



# Primrose Park Art & Craft Centre



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## JOINT STRATEGIC PLAN 2021-23

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*North Sydney Council  
Primrose Park Art and Craft Centre Inc*



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## **INTRODUCTION**

### **1.1 Preamble**

The Primrose Park Art & Craft Centre Inc (PPACCI) Joint Strategic Plan is a joint planning statement by North Sydney Council and PPACCI. It is based on the Centre's own Strategic Plan 2021-23 (Appendix 2), Council's Community, Cultural and Recreational Facilities Policy (Appendix 3) and programme of works (Appendix 1).

### **1.2 The Lease**

Council has leased the Centre to Primrose Park Art and Craft Centre Inc (for a term of five years). PPACCI has adopted a Strategic Plan, in collaboration with Council, supportive of the objectives of Council's own Arts and Cultural Strategic Plan 2019-2022, and it is incorporated in this Joint Strategic Plan.

### **1.3 Community Consultation**

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

Public involvement and consultation generate an understanding of Council's land management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Co-operative'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 Joint 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 Primrose Park Art & Craft Centre.

#### 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:

The General Manager  
North Sydney Council  
PO Box 12  
NORTH SYDNEY NSW 2059

Attention: Director Community and Library Services

#### **1.4 The Joint Strategic Plan**

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.

#### **1.5 Purpose of the Strategic Plan**

The aim of this document is to produce a Joint Strategic Plan for Primrose Park Art & Craft Centre, incorporating both Council's and the Centre's objectives.

Primrose Park Art & Craft Centre is a major resource to that community in that it is the only Artists co-operative workshop of its kind in the local government area. A Joint Strategic Plan setting out the existing and anticipated future uses of the building and land is seen as an essential guide to the community and to Council and the co-operative.

#### **1.6 Council's Community Centres Policy**

After extensive consultations involving those centres with community-based management boards, Council adopted a revised Community, Cultural and Recreational Facilities Policy 2018. Management of Primrose Park Art and Craft Centre 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
- 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 centre's financial and management performance through a range of strategies
- 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
- 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.

### **1.7 Leasing of community centre buildings**

Primrose Park Art & Craft Centre and Artist Studios are part of a complex of buildings on Crown Land in Primrose Park, Cremorne. With the introduction of the Crown Lands Act 1989 the Reserve Trust system came into effect, under which the responsibilities for the management of Primrose Park Reserve are in the hands of a statutory corporation, namely the Primrose Park Reserve Trust, whereby Council is the appointed Manager. In this respect Council as Trust Manager has entered into a lease for Primrose Park Art & Craft Centre only, with Primrose Park Art and Craft Centre Inc. from January 2020 to December 2024.

The granting of a lease formalises the use of the space by groups such as sporting clubs, commercial organisations or individuals who are providing facilities or services for public use.

No lease is proposed for the Primrose Park Artist Studios on the upper and lower levels, which will continue to be available to successful applicants. The change rooms beside the lower level Artists Studio are not part of this joint strategic plan, nor are the rooms associated with the tennis courts.

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 the community centre 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 strategic objectives are met. Upon expiry of each five-year term the lessee's performance will be reviewed to determine whether the lessee has satisfactorily complied with the conditions of lease and the conditions of lease will be reviewed to ensure consistency with Council policy.

## **2.0 CHARACTERISTICS AND RESOURCES**

### **2.1 Site Location History and Heritage**

Primrose Park Art & Craft Centre and Artists Studios are located at the end of Matora Lane, off Young Street, Cremorne.

The Centre is housed in a fine example of early 20<sup>th</sup> century industrial architecture. The building was the compressor house (completed 1922) of the Willoughby Bay Sewerage Works (the Northside's first sewerage works). With the completion of the ocean outfall in 1927, sewerage was diverted to North Head and the works were closed.

The Department of Lands deeded the old sewerage works in trust to Council in 1930 for "recreational purposes". The building with the wider façade (now the Art & Craft Centre) was

occupied by local groups of the Scout Association from 1938 to 1984/85 when amalgamations of Scout Troops saw them vacate the premises. The empty building then fell into disrepair for the next four years.

The building with the narrower façade (now the Artists Studios) was occupied by the North Sydney District Hockey Club who used it from 1965 as club premises.

Between 1960 and 1964 the Club constructed a roof and stairs and made other alterations downstairs. The work took approximately four years to complete. Adjacent to the buildings is a tennis complex built on the site of a Council tip in 1985/86.

