



May Gibbs' Nutcote



Joint Strategic Plan 2022-24

*Nutcote Trust Pty Ltd
North Sydney Council*



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APPENDICES:

North Sydney Council's Ten Year Asset Management Plan for May Gibbs' Nutcote

May Gibbs' Nutcote Strategic Plan 2022-2024

Community Centres, Cultural and Recreational Facilities Policy

1.0 INTRODUCTION

1.1 Preamble

In her will the Australian Children's author and illustrator, May Gibbs left her family home, known as "Nuteote" to UNICEF, which at the time could not own property, so the house and contents were auctioned in 1970. Later owners were interested in demolishing the house and developing the site. In 1987, concerned relatives and friends of May formed the May Gibbs Foundation and succeeded in having the house of Nuteote protected by a Permanent Conservation Order. It was also placed on the Register of the National Estate. Convinced by the widespread support generated by the Foundation, North Sydney Council purchased the property in 1990. It was leased to the Nuteote Trust, who then set up May's home as a House Museum.

1.2 The lease

North Sydney Council has leased 5 Wallaringa Avenue, known as "Nuteote" to the Nuteote Trust for a term of fifteen years, concluding 30-4-2023. The lease reflects the responsibility North Sydney Council has assumed for maintaining the building and grounds. Formerly the sole responsibility of the Trust, maintenance is now provided by Council and to some degree by the Trust's garden volunteers: pruning, planting, weeding and watering.

1.3 Community Consultation

- 2.0 Community consultation is important in the production of any Strategic Plan. It provides Council and the Centre with a sound understanding of the important issues for the community and an understanding about the role that community centres play in their lives.

Public involvement and consultation generates an understanding of Council's facility management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Centre's programs and policies. The consent and co-operation of the users of the centres facilitates management and lends weight to the status of the Strategic Plan.

Writing a submission:

Submissions give members of the public an opportunity to express their opinions, provide information, and suggest alternatives to the proposed management strategies for May Gibbs' Nuteote.

To ensure submissions are as effective as possible:

- (1) List all points according to the sections and page number in the Plan of Management
- (2) Briefly describe each subject or issue you wish to discuss
- (3) State which strategies you agree or disagree with, and give your reasons
- (4) Suggest alternatives to deal with any issue with which you disagree

Written submissions should be sent to:

council@northsydney.nsw.gov.au

Mail:

The General Manager

North Sydney Council

PO Box 12

NORTH SYDNEY NSW 2059

2.1 Joint Strategic Plan

The Strategic Plan arises jointly from the shared desire of Council and the Centre to co-ordinate our two activities.

The Plan provides a basis for assigning priorities in works programming and budgeting.

The Plan will be reviewed annually to assess implementation and performance and a review at the end of the lease to allow policy and planning issues to be updated

2.2 Council's Land management goals

The development of this Joint Strategic Plan is closely linked with North Sydney Council's overall Property and Design strategic objectives, as set out in the North Sydney Council Delivery Program and associated documents. The objectives of strategic asset management are to:

- ensure assets meet their service needs
- achieve appropriate standards
- identify and plan forward commitments
- maximise utilisation
- deliver cost effective asset services
- obtain required funding
- identify the relative importance of each asset

2.3 Council's Community, Cultural and Recreational Facilities Policy

After extensive consultations involving those centres with community based management boards, Council adopted a revised Community Centres Policy in 2013. Management of Nutcote should be in accordance with the objectives set out in this policy:

- a) Provide a network of community spaces/programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
- b) Provide or facilitate provision of high quality and appropriate services;
- c) Strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
- d) Overcome social isolation and encourage social networking;
- e) Provide the major community facilities, which would not otherwise be available to the North Sydney community;
- f) Maximise the community's use of Council facilities;
- g) Facilitate community involvement in management of centres;
- h) Support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
- i) Provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care, youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination, recreation; library services; and historical services;

- j) Develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
- kl) Maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
- l) Facilitate grant applications, relevant to centre programs.
- m) Maintain the centre buildings and grounds to agreed standards,
- n) Upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) Promote the centres as a council/community good;
- p) Monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) Facilitate and initiate new uses/services;
- r) Ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) Ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

2.4 Leasing of community centre buildings

The purpose of granting a lease of a public facility constructed within community land, such as Nutcote, is to facilitate the management of the community resource for the ultimate benefit of the community. In this regard the terms and conditions of any lease of community land must ensure that the lessee will manage the community facility in the public interest.

