

# GLASSHOUSE PLAN 2020 - 2022 - UPDATE ON PROGRESS ACHIEVED AGAINST ACTIONS – FEBRUARY 2022

Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
<b>Enhancing utilisation, visitation and participation</b>  <i>Ensuring the delivery of high quality cultural, community and commercial activities</i>	<b>Cultural Plan Action 1.3 Venues and spaces</b>	
	1.3.1 Market and promote the Glasshouse performance, exhibition and event spaces as the premier venue in the region	<ul style="list-style-type: none"> <li>Glasshouse Venue Hire advertisement billboard updated in the Hay Street Forecourt</li> <li>Business events television advertisement scheduled monthly</li> </ul>
	1.3.2 Investigate opportunities and implement strategies to promote greater utilisation and activation of the Glasshouse performance, exhibition and event spaces, including consideration of reduced fees and charges options for the Studio and Podium spaces	<ul style="list-style-type: none"> <li>Council's Schedule of Fees and Charges includes: <ul style="list-style-type: none"> <li>Additional Studio and Podium venue hire options with reduced fees offering more flexibility for venue hirers</li> <li>30% venue hire discount for Studio hire to assist local performing arts organisations and local performance artists to access this performance space</li> </ul> </li> </ul>
	1.3.3 Undertake Glasshouse Back of House maintenance (OP 2.5.1.2 CW) to ensure continued technical excellence, enhanced customer experiences and/or improved efficiency in the delivery of Glasshouse events	<ul style="list-style-type: none"> <li>Planned preventative and reactive maintenance on the building and equipment completed, including: <ul style="list-style-type: none"> <li>Air conditioning duct repaired</li> <li>Follow spot and dimmer lights serviced</li> <li>Lifts serviced</li> <li>Foyer projector replaced</li> <li>Ice machine replaced</li> <li>Green room fridge replaced</li> <li>Boardroom one (1) repainted</li> <li>Rail on bridge one (1) re-installed</li> <li>Door counters repaired</li> <li>Theatre doors serviced</li> <li>Workshops cleaned and restocked</li> <li>Repairs to walls in foyer and basement completed</li> </ul> </li> </ul>
	<b>Cultural Plan Action 1.4 Showcase programs</b>	
	1.4.1 Manage the delivery of a range of high quality performing and visual arts events at the Glasshouse in consideration of Council's Cultural Plan (OP 2.5.1.3)	<ul style="list-style-type: none"> <li>Presented seven (7) productions as part of the 2022 Theatre Program, which included Opera Australia and the Sydney Comedy Festival</li> <li>Presented a total of seven (7) exhibitions in the Regional Gallery</li> </ul>
	1.4.2 Facilitate opportunities to showcase locally-developed, high-quality performing and visual arts events at the Glasshouse	<ul style="list-style-type: none"> <li>The Regional Gallery presented three (3) exhibitions featuring works by 96 local artists, which included high school and TAFE students, many of whom have never exhibited before</li> <li>Events included multiple public programs including exhibition opening events, artist/curator talks and art workshops as part of the Explore Excite Ignite Creative Learning Program including the delivery of: <ul style="list-style-type: none"> <li>Masterclasses - by three (3) local artists</li> <li>Craft and Cocktails - by four (4) local artists</li> </ul> </li> </ul>
	1.4.3 Attract international standard commercial touring productions to the Glasshouse	<ul style="list-style-type: none"> <li>Presented 45 performances by commercial touring companies</li> </ul>
	<b>Cultural Plan Action 1.8 Professional development opportunities</b>	
	1.8.1 Deliver professional development opportunities for artists and our community in conjunction with the Glasshouse performing and visual arts programs	<ul style="list-style-type: none"> <li>Developed Catalogue for future exhibition - Sydney Printmakers - Professional development</li> <li>Craft and cocktails and Masterclass delivery - provides employment and professional development to all facilitating artists</li> <li>Exhibition Proposals - provides professional development in artistic practice and exhibition development and display, Creative Regional Showcase</li> <li>Accessibility to local Arts and community organisations or groups promoting services that they provide in the community.</li> <li>As part of the 2022 Theatre Program, facilitated the Opera Australia Children's Chorus including the recruitment of a local chorus master who auditioned over 50 students. The choir of 24 children aged 9-14 years trained, rehearsed (over several months) and then performed in the main production with Opera Australia Singers and Instrumentalists.</li> </ul>