In 1985 Council resolved to seek assistance in renovating the old Scout Hall as an Art & Craft Centre and in 1985 received grants totalling \$50,000 from the NSW Heritage Council and the Office of the Minister of the Arts (NSW). Matching funds from Council, allowed for the planned refurbishment under the supervision of Council's Architect. In 1988 The Primrose Park Art & Craft Centre interim Management Committee was incorporated as a non-profit, community-based organisation.

In 1999, the Hockey Club was refurbished with new change rooms constructed and a Community Hall in the upper level.

In 2004 the Community Hall was fitted with a lighting track suited to exhibitions and other improvements made; it was renamed the Primrose Park Art Gallery. In 2006 a floorless storage space beneath the tennis court office was converted to an artist's studio for public hire; the artists being chosen on a competitive basis as determined by Council, with tenure limited to nine month periods, followed by a two-week exhibition of the works created.

Responding to little usage of the Art Gallery, in 2014 it was significantly refurbished with an accessible toilet, internal ramp and fitted out as additional Artist Studios.

In 2018 Council refurbished the Centre to enhance the heritage aspects of the building, meet accessibility requirements and expand exhibition space and storage options; access improvements included an internal lift that serves three floors and accessible toilets. The Mayor of North Sydney opened the refurbished Centre on 27 April 2019.

### **3.0 PLANNING ISSUES**

#### **3.1 Zoning and Relation to other Centres**

Under North Sydney LEP 2013 Primrose Park is zoned RE1 Public Recreation and E2 Environmental Conservation. The E2 zone applies to current areas of bushland. The Art and Craft Centre appears to be located entirely within the RE1 Public Recreation zone, in which community facilities are a permissible use.

Council's Art and Culture team manage the Primrose Park Artist Studios. For more information about the strategic purposes of these spaces see *The Arts and Cultural Development Strategic Plan 2019-2022*.

### **3.2 Access**

Car Parking is available at the Centre and the area is lit till 11pm each night; there is a designated accessible car space adjacent to the Centre's entrance. A Government bus stop is nearby on the corner of Young and Earle Streets.

Council undertook refurbishments of PPACCI in 2018 and opened a fully compliant Centre in April 2019. The Artists Studios on the upper level are fully accessible, as is the lower level studio, although with regards the latter, toilets facilities are shared with the changerooms on the same level.

### **3.3 Indicative program of maintenance and upgrade**

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

## **4.0 BASIS FOR MANAGEMENT**

### **4.1 Philosophical basis for the plan of management**

The primary aim of the Primrose Park Art & Craft Centre Strategic Plan is to provide guidelines for the future use, development, management and maintenance of the Centre. Primrose Park Art & Craft Centre is one of the LGA's most important community centres. Overall, the board of Primrose Park Art & Craft Centre holds responsibility for management of this centre.

Council supports this management model in several ways, including through adequate maintenance and by ensuring that any future development of the area is compatible with the desired character of the Centre.

Council and Primrose Park Art & Craft Centre must be responsive to the changing needs of the community and users of the Centre. The Strategic Plan must have the flexibility to incorporate and take advantage of future requirements and respond to changing needs and local changes as they arise.

### **4.2 Management objectives**

Based on legislative requirements, community needs and expectations, and the values and assets of Primrose Park Art & Craft Centre itself, the following broad, primary management objectives have been identified.

- to maintain the centre for community use in accordance with the overall objectives of Council's current Delivery Program and associated documents
- to manage the centre in accordance with the Primrose Park Art & Craft Centre Strategic Plan 2021-23 (see attached)
- to manage the centre in accordance with the aims and objectives of Council's Community Centres, Cultural and Recreational Facilities Policy (see attached)

- to provide and maintain a high-quality community centre which meets the needs of the local and wider community
- to cater for people with disabilities within the physical constraints of the centre
- 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 Centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed

### **4.3 Specific Management Objectives**

#### **4.3.1 Finance**

The Treasurer (with the Committee) has overall responsibility for the financial management of PPACCI including keeping accounting records, and issue of financial reports. Key areas include

- Maintain minimum prudential reserves (all funds are kept in the Commonwealth bank)
- Maintain current Public Liability Insurance (PL) \$20,000,000 & Contents Insurance
- Review the basis of charging Groups for PPACCI membership as required
- Currently PPACCI bankers are CBA with electronic banking

