including timing of David Martin's exhibition.</p> <p><u>Community Projects</u></p> <p>6. Cultural Precinct</p> <ul style="list-style-type: none"> In progress. Justice Curtilage (police station, cottage and courthouse) Community group managing. Janette Hyde is meeting with Leslie William MP next month to discuss the historic preservation of the current Justice Curtilage. 	

Values: Communication, Accountability, Professionalism, Integrity & Teamwork

Bicentenary Working Group

		<p>7. Surf Museum - Glenn Dick</p> <ul style="list-style-type: none"> • In progress. • Glenn Dick has met with Council staff - with further discussions to be held on the location of the Surf Museum. • Budget allocations between the 7 Bicentenary Projects is to be discussed at a future meeting. <p>ACTION: Council to send invitations to Government dignitaries to attend Bicentenary Events (save the date). Invitations to be sent by end of August 2019.</p> <p>ACTION: Council to contact Campbelltown and Bathurst Coordinators regarding the organisation of Bicentenary events in each areas.</p>		
4.	General Business	<ul style="list-style-type: none"> • John Johnstone presented an option of getting commemorative stamps from Australia Post regarding a special postal stamp for the Bicentenary. • Debbie Sommers noted that we should include in the minutes of the Brainstorming Session feedback received from Kelly O'Brien on the inclusion of Aboriginal activities for the Bicentenary events. • Bob Cleveland President Rotary Club is in support of the bicentenary activities and is willing to be involved in supporting events. 	All	
5.	Next Meeting Date	Thursday 15 August 2019 - 10.30am - 11.30am		

Values: Communication, Accountability, Professionalism, Integrity & Teamwork

Item: 08

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

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the information provided and provide input into the discussion.

Discussion

All reports within this section are related to Cultural Plan Strategic Objectives and desired outcomes three - Create community pride and ownership in our cultural brand which promotes our unique heritage, people and places.

3.1 - Collaborative Partnerships

No items for discussion

3.2 - Cultural Marketing & Communications Plan

No items for discussion

3.4 - Cultural Festival

Item 3.4.1 - ArtWalk Monthly Update

The 2019 ArtWalk commenced on Thursday 18th April with an estimated 13,000 people embracing the winter night to come out and explore the Arts and Cultural scene of the Port Macquarie Hastings Region.

New additions to the program included -

- Production of a booklet
- Social Media Campaign
- Increased Safety
- Extension of Artwalk Program through Satellite events

Costs for the program increased and can be attributed to the following:

- Use of Men at work for Traffic monitoring and pedestrian safety
- Increased social media campaign
- Costs for opening and activation of the Glasshouse.

Some initial statistics include:

- 114 Artists/ musicians participated on the evening
- 39 different business hosted artists - In kind support for our Cultural Community by staying open

- 27 Creative businesses in the Artists Markets (141 total creative participants)
- 22 Satellite events

Staff are still undertaking survey and participants information and gathering from the event. A detailed report will be prepared for the following CSG meeting and Council report.

3.5 - Heritage Management and Audit

No items for discussion.

3.6 - Our Aboriginal Culture**Item 3.6.1 - Local Aboriginal Land Council - Monthly Update**

Representatives from the Birpai and Bunyah Land Council's will provide a verbal update.

3.7 - Handa Sister City

Council staff are continuing to work on a proposed approach for the Handa Sister City Cultural exchange and will update the committee at a future meeting.

CSP 3.8 - Creative Professional Exchange

No items for discussion.

Attachments

Nil

Item: 09

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

Presented by: Strategy and Growth, Jeffery Sharp

RECOMMENDATION

That the Cultural Steering Group note the information provided and provide input into the discussion.

Discussion

All reports within this section are related to Cultural Plan Strategic Objectives and desired outcomes four - Ensure the effective planning, funding, integration and measurement of Council's arts and culture programs.

4.1 Funding

In May 2019 the Minister for the Arts Don Harwin announced changes to the Arts and Cultural Development Program and how this may affect anyone considering applying for funding in the 2019/20 financial year.

Create NSW's Arts and Cultural Funding Program 2019/20 provides funding opportunities for arts and cultural organisations, professional artists and arts/cultural workers across a wide range of artforms and disciplines. The Glasshouse Regional Gallery has been a recipient of funding for the past 15 years.

The first funding round opens **5 August 2019** and closes **2 September 2019**; the second funding round opens **3 February 2020** and closes **2 March 2020**.

The categories for funding include:

Project Funding

Project funding supports excellence, innovation and creativity within the NSW arts and cultural sector. It aims to deliver a dynamic and diverse range of arts and cultural experiences to communities across NSW, contribute to the development of a vibrant and accessible arts and cultural sector, and support the employment and development of professional NSW-based artists and arts and cultural workers.

Funding is available for a wide range of arts and cultural activity, including:

- creation of new work, practice-based research or experimentation and professional development
- production, exhibition, presenting, publishing or recording, touring and festivals
- promotion and marketing, market and/or audience development activity

- conservation and/or development of collections and archives (including Aboriginal Keeping Places and the digitisation of collections)
- purchase of capital infrastructure and equipment
- partnerships, capacity building and sustainability.

Creative Koori Projects

Creative Koori Projects funding aims to build support for a strong, resilient and exciting Aboriginal arts and cultural sector for NSW. This will be done through embracing the principles of Aboriginal self-determination and putting Aboriginal artists, organisations and communities at the centre of funded cultural and creative activity.

Projects may cover the following elements:

- NSW Aboriginal cultural development
- contemporary practice
- sharing NSW Aboriginal culture the Aboriginal way
- promoting NSW Aboriginal culture
- strengthening the NSW Aboriginal arts and cultural sector.

Annual Organisation Funding

Annual Organisation funding is provided on an annual basis to support Arts and Cultural Organisations (including service organisations) to deliver multiple arts and cultural activities throughout a single calendar or financial year. Funding can contribute to any aspect of an organisation's program.

Funding is available for a wide range of arts and cultural activity, including:

- creation of new work, practice-based research or experimentation and professional development
- production, exhibition, presenting, publishing or recording, touring and festivals
- promotion and marketing, market and/or audience development activity
- conservation and/or development of collections and archives (including Aboriginal Keeping Places and the digitisation of collections)
- purchase of capital infrastructure and equipment
- partnerships, capacity building and sustainability.

A copy of the funding guidelines are attached for information for the CSG.

4.2 Grants Program

No items for discussion

4.3 Glasshouse Strategic Plan

Item - 4.3.1 Glasshouse Gallery Procedure/Policy Update (may go to a future meeting)

4.4 Heritage Guidelines

No items for discussion

4.5 Community Engagement

No items for discussion

4.6 Economic Development Strategy

No items for discussion

4.7 Cultural Performance Measure

Item 4.7.1 - Cultural Plan - Annual Progress Report

Council staff are currently preparing a report to go the September Council meeting.

A draft report will be tabled at the August CSG meeting which will provide an overview of progress on the Cultural Plan.

Attachments

- 1[View](#). Create NSW - Project Funding Guidelines
- 2[View](#). Create NSW - Creative Koori Projects Guidelines
- 3[View](#). Create NSW - Annual Organisation Funding Guidelines
- 4[View](#). Draft Library Strategic Plan 2019 - 2021

project funding

ARTS AND CULTURAL FUNDING PROGRAM GUIDELINES 2019/20





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MESSAGE FROM THE **MINISTER FOR THE ARTS**

Create NSW acknowledges the Aboriginal people across the State and their continued connection to their lands, waters and culture.

We respect elders past and present and the role that Aboriginal artists play in contributing to their culture.

Creativity, arts and cultural activities enrich our lives profoundly. Australia's history reaches back more than 60,000 years with its roots in First Peoples' culture and traditions, and today, our stories are informed by our profound diversity. Expressions of our culture, the stories of a multicultural population from across the globe, shape our experiences and our aspirations and reflect who we are to the world.

I invite and encourage NSW artists, practitioners and organisations to apply for support through the Arts and Cultural Funding Program. This year we have streamlined the process to make it easier for applicants and we have created new Artform Assessment Boards with leading arts and cultural practitioners to assist in decision making.

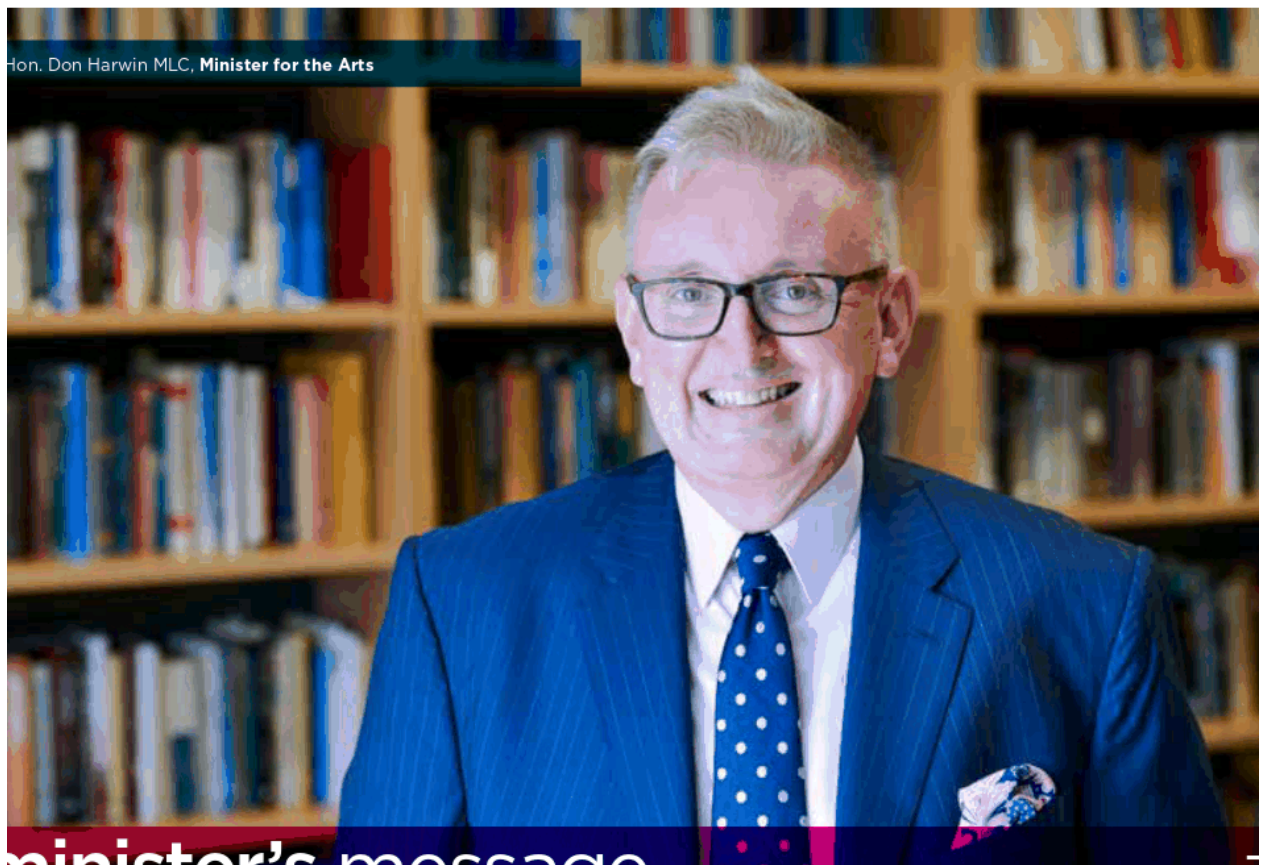
The Program supports arts and cultural organisations, and the creative talent that makes this State great. This year we have increased the opportunity for a broader range of projects and activities to apply for support.

Through funding for core programs, individual projects and professional development, the arts will thrive and deliver creative excellence that reflects our diverse communities.

In addition, we will continue to offer targeted support for the development of the NSW Aboriginal arts and cultural sector. Based on the principles of self-determination, and supporting the cultural aspirations of Aboriginal communities in NSW, this will drive forward our strong sense of national identity.

The NSW Government wants the people of NSW to experience how creativity makes a vital contribution to the liveability of their communities and the enjoyment of their everyday lives. Participating in creativity has benefits for everyone. It develops critical thinking skills through arts education, improves our mental health, accelerates recovery and rehabilitation in hospitals, connects diverse audiences from across the State and enhances the wellbeing of our communities.

We are committed to increasing access to creativity, arts and culture that enables us to reflect and celebrate who we are, express our identity and activate gathering places across NSW for everyone's benefit.



ARTS AND CULTURAL FUNDING PROGRAM OBJECTIVES

The Arts and Cultural Funding Program is guided by **three** key objectives:



Grow creative leadership and programming excellence in NSW

- We foster world-class arts and cultural ambition by investing in creative leadership and programming excellence – including contemporary, innovative and daring practices, the delivery of new works and support for plans that bring works to new audiences
- We support organisations, artists and arts and cultural workers that facilitate an understanding of different cultures and opportunities for creative encounters that help build a cohesive and open society.