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Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
	<b>Cultural Plan Action 2.1 Inclusive programs and events</b>	
	2.1.1 Develop and deliver a range of education and public programs associated with the Glasshouse performing and visual arts programs, to encourage participation in arts and cultural experiences by all sectors of our community, including young people, seniors, people with a disability, and Aboriginal people	<ul style="list-style-type: none"> <li>The following activities were delivered as part of the 2022 Education @ Glasshouse Program: <ul style="list-style-type: none"> <li>Seven (7) Theatre performances (pre-school to year 12)</li> <li>Erth's Prehistoric World workshop - puppetry workshop</li> <li>Opera Australia Community Engagement Program - included 9 workshops covering instrumental, vocal and conductor tuition, career pathways and individual coaching</li> <li>Gravity and Other Myths - circus and physical theatre workshop</li> <li>Edward the Emu - in school workshops - six (6) sessions</li> <li>Courage to Care Exhibition Tours and Workshops - 660 attendees</li> <li>Courage to Care - Incursions to local schools - 527 attendees</li> <li>Exhibition based workshops or schools - two (2) sessions</li> <li>On-Demand Gallery Tours</li> <li>Heritage in a box - one (1) school</li> <li>Education Kits - Suspended Moments, Courage to Care</li> <li>Sprouts School Holiday Program - eight (8) sessions</li> <li>Behind the Scenes Tours</li> </ul> </li> </ul>
	2.1.2 Investigate digital programming opportunities to increase the accessibility of Glasshouse programs and events	<ul style="list-style-type: none"> <li>The 2022 Visual Arts Program delivered: <ul style="list-style-type: none"> <li>Online Create At Home activities with Gabriella Domin, local artist</li> </ul> </li> </ul>
	<b>Cultural Plan Action 2.4 Community-based and community-led programs</b>	
	2.4.1 Implement strategies within a framework of fair and equitable access, to enhance utilisation and encourage community participation	<ul style="list-style-type: none"> <li>50% Community Venue Hire discount available to incorporated not-for-profit groups, incorporated community groups, registered charities and schools</li> </ul>
	2.4.2 Provide a high level of professional, technical and marketing support to community hirers to assist in the co-ordination and delivery of community events and to build future capability	<ul style="list-style-type: none"> <li>Support provided to local organisations including Luminosity Youth Summit and The Port Macquarie and District Dance Eisteddfod</li> <li>Support provided to 6 local schools in the delivery of 11 performances</li> <li>Delivered Council events including the Destination Brand Meeting and 2022 PMHC Staff Awards</li> <li>Provided off-site production and technical services for the delivery of Council's Community Engagement - Lake Cathie Town Meeting and Laurieton Council Meeting</li> </ul>
<b>Developing successful partnerships</b>	<b>Cultural Plan Action 3.1 Collaborative partnerships</b>	
<i>Working with key stakeholders in the community, government and industry to support the delivery of cultural, community and commercial activities</i>	3.1.1 Partner with key stakeholders in the community, government and industry to support the delivery of cultural and community programs	<ul style="list-style-type: none"> <li>Continued to develop a number of corporate partnerships/sponsorships consistent with the Glasshouse Marketing and Sales Plan to support the delivery of cultural programs, including the Glasshouse Founding Sponsors, Create NSW and a number of regional/local organisations and businesses</li> </ul>
	3.1.2 Develop the Glasshouse Membership Program and associated marketing initiatives to build customer loyalty and repeat visitation	<ul style="list-style-type: none"> <li>2023 Glasshouse memberships went on sale on 1 December 2022 and as at 30 December 2022, there were 540 Glasshouse Members registered for the 2023 Season</li> </ul>