#### **4.3.2 Centre Management & Governance**

- Seek additional Committee members from groups to assist with the management and rotate the Chair of PPACCI generally every 3 years
- Review the PPACCI Rules of Association and Guidelines for Operation (each 3 years)
- Maintain a risk management plan incorporated into the PPACCI rules in accordance with Council's current Risk Management Strategy
- Assessment of signage to advise which Group is currently using the Centre
- Maintain an accessible data base for easy reference for all significant PPACCI documentation including the Centre's rules and other relevant documents. Including the constitution / Rules of Association of each group
- Encourage each member group to support the community outreach objectives of PPACCI

#### **4.3.3 PPACCI Website**

- Maintain the new look and user-friendly website
- Review the website regularly to ensure it fulfils the needs of the member groups and the public

#### **4.3.4 Build and Maintain Stronger Intergroup Relationships**

##### **Strategies:**

- Hold regular joint exhibitions, demonstrations and mini workshops open to the public



- Hold an annual Open Day with demonstrations, workshops, and displays each year
- Encourage interaction of Group members in order to appreciate and utilise different artistic skill sets
- Encourage Management Committee members to attend different Group meetings to meet other members
- Develop communications for each group to notify other groups of upcoming events and workshops (e.g. a noticeboard and the website blog)

#### **4.3.5 Occupational Health and Safety**

##### **Strategies:**

- The Code of Conduct for Councillors and Staff, North Sydney Council is being applied to activities of the Groups' members and of the Management Committee, especially in relation to reasonable behaviour, bullying, discrimination on ground of gender, race, physical disability, and standards and conflicts of interest
- Annual OH&S site inspection
- Signage for Emergency Evacuation Plan prominently displayed
- All visitors to the Centre to be made aware of the Emergency Evacuation Plan
- Annual monitoring and update of fire evacuation and emergency procedures, and chemical storage policies

#### **4.3.6 Maintenance Requirements**

##### **Strategies:**

- Address and facilitate the Centre's maintenance needs through appropriate Council mechanisms

#### **4.3.7 Future Community Engagement, Planning and Activities**

##### **Strategies:**

- Develop an integrated and community-based Marketing Plan for PPACCI to encourage greater awareness of the Centre especially amongst younger community members. (Note: A marketing plan should be undertaken by someone with expertise in the community arts sector, not in the commercial sector)
- Establish a liaison with Community Centres in the North Sydney Council Area to increase cross-facility opportunities
- Advertise the Centre in member groups' professional forums
- Advertise the Groups' activities to other community groups such as Senior citizens, and specific programs developed for children

#### **4.4 Reporting**

The PPACC Management Committee will review the Joint Strategic Plan annually and provide a report to Council each November, according to a template provided by Council, so that Council can review the progress of the Plan.

**Primrose Pk Art & Craft and Gallery**

Item Description	Code	Cost	Cycle	Ledger year												
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
Plumbing	RR1	\$1,800	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	RR1	\$800	1	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
Building repairs	RBR	\$1,100	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
Touch up painting	PTU	\$600	1	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Fire services	RR1	\$500	1	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Exit and emergency lights	RR1	\$800	1	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
Pest Control	RR1	\$900	1	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900
Cleaning	FC1	\$5,300	1	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300	\$5,300
Insurance	FC1	\$4,300	1	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300
Rates - Water / sewer	FC1	\$1,100	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
Share of admin costs	FC1	\$3,400	1	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
<b>Total Recurrent Expenditure</b>				<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$20,600</b>
<b>Capital Works Program</b>																
External re-painting	PEB	\$20,000	5	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Internal re-painting	PGA	\$18,000	7	\$0	\$0	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000
Building refurbishment		\$900,000		\$900,000												
Major repair to roof		\$20,000							\$20,000							
<b>Total Capital Works Expenditure</b>				<b>\$900,000</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,000</b>

# PRIMROSE PARK ART & CRAFT CENTRE INC STRATEGIC PLAN 2021 - 2023

Primrose Park Art & Craft Centre Inc  
ABN: 65 065 606 100  
(Incorporation Number NSW 0706827)  
Matora Lane, Cremorne NSW 2090  
PO Box 152 Cremorne, NSW 2090



## Promoting Arts in Our Community

Primrose Park Art & Craft Centre is one of North Sydney Council's Community Centres, managed and operated by a committee of volunteers. We provide educational and recreational resources to the community through the structure of art- and craft-based member groups. Activities include member days, workshops, demonstrations, exhibitions and other activities associated with the art and craft specialties.

The Centre is well equipped for each of the group's activities - paper arts, calligraphy, basketry, textiles and painting – and includes a traditional photographic darkroom. The studio has a high definition AV projector, screen, sound system, and a well-lit gallery space for exhibitions.