The granting of a lease authorises the management of the community facility by the appointed community organization, which is granted tenure of the community facility. In this respect the practice of granting a lease is required where control of all or part of a community facility is desirable to ensure the optimum management of the facility.

Activities under a lease must be compatible with the zoning of the land and must provide a direct community benefit. In this regard the terms and conditions of lease must require that the lessee be accountable to ensure proper management of the community facility such that it functions in accordance with Council's policy and meets the wishes and expectations of the community. The lessee is therefore duly appointed to undertake the management of the community facility on behalf of the Council.

The management of Nutcote is required to be monitored by the Council to ensure the lessee's compliance with the terms and conditions of lease and to ensure that the performance targets established under the Joint Strategic Plan for the community land are met.

2.5 Nutcote's Vision and Purpose

Vision: May Gibbs' Nutcote: celebrating the life and works of an iconic Australian.

Purpose: Promote the cultural importance of May Gibbs, her life, work and the historic, architectural significance of her home, Nutcote.

3.0 CHARACTERISTICS AND RESOURCES

3.1 Site Location, History and Heritage

Cecilia May Gibbs, author, artist, illustrator and cartoonist, was born on 17 January 1877 in Kent, England. She is most famous for her Australian children's classic, *Snugglepot and Cuddlepie*.

In 1925, May and her husband, James Ossoli Kelly, moved into their waterfront cottage, Nutcote, designed for them by the renowned Sydney architect, B.J. Waterhouse, at 5 Wallaringa Avenue, Neutral Bay. James died in 1939 and May remained at Nutcote until her death in 1969.

"The design of Nutcote and its garden – via a process of collaboration between the architect and the artist – reflects the aesthetic and lifestyle values of May Gibbs whose contribution to the fields of Australian literature, art and conservation has been of outstanding importance and continuing influence. Aesthetically Nutcote is an expression of classical Mediterranean architecture, which at the time of its construction was being advocated by a small but influential number of architects. Nutcote is a good example of a modest, well crafted and innovatively planned house, designed by an important architect. However, its style is not typical of the work of B J Waterhouse which more commonly featured the Arts and Crafts Style." (*Tanner, Conservation Plan for Nutcote, 1992, revised 1993*)

3.2 Statement of Significance

The NSW State Heritage Register citation for Nutcote is as follows: *Nutcote and its garden is a place of exceptional cultural significance as the home, workplace and source of inspiration of May Gibbs, Australia's first woman cartoonist, painter, naturalist and children's author and illustrator. Nutcote is a place of moderate cultural significance in association with prominent architect B.J Waterhouse, who designed the house in close collaboration with May Gibbs (Tanner & Assoc 1993:33). Date Significance Updated: 15 Feb 06.*

4.0 PLANNING ISSUES

4.1 Background

Under North Sydney LEP 2013, 5 Wallaringa Ave Neutral Bay is zoned R3 Medium Density Residential. Community facilities are a permissible use within this zone.

"Nutcote is the subject of a permanent conservation order No 505 which covers the area shown in Appendix 1. No work of heritage significance can be carried out on Nutcote without the approval of the Heritage Council of NSW. This prohibits activities including demolition, defacement, damage, alteration and development without the consent of the Heritage Council of NSW. This is a significant protection for Nutcote. However, the conservation order does not cover the whole site. An area commencing 10 m from the house to Wallaringa Avenue, is excluded from the PCO.

Nutcote is also listed on the Register of the National Estate (maintained by the Australian Heritage Commission) and classified by the National Trust of Australia (NSW). The inclusion of "Nutcote and gardens" on these registers has no legal effect." (*Tanner,*

Conservation Plan for Nutcote, 1992, revised 1993.) There are however obligations imposed by the Act that governs the Commission.

No 2A Wallaringa Avenue, while not part of Nutcote, is part owned by the Trust (the other owner being North Sydney Council). It contains two residential units; a third, ground level space acts as a boardroom for the Trust, as well as providing much needed office space for Nutcote Curator and volunteer Board.

4.2 Landscape character

Garden Description

Tanner, Conservation Plan for Nutcote, 2008, p44,50-51 says:

The garden at "Nutcote" has experienced change in the range of plantings. The garden was extensively surveyed and investigated by Fiona Robbè of Knox and Tanner Landscape Architects in 1992, and historical records were consulted to identify what were the original plantings in the garden during May Gibbs' time, and what of these remained. All vegetation not of Gibbs' tenure was removed in the 1990s. The current plantings are largely in accordance with the landscape scheme prepared by Fiona Robbè, that was based on historical research and site inspection. Modifications to this scheme have been initiated by the "Nutcote" garden volunteers based on their experiences over the last 15 years of what plantings are viable, and with the recollections of early visitors to May Gibbs' garden.