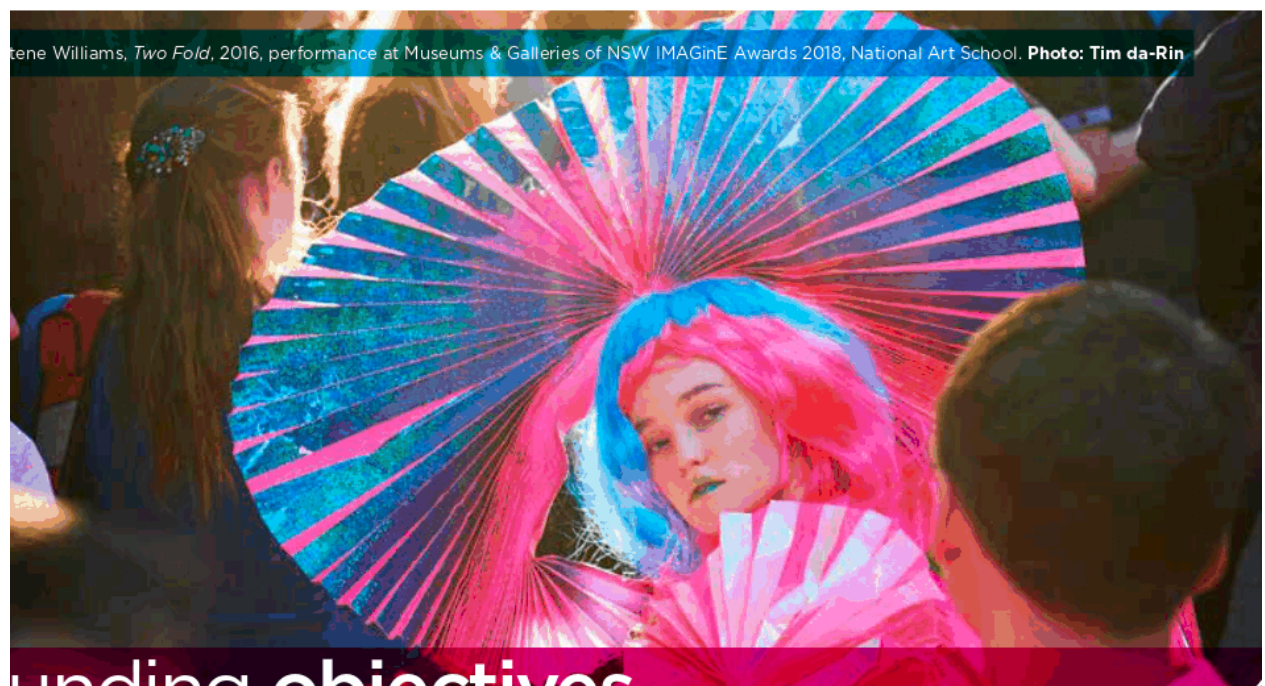
Strengthen NSW arts and cultural activity that drives community and social benefits

- First Peoples' arts and culture is acknowledged as a key pillar of arts and culture in Australia, and we promote new opportunities for their professional development, self-determination and leadership
- We support arts and cultural activity that benefits the many in NSW, inclusive of the wide variety of communities and the diverse creative ecology across the State
- Our activity delivers accessible creative experiences that nurture creative skills, improve well-being and enable a widely-engaged and diverse community of artists in NSW
- We are committed to increasing equity in accessing resources and opportunities amongst underrepresented groups across the State.



Showcase NSW as a leader for strategic arts and cultural governance and strong financial management

- We support projects and programs that exemplify financial resilience backed by best-practice governance, budgeting, marketing and strong strategic planning that demonstrates increased creative production, sustainability and activation in NSW
- We support the continual improvement of the sector through activity that delivers opportunities for professional development to foster strong leadership and delivery
- Successful projects demonstrate their economic viability through the use of strategic partnerships, diversified income streams and innovative approaches that build organisations' capacity to secure funding from alternative sources.





Radio A artist Thom Roberts, *Thom Roberts Counts Trains*, for The National New Australian Art 2019 at Carriageworks. **Photo by Tim Oxford**



OVERVIEW OF PROJECT FUNDING



Project funding supports excellence, innovation and creativity within the NSW arts and cultural sector. It aims to deliver a dynamic and diverse range of arts and cultural experiences to communities across NSW, contribute to the development of a vibrant and accessible arts and cultural sector, and support the employment and development of professional NSW-based artists and arts and cultural workers.

Funding is available for a wide range of arts and cultural activity, including:

- creation of new work, practice-based research or experimentation and professional development
- production, exhibition, presenting, publishing or recording, touring and festivals
- promotion and marketing, market and/or audience development activity
- conservation and/or development of collections and archives (including Aboriginal Keeping Places and the digitisation of collections)
- purchase of capital infrastructure and equipment
- partnerships, capacity building and sustainability.

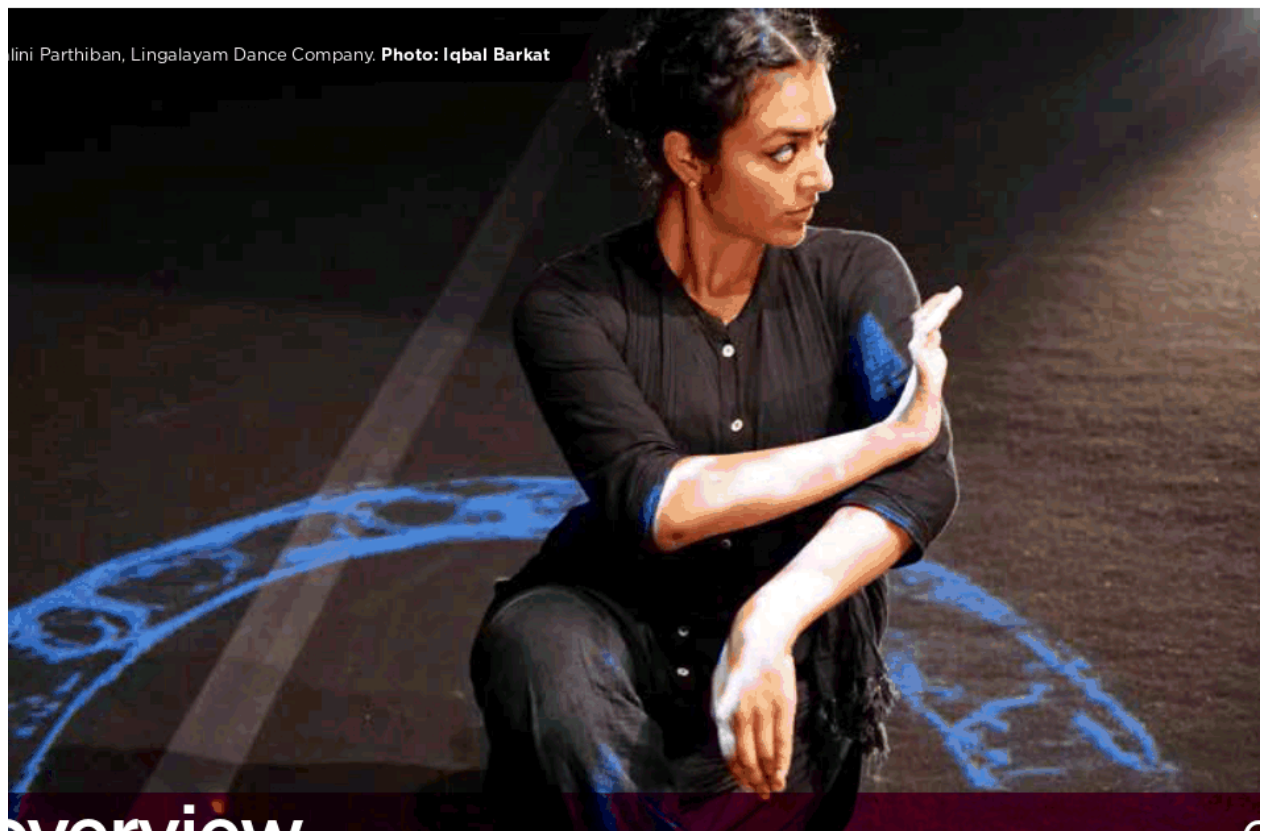
Funding is not available under this program for filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

OTHER FUNDING SUPPORT



Creative Koori Projects and **Annual Organisation** funding guidelines are also available - visit the website for more information: create.nsw.gov.au

Guidelines for **Multi-year Organisation** funding will be released in August 2019. Multi-year Organisation funding is a contribution to a program of activity delivered by emerging and established leading arts and cultural organisations based in NSW. Funding will be offered through a multi-year agreement commencing from 2021.



Overview



WHEN CAN I APPLY FOR FUNDING?



There are **two** opportunities to apply for Project funding in the 2019/20 financial year:

ROUND 1

Opens: The first Monday in August (Monday, 5 August 2019)

Closes: The first Monday in September (Monday, 2 September 2019 at 5pm AEST)

ROUND 2

Opens: The first Monday in February (Monday, 3 February 2020)

Closes: The first Monday in March (Monday, 2 March 2020 at 5pm AEST)



IMPORTANT

- Applications must be received through our secure online grants system
- You can access the online application form using the **Apply Now** button on the Create NSW website: create.nsw.gov.au
- You may submit only **one application per round**. It may be to any one of the following categories: Project, Creative Koori Projects or Annual Organisation
- Late submissions will not be accepted
- Technical and administration support will be available until 5pm on the closing date
- See **page 16** if you require this information in a format which is accessible to you
- Please contact us well before the closing date with any technical or administration questions:



(02) 8289 6520



arts.funding@create.nsw.gov.au

Application Timings



WHO CAN APPLY FOR FUNDING?

To be eligible for Project funding you need to meet the following **three** criteria:

1 Applicant type

You must be an:

- Australian citizen; or
- permanent resident; or
- organisation/group located in Australia.


2 Project focus

Your project must be a clearly defined arts and cultural activity.

3 Benefit

Your project must benefit NSW by either:

- employing NSW artists or arts and cultural workers; and/or
- providing arts and cultural experiences to the people of NSW.

 You are **ineligible** to apply for Project funding if:

- you are a Major Performing Arts company, State Significant Organisation, State Cultural Institution or Key Festival; or
- your project has commenced or already taken place
- you are applying for filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

Funds Administration

You may engage an administrative body/third party (e.g. manager, agent or producing organisation) to receive and administer funds on your behalf. It is recommended that a fee for this service is included in your project budget.



HOW MUCH FUNDING IS AVAILABLE?

- \$

There is **no upper limit** to the amount of funding you may request.

However, to be competitive, you must provide a level of detail in your written application, support material and budget appropriate to the level of your funding request (see **Assessment Criteria**).

This expectation will vary according to the following levels of your funding request:

 - applying for less than \$20,000
 - applying for at least \$20,000 but less than \$140,000
 - applying for \$140,000 or more.
- !

You may not request funding for the total cost of your project. You must include an independent financial contribution (cash and/or in kind) from other sources. This amount varies according to the level of your funding request:

FUNDING REQUEST	INDEPENDENT FINANCIAL CONTRIBUTION (cash and/or in kind) from other sources
Less than \$20,000	At least 10% of total budget
At least \$20,000 but less than \$140,000	At least 30% of total budget
\$140,000 or more	At least 50% of total budget





an Green and Christian Tagliaferro in *The Outside Man*. Photo: Lisa Tomasetti for Merrigong Theatre Company

HOW WILL MY APPLICATION BE ASSESSED?



Assessment Criteria

You must address the following **three** assessment criteria. The level of detail required in addressing each criterion will increase according to the level of funding request:

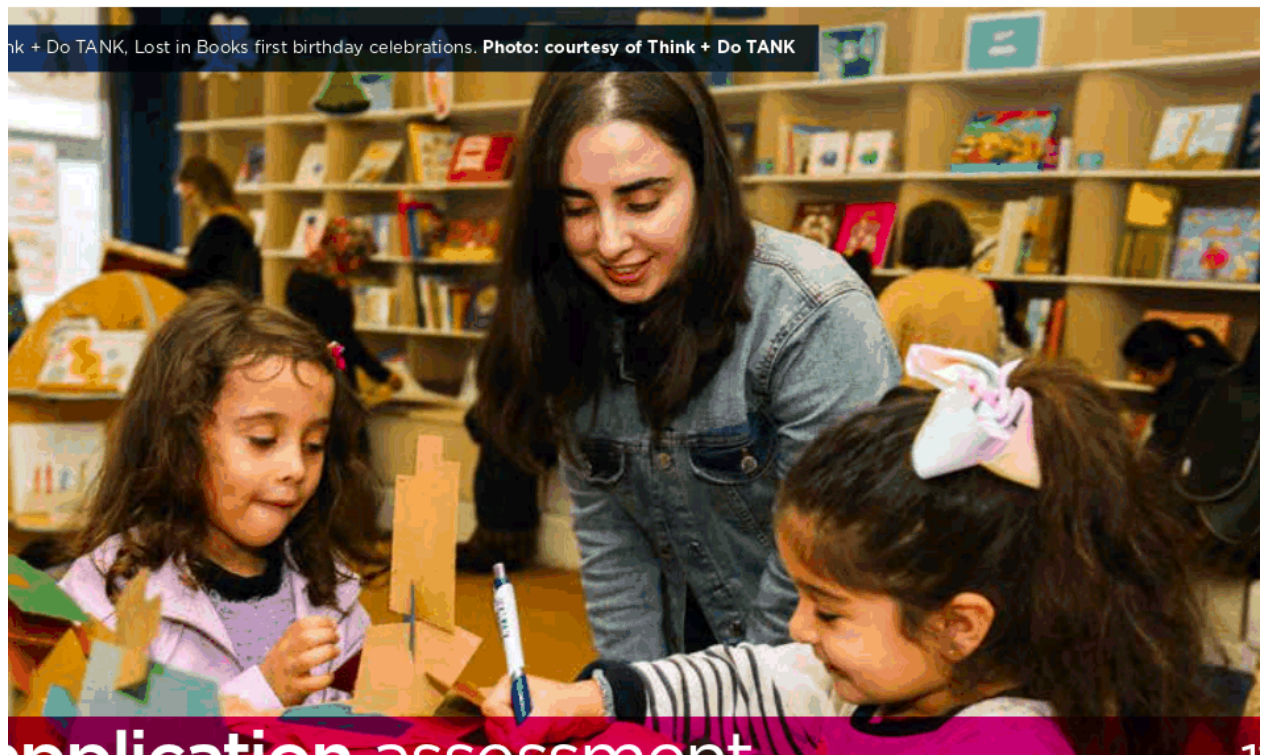


✓ REQUIRED

✗ NOT REQUIRED

● OPTIONAL

CRITERIA		FUNDING REQUEST		
		Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
1	Project merit	✓	✓	✓
EXCELLENCE		<p>The Artform Assessment Board may consider:</p> <ul style="list-style-type: none"> the artistic rationale and/or vision for the project the articulation of creative process and/or project delivery the quality and reputation of previous work how the project engages NSW artists, and arts and cultural workers how the project provides arts and cultural experiences to the people of NSW how the project profiles NSW/Australian stories, voices and practices how the project contributes to the creative and cultural profile of NSW your adherence to Aboriginal cultural protocols (where relevant). 		