Supported by:  
North Sydney Council

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# 1. GOVERNANCE STRUCTURE

## 1.1 Legal Structure & North Sydney Council Sub-Lease

Primrose Park Art & Craft Centre Inc (PPACCI) is an association incorporated under the NSW Associations Incorporation Act (Registration Number Y0706827: ABN 65 065 606 100).

The sole activity of PPACCI is entering into and managing a Deed of Lease from North Sydney Council (NSC) of a part of the NSC facility at Primrose Park, Matora Lane Cremorne, formally referred to in Annexure B of the lease as "Primrose Park Art & Craft Centre".

The current lease runs from 11 January 2016 to 31 December 2020.

### **Permitted Use & Hours of Operation**

The Deed of Lease (Schedule 4) states:

**"The permitted use is as an arts and crafts activity centre. The hours during which members of the PPACCI Management Committee and their nominated associates can use the centre are unrestricted"**

Schedule 5 Clause 15 states:

**"The Lessee must not use or permit to be used the Common Parts...for any business or commercial purpose..."**

## 1.2 PPACCI Rules of Association

PPACCI has **Rules of Association** and "Guidelines for Operation". The guidelines were last updated in January 2019.

## 1.3 Management Committee

PPACCI is run through a voluntary Management Committee elected at an Annual General Meeting. It includes executive members (President, Vice President, Secretary and Treasurer), one nominated member from each member group, and up to three ordinary members from the member groups, one of whom may be a Council employee. The Management Committee meets formally at least four times annually and maintains regular contact by email on operational issues that can be resolved without the need for a formal meeting.

PPACCI has no paid employees.

Financially: PPACCI is responsible for providing public liability insurance (set under the lease conditions at \$20,000,000), NSC annual rent, electricity, supplies etc. This is funded by quarterly levies on all the member groups.

Primrose Park facility is owned and maintained by North Sydney Council. The support of Council is acknowledged in providing this excellent art and craft facility to the community.

## **1.4 Functional Responsibilities**

The following is a list of the key responsibility functions allocated to members of the Management Committee:

- i. President / Chairperson
- ii. Vice President
- iii. Secretary
- iv. Public Officer
- v. Treasurer (including insurance)
- vi. Facility & Maintenance Coordinator
- vii. Facilities supplies (consumables, for use in the premises)
- viii. Emergency / OH&S / Fire Warden - Coordinator
- ix. Website Coordinator
- x. Calendar scheduling
- xi. Communications, Media and Public Awareness

## **1.5 Heritage**

The Art and Craft Centre is set in the heritage listed former Folly Point sewage treatment works pump house. In 2018-19 the building underwent a major renovation which respected its heritage values while ensuring disabled access to the whole centre. A summary of the historical background to Primrose Park is presented at the end of this document.

## **1.6 Calendar Scheduling & Website**

PPACCI maintains a website for use by all groups and an annual calendar of all meetings and activities. A new website has recently been launched. User groups are able to access and update the website. It also provides direct links to each groups' social media platforms. The calendar is set up on Google Calendar, administered by allocated Committee members and accessed via the PPACCI website.

Refer [www.primrosepark.com.au](http://www.primrosepark.com.au)

## **2. SERVICES AND FACILITIES**

This section summarizes current facility services and capabilities.

## **2.1 Facilities**

A lift has been installed to provide access to each of the three floors in the facility. The toilets have been upgraded for disabled access. Heating has been provided on the studio and Mezzanine floors. A gallery style hanging system has been installed on the Mezzanine floors. The renovations also provided improved storage for groups' equipment, and an updated kitchen area.

## **2.2 Sponsorship**

The Committee has approved expenditure for many years now to provide a "works on paper" prize for the biennial North Sydney Art Prize. The current award is \$1,000.

## **2.3 Calligraphy**

Calligraphers' equipment in the Centre includes a photocopier, whiteboard, comprehensive calligraphic library and miscellaneous equipment to assist in this art form.

## **2.4 Paper Arts**

A group for paper artists to share and learn techniques with other members and the community. It has a full range of equipment for paper making, print making and other paper arts including a printing press, two paper presses, a Hollander beater, blenders, vats, moulds and deckles and a drying rack.

## **2.5 Photography**

The David Moore darkroom is maintained for the complete process of developing and printing. It can be used at any time, generally even when others are in the Centre. Studio lights have been acquired over the years and a well performing studio can be set up for portrait and lighting training.

