

8.7. Nutcote Joint Strategic Plan 2022-2024

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ATTACHMENTS:

1. Nutcote Joint Strategic Plan 2022-24 [**8.7.1** - 26 pages]

PURPOSE:

To recommend the adoption of the new Joint Strategic Plan 2022–2024 for May Gibb’s Nutcote House Museum.

EXECUTIVE SUMMARY:

The Nutcote Joint Strategic Plan (JSP) is a joint planning statement between Council and the Nutcote Trust, an independent volunteer board that manages the May Gibb’s Nutcote House Museum.

The Plan lists 4 strategic goals: Access, Inspiration and Learning; Community Engagement; Conservation and Curatorship and Organisational Stability.

May Gibb’s house, outbuildings and grounds were purchased by Council in 1990 and have been managed by The Nutcote Trust since 1993. The strategic direction of the organisation is through a volunteer board with operational matters delivered by the museum’s curator, weekend casuals, volunteer guides and gardeners and tea shop and gift shop staff. Each financial year Nutcote completes a review of the JSP and provides Council with their annual report.

Nutcote’s Joint Strategic Plan 2022-2024 has been placed on public exhibition for 28 days for public review and comments. During the public exhibition phase Council received no comments or feedback on this Plan.

FINANCIAL IMPLICATIONS:

Under the terms of the lease, Council is responsible for the maintenance of the Nutcote property and surrounding grounds costing \$38,400 annually, including rates.

For 2022/23, Council has contributed a cash subsidy of \$32,000 which will go towards Nutcote’s operating costs and to sharing the cost of business and public liability insurance premiums (Council’s contribution is approximately 50%).

In 2020/201 rent from the Trust-owned residential flat at 2A Wallaringa Avenue contributed \$24,541 towards Nutcote’s operations (staff wages), a reduction of 43% due to vacancy. As The Nutcote Trust wholly owns 2A Wallaringa Avenue, it is not part of Council’s lease. Revenues from all activities were down due to closures arising from Covid.

RECOMMENDATION:

- 1. THAT** Council adopt the Nutcote Joint Strategic Plan 2022-2024.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

BACKGROUND

In her will, the Australian Children's author and illustrator May Gibbs, left her family home known as "Nutcote" to UNICEF. At the time UNICEF 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 Nutcote protected by a Permanent Conservation Order (No. 505). It was also placed on the Register of the National Estate.

The May Gibbs Foundation undertook national fund-raising and attempted to interest the State and Federal Governments in the purchase of Nutcote. When these efforts failed to raise enough funds, Council stepped in and purchased the property in 1990.

In 1992, with funds donated by the public, the Nutcote Trust purchased 2A Wallaringa Avenue, a 1950s apartment block directly across the road from 5 Wallaringa Avenue with a view to using the building as office space and to establish a gallery, an education facility and an artist in residence facility. The block consisted of two residential apartments, two car spaces and common area on the ground floor. Only the office space eventuated.

In 2003 Council purchased one of the units to settle debts owed to Council by the Trust.

The Nutcote Trust still retains ownership of the other apartment. The ground floor car spaces and common area have been converted for use as office space for the Nutcote Curator, a Boardroom and Nutcote Archives. A Deed drawn up in 1995 between Council and the Nutcote Trust permits the space to be used in this way.

Inspired by the famous London Blue Plaques program, Heritage NSW announced in June 2021 that the program would be run in NSW. Nutcote was chosen as the first site in NSW to receive a Blue Plaque. The plaque will be installed September 2022.

CONSULTATION REQUIREMENTS

Community engagement has occurred in accordance with Council's *Community Engagement Protocol*. The detail of this report provides the outcomes from the engagement for Council to consider prior to adoption.

DETAIL

Community Centre and Museum Joint Strategic Plans are renewed once every two or three years and reported annually to Council. They form part of the schedules for the leases Council has with the Nutcote museum and the community centres.

Nutcote's lease ends early 2023. A report to Council at the 22 February 2022 meeting endorsed a renewal of the lease for 15 years with the lease broken into three lots of five, with each five-year option being exercised by mutual agreement.

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).



May Gibbs' Nutcote



Joint Strategic Plan 2022-24

*Nutcote Trust Pty Ltd
North Sydney Council*



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2. Nutcote May Gibbs' Nutcote Strategic Plan 2022-2024
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1.0 INTRODUCTION

1.1 Preamble

In her will, the Australian Children's author and illustrator May Gibbs left her family home known as "Nutcote" 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 Nutcote protected by a Permanent Conservation Order (No. 505). 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 Nutcote 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 "Nutcote" to the Nutcote Trust for a term of fifteen years, concluding 30/4/2023. A report to Council 22 February 2021 recommended that the lease with the Nutcote Trust be renewed for another 15 years with the lease broken into three lots of five, with each five-year option being exercised by mutual agreement. The recommendation for the renewal of the lease was endorsed by Council. 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 by the Trust's Garden volunteers who undertake 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.