CRITERIA		FUNDING REQUEST		
		Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
2	Project impact Choose and address one option (Audience, Cultural, Operational or Social Impact) that best represents the primary outcome of your project:	✓	✓	✓
AUDIENCE IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ increases or diversifies audiences ■ satisfies existing audience demand ■ delivers long-term benefits for audiences ■ develops markets for NSW work nationally and internationally ■ meets existing demand for NSW work ■ engages international audiences with NSW work ■ develops international partnerships and collaborations ■ where relevant, increases the experience by Australians of Aboriginal and Torres Strait Islander arts and culture. 		
CULTURAL IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ develops the artform and/or sector ■ contributes to the diversity of cultural expression ■ demonstrates a high level of innovation and experimentation ■ demonstrates leadership in area of practice ■ demonstrates creative collaborations across the sector ■ engages diversity of artists, arts and cultural practitioners. 		
OPERATIONAL IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ outlines strategies for increasing philanthropic support or capacity building ■ develops partnerships across and outside the sector to enhance business sustainability ■ leverages requested funding for support from other sources ■ demonstrates strategies for increasing self-generated income ■ offers ability to secure matched funding through NSW Government support. 		
SOCIAL IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ engages the NSW community in arts and cultural activities as creators, participants and/or audiences ■ provides social outcomes in identified areas of need in NSW, e.g. education, health and wellness ■ demonstrates strategies for social inclusion in identified areas of need in NSW, e.g. education, health and wellness ■ demonstrates the value of the project to NSW audiences/target market ■ supports volunteer engagement and development ■ increases the experience by Australians of Aboriginal and Torres Strait Islander arts and culture. 		

CRITERIA		FUNDING REQUEST		
3	Project viability Create NSW and the Artform Assessment Board consider:	Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
	■ a basic project budget and plan	✓	✗	✗
	■ a detailed and comprehensive budget	✗	✓	✓
	■ demonstration that budgeted costs are appropriate (e.g. fees, venue hire)	✓	✓	✓
	■ the diversity of revenue generated	✗	✓	✓
	■ your capacity to manage the funds and financial risk	✗	✓	✓
	■ a detailed project plan	✗	✓	✓
	■ the history, experience and expertise of key staff and creative delivering the project	✗	✓	✓
	■ the scope of partnerships and shared resources	✗	●	✓
	■ any applicable governance, committee, and project management arrangements	✗	●	✓
	■ any employment and/or investment in skills development	✗	●	✓
	■ risk management plans	✗	●	✓



ASSESSMENT PROCESS



You will receive an automated response from our secure online grants system once your application has been submitted. All applications then proceed through an assessment process as outlined below.

Artform Assessment Boards

All applications are assessed by Artform Assessment Boards. As part of the application process, you will be able to choose which Artform Assessment Board you want to assess your application. The Boards will consist of representatives from leading NSW arts and cultural organisations, independent organisations and individual artists.



Eligibility check

Once received through the online grants system, all applications undergo an eligibility check.

Eligible applications proceed to the three-stage assessment process.

If you are deemed ineligible, you will be advised in writing within 14 days of the closing date and your application will not proceed to assessment.

Assessment Stage 1

The Artform Assessment Board members individually assess and rank all applications against Project Merit and Project Impact assessment criteria.

Assessment Stage 2

Create NSW will review and provide advice to the Boards on how the applications meet Criterion 3: Project Viability.

Assessment Stage 3

The Artform Assessment Boards will meet to determine their final recommendations with reference to the assessment criteria, demographics and the distribution, range and scale of recommended applicants. This may include prioritising NSW applicants, as well as programs, individuals and outcomes that address people living and/or working in regional NSW, people living and/or working in Western Sydney, Aboriginal people, people from culturally and linguistically diverse (CaLD) backgrounds, people with disability, and young people. Prioritisation of recommended applicants ensures equity across the State and the best outcomes for NSW Government investment.

There may also be cross-Board consultation on applications as determined by the Board members.

Final recommendations are submitted for the consideration of the Minister for the Arts.

Further advice and/or clarification may be requested from applicants by Create NSW during the assessment process.

The NSW Government typically receives far more applications than it can support and even if your application meets the assessment criteria, you are not guaranteed funding. If you are successful, your application may not be funded to the amount you have requested.



WHEN WILL I KNOW IF MY APPLICATION IS SUCCESSFUL?



All applicants will be notified of the outcome of their applications publicly or under embargo* no later than the following dates:

ROUND 1

Touring (performing arts) projects only: Friday 31 October 2019

All other projects: Friday 6 December 2019

All successful Round 1 projects can start after 31 January 2020.

ROUND 2

All projects, including Touring (performing arts): Friday 19 June 2020

All successful Round 2 projects can start after 1 August 2020.

* Under embargo means that applicants are notified but cannot publicise the outcome until the official announcement has been made by the Minister for the Arts or Create NSW. The embargo period is taken seriously and failure to comply may impact your current or future funding eligibility.

What happens if my application is successful?

Successful applicants will be required to sign a funding agreement that covers your obligations, including:

- **Acceptance:** Return a signed contract, and any other required documentation, within two weeks of receipt
- **Publicity:** The NSW Government must be acknowledged in any marketing/publicity collateral
- **Timing:** Completion of your project must take place within two years of the funding commencing
- **Reporting:** Reporting and monitoring requirements will be appropriate to the scale of the funding received
- **Overdue Acquittals:** If you have received a grant or administered a grant from Arts NSW/Create NSW in the past and that grant has not been satisfactorily acquitted, payment of new funding may be delayed until acquittal has been submitted and approved.

How do I get feedback on my application?

When you are notified of the outcome of your application, you will also be provided with information on how to receive feedback.

An Assessment Meeting Report providing an overview of the round and the successful applicants will also be published on the website after the outcome of each round has been publicly announced. The report will contain feedback from the Artform Assessment Board that may assist you with future applications.




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Resources will be made available to assist you with your funding application. We recommend that you sign up to the Create NSW e-newsletter to stay informed of updates via our website create.nsw.gov.au.

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Speak and Listen users

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OTHER INFORMATION



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- Privacy Policy
- Government Information (Public Access) Act 2009.

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create.nsw.gov.au

DISCLAIMER

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creative koori projects

ARTS AND CULTURAL FUNDING PROGRAM GUIDELINES 2019/20

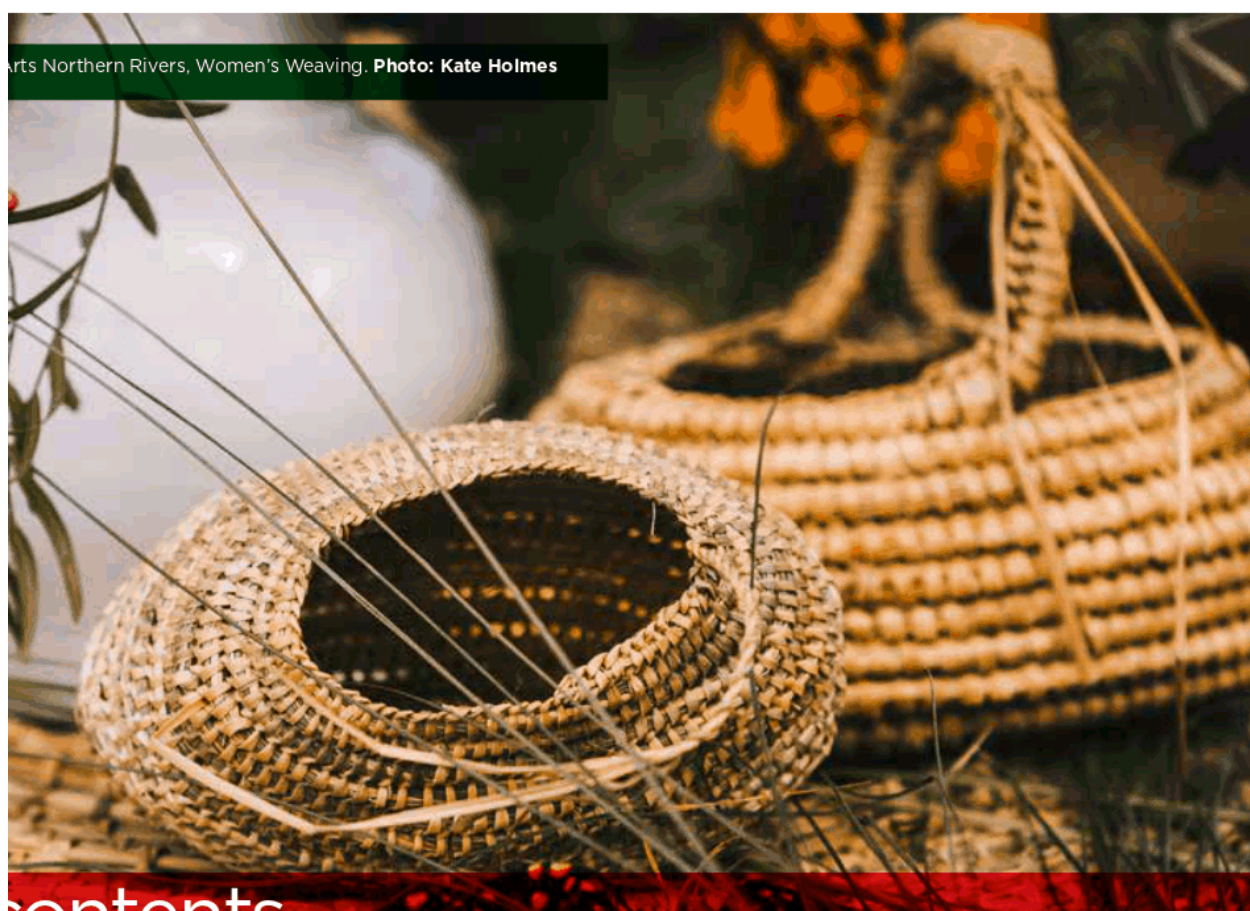


new south wales create new south wales



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MESSAGE FROM THE **MINISTER FOR THE ARTS**

Create NSW acknowledges the Aboriginal people across the State and their continued connection to their lands, waters and culture.

We respect elders past and present and the role that Aboriginal artists play in contributing to their culture.

Creativity, arts and cultural activities enrich our lives profoundly. Australia's history reaches back more than 60,000 years with its roots in First Peoples' culture and traditions, and today, our stories are informed by our profound diversity. Expressions of our culture, the stories of a multicultural population from across the globe, shape our experiences and our aspirations and reflect who we are to the world.

I invite and encourage NSW artists, practitioners and organisations to apply for support through the Arts and Cultural Funding Program. This year we have streamlined the process to make it easier for applicants and we have created new Artform Assessment Boards with leading arts and cultural practitioners to assist in decision making.

The Program supports arts and cultural organisations, and the creative talent that makes this State great. This year we have increased the opportunity for a broader range of projects and activities to apply for support.

Through funding for core programs, individual projects and professional development, the arts will thrive and deliver creative excellence that reflects our diverse communities.

In addition, we will continue to offer targeted support for the development of the NSW Aboriginal arts and cultural sector. Based on the principles of self-determination, and supporting the cultural aspirations of Aboriginal communities in NSW, this will drive forward our strong sense of national identity.

The NSW Government wants the people of NSW to experience how creativity makes a vital contribution to the liveability of their communities and the enjoyment of their everyday lives. Participating in creativity has benefits for everyone. It develops critical thinking skills through arts education, improves our mental health, accelerates recovery and rehabilitation in hospitals, connects diverse audiences from across the State and enhances the wellbeing of our communities.

We are committed to increasing access to creativity, arts and culture that enables us to reflect and celebrate who we are, express our identity and activate gathering places across NSW for everyone's benefit.



ARTS AND CULTURAL FUNDING PROGRAM OBJECTIVES

The Arts and Cultural Funding Program is guided by **three** key objectives:

**Grow** creative leadership and programming excellence in NSW

- We foster world-class arts and cultural ambition by investing in creative leadership and programming excellence – including contemporary, innovative and daring practices, the delivery of new works and support for plans that bring works to new audiences
- We support organisations, artists and arts and cultural workers that facilitate an understanding of different cultures and opportunities for creative encounters that help build a cohesive and open society.