## **2.6 Textiles Sydney**

A group to promote the textile arts, open to any practitioners, with a current focus on embroidery and spinning. Sewing machine, threads and dyeing equipment are available.

## **2.7 Basketry**

A group for basket enthusiasts, both makers and collectors. Their aim is to promote appreciation of baskets, keep traditional basketry skills alive, and explore new forms of artistic expression using basket-making techniques.

## **2.8 Artists in the Park**

The group has easels and painting materials utilizing both the internal and external environments for their creativity. The group invites professional artists to give demonstrations and feedback to the artists to developing their skills.

## **2.9 Audio-visual and Network**

A computer, provided by the photography group, is stored in a cupboard together with a printer and scanner. It is also the base for audio-visual presentations. Audio visual and other presentations, including the use of laptops, tablets, and mobile phone devices, can be used by all members. Networking capabilities are also available throughout the facility.

## **2.10 Gallery**

Member groups have the opportunity to exhibit their work in the Mezzanine gallery space for up to a month at a time. Exhibitors can show their work in a private viewing for the community, friends and family. Gallery usage is scheduled annually as agreed between groups and shown on the PPACCI calendar. The Curator is responsible for coordinating the use of this space amongst the member groups.

## **2.11 Storage**

Cupboard and shelf spaces have been allocated to each member group.

## **2.12 Community Engagement**

- Annual Open Day - each group participates in this event promoting the Centre's activities and groups.
- Mini Open Days – each group to organise at least one individual open day per year in conjunction with the workshops run by the Primrose Artists' Studios.
- Community workshops - each group provides at least one workshop to the community per annum at the centre
- Publicity and Promotion is done through the PPACCI and individual groups' websites and social media and as required through Council's community noticeboards.

## **2.13 Facility Use**

Each member group is allocated days on which their members can use the studio. This is reviewed and agreed between all groups at the beginning of each year. The Centre's website, [www.primrosepark.com.au](http://www.primrosepark.com.au) is publicly accessible and reflects the bookings of the centre.

## **2.14 Reference Libraries**



Each group maintains a library relating to their art form for use by their members.

## **3. SWOT ANALYSIS**

### **3.1 Strengths**

- The strong volunteer ethic of the Committee and the Group Presidents / committees
- Various skills of members who assist in maintaining all equipment and installing new technologies
- Prudent financial management
- The 30-year history of the Centre demonstrating an enduring service to the local arts and crafts Community
- Advantageous lease with the Council
- Leverage from NSC in promotion opportunities
- Significant support from the NSC including renovation and maintenance of the centre
- Access for people with disabilities
- Clear guidelines outlining use restrictions e.g. not for private commercial rentals
- State of the art facilities for use by our community art groups
- Fosters connected communities

### **3.2 Weaknesses**

- Isolation and safety concerns especially at night
- Poor lighting in the carpark
- Lack of information for the public using the playing fields what groups and events are taking place in the building
- Graffiti and vandalism at the building

### **3.3 Opportunities**

- Joint gallery exhibitions
- Support of other local community groups
- Growth in community awareness of the benefits of art and craft activities for community strength and individual mental health
- Cooperation with Primrose Artists' Studios

### **3.4 Threats**

- Changes in community attitudes in relation to participation in groups and artistic endeavours

- Changes in technology enabling people to work and do artistic pursuits at home
- On-going COVID-19 rules restrict group activities and access to the building by non-members
- Safety of parking in carpark

## 4. RENOVATIONS

North Sydney Council completed a major renovation for the facility in 2018-19 after some 25 years of operation. The renovations provided disabled access with the installation of a lift and resulted in a modern fully functional facility for the community. The building has a significant increase in natural light, improved kitchen and bathroom facilities, secure storage areas for each group and an equipped gallery area.

The Centre re-opened in April 2019 with a formal ceremony and exhibition. After the renovations the facility saw the addition of a new group and new members to existing groups.