Foreshore Garden

The site falls to the west to the water's edge of Neutral Bay and is quite steep below the cottage where outcropping sandstone occurs. This section of the site has remnant native vegetation developed on Hawkesbury Sandstone derived soils including fine mature specimens of *Banksia integrifolia* and *Casuarina glauca*, as well as the *Eucalyptus botryoides*. Adjacent is a Port Jackson Fig. It appears that the native understorey vegetation was cleared by May Gibbs to establish a grassed terrace in this area, which was bordered by exotic plant material. Immediately below the cottage to the west, May Gibbs made use of the outcropping sandstone to construct a terrace. Remnants exist today of sandstone rockeries along the top of the rock face bordering the terrace which was originally planted with exotic border shrubs, annuals and perennial accent planting as shown in early photographs. Above is a concrete paved terrace area and a concrete stairway leads down the rock face to connect to the lower grass terrace.

Upper Gardens

On the higher eastern side of the cottage, below Wallaringa Road, the garden shows evidence of its original traditional "Cottage" character as shown in early photographs. May Gibbs concentrated on creating a garden of traditional flavour, in which hedging, accent shrubs and detailed border planting featured a variety of annuals and perennials. Only the remnants of this original garden and overgrown hedging were evident in 1992 and have since been carefully reconstructed by the volunteers. The major remnants are located primarily along the south boundary fence and immediately adjacent to the cottage and garage. Other landscape elements (both natural and human-made) which were part of the earlier garden and whose remains may still be found today include:

- Brick flagged and edged paths. These run from the Wallaringa Avenue frontage to the cottage entrance portico (largely running parallel with the southern boundary

fence) and along the east side of the cottage (giving access to kitchen and laundry) and are characterised by soft red colour bricks, wide, often grass filled joints, and gently undulating surfaces.

- A reconstructed timber lattice screen with trellis and shrubbery planting screening the north western corner of the cottage. This screen effectively defines the boundary of the grassed flat terrace area immediately fronting the house to the east (entrance) elevation while providing a barrier to views of the entrance from the street and eastern garden.

Based on the photographic records of the garden, an arched timber trellis over the brick pathway near the cottage entry has been reconstructed and a bird-bath installed in its original location.

The fences inclusive of the street boundary gate have been replaced at various times and are of various materials and styles. The western harbour frontage along the rock shelf has a reconstructed steel post and wire fence. Timber palings line the remaining boundaries including the street frontage.

4.3 Access

The number of people visiting the site at any one time shall be limited to reduce the physical stress upon the site and to maintain its special ambience. (*Tanner, Conservation Plan for Nutcote, 1992, revised 1993*) recommends this should be carried out through an active visitor management program by the following means:

- Limit adult functions in the house to 60 people at any one time, also limit school age children's visits to 60 at any one time, preferably with this group to be split into two smaller groups around the site; these guidelines comply with the current Place of Public Entertainment Licence for Nutcote.
- Separate in time school excursions, special cultural events, general public museum visitation and any other activity likely to overload the site in combination with another
- Use discretion in making use of the grounds (allowing up to 160 persons) for rare, mostly annual, events, when the house is normally closed.

Tanner, Conservation Plan for Nutcote, 2008, p74 says:

Currently "Nutcote" is not accessible by persons with a disability. In 2005 North Sydney Council initiated an overview of access to Nutcote by Scope. Existing features and improvements (in access and safety) to Nutcote are:

- Bus set-down area in Wycombe Road.
- General Access toilet (beside the Bib and Bub Tearooms beneath the gift shop).
- Raising of the road and footpath on Wallaringa Avenue to remove the step onto the mid landing
- Reconstruction of existing stairs, and the addition of a handrail, in the north west corner in front of the cottage leading to the lower, grassed terrace.
- Construction of a ramp, and addition of a handrail to the brick wall, along the short stretch on the northside of the cottage providing access to the exhibition space under the cottage.
- Provision of a portable ramp.

- Production of a high quality “Walkaround Nutcote” CD and DVD – providing a virtual tour of the property for those not able to visit.
- Installation of a handrail along the southern path

Under the Trust's current Strategic Plan access issues are to be reviewed by the Nutcote Board, who are conscious that while May Gibbs bequeathed the copyright of her work to the two primary charitable service providers to children with disabilities and their families in NSW, the people who are most unable to access this important site are children with disabilities.