**Strengthen** NSW arts and cultural activity that drives community and social benefits

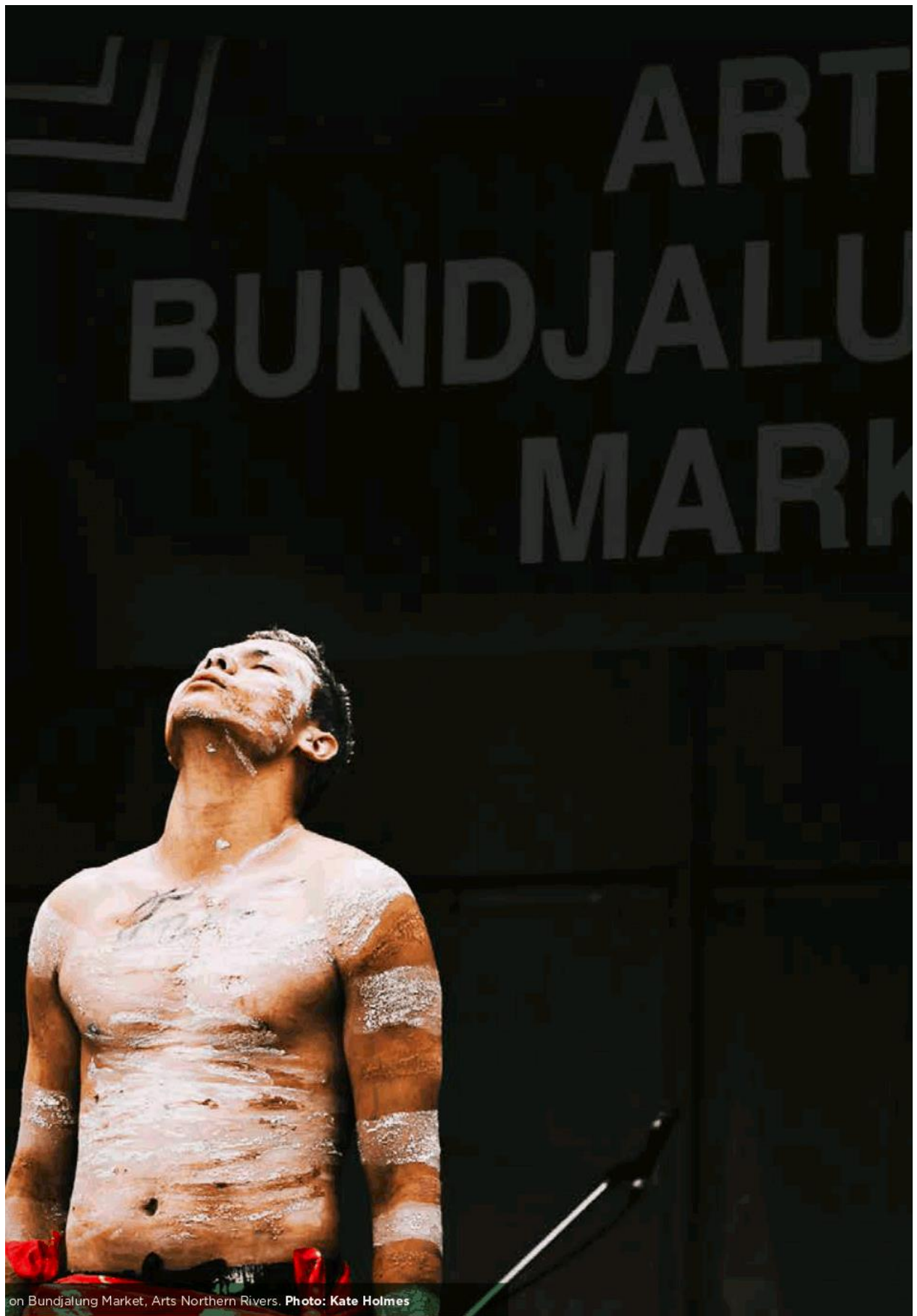
- First Peoples' arts and culture is acknowledged as the foundation of all arts and culture in Australia, and we promote new opportunities for their professional development, self-determination and leadership
- We support arts and cultural activity that benefits the many in NSW, inclusive of the wide variety of communities and the diverse creative ecology across the State
- Our activity delivers accessible creative experiences that nurture creative skills, improve well-being and enable a widely-engaged and diverse community of artists in NSW
- We are committed to increasing equity in accessing resources and opportunities amongst underrepresented groups across the State.

**Showcase** NSW as a leader for strategic arts and cultural governance and strong financial management

- We support projects and programs that exemplify financial resilience backed by best-practice governance, budgeting, marketing and strong strategic planning that demonstrates increased creative production, sustainability and activation in NSW
- We support the continual improvement of the sector through activity that delivers opportunities for professional development to foster strong leadership and delivery
- Successful projects demonstrate their economic viability through the use of strategic partnerships, diversified income streams and innovative approaches that build organisations' capacity to secure funding from alternative sources.



Saltwater Freshwater Glasshouse launch. Photo: courtesy Saltwater freshwater Arts Alliance



on Bundjalung Market, Arts Northern Rivers. Photo: Kate Holmes



OVERVIEW OF CREATIVE KOORI PROJECTS FUNDING



Creative Koori Projects funding aims to build support for a strong, resilient and exciting Aboriginal arts and cultural sector for NSW. This will be done by embracing the principles of Aboriginal self-determination and putting Aboriginal artists, organisations and communities at the centre of funded cultural and creative activity.

Your intended projects may cover the following elements:

- **NSW Aboriginal cultural development** including projects that focus on cultural revitalisation and passing on cultural creative practices and knowledge between generations.
- **Contemporary practice** that explores new ways of cultural and creative expression. This can include the creation of new work and practice-based research or experimentation.
- **Sharing NSW Aboriginal culture the Aboriginal way**, through productions, exhibitions, performances, publishing or recording, touring and festivals. This can also include projects that foster collaboration or partnerships with others and market/audience development activity.
- **Promoting NSW Aboriginal culture** through promotion and marketing activities.
- **Strengthening the NSW Aboriginal arts and cultural sector** through:
 - creation of employment pathways for Aboriginal artists
 - professional development for individuals and organisations
 - conservation and/or development of collections and archives of cultural material
 - purchase of capital infrastructure and equipment.

Funding is not available under this program for the following activities:

- projects that do not identify and acknowledge Aboriginal cultural authority and agency
- where cultural knowledge or guidance is being utilised, but cultural knowledge holders are not being recompensed
- filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

OTHER FUNDING SUPPORT



Project and **Annual Organisation** funding guidelines are also available - visit the Create NSW website for more information: create.nsw.gov.au

Guidelines for **Multi-year Organisation** funding will be released in August 2019. Multi-year Organisation funding is a contribution to a program of activity delivered by emerging and established leading arts and cultural organisations based in NSW. Funding will be offered through a multi-year agreement commencing from 2021.



WHEN CAN I APPLY FOR FUNDING?



There are **two** opportunities to apply for Creative Koori Projects funding in the 2019/20 financial year:

ROUND 1

Opens: The first Monday in August (Monday, 5 August 2019)

Closes: The first Monday in September (Monday, 2 September 2019 at 5pm AEST)

ROUND 2

Opens: The first Monday in February (Monday, 3 February 2020)

Closes: The first Monday in March (Monday, 2 March 2020 at 5pm AEST)



IMPORTANT

- Applications must be received through our secure online grants system
- You can access the online application form using the **Apply Now** button on the Create NSW website:
create.nsw.gov.au
- You may submit only **one application per round**. It may be to any one of the following: Projects, Annual Organisation, or Creative Koori Projects
- Late submissions will not be accepted
- See **page 17** if you require this information in a format which is accessible to you
- Technical and administration support will be available until 5pm on the closing date
- Please contact us well before the closing date with any technical or administration questions:
 - ☎ (02) 8289 6520
 - ✉ arts.funding@create.nsw.gov.au

Application Timings



WHO CAN APPLY FOR FUNDING?

To be eligible for Creative Koori Projects funding you need to meet the following **three** criteria:

1 Applicant type

You must be an:

- Aboriginal individual or
- Aboriginal organisation/group; and
- have a strong cultural affiliation with country that is now called NSW.


2 Project focus

Your project must be a clearly defined arts and cultural activity.

3 Benefit

Your project must benefit NSW by either:

- employing NSW Aboriginal practicing artists or arts and cultural workers; and/or
- providing arts and cultural experiences to NSW Aboriginal communities and/or audiences.

 You are **ineligible** to apply for Creative Koori Projects funding if:

- you are not Aboriginal or not an Aboriginal organisation
- you are a Create NSW designated Major Performing Arts company, State Significant Organisation, State Cultural Institution or Key Festival
- your project has commenced or already taken place, or
- you are applying for filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

Funds Administration

You may engage an administrative body/third party (e.g. manager, agent or producing organisation) to receive and administer funds on your behalf. It is recommended that a fee for this service is included in your project budget.



HOW MUCH FUNDING IS AVAILABLE?

- \$

There is **no upper limit** to the amount of funding you may request.

However, to be competitive, you must provide a level of detail in your written application, support material and budget appropriate to the level of your funding request (see **Assessment Criteria**).

This expectation will vary according to the following levels of your funding request:

 - applying for less than \$20,000
 - applying for at least \$20,000 but less than \$140,000
 - applying for \$140,000 or more.
- D

You may not request funding for the total cost of your project. You must include an independent financial contribution (cash or in kind) from other sources. This amount varies according to the level of your funding request:

FUNDING REQUEST	INDEPENDENT FINANCIAL CONTRIBUTION (cash and/or in kind) from other sources
Less than \$20,000	At least 10% of total budget
At least \$20,000 but less than \$140,000	At least 30% of total budget
\$140,000 or more	At least 50% of total budget





on Bundjalung Market, Arts Northern Rivers. Photo: Kate Holmes

HOW WILL MY APPLICATION BE ASSESSED?



Assessment Criteria

You must address the following **three** assessment criteria. The level of detail required in addressing each criterion will increase according to the level of funding request:

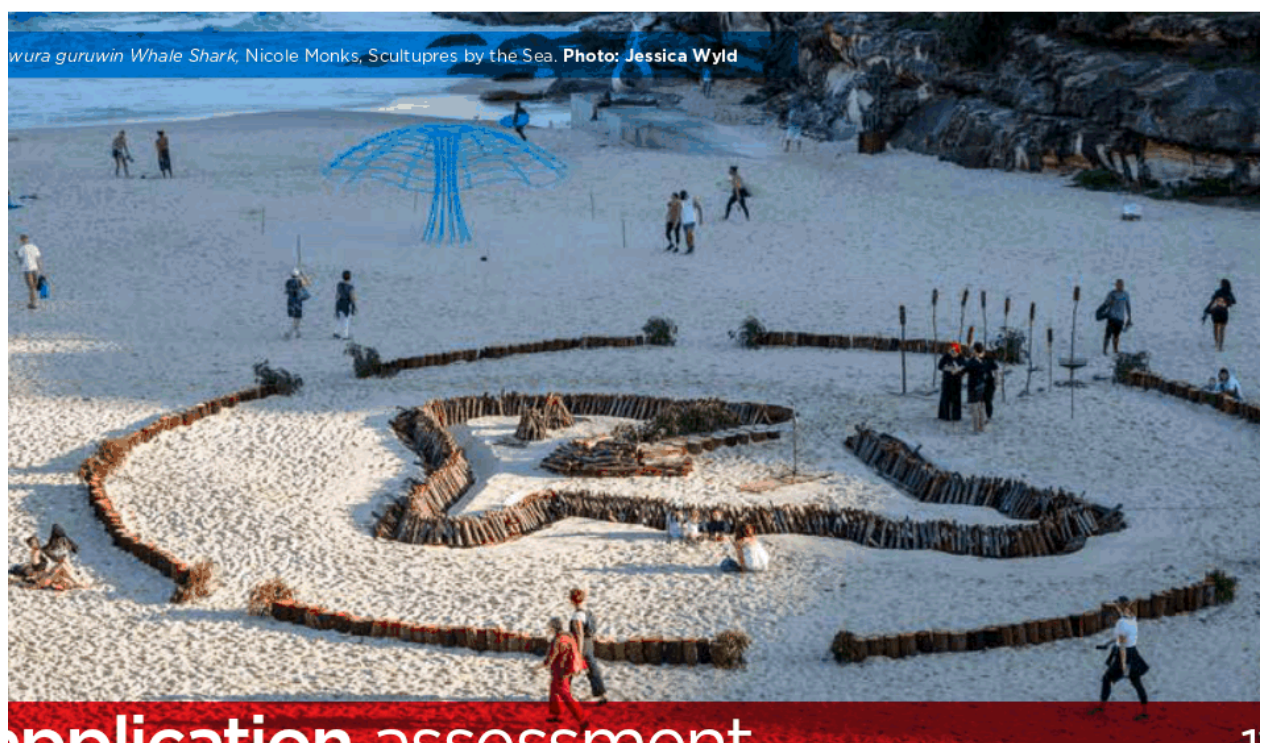


✓ REQUIRED

✗ NOT REQUIRED

● OPTIONAL

CRITERIA	FUNDING REQUEST		
	Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
1 Project merit	✓	✓	✓
EXCELLENCE	<p>The Artform Assessment Board may consider:</p> <ul style="list-style-type: none"> the artistic rationale and/or vision for the project the articulation of creative process and/or project delivery the quality and reputation of previous work how the project engages Aboriginal NSW artists, and arts and cultural workers how the project provides Aboriginal arts and cultural experiences to the people of NSW how the project profiles Aboriginal NSW/Australian stories, voices and practices how the project contributes to the creative and cultural profile of NSW your adherence to Aboriginal cultural protocols (where relevant). 		



CRITERIA		FUNDING REQUEST		
		Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
2	Project impact Choose and address one option (Audience, Cultural, Operational, or Social Impact) that best represents the primary outcome of your project:	✓	✓	✓
AUDIENCE IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ increases or diversifies audiences ■ satisfies existing audience demand ■ delivers long-term benefits for audiences ■ develops markets for NSW work nationally and internationally ■ meets existing demand for NSW work ■ engages international audiences with NSW work ■ develops international partnerships and collaborations ■ where relevant, increases the experience by Australians of Aboriginal and Torres Strait Islander arts and culture. 		
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SOCIAL IMPACT		<p>The Artform Assessment Board may consider how your project:</p> <ul style="list-style-type: none"> ■ engages the NSW Aboriginal community in arts and cultural activities as creators, participants and/or audiences ■ provides social outcomes in identified areas of need in NSW, e.g. education, health and wellness ■ demonstrates strategies for Aboriginal social inclusion in NSW ■ demonstrates the value of the project to NSW audiences/target market, especially Aboriginal audiences ■ supports volunteer engagement and development ■ increases the experience by Australians of NSW Aboriginal arts and culture. 		