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' Nutcote.

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

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 2018. 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;
- 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.

2.4 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 organisation, 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, Snugglypot 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 Robbé 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 Robbé, 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 intergrifolia* 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 caringly 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

An updated Conservation Management Plan (CMP) for Nutcote July 2022 recommends the following policies under section 7.8.6 Equitable Access (p122):

Policy 112: Alteration of the fabric identified to be conserved to facilitate access by disabled people may be appropriate, but only after investigation of all alternative strategies. Adaptation should be located in spaces of lower rather than higher significance, minimise damage to fabric identified to be conserved and provide for the removal of the alterations without further damage to retained fabric.

Policy 113: The use of removable (non-permanent) metal ramps and similar to provide equitable access into the Main House, where possible, should be given preference over the introduction of permanent structures.

Policy 114: A lift to enable equitable access into the grounds of the place could be introduced within the former Garage, allowing visitors to exit directly onto the terrace of the former Flatette.

Policy 115: Where equitable access is not able to be achieved due to the potential negative impacts on significant fabric, alternative means of sharing history, significance and story of Nutcote and May Gibbs should be developed and installed in areas of the site that are accessible to all.

Nutcote has identified accessibility as an issue to address and in their 2022-2024 Strategic Plan under Goal 1 they have a strategy to: Create physical access to Nutcote for all ages and abilities.

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 joint strategic plan

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.

12/07/2017

Nutcote Museum

Item Description	Code	Cost	Cycle	Ledger year									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
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
Electrical	RR1	\$1,600	1	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Building repairs	RBR	\$3,300	1	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300
Exit and emergency lights	RR1	\$1,200	1	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Touch up painting	PTU	\$1,700	1	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700
Pest control	RR1	\$1,100	1	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Insurance	FC1	\$11,300	1	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300
Rates - Council	FC1	\$12,200	1	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200
Share of admin costs	FC1	\$2,400	1	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Total Recurrent Expenditure				\$36,600	\$36,600	\$36,600	\$36,600	\$36,600	\$36,600	\$36,600	\$36,600	\$36,600	\$36,600
Capital Works Program													
External re-painting	PEB	\$45,000	5	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0
Internal re-painting	PGA	\$20,000	7	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0
Review Conservation Plan		\$10,000											
Upgrade external lighting		\$30,000					\$30,000						
Restoration works		\$35,000							\$35,000				
Total Capital Works Expenditure				\$0	\$45,000	\$0	\$20,000	\$30,000	\$35,000	\$45,000	\$0	\$0	\$0



**STRATEGIC PLAN
MARCH
2022
REFRESH**



APPENDIX 2

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 organisation stability 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 Strategies

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 stakeholder



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
OBJECTIVES	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 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 specialised knowledge with museum community d. Acquire new collection material 	<ul style="list-style-type: none"> 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 (2021) g. Develop IP Strategy (2021) h. Monitor Organisation Culture (2021)
MEASURES	<ul style="list-style-type: none"> • Visitor's increase in numbers YoY • High level of visitor satisfaction • Gift shop stocked with May Gibbs work and inventory turnovers regularly • Raise funding to develop audio tour improvements • Liaise with NSC for access development • Education pack is developed • Learning programs developed and offered to key audiences • Funding obtained for works • Construct and building upgrades • Develop event/public programs • 5-year exhibition & publication plan to take advantage of century celebrations 	<ul style="list-style-type: none"> • Marketing plan developed which identifies current & new audiences • Evaluation mechanism in place • Increase in volunteer numbers • Monthly meet ups with NSC and other key stakeholders • Increase in numbers of Friends of Nutcote • Increased participation of Nutcote • Nutcote website maintained and promoted • Increase visibility of Nutcote offerings on social media • Increased online shop sales • Curated merchandise catalogued 	<ul style="list-style-type: none"> • Regular maintenance and conservation activities scheduled • Staff and selected volunteers trained in conservation activities Approved garden implemented • Records/archives avail. for public use • Collections records maintained to National standards • Collection storage meets National standards • Content uploaded- website/You tube • Proactive communication with local museums and heritage centres • Targeted events for