4.4 Relationship of Nutcote with other Museums and Community Centres

North Sydney's network of community centres (and Council's customer service centre) support Nutcote by displaying Nutcote's promotional material. A more strategic relationship is with the North Sydney Heritage Centre in Stanton Library, which is, after the Mitchell Library, an important repository of May Gibbs archives, and as importantly, an exhibition space with the potential to interpret and promote Nutcote as a centre for children's literature, the arts and environment.

4.5 Outdoor structures

The only outdoor structures are described in 3.2, above: the lattice screen and trellis.

4.6 Indicative program of maintenance and upgrade

An indicative ten-year programme of maintenance and capital upgrade is provided.

5.0 BASIS FOR MANAGEMENT

5.1 Philosophical basis for the plan of management

Responsibility for the Strategic Direction for Nutcote is invested with the (voluntary) Board of Directors which is required to fulfil the terms of the Deed of Settlement (1990) establishing the Nutcote Trust. The decision by the Board to produce, with North Sydney Council, a Joint Strategic Plan, and so come under Council's Policy Framework for community facilities, was taken with full confidence that the values displayed by Nutcote's volunteers (including Board members) and professional staff, are fully compatible with the values demonstrated in Council's relationship with other community facilities in North Sydney.

5.2 General management objectives

Based on legislative requirements, community needs and expectations, and the values and assets of May Gibbs' Nutcote itself, the following broad, primary management objectives have been identified.

- to maintain the museum for community use in accordance with the overall objectives of North Sydney Council's Delivery Program and associated documents
- to manage the centre in accordance with *May Gibbs' Nutcote Strategic Plan 2022-2024* (see attached)

- to manage the centre in accordance with the aims and objectives of Council's *Community Cultural and Recreational Facilities Policy* (see attached)
- to provide and maintain a high quality community house museum which meets the needs of the local and wider community
- to cater for people with disabilities within the physical constraints of the museum
- to provide for public safety
- to ensure the strategic plan is flexible and able to evolve with changing community attitudes
- to be prepared to look beyond the Museum's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed
- to grant a lease to the Nutcote Trust, the terms of which will require that the lessee will manage the museum for the benefit of the community in accordance with the general objectives of this Joint Strategic Plan.

5.3 Specific management objectives

The Board has identified four key areas to be addressed:

Goal 1: Access, Inspiration and Learning

- a. Deliver well-organised welcoming and consistently high levels of visitor services at the Nutcote Museum, ensuring that house and garden are attractively and professionally presented to the public.
- b. Develop education and learning programs for schools and other groups.
- c. Create physical access to Nutcote for all ages and abilities.
- d. Deliver public programs.
- e. Create exhibitions and publications.

Goal 2: Community Engagement

- a. Broaden and grow our audiences
- b. Inspire our volunteers' contributions to Nutcote
- c. Strengthen ties with local communities
- d. Strengthen and revise Friends of Nutcote Programme
- e. Expand digital presence to ensure Nutcote remains the primary online resource for May Gibbs/Nutcote.
- f. Develop strong relationship with key stakeholders.

Goal 3: Conservation and Curatorship

- a. Promote key conservation projects
- b. Enhance collections management programme
- c. Share our specialised knowledge with museum community
- d. Acquire new collection material.

Goal 4: Organisational Stability

- a. Financial management
- b. Diversify funding base
- c. Develop staff skills and training
- d. Risk Management
- e. Develop/review governance policies and operational procedures
- f. Develop IT and database Strategy
- g. Develop IP Strategy

h. Monitor Organisational Culture.

5.4 Reporting

The Nutcote Trust Board will review the Joint Strategic Plan annually and provide the review and an audited Statement of Finances to Council each October. This timing allows Council to review the progress of the Plan prior to finalising its estimates for the following financial year.

Nutcombe Museum

| Item Description | Code | Cycl | Ledger year | | | | | | | | | | | | |
|--|------|------|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | | | |
| Plumbing | RIR | 1 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 | \$1,800 |
| Electrical | RIR | 1 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 | \$1,600 |
| Building repairs | RBR | 1 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 |
| Exit and emergency lights | RZ1 | 1 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 |
| Touch up painting | PTU | 1 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 |
| Paint capital | RRT | 1 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 |
| Insurance | RCL | 1 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 |
| Rates - Council | RC1 | 3 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 | \$12,200 |
| State of origin costs | RC1 | 1 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 | \$2,400 |
| Total Recurrent Expenditure | | | \$34,400 | \$36,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 | \$38,600 |
| Capital Works Program | | | | | | | | | | | | | | | |
| Formative ceiling | PE0 | 5 | \$0 | \$45,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interior re-painting | PCA | 7 | \$0 | \$0 | \$0 | \$20,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Review Conservation Plan | | | | | | | | | | | | | | | |
| Upgrade outdoor lighting | | | | | | | | | | | | | | | |
| Restoration works | | | | | | \$30,000 | | | | | | | | | |
| | | | | | | | \$30,000 | | | | | | | | |
| Total Capital Works Expenditure | | | \$0 | \$45,000 | \$0 | \$20,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 |