CRITERIA		FUNDING REQUEST		
3	Project viability Create NSW and the Artform Assessment Board consider:	Less than \$20,000	\$20,000 and over but less than \$140,000	\$140,000 and over
	■ a basic project budget and plan	✓	✗	✗
	■ a detailed and comprehensive budget	✗	✓	✓
	■ demonstration that budgeted costs are appropriate (e.g. fees, venue hire)	✓	✓	✓
	■ the diversity of revenue generated	✗	✓	✓
	■ your capacity to manage the funds and financial risk	✗	✓	✓
	■ a detailed project plan	✗	✓	✓
	■ the history, experience and expertise of key staff and creatives delivering the project	✗	✓	✓
	■ the scope of partnerships and shared resources	✗	●	✓
	■ any applicable governance, committee, and project management arrangements	✗	●	✓
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	■ risk management plans	✗	●	✓



Black and Blue, Bound collection, Karla Dickens. Photo: courtesy the artist



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All applicants will be notified of the outcome of their applications under embargo* on the following dates:

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All successful Round 1 projects can start after 31 January 2020.

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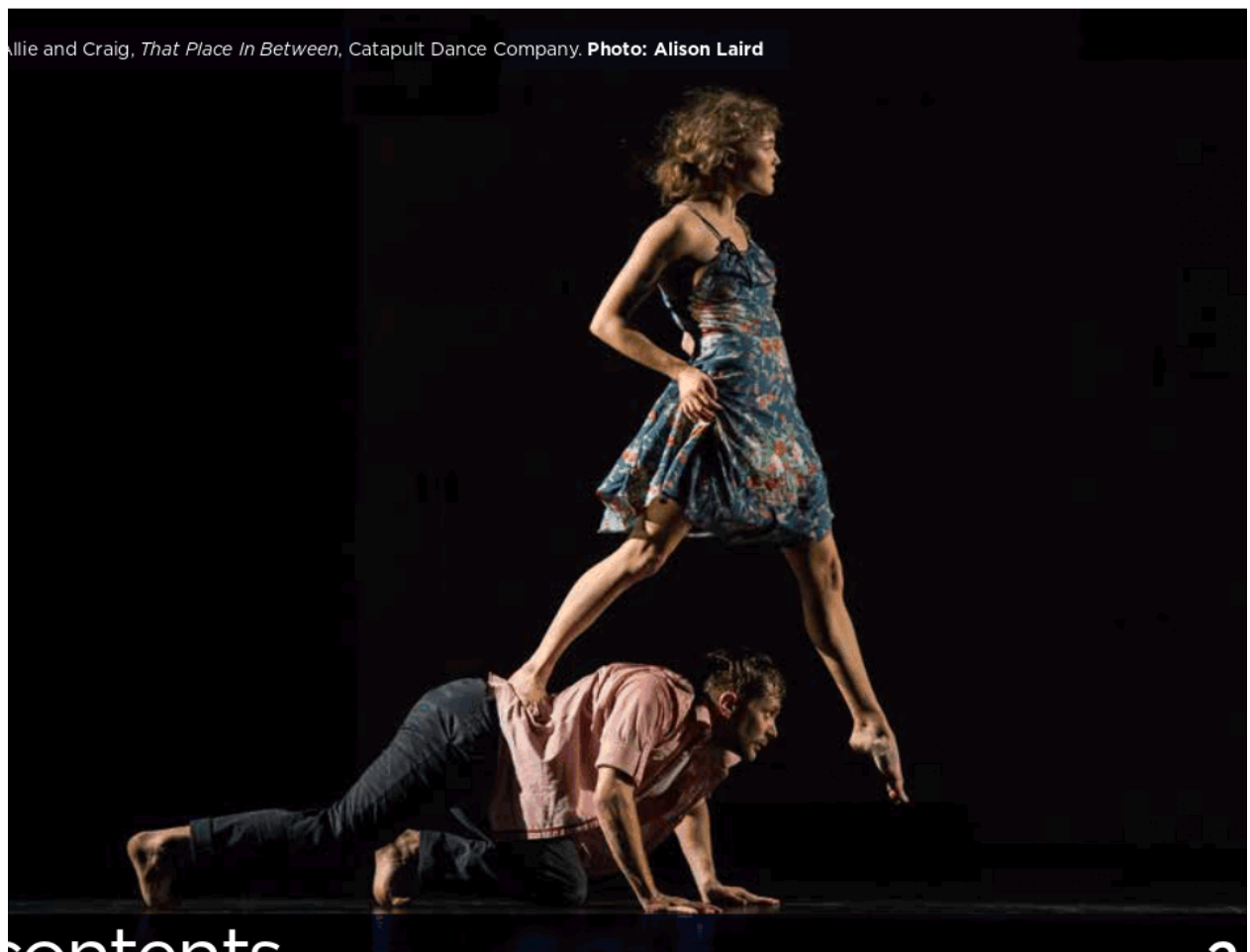
© Images: Doherty performing live in London at Grounds of Australia. The Australian BPO 2019. Photo: Maxime M. H.





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We are committed to increasing access to creativity, arts and culture that enables us to reflect and celebrate who we are, express our identity and activate gathering places across NSW for everyone's benefit.



ARTS AND CULTURAL FUNDING PROGRAM OBJECTIVES

The Arts and Cultural Funding Program is guided by **three** key objectives:

**Grow** creative leadership and programming excellence in NSW

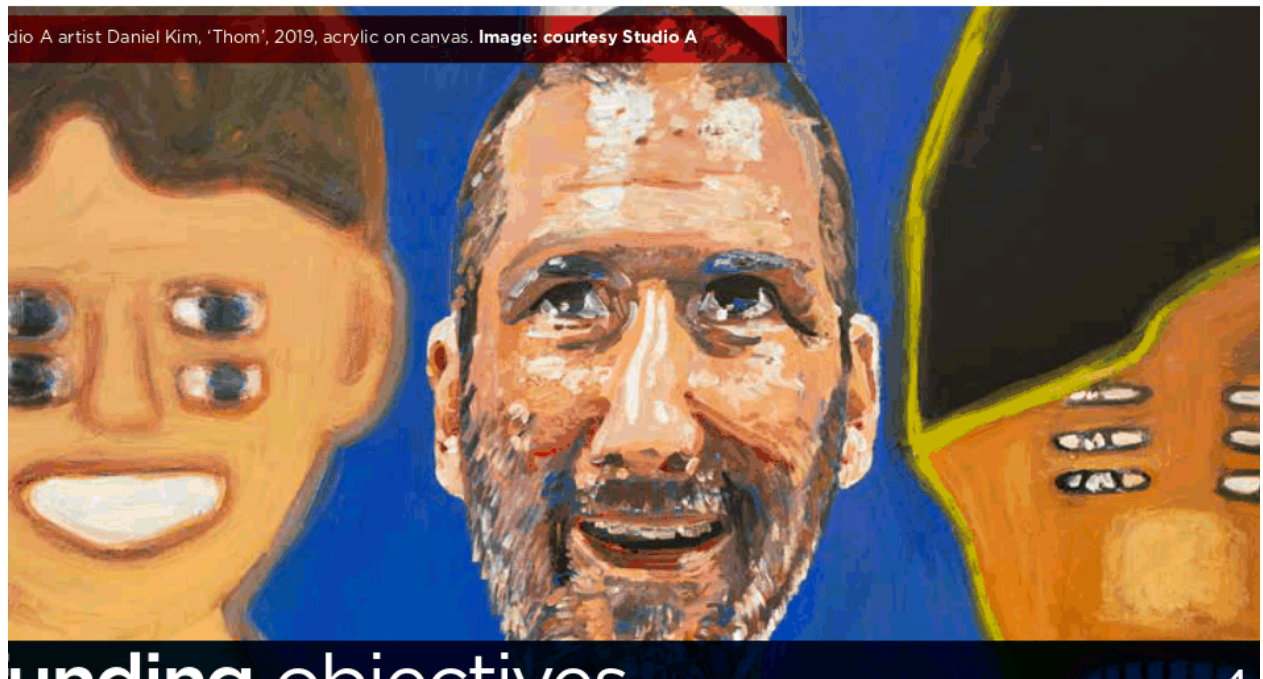
- We foster world-class arts and cultural ambition by investing in creative leadership and programming excellence - including contemporary, innovative and daring practices, the delivery of new works and support for plans that bring works to new audiences
- We support organisations, artists and arts and cultural workers that facilitate an understanding of different cultures and opportunities for creative encounters that help build a cohesive and open society.

**Strengthen** NSW arts and cultural activity that drives community and social benefits

- First Peoples' arts and culture is acknowledged as the foundation of all arts and culture in Australia, and we promote new opportunities for their professional development, self-determination and leadership
- We support arts and cultural activity that benefits the many in NSW, inclusive of the wide variety of communities and the diverse creative ecology across the State
- Our activity delivers accessible creative experiences that nurture creative skills, improve well-being and enable a widely-engaged and diverse community of artists in NSW
- We are committed to increasing equity in accessing resources and opportunities amongst underrepresented groups across the State.

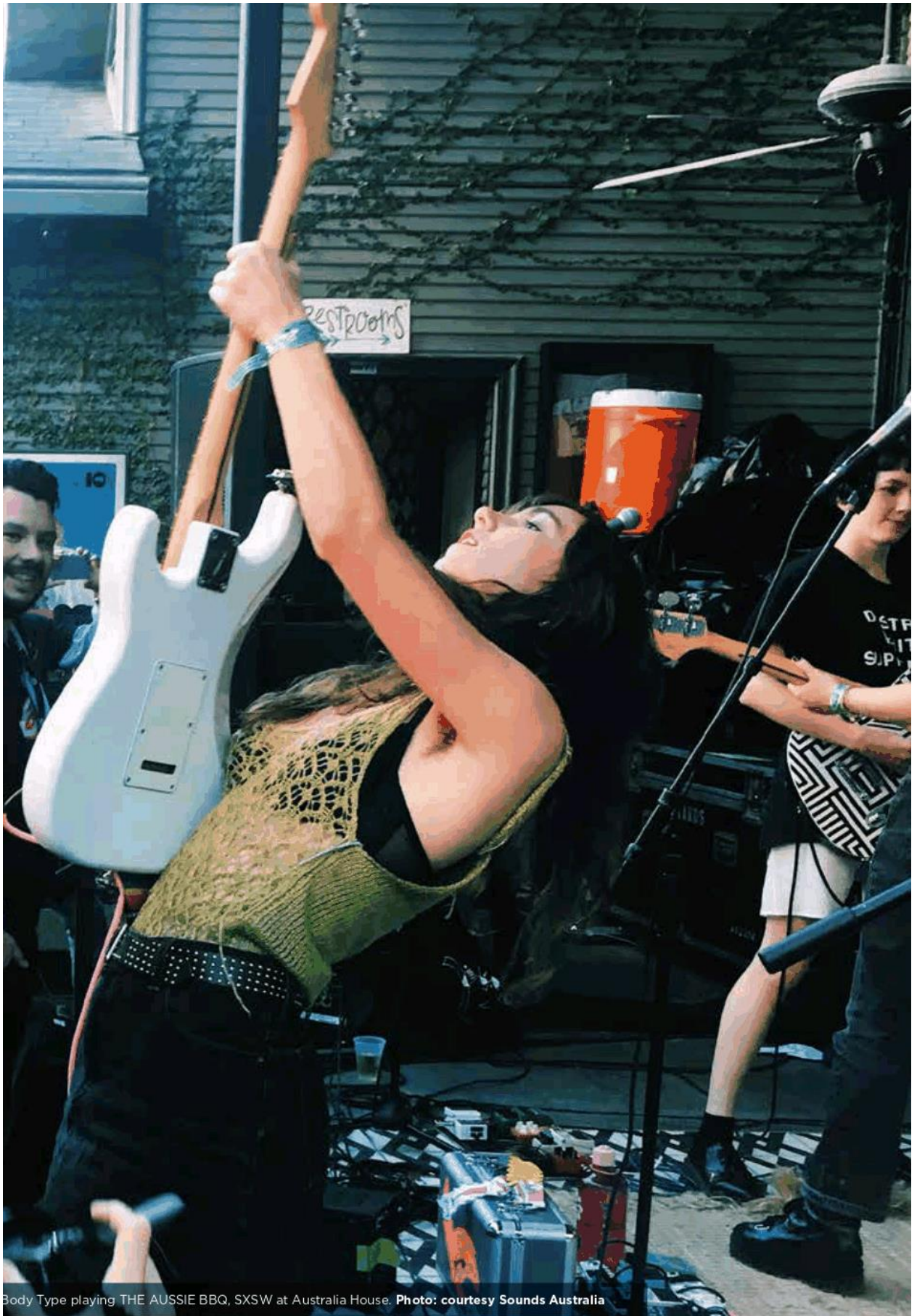
**Showcase** NSW as a leader for strategic arts and cultural governance and strong financial management

- We support projects and programs that exemplify financial resilience backed by best-practice governance, budgeting, marketing and strong strategic planning that demonstrates increased creative production, sustainability and activation in NSW
- We support the continual improvement of the sector through activity that delivers opportunities for professional development to foster strong leadership and delivery
- Successful projects demonstrate their economic viability through the use of strategic partnerships, diversified income streams and innovative approaches that build organisations' capacity to secure funding from alternative sources.