	3.1.3 Deliver a range of Visitor Information services within the Glasshouse to market our region's rich and diverse experiences	<ul style="list-style-type: none"> <li>Regular Visitor Information Centre (VIC) updates presented to the Greater Port Macquarie (GPM) Tourism Marketing Sub-Committee</li> <li>New window skin installed with Visitor Information for out of hours, to comply with accreditation requirements</li> <li>Product familiarisation visits resumed with a historic tour and river cruise for Tourism Ambassador volunteers</li> <li>Partnered with the GPM Tourism Association and Discover Media to develop a new free tourist map available at the Visitor Information Centre</li> <li>VIC tourism wall skin updated with the new Greater Port Macquarie destination brand</li> </ul>

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Key Outcomes:	Actions:	Progress achieved as at 31 December 2022
	<b>Cultural Plan Action 3.2 Cultural marketing and communications plan</b>	
	3.2.1 Review and update the Glasshouse Marketing and Sales Plan	<ul style="list-style-type: none"> <li>Glasshouse Marketing and Sales Plan review planned for 2023</li> </ul>
	3.2.2 Implement targeted marketing and sales strategies to increase awareness, enhance utilisation, increase event visitation and maximise cultural, community and commercial outcomes	<ul style="list-style-type: none"> <li>Developed new Gallery A5 collateral for each exhibition</li> <li>Increased social media activity in local forums to promote events and drive last minute ticket sales</li> </ul>
<b>Promoting viability and ensuring good governance</b>	<b>Cultural Plan Action 4.1 Funding</b>	
<i>Applying a prudent financial management focus and open and transparent decision-making, to manage the net cost of the operation of the Glasshouse to the community</i>	4.1.1 Apply a prudent financial management focus to all cultural, community and commercial activities to support long-term efficiency, effectiveness and viability of the Glasshouse	<ul style="list-style-type: none"> <li>See attached 2022-23 Financial Statement</li> </ul>
	4.1.2 Increase operating revenue at the Glasshouse (OP 1.5.3.1)	<ul style="list-style-type: none"> <li>See attached 2022-23 Financial Statement</li> </ul>
	4.1.3 Review current revenue sources and investigate the commercial viability of identified new revenue sources (OP 1.5.4.1)	<ul style="list-style-type: none"> <li>Glasshouse venue hire fees benchmarked against other similar regional venues using data published by the national peak body Performing Arts Connections Australia</li> <li>Secured 26 new venue hire clients for performance and business events</li> </ul>
	4.1.4 Identify Australian and NSW State Government grant funding opportunities to support the delivery of cultural programs and maintenance of venue technical infrastructure	<ul style="list-style-type: none"> <li>Grant funding application to Create NSW for the Creative Capital Minor Works and Equipment Round 2 to upgrade the Glasshouse Gallery lighting. Submission was successful, \$239,108 awarded and the project is due to commence in 3rd quarter 2022-2023.</li> </ul>
	4.1.5 Review Glasshouse sponsorship / partnership and membership programs and identify new opportunities to support the delivery of cultural and community programs	<ul style="list-style-type: none"> <li>Developed the Glasshouse Partnership Prospectus and advertised 2023 opportunities in market as per the PMHC Sponsorship Policy</li> <li>Ongoing focus on Partnership relationships</li> <li>Partnerships renewed for 2023 include WIN Television, Port Macquarie Hastings Libraries and Angove Family Winemakers</li> </ul>
	4.1.6 Investigate and develop a Fundraising Strategy to support the delivery of cultural and community programs and the long-term viability of the Glasshouse	<ul style="list-style-type: none"> <li>Planned for 2023</li> </ul>
	<b>Cultural Plan Action 4.7 Cultural performance measure</b>	
	4.7.1 Present biannual reports to Council detailing Glasshouse performance against the Glasshouse Plan, key operational and financial performance measures, and Council's Cultural Plan Objectives	<ul style="list-style-type: none"> <li>Reports presented in February and August 2022</li> </ul>
	4.7.2 Undertake an economic impact assessment to measure and report on the benefits of the Glasshouse to the local and regional economy	<ul style="list-style-type: none"> <li>Planned for 2023</li> </ul>