**STRATEGIC PLAN
MARCH
2022**

REFRESH



EXECUTIVE SUMMARY

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian

Since the initial Strategic Plan in 2014, Nutcote Trust Pty Ltd has built the not-for-profit organisation on the foundation of dedicated staff and volunteers. From its Neutral Bay home, it has built an excellent customer experience and has expanded its presence in social media.

Looking forward, Nutcote has ambitious goals to deliver well organised and consistently high levels of visitor services, maintain organisational viability and to expand the brand, presence and audience base. The next five years are crucial to Nutcote: taking it to a broader audience through celebrating May Gibbs' 100 year publication from the 1920's.

In July 2021 the Nutcote Board and Manager/Curator, came together to focus on reviewing and defining its strategic outputs. The strategy session was a 'refresh', to bring the current board up to date, align our strategic intent, review the objectives and set quantitative measures for 2021-22. Our intent was not to change the current strategic objectives, as a new strategic overhaul is anticipated in 2022-23. The outcome was to:

1. Define its strengths, weaknesses, opportunities and threats
2. Refresh Nutcote's Strategy for 2021-22 implementation
3. Add key objectives that were missing
4. Set quantitative measures
5. Prioritise Nutcote's Strategic

This document brings together the outcomes and outputs of the strategy refresh session to form the Strategic Plan 2021 Refresh. A one-page Strategic Plan as well as a detailed plan for 2021 with quantitative measures are included.



EXECUTIVE SUMMARY

Key decisions were made during the strategy session

and prioritised as follows...



Improve Stakeholder Engagement

Develop strong relationships with key stakeholders



Improve Access and learning

Develop an exhibition and publication plan to take advantage of century celebrations



Improve our community engagement

Expand our customer audience
Develop a marketing plan



Improve asset security

Develop an IP Strategy
Create a risk and capital works register



NUTCOTE STRATEGY REFRESH 2021

On a Page

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian



Promote the cultural importance of May Gibbs, her life, work and the historic, architectural significance of her home, Nutcote

| STRATEGY | 1. Access, Inspiration and Learning | 2. Community Engagement | 3. Conservation and Curatorship | 4. Organisational Stability |
|--|--|---|--|--|
| <p>OBJECTIVES</p> <ul style="list-style-type: none"> a. We'll be well organised, welcoming and consistently high levels of visitor services at the May Gibbs Museum, ensuring that 'house and garden' are attractive and professionally presented to the public b. Develop education and learning programs for schools and other groups c. Create physical access to Nutcote for all ages and abilities d. Deliver talks, programs e. Create exhibits on and publications | <ul style="list-style-type: none"> a. Broaden and grow our audience b. Inspire our supporters' contributions to Nutcote c. Strengthen ties with local community d. Strengthen and raise friends of Nutcote Programme e. Expand digital presence to ensure Nutcote remains the primary online resources for May Gibbs' Nutcote f. Develop strong relationship with key stakeholders (2021) | <ul style="list-style-type: none"> a. Promote key conservation projects b. Enhance collections management programme c. Share our specialist knowledge with museum community d. Acquire new collection material | <ul style="list-style-type: none"> a. Financial management b. Develop staff skills and training c. Risk Management d. Develop / review governance policies and contractual procedures e. Develop IT and database Strategy (2021) f. Develop IP Strategy (2021) g. Monitor Organisation Culture (2021) | <ul style="list-style-type: none"> a. Progress improvements in place b. Financial reports filed and shared c. Framework for digital products d. Funding plan developed e. Skills and expertise in-house f. In-house training for all staff g. Staff and volunteers' knowledge in-house in place h. Risk Management Register developed and reported i. Board of Directors and Governance completed with legislation j. Processes and procedures stored centrally for the Board k. Obtain contract from Central Park and Northcott for Allonk's to review |
| <p>MEASURES</p> <ul style="list-style-type: none"> • Workshops increase in numbers year • High level of visitor satisfaction • Gift shop stocked with May Gibbs work and memory lanyards regularly • Better funding for website and audio tour • Increase with MSU for access development in program • Education plan is developed • Learning programs developed and offered to key audiences • Fundraising and for works • Construct and build new exhibits • Develop new digital displays • 5-year exhibition & publication plan to take advantage of century celebrations | <ul style="list-style-type: none"> a. Marketing plan developed which identifies current & new audiences b. Evaluation mechanism in place c. Increase in volunteer numbers d. Monthly meet ups with MSC and other key stakeholders e. Increase in number of Friends of Nutcote f. Increased participation of Nutcote website and program g. Nutcote website and program improved h. Increased visibility of Nutcote offerings on social media i. Increased online shop sales j. Increased in number of programs | <ul style="list-style-type: none"> a. Regular maintenance and conservation actions scheduled b. Staff and selected volunteers trained in conservation activities like insect garden, implements c. Records/numbers vital for public use d. Collections records maintained to National standards e. Collection storage (metal, wood, oil, standards) f. Condition updated - website, a table g. Practical communication with local museums and heritage centres h. Applied events for educational research teams i. Accredited staff qualifications | <ul style="list-style-type: none"> a. Progress improvements in place b. Financial reports filed and shared c. Framework for digital products d. Funding plan developed e. Skills and expertise in-house f. In-house training for all staff g. Staff and volunteers' knowledge in-house in place h. Risk Management Register developed and reported i. Board of Directors and Governance completed with legislation j. Processes and procedures stored centrally for the Board k. Obtain contract from Central Park and Northcott for Allonk's to review | <ul style="list-style-type: none"> a. Progress improvements in place b. Financial reports filed and shared c. Framework for digital products d. Funding plan developed e. Skills and expertise in-house f. In-house training for all staff g. Staff and volunteers' knowledge in-house in place h. Risk Management Register developed and reported i. Board of Directors and Governance completed with legislation j. Processes and procedures stored centrally for the Board k. Obtain contract from Central Park and Northcott for Allonk's to review |