Studio A artist Daniel Kim, 'Thom', 2019, acrylic on canvas. Image: courtesy Studio A

funding objectives



Body Type playing THE AUSSIE BBQ, SXSW at Australia House. Photo: courtesy Sounds Australia

OVERVIEW OF ANNUAL ORGANISATION FUNDING



Annual Organisation funding is provided on an annual basis to support Arts and Cultural Organisations (including service organisations) to deliver multiple arts and cultural activities throughout a single calendar or financial year. Funding can contribute to any aspect of an organisation's program.

Funding is available for a wide range of arts and cultural activity, including:

- creation of new work, practice-based research or experimentation and professional development
- production, exhibition, presenting, publishing or recording, touring and festivals
- promotion and marketing, market and/or audience development activity
- conservation and/or development of collections and archives (including Aboriginal Keeping Places and the digitisation of collections)
- purchase of capital infrastructure and equipment
- partnerships, capacity building and sustainability.

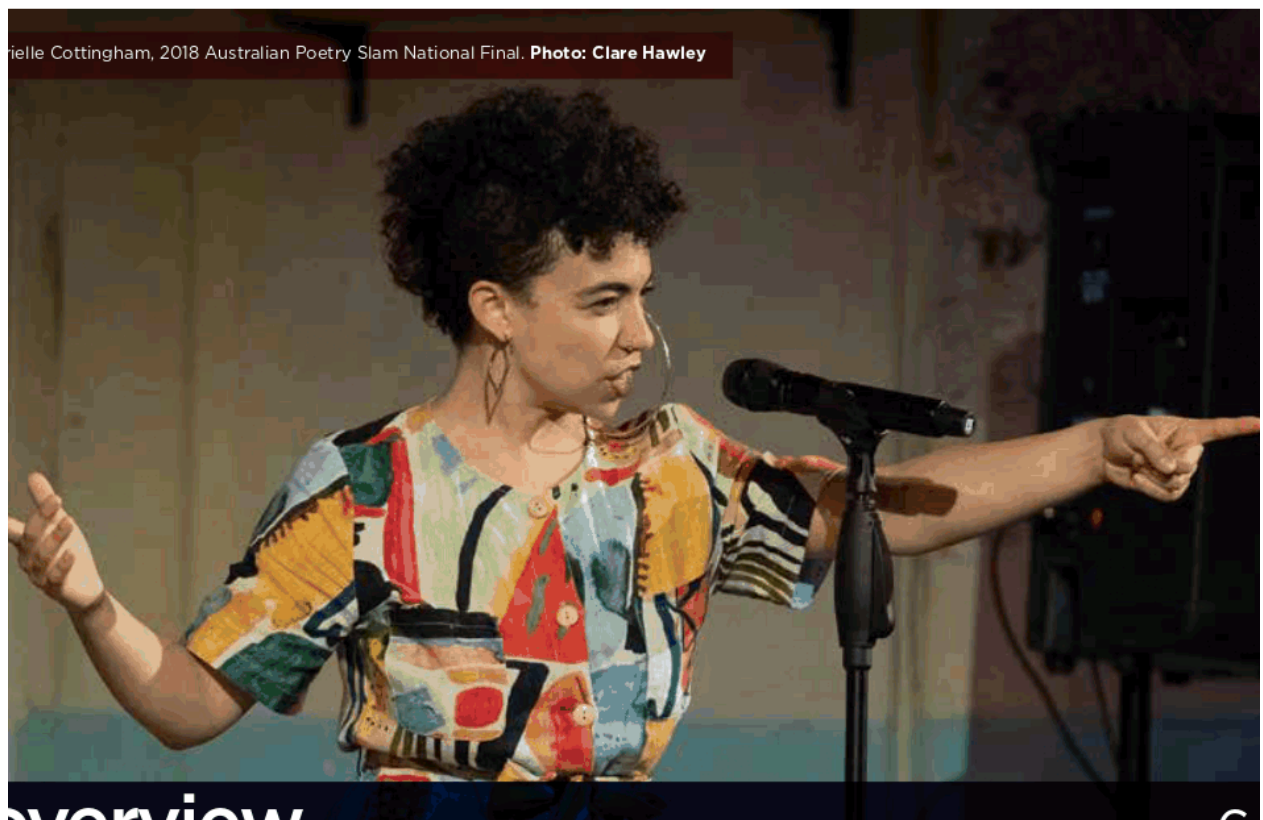
Funding is not available for filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

OTHER FUNDING SUPPORT



Project and **Creative Koori Projects** funding guidelines are also available - visit the Create NSW website for more information: create.nsw.gov.au.

Guidelines for **Multi-year Organisation** funding will be released in August 2019. Multi-year Organisation funding is a contribution to a program of activity delivered by emerging and established leading arts and cultural organisations based in NSW. Funding will be offered through a multi-year agreement commencing from 2021.





WHEN CAN I APPLY FOR FUNDING?



There are **two** opportunities to submit an **Annual Organisation** application during the 2019/20 financial year:

ROUND 1

Opens: The first Monday in August (Monday, 5 August 2019)

Closes: The first Monday in September (Monday, 2 September 2019 at 5pm AEST)

ROUND 2


Opens: The first Monday in February (Monday, 3 February 2020)

Closes: The first Monday in March (Monday, 2 March 2020 at 5pm AEST)



IMPORTANT

- Applications must be received through our secure online grants system
- You can create a SmartyGrants account using the **Apply Now** button on the Create NSW website: create.nsw.gov.au
- You may submit only **one application per round**. It may be to any one of the following categories: Project, Creative Koori Projects or Annual Organisation
- Late submissions will not be accepted
- Technical and administration support will be available until 5pm on the closing date
- See **page 17** if you require this information in a format which is accessible to you
- Please contact us well before the closing date with any technical or administration questions:

 (02) 8289 6520

 arts.funding@create.nsw.gov.au

WHO CAN APPLY FOR FUNDING?

To be eligible for Annual Organisation funding you need to meet the following three criteria:

1 Applicant type

You must be an organisation or group located in NSW*.

2 Program focus

Your program must be a clearly defined arts and cultural activity at its core.

3 Benefit

Your core program must benefit NSW by either:

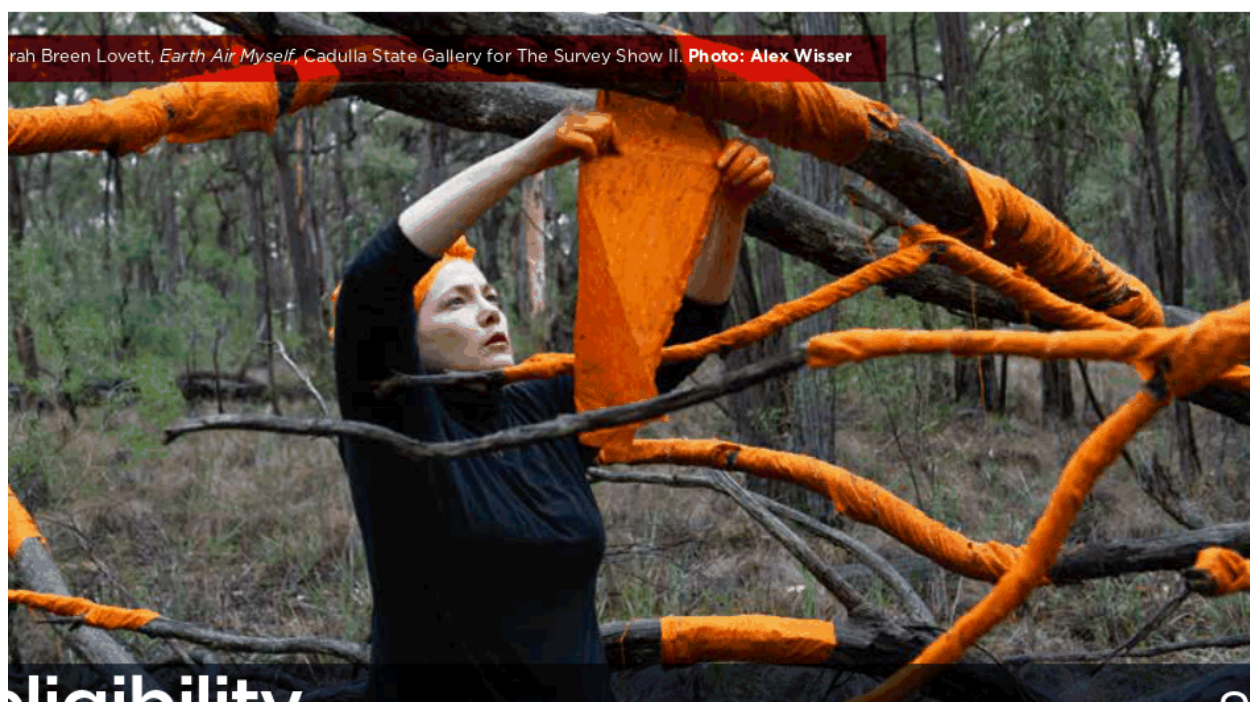
- employing NSW artists or arts and cultural workers; and/or
- providing arts and cultural experiences to the people of NSW.



You are **ineligible** to apply for Annual Organisation funding if:

- you are a Major Performing Arts company, State Significant Organisation, or Key Festival
- you are a state or federal government department or agency, or State Cultural Institution
- you are an educational institution (including preschools, primary and secondary schools)
- you are receiving Multi-year Program funding from Create NSW,
- you are already receiving Annual program funds from Create NSW for the same period, or
- you are applying for filmmaking, screen production, mainstream animation or film festivals (see screen.nsw.gov.au for funding opportunities in this area).

* If you are an organisation based outside NSW and can demonstrate that your program fills a gap in the NSW arts and culture ecology, pre-approval to apply to this round must be sought no later than two weeks prior to the round closing. Contact Create NSW on (02) 8289 6520 or arts.funding@create.nsw.gov.au.



HOW MUCH FUNDING IS AVAILABLE?



There is **no upper limit** to the amount of funding you may request.

However, to be competitive, you must provide a level of detail in your written application, support material and budget appropriate to the level of your funding request (see **Assessment Criteria**).

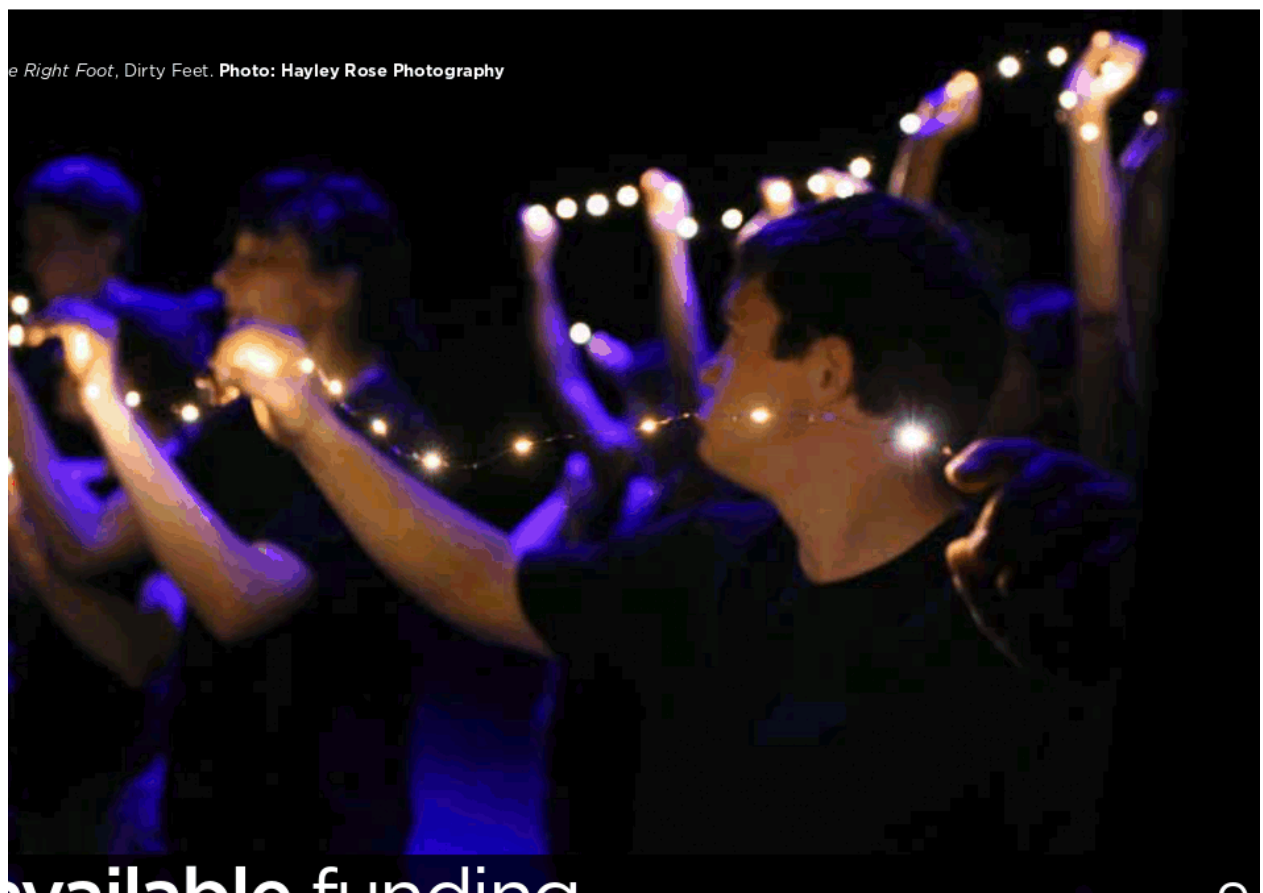
This expectation will vary according to the following levels of your funding request:

- Applying for less than \$140,000
- Applying for \$140,000 or more.