## 5. STRATEGIES TO BE MAINTAINED OR DEVELOPED

### 5.1 Group Support

#### Strategies:

##### 5.1.1 Finance

The Treasurer (with the Committee) has overall responsibility for the financial management of PPACCI including keeping accounting records, and issue of financial reports. Key areas include

- Maintain minimum prudential reserves (all funds are kept in the Commonwealth bank)
- Maintain current Public Liability Insurance (PL) \$20,000,000 & Contents Insurance
- Review the basis of charging Groups for PPACCI membership as required
- Currently PPACCI bankers are CBA with electronic banking

##### 5.1.2 Centre Management & Governance

- Seek additional Committee members from groups to assist with the management and rotate the Chair of PPACCI generally every 3 years
- Review the PPACCI Rules of Association and Guidelines for Operation (each 3 years)
- Maintain a risk management plan incorporated into the PPACCI rules in accordance with Council's Risk Management Strategy (created 1 February 2006)
- Assessment of signage to advise which Group is currently using the Centre

- Maintain an accessible data base for easy reference for all significant PPACCI documentation including the Centre's rules, and other relevant documents. Including the constitution / Rules of Association of each group
- Encourage each member group to support the community outreach objectives of PPACCI
- Ensure safety of all members who park in the carpark and use the building

### 5.1.3 PPACCI Website

- Maintain the new look and user-friendly website
- Review the website regularly to make sure it fulfils the needs of the member groups and the public

## 5.2 Build and Maintain Stronger Intergroup Relationships

### Strategies:

- Hold regular joint exhibitions, demonstrations and mini workshops open to the public
- Hold an annual Open Day with demonstrations, workshops, and displays each year
- Encourage interaction of Group members in order to appreciate and utilise different artistic skill sets
- Encourage Management Committee members to attend different Group meetings to meet other members
- Develop communications for each group to notify other groups of upcoming events and workshops (e.g. a noticeboard and the website blog)

## 5.3 Occupational Health and Safety

### Strategies:

- The Code of Conduct for Councillors and Staff, North Sydney Council is being applied to activities of the Groups' members and of the Management Committee, especially in relation to reasonable behaviour, bullying, discrimination on ground of gender, race, physical disability, and standards and conflicts of interest
- Annual OH&S site inspection
- Signage for Emergency Evacuation Plan prominently displayed
- All visitors to the Centre to be made aware of the Emergency Evacuation Plan
- Annual monitoring and update of fire evacuation and emergency procedures, and chemical storage policies

## 5.4 Maintenance Requirements

### Strategies:

- Address and facilitate the Centre's maintenance needs through appropriate Council mechanisms

## **5.5 Future Community Engagement, Planning and Activities**

### **Strategies:**

- Develop an integrated and community-based Marketing Plan for PPACCI to encourage greater awareness of the Centre especially amongst younger community members. (Note: A marketing plan should be undertaken by someone with expertise in the community arts sector, not in the commercial sector)
- Establish a liaison with Community Centres in the North Sydney Council Area to increase cross-facility opportunities
- Advertise the Centre in member groups' professional forums
- Advertise the Groups' activities to other community groups such as Senior citizens, and specific programs developed for children

**Approval: 19 October, 2020**

**Resolution of the PPACCI Management Committee**

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## **6 Historical Information: background on Primrose Park.**

1. Historical items and sites including Aboriginal rock art indicate that the Cammeraygal people frequented Primrose Park.
2. Originally an estuarine bay, in 1899 the land on which the sports fields now stand became the site of North Sydney's first sewage treatment works (Folly Point). The sewage works closed in late 1927 and the area was dedicated as parkland in 1930. The Park was named after HL Primrose, Mayor of North Sydney from 1926 to 1932, and later NSW Minister for Health.
3. The building housing the Art & Craft Centre started life as an engine room housing a large compressor, pumping air into septic tanks.
4. By the end of the 1980s the building was derelict – its last use had been as a scout hall.
5. NSC decided to restore it into a community arts venue and Jan Grieve (the then-new Community Arts Officer) was given the job of implementing the Centre and getting interested arts groups involved. The Australia Council and the NSW Ministry for the Arts provided funding grants, which were matched by NSC.
6. The group now known as Primrose Paper Arts was the first to become involved.

After a successful Bicentennial photographic project ('North Sydney in Focus'), the Kirribilli Camera Club (now Primrose Park Photography) joined the list in 1989. Other groups were consulted while the building design and reconstruction went ahead.

7. The Centre officially opened almost 30 years ago in February 1991 with the papermakers, the photographers, a bookbinder and a fabric printer as the first tenants. Roz Crichton was Mayor, first PPACCI Chair was Malcolm Myers; and Ted Mack, who had been Mayor at the start of the project, was invited to open the Centre.
8. The fabric printing enterprise didn't last long, and Paper Arts took over their allocation.
9. Later the Australian Society of Calligraphers, Basketry NSW, Artists in the Park, and Textiles Sydney joined as members of PPACCI.

\*\*\*\*\*end\*\*\*\*\*



**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;

- h) 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

<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Resolution No.</b>	<b>Review Date</b>
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