Key
Added in 2021
Priority in 2021



NUTCOTE STRATEGY REFRESH 2021

Detail with Measures

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian



1 Access, Inspiration and Learning

MEASURE

| MEASURE | EXECUTION | COMPLETION |
|---|---|-------------------------------|
| Visitors increase in numbers YoY | Target 4,300 (due to COVID) | June 2022 |
| High level of visitor satisfaction | Visitors score 4.5 mean and higher | 4.8 mean July 2021 |
| Gift shop stocked with May Gibbs work & turnovers regularly | Gift Shop sales \$35,000 | June 2022 |
| Voice funding to develop audio tour | Develop audio digital artwork visitors | Outstanding |
| Liaise with NSC for access development improvements | NSC to identify and provide funding for *3.3 Access per POM | Outstanding |
| Funding obtained for works | NSC: Capital works plan provided for Nutcote 2021 Liaison annual Capital works annual plan | NSC to advise amount to \$8 |
| Education pack & developed | Delivered to 70 schools? | Outstanding |
| Learning programs developed and offered to key audiences | Lobby DoE by 2-28 Aug. 2021 | Outstanding |
| Consult and build upgrades | *External Partnering for 2021 | Outstanding |
| Develop event calendar 2021 | Develop event Calendar 2021 | Outstanding |
| Develop 5 year exhibition and publication plan approved to take advantage of century celebrations | Exhibition Plan includes Little Obello events 2021 | In Progress Launch 5th Nov |

Key Priority in 2021

*Outlined in Management Plan of Management POM

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian



2

Community Engagement

MEASURE

| MEASURE | EXECUTION | COMPLETION |
|---|---|-----------------------------------|
| Marketing plan developed which identifies target & new audiences Events, promotions, value proposition, assets – including online Evaluation mechanism in place to improve services and respond to feedback | Establish Plan. Deploy customer research (below) Identify Primary and secondary audiences Develop Online Customer Satisfaction Survey (NSC) above 4.0 minimum | Outstanding Completed |
| Increase in volunteer numbers | Current Volunteers 30 to 50 Deploy Volunteer survey Paid subscription – through volunteer centre | Outstanding SL to board survey |
| Develop strong relationship with key stakeholders | 12 a year (monthly) across NSC, North Sydney Library, local community groups, Cerebral Palsy, Northcott Develop stakeholder plan | In Progress |
| Increase in numbers of friends of Nutcote | Current 35 to 60 | Outstanding |
| Increase Community Involvement | 12 events a year e.g. Writing Day | Outstanding |
| Nutcote website maintained and promoted | Quarterly link checks. Promoted on NSC Newsletter | Outstanding |
| Increase visibility of Nutcote offerings on social media | Facebook 4.5K to 5.0K, Instagram 1.3K to 1.5K | June 2022 |
| Increase online shop sales | Current \$2,000 to \$5,000 | June 2022 |