You may not request funding for the total cost of your project. You must include an independent financial contribution (cash and/or in kind) from other sources. This amount varies according to the level of your funding request:

FUNDING REQUEST	INDEPENDENT FINANCIAL CONTRIBUTION (cash and/or in kind) from other sources
Less than \$140,000	At least 30% of total budget
\$140,000 or more	At least 50% of total budget



available funding



Benelong, Deborah Brown, Bangarra Dance Theatre. Photo: Deborah Brown

HOW WILL MY APPLICATION BE ASSESSED?



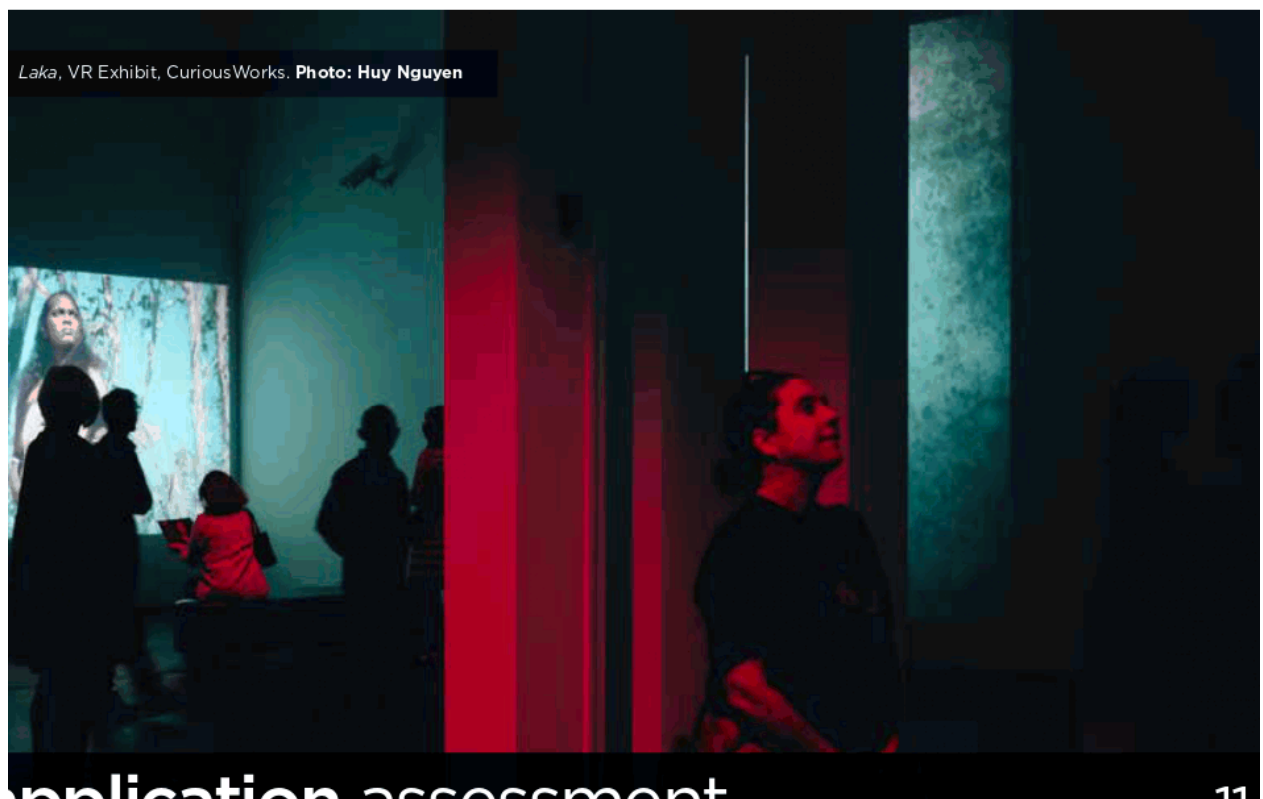
Assessment Criteria

You must address the following **three** assessment criteria. The level of detail required in addressing each criterion will increase according to the level of funding request:



✓ REQUIRED ✗ NOT REQUIRED ● OPTIONAL

CRITERIA	FUNDING REQUEST	
	Less than \$140,000	\$140,000 and over
1 Program merit	✓	✓
EXCELLENCE	<p>The Artform Assessment Board may consider:</p> <ul style="list-style-type: none"> the artistic rationale and/or vision for the program the articulation of creative process and/or program delivery the quality and reputation of previous work how the program engages NSW artists, and arts and cultural workers how the program provides arts and cultural experiences to the people of NSW how the program profiles NSW/Australian stories, voices and practices how the program contributes to the creative and cultural profile of NSW your adherence to Aboriginal cultural protocols (where relevant). 	



application assessment

11

CRITERIA		FUNDING REQUEST	
		Less than \$140,000	\$140,000 and over
2	Project impact Choose and address one option (Audience, Cultural, Operational or Social Impact) that best represents the primary outcome of your project:	✓	✓
AUDIENCE IMPACT		<p>The Artform Assessment Board may consider how your program:</p> <ul style="list-style-type: none"> ■ increases or diversifies audiences ■ satisfies existing audience demand ■ delivers long-term benefits for audiences ■ develops markets for NSW work nationally and internationally ■ meets existing demand for NSW work ■ engages international audiences with NSW work ■ develops international partnerships and collaborations ■ increases the experience by Australians of Aboriginal and Torres Strait Islander arts and culture (where relevant). 	
CULTURAL IMPACT		<p>The Artform Assessment Board may consider how your program:</p> <ul style="list-style-type: none"> ■ develops the artform and/or sector ■ contributes to the diversity of cultural expression ■ demonstrates a high level of innovation and experimentation ■ demonstrates leadership in area of practice ■ demonstrates creative collaborations across the sector ■ engages diversity of artists, arts and cultural practitioners. 	
OPERATIONAL IMPACT		<p>The Artform Assessment Board may consider how your program:</p> <ul style="list-style-type: none"> ■ outlines strategies for increasing philanthropic support or capacity building ■ develops partnerships across and outside the sector to enhance business sustainability ■ leverages requested funding for support from other sources ■ demonstrates strategies for increasing self-generated income ■ offers rationale for seeking matching funding through NSW Government support. 	
SOCIAL IMPACT		<p>The Artform Assessment Board may consider how your program:</p> <ul style="list-style-type: none"> ■ engages the NSW community in arts and cultural activities as creators, participants and/or audiences ■ provides social outcomes in identified areas of need in NSW, e.g. education, health and wellness ■ demonstrates strategies for social inclusion in identified areas of need in NSW, e.g. education, health and wellness ■ demonstrates the value of the project to NSW audiences/target market ■ supports volunteer engagement and development ■ increases the experience by Australians of Aboriginal and Torres Strait Islander arts and culture. 	

CRITERIA		FUNDING REQUEST	
3	Program viability Create NSW and the Artform Assessment Board consider:	Less than \$140,000	\$140,000 and over
	■ a detailed and comprehensive budget	✓	✓
	■ demonstration that budgeted costs are appropriate (e.g. fees, venue hire)	✓	✓
	■ the diversity of revenue generated	✓	✓
	■ your capacity to manage the funds and financial risk	✓	✓
	■ a detailed program plan	✓	✓
	■ the history, experience and expertise of key staff and creative delivering the program	✓	✓
	■ the scope of partnerships and shared resources	●	✓
	■ any applicable governance, committee, and program management arrangements	●	✓
	■ any employment and/or investment in skills development	●	✓
	■ risk management plans	●	✓



Lunarscape, created by children at Reiby Juvenile Justice Centre and Howard Matthew



ASSESSMENT PROCESS



You will receive an automated response from our secure online grants system once your application has been submitted. All applications then proceed through an assessment process as outlined below.

Artform Assessment Boards

All applications are assessed by Artform Assessment Boards. As part of the application process, you will be able to choose which Artform Assessment Board you want to assess your application. The Boards will consist of peers from leading NSW arts and cultural organisations, independent organisations and individual artists.



Eligibility check

Once received through the online grants system, all applications undergo an eligibility check.

Eligible applications proceed to the three-stage assessment process.

If you are deemed ineligible, you will be advised in writing within 14 days of the closing date and your application will not proceed to assessment.

Assessment Stage 1

The Artform Assessment Board members individually assess and rank all applications against Program Merit and Program Impact assessment criteria.

Assessment Stage 2

Create NSW will review and provide advice to the Boards on how the applications meet Criterion 3: Program Viability.

Assessment Stage 3

The Artform Assessment Boards will meet to determine their final recommendations with reference to the assessment criteria, demographics and the distribution, range and scale of recommended applicants. This may include prioritising NSW applicants, as well as programs, individuals and outcomes that address people living and/or working in regional NSW, people living and/or working in Western Sydney, Aboriginal people, people from culturally and linguistically diverse (CaLD) backgrounds, people with disability, and young people. Prioritisation of recommended applicants ensures equity across the State and the best outcomes for NSW Government investment.

There may also be cross-Board consultation on applications as determined by the Board members.

Final recommendations are submitted for the consideration of the Minister for the Arts.

Further advice and/or clarification may be requested from applicants by Create NSW during the assessment process.

The NSW Government typically receives far more applications than it can support and even if your application meets the assessment criteria, you are not guaranteed funding. If you are successful, your application may not be funded to the amount you have requested.



WHEN WILL I KNOW IF MY APPLICATION IS SUCCESSFUL?



All applicants will be notified of the outcome of their applications publicly or under embargo* no later than the following dates:

ROUND 1

Friday 6 December 2019

All successful Round 1 programs can start from 1 January 2020.

ROUND 2

Friday 19 June 2020

All successful Round 2 projects can start from 1 July 2020.

*Under embargo means that applicants are notified but cannot publicise the outcome until the official announcement has been made by the Minister for the Arts or Create NSW. The embargo period is taken seriously and failure to comply may impact your current or future funding eligibility.

What happens if my application is successful?

Successful applicants will be required to sign a funding agreement that covers their obligations, including:

- **Acceptance:** Return a signed contract, and any other required documentation, within two weeks of receipt
- **Publicity:** The NSW Government must be acknowledged in any marketing/publicity collateral
- **Timing:** Completion of your program must take place within one year of the program commencing
- **Reporting:** Reporting and monitoring requirements will be appropriate to the scale of the funding received
- **Overdue Acquittals:** If you have received a grant or administered a grant from Arts NSW/Create NSW in the past and that grant has not been satisfactorily acquitted, payment of new funding may be delayed until acquittal has been submitted and approved.

How do I get feedback on my application?

When you are notified of the outcome of your application, you will also be provided with information on how to receive feedback.

An Assessment Meeting Report providing an overview of the round and the successful applicants will also be published on the website after the outcome of each round has been publicly announced. The report will contain feedback from the Artform Assessment Board that may assist you with future applications.




WHAT SUPPORT IS AVAILABLE TO ME?



Resources will be made available to assist you with your funding application. We recommend that you sign up to the Create NSW e-newsletter to stay informed of updates via our website create.nsw.gov.au.

Create NSW contact details

Contact a staff member if you need any advice between 9am and 5pm Monday to Friday:

 (02) 8289 6520


 arts.funding@create.nsw.gov.au

Create NSW staff are available to provide information to potential applicants on interpretation of these Guidelines, including types of projects eligible for funding and advice on the on-line application process. Staff cannot help directly with your application. To maintain a fair and equitable process, staff are unable to edit or correct any applications.

ACCESSIBILITY



If you are an applicant with disability, and you require this information in a format which is accessible to you, or if you require this information in another language, you can contact us between 9am and 5pm Monday to Friday:

 (02) 8289 6520

 arts.funding@create.nsw.gov.au

The National Relay service numbers are:

TTY users

Phone 133 677 then ask for (02) 8289 6520

Speak and Listen users

Phone 1300 555 727 then ask for (02) 8289 6520

Internet Relay users

Connect to NES then ask for (02) 8289 6520

OTHER INFORMATION



The following further information can be found on the website: create.nsw.gov.au

- Complaints process
- Privacy Policy
- Government Information (Public Access) Act 2009.

create with us
create.nsw.gov.au

DISCLAIMER

Every effort has been made to ensure this publication is free from error and/or omission at the date of publication (July 2019). The authors, publisher and any person involved in the preparation of this publication take no responsibility for loss occasioned to any person acting or refraining from action as a result of information contained herein.

CREATE NSW

Level 5, 323 Castlereagh Street
Sydney NSW 2000
Ph: (02) 8289 6520

Connect and Discover

Port Macquarie-Hastings Library Strategic Plan 2019-21

1. Summary/Introduction

Port Macquarie-Hastings Library Service is an industry leading, future focused library service, highly valued by its community and recognised for its provision of modern, high quality programs and services¹. The library provides access to valuable resources for the whole community regardless of socio-economic status or areas of disadvantage. In addition to the more traditional library services Port Macquarie-Hastings Library Service includes innovative programs to promote life-long learning and discovery, including access to new and emerging technologies, a seed library and community garden, tech savvy seniors groups, as well as a creative studio space.

Public libraries operate within and for the needs of their broader community, and adhere to a universal philosophy of providing free access to information in a safe and welcoming place. Increasingly the public library is seen as a place of social interaction – a place to connect not only with information, but with people. Indeed the public library is home to all manner of social and professional connections – study groups, business meetings, community initiatives, book clubs and more. As society moves ever further online, it has fallen to public libraries to cater to and support this inherent human need for social connection. The provision of events and author talks, the facilitation of various interest groups, and a breadth of family and children's programs accommodates that need.

Rapid changes in technology have also meant there is an ever-widening digital divide between those that are digitally literate and those that are not. While government departments transition their services online in the name of convenience, many in the community – and in particular older people – are getting left behind. The library plays a vital role here in supporting those that are without these necessary skills to access essential government services.

The library is one of the few places left where an individual can go to research, gather information, interact with others, and deepen their connection with their broader community without the expectation of a commercial transaction. Libraries generate enormous social capital.

¹ Identified through annual State Library of NSW statistics and industry networks.

1.1 Council vision

A sustainable high quality of life for all.

1.2 Council mission

Building the future together – people, place, health, education and technology.

1.3 Library vision

Connect and discover, a library service for all.

1.4 Library mission

To be a hub for the community through access to collections, spaces, and experiences.

2. Strategy development

2.1 Context

Port Macquarie-Hastings Council serves a population of around 81 000, covering a large geographical area of 3686km² on the Mid North Coast of NSW. The population is forecast to grow to 104 000 by 2036². The Port Macquarie-Hastings area has a considerably higher proportion of residents over the age of 65 than the state average, with over 27% of the population over 65 ([ABS Census 2016](#)).

Port Macquarie-Hastings Library Service consists of five service points – a central library in Port Macquarie, two outer branch libraries at Laurieton and Wauchope, a mobile library van that visits rural and remote areas, and a self-service loans stand at Port Macquarie Airport. Port Macquarie-Hastings Council has a longstanding cooperative agreement with Kempsey Shire Council to share resources and acquisitions responsibilities.

² <https://forecast.id.com.au/port-macquarie-hastings>

The **Port Macquarie-Hastings Council Community Strategic Plan (CSP)** outlines four main community themes; Leadership and Governance, Your Community Life, Your Business and Industry, and Your Natural and Built Environment. The library service falls under community theme 2 – Your Community Life:

Your Community Life	
<u>What we are trying to achieve</u>	
<i>A healthy, inclusive and vibrant community</i>	
What the result will be	How we will get there
Community hubs that provide access to services and social connections	2.1 Create a community that feels safe
A safe, caring and connected community	2.2 Advocate for social inclusion and fairness
A healthy and active community that is supported by recreational infrastructure	2.3 Provide quality programs, community facilities and public spaces, for example – community halls, parks and vibrant town centres
A strong community that is able to identify and address social issues	2.4 Empower the community through encouraging active involvement in projects, volunteering and events
Community participation in events, programs, festivals and activities	2.5 Promote a creative and culturally rich community

Delivery Program Reference Number 2.3.5.4 of the current **2017-2021 Port Macquarie-Hastings Council Four Year Delivery-Program and 2018 Operational Plan** states:

- *Plan and deliver innovative library services that cater for new technology and growing population.*

Within the **2018/19 Port Macquarie-Hastings Council Operational Plan** the following actions are identified for the library service;

- 2.3.5.1 - Provide a range of library programs and lending services across the local government area.

- 2.3.5.2 Purchase of library books.
- 2.3.5.3 Library development – new spaces.
- 2.3.5.4 Undertake development of a library strategic plan.
- 2.3.5.5 Library – webpage upgrade.

Port Macquarie-Hastings Library Strategic Plan 2019-21 is also a subset of the broader **Cultural Plan 2018-21**. Section 1.5 of the Cultural Plan, 'Library strategic direction', states:

- *Investigate ways to enhance the delivery of innovative library services across the LGA.*

As part of the development of this Strategic Plan various national and state documents were reviewed for best practice guidelines and future library trends³⁴. Any changed to required library services now and into the future, including library spaces, resources required, and timing of the rollout of future services will need to be determined, and will be dependent on financial allocations and Council prioritisation.

2.2 Current situation

Port Macquarie-Hastings Library service maintains its reputation as an innovative, high-functioning service, and accordingly library visitation is significantly higher than the NSW average demonstrating the high value that our community places on the network of libraries across the LGA. Notwithstanding, Port Macquarie-Hastings Library Service is below State standards in other comparative areas as tabled below:

	Port Macquarie Hastings Library (June 2017)	NSW average (June 2017) ⁵
Total visits	455,956	393,732
Circulation per staff member	36,035.85	17,007.30
Staff (FTE)	20.5	25.61 (SLNSW recommendation 25.8)
Expenditure per capita	36.45	52.08 (SLNSW recommendation 56.35)
Total expenditure	2.88m	3.66m
Library programs	333	942

³ Guidelines, Standards and Outcome Measures for Australian Public Libraries - ALIA, APLA, NSLA, July 2016

⁴ People places: a guide for public library buildings in New South Wales, 3rd ed. 2012

⁵ Public Library Statistics 2016-17

The central Port Macquarie Library branch was built in 1999 and covers an area of 2100m². This now falls below the State Library of New South Wales' recommended minimum floor space of 2590m² (as at 2016). Projections show the local catchment area of Port Macquarie to be 52 794 by 2036, which should represent an area of 3179m². The current building does not meet that requirement. Ongoing requirements for the current branches will need to be developed and budgeted through future works programs, and indeed any future facilities and services are predicated on the availability of appropriate resources.

The **Port Macquarie-Hastings Library Strategic Plan 2019-21** aims to address a current shortfall in resourcing, disproportionate funding and address future community needs.

With our rapidly growing community, additional facilities will be required in the long term. Two facilities have been identified at Sovereign Hills (Thrumster) and Rainbow Beach (Lake Cathie) in the Port Macquarie-Hastings Council Community Facilities Developers Contribution Plans.

2.3 Scope

With changing technology and a growing population, the nature of future library services need to be determined to ensure the library service stays current and meets the increasingly diverse needs of its community.

Council's Delivery Program and **2018/19 Operational Plan** require the development of a new library strategic plan as part of a Council-wide service review. Council has Development Contributions Plans in place which will provide for community facilities with access to Library services in new urban release areas at Lake Cathie/Bonny Hills and at Thrumster (Urban Growth Management Strategy 2017-2036, vol.2).

Relevant reports and literature were reviewed to assess how Port Macquarie-Hastings Library Service is tracking against State Government and Council planning documents⁶⁷⁸⁹¹⁰¹¹. Port Macquarie-Hastings Library Service has focused on outcomes that are clearly aligned with Council's **Towards 2030 Port Macquarie-Hastings Council Community Strategic Plan (CSP)** and **Operational Plan 2018-2019**, that maximise opportunities to lead in building vibrant communities.

⁶ Integrated Planning and Reporting Guidelines for Local Government in NSW 2013

⁷ PMHC Towards 2030 Community Strategic Plan

⁸ PMHC Four Year Delivery Program 2017-2021 and One Year Operational Plan 2018-2019

⁹ PMHC Cultural Plan 2018-2021

¹⁰ PMHC Urban Growth Management Strategy 2017-2036

¹¹ PMHC Economic Development Strategy 2017-2021

With additional opportunities for library services in new and growing communities, consideration of the whole service moving forward needs to be determined to assist in future planning. The plan will look at - required library services now and into the future, library spaces, resources required, and timing of the rollout of future services.

The **Port Macquarie-Hastings Library Strategic Plan 2019-22** identifies objectives that will further develop the service, align with the library's vision and mission statements, and deliver on the broader responsibilities outlined in the Community Strategic Plan. These objectives fall under five main categories. These are:

- 1. People**
- 2. Programs**
- 3. Spaces**
- 4. Collections**
- 5. Technology**

3. Objectives

3.1 People

'A safe, caring and connected community' (Community Strategic Plan)

Port Macquarie-Hastings Library Service is renowned for its exemplary customer service and provision of high quality programs and resources (CSP 2.3). As user needs change, the nature of the service must respond accordingly.

How

- Customer focus - strengthen customer satisfaction levels. Integration with broader PMHC Customer Experience project.
- Staff expertise – up-skill existing staff, recruit with changing landscape in mind.
- Increase staffing and opening hours to cater to broader range of users.
- Be responsive and adaptive to changing needs as they arise.

- Use social media channels to communicate and promote the library service.

3.2 Programs

'Community participation in events, programs, festivals and activities' (Community Strategic Plan)

Port Macquarie-Hastings Library Service delivers an array of programs and events that cater to a wide range of interests and needs. It is seen by many as the heart of a community. As the community continues to grow and diversify so should the range of programs the library provides.

How

- Facilitation of interest groups, events.
- Provide programs that reflect local need, e.g. job search, adult literacy, tech savvy seniors, lifelong learning.
- Children's services covering ages 0-18 with special emphasis on early literacy development.
- Community partnerships – local artists, writers, creatives sharing skills and knowledge.
(*'Raise the skills and capacity of our local creatives to foster a vibrant cultural community – Cultural Plan 2018-21*)
- Use the library van to provide pop-up programs, storytelling sessions, IT in rural areas.
- Explore opportunities for new and unique program delivery particularly to targeted groups such as seniors and the Aboriginal community.

3.3 Spaces

'Community hubs that provide access to services and social connections' ((Community Strategic Plan)

Port Macquarie-Hastings Library Service has modified existing spaces to satisfy evolving needs. The creation of study rooms, a community garden, The Portal and the Imaginarium studio have all been completed within the existing footprint. Library spaces are at capacity. There is a need to develop a future plan for the Port Macquarie Library Services, which will include an option to expand the Port Library or build a new one.

How

- Port library expansion/redevelopment – explore viability of extending building – creation of new children’s area, meeting rooms, performance space, makerspace, technology hub.
- Establish ‘satellite libraries’ in identified urban growth areas– i.e. library-sponsored community spaces (self-service – loans, wifi, printing, meeting rooms) – from development contributions. Explore development of these hubs as innovation centres in line with the **Economic Development Strategy 2017-21**.
- Develop a template for areas of future development.
- New library van to provide services to new precincts as interim measure.
- Consistent branding and signage across all service points.

3.4 Collections

*‘Investigate ways to enhance the delivery of innovative library services across the LGA’
(Community Strategic Plan)*

The library’s openness to new ideas has seen the introduction of such varied new services as a seed library and community garden. A number of unique collections are also available for loan such as ukuleles, gym equipment, seeds, and energy saving kits.

How

- Streamline collections to reflect community needs. Move to focus on key subject areas.
- Look for new collection opportunities.
- Further enhance local history content...digitisation, oral histories.
- Facilitate community content creation.
- Extend our Aboriginal Collection.
- Extend online collections.

3.5 Technology

*‘Plan and deliver innovative library services that cater for new technology and growing population’
(Operational Plan)*

As part of its commitment to providing modern and innovative library services, Port Macquarie-Hastings Library Service has long been in the forefront of new technologies. It has

been an early adopter of ebooks, Wi-Fi and RFID. It actively seeks to challenge the accepted image of the traditional library. Continued focus on emerging technologies will solidify its reputation as an innovative hub for digital services.

How

- Innovation. Continue to be at the forefront of emerging technology.
- Access and assistance – provide the community access to online facilities, services and training.
- Up-skilling existing staff.
- Provide technology based programs to address digital literacy issues.
- Creation of new, mobile friendly library website, managed and maintained by library staff.

Objective ¹²	Strategies	Actions	Indicators
3.1 People	<ul style="list-style-type: none"> Staffing requirements for future library services Customer focus Staff skills Increase staffing and opening hours Be responsive to changing needs Use of social media 	<ul style="list-style-type: none"> Review of staffing levels Staff trained in key areas of change Monitor trends and action user feedback Annual customer satisfaction surveys 	<ul style="list-style-type: none"> Target satisfaction rate $\geq 75\%$ Increased membership $\geq 10\%$ per year Move towards SLNSW benchmark of 25.8FTE and appropriate hours of operation. 5% Increased online engagement across all channels Rise in per capita expenditure
3.2 Programs	<ul style="list-style-type: none"> Facilitate groups and events Provide locally focused programs Children's services Technology based programming Community partnerships Explore new opportunities 	<ul style="list-style-type: none"> Provide wide ranging programs to cover 0-18yrs Minimum of 6 programs per annum 250 sessions. Provision of structured content to educate users with low digital literacy Delivery of cooperative programs with local businesses and NFPs Engagement on future library services by June 2019 	<ul style="list-style-type: none"> Presence/attendance up by 10% per year 5% Increased use of website and services as flow-on Rise in per capita expenditure
3.3 Spaces	<ul style="list-style-type: none"> Port Library expansion Establish satellite libraries New library van Consistent branding/signage agreed with Communications 	<ul style="list-style-type: none"> Development of Civic Precinct Master Plan by June 2021, increasing Port Library floor space to meet or exceed minimum recommendation. Develop concept plans for additional libraries/community hubs in key urban growth areas by June 2021. Includes cost modelling to implement and resource New library van will extend services by June 2020. New branding implemented. 	<ul style="list-style-type: none"> Plan developed New Van in service. Rise in per capita expenditure
3.4 Collections	<ul style="list-style-type: none"> Streamline collections New collection types Enhance local studies content Facilitate community content creation 	<ul style="list-style-type: none"> Review collection development policy on an annual basis to streamline collections based on community need Fill collection gaps with community-appropriate content 	<ul style="list-style-type: none"> Increase traffic to the website 5% increase use of identified collections Material digitised Skilled staff to manage website Rise in per capita expenditure

	<ul style="list-style-type: none"> • Extend Aboriginal collection • Extend online collections 	<ul style="list-style-type: none"> • Digitise material based on current copyright legislation • New aboriginal collections with increased usage • Proactively seek out new digital services • - Content created in house and hosted on library website 	
4.5 Technology	<ul style="list-style-type: none"> • Innovation • Access and assistance • Up-skill staff • Library website 	<ul style="list-style-type: none"> • Monitor trends to keep abreast of and showcase emerging technologies. • Provide access to internet facilities and digital literacy services • Provision of structured content to educate users with low digital literacy 	<ul style="list-style-type: none"> • Staff trained in key areas of change • Website created by June 2019 • 5% increased use of website and services as flow-on • Rise in per capita expenditure

¹² Operational Plan 2018-19 performance measures and State performance guidelines