Key
Priority in 2021

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian



3

Conservation and Curatorship

MEASURE

| MEASURE | EXECUTION | COMPLETION |
|--|--|---------------------------------|
| Annual maintenance and conservation activities scheduled in compliance with Conservation Management Plan | *Minimum standards per pg 118 CPM. Weather, Fire and Security Cyclical plan to be monitored yearly | In Progress |
| Staff and selected volunteers trained in conservation activities | Stanton Library Course | On Going |
| Approved garden implemented | Garden plan currently revised | In Progress |
| Records/archives avail. for public use | Records of Stanton Library On display at Nutcote | On Going |
| Collections records maintained to National standards | National Standard copy on Cloud (Year 27) | Complete |
| Collection storage meets National standards | Digitaly cabinet's sourced | Complete |
| Content uploaded - website/youtube | May Gibbs DVD story uploaded | Completed |
| Proactive communication with local museums and heritage societies | Quantity engagement with Museum Heritage centres | In Progress |
| Targeted events/projects for museum/ research teams | Collaboration with 3 Museums projects per year eg Don Bank | Ad hoc. Partially complete |
| New collection material obtained | Re print 1000 publications - Little One in Contrary. Conduct films for May Gibbs original works collection | Completed Jul 21 In Progress |

*Outlined in Conservation Management Plan CPM

May Gibbs' Nutcote: celebrating the life and works of an iconic Australian



Organisational Stability

4

MEASURE

| MEASURE | EXECUTION | COMPLETION |
|---|---|-------------------|
| Process improvements in place | Xero reports at each Board meeting. Breakeven or Net Profit maximum 10% turnover | June 22 |
| Costs controlled | Costs Profit 62% | June 22 |
| Trends/variances reported and shared with recommendations | Board paper P&L documentation Grant review | In Progress |
| Enrolment fund invested prudently | Investment Strategy defined | On Going |
| Fundraising plan developed | Digital fundraising trial with Raise.ly | In Progress |
| Wills and bequests process established | Process to be established - Approved by Board | Completed June 22 |
| Inclusion training for all staff | Develop induction materials/video | Outstanding |
| Staff and volunteers knowledge on museum policies | Checklist of requirements developed | Outstanding |
| Risk Management Register developed and reported | Risk report as part of Board document and maintained in register - saved on common access drive | In Progress |
| Culture - Code of Conduct distributed | Low turnover staff/volunteers/Directors | On going |
| Board Risk Management established, Board's functions and governance | Complies with legislation Annual Report Review and re-elector | Outstanding |
| Processes and procedures stored centrally for the Board | Establish Dropbox or similar drive IT strategy database (master email shared) and collections secured | Outstanding |
| Develop an IP Strategy | Obtain contract from Cerebral Palsy and Northcott for Allens to review | In Progress |

Key Priority in 2021



Policy Owner: Director Community and Library Services

Category: 4. Our Social Vitality

1. STATEMENT OF INTENT

- 1.1 Community Centres in North Sydney local government area vary widely in ownership, management, purpose and funding levels and they deliver a mix of community services. It is North Sydney Council's intention to preserve this mix, and where possible enhance it. Community Centres are essentially non-profit or break-even ventures managed or facilitated by Council in the interests of the whole community.
- 1.2 The objectives of this Policy are to:
- a) provide a network of community spaces programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
 - b) provide or facilitate provision of high quality and appropriate services;
 - c) strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
 - d) overcome social isolation and encourage social networking;
 - e) provide the major community facilities, which would not otherwise be available to the North Sydney community;
 - f) maximise the community's use of Council facilities;
 - g) facilitate community involvement in management of centres;
 - h) support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
 - i) provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care; youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination; recreation; library services; and historical services;
 - j) develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
 - k) maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
 - l) facilitate grant applications, relevant to centre programs;

- m) maintain the centre buildings and grounds to agreed standards;
- n) upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) promote the centres as a council-community good;
- p) monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) facilitate and initiate new uses/services;
- r) ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

2. ELIGIBILITY

- 2.1 Community Centres covered by this Policy are listed in the Register of Council Owned/Leased Properties as reported to Council.

3. DEFINITIONS

- 3.1 Community centres - are publicly accessible premises owned by Council, or over which Council has care, control and management, whose principal function is the delivery of community services, which support and enhance the quality of life for those living, working and studying in the area, in response to identified need.

4. PROVISIONS

- 4.1 Council funding of community centres includes but is not restricted to:
- a) Construction of new centres and upgrades funded through the capital works programme (including developer contributions through Section 94 levies);
 - b) Maintenance of the centres funded through the Engineering and Property Services Division operating budget annual allocation;
 - c) Rent payable by centres is nominal i.e. Council subsidises property rents;
 - d) The Community and Library Services Division advises Council annually through the estimates on whether provision has been able to be made for CPI increases to recurrent grants;
 - e) Sole use centres meet their own cleaning costs;
 - f) Centres wholly managed by Boards independent of Council are able to offer room hire and are entitled to retain the income;
 - g) Council supports markets in public open space run by centres for their own sakes and to subsidise the centre activities, conditional upon the centre adhering to a markets management plan drafted by Council;

- b) Council co-ordinates and funds cleaning of multi-use centres;
 - i) Staff support for community development activities funded through Community and Library Services Division annual operating budget annual allocation.
 - j) Discretionary funding for specific activities and services through the Donations Program (refer to Council's *Community Grants and Subsidies Policy*)
- 4.2 In many cases the programs within centres/facilities are designed to attract 'other levels of government' funding to the North Sydney local government area e.g. to support aged, multicultural or disability services, or alternatively, to attract fully developed and significantly funded services which fulfil an identified local need.
- 4.3 In other cases the programs within the centres/facilities are complementary to existing commercial operations. In these circumstances, Council's complementary role is designed to:
- a) Contribute to social equity by providing some measure of affordability in the service e.g. child care; and
 - b) Provide a 'whole of community' environment for quality of life pursuits e.g. education, arts and crafts, where the pursuit, while already provided to some degree by either commercial interests or 'other levels of government', is insufficiently accessible and deserves further support
- 4.4 Finally, the programs include direct service (e.g. Youth Centre, Olympic Pool, Library Services and Museum Services) which may benefit from 'other level of government' grants or regular but minor subsidies, but which are essentially a council/community initiative, funded by the local community, with a history of this support, annually renewed, through the estimates.
- 4.5 Where community centres are sited on community land, a plan of management will be developed, as required under the *Local Government Act 1993*.

5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 The elected Council is responsible for the allocation of resources with respect to this Policy, through the annual budget process.
- 5.2 Council will nominate annually representatives to the Boards/Trusts of community organisations only where the Constitution of the Board in question specifically provides for that. Where no such provision is made, Councillors wishing to serve on these boards would be required to nominate themselves as Board members at the Annual General Meeting of the body concerned.
- 5.3 Council's Community and Library Services Division is responsible for:

- a) Management of Stanton Library, Don Bank and Sextons Cottage Museums, Greenwood Child Care Centre, the Vacation Care Program and Planet X Youth Centre (this last with the community based management board);
 - b) Policy and program development for community halls not wholly managed by Boards independent of Council;
 - c) Evaluation of applications under the *Community Grants and Subsidies Policy* and recommendations to Council;
 - d) Information dissemination through community centres;
 - e) Development of new centres or new programs;
 - f) Specification and special conditions of leases;
 - g) Joint Plans of Management with centres eligible for grants towards operating expenses;
 - h) Policy on maintenance and upgrading on centres; and
 - i) Specification of consultations required.
- 5.4 Council's Director Community and Library Services is responsible for reporting about proposed activities, including fees and charges for the year ahead; and requiring an annual financial statement and review of the year's activities.
- 5.5 Council's Engineering and Property Services Division is responsible for:
- a) Leasing agreements-preparation and signing;
 - b) Building and grounds maintenance, including where appropriate, cleaning;
 - c) Centre upgrade feasibility studies - recommendations to the Community and Library Services Division and implementations of approved projects; and
 - d) Advice to the Community and Library Services Division on 10 year program of works for centres on community land
- 5.6 Council's Open Space and Environmental Services Division is responsible for the management of North Sydney Olympic Pool and the North Sydney Oval complex
- 5.7 Council's Customer Service Department is responsible for booking and hiring of Council managed centres.

6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Community Grants and Subsidies Policy
- Fees and Charges Schedule
- Register of Council Owned/Leased Properties

| Version | Date Approved | Approved by | Resolution No. | Review Date |
|----------------|----------------------|--------------------|-----------------------|--------------------|
| 1 | 2 August 2004 | Council | 794 | 2008-09 |
| 2 | 16 February 2009 | Council | 61 | 2012-13 |
| 3 | 18 February 2013 | Council | 61 | 2016-17 |
| 4 | 25 June 2018 | Council | 214 | 2020-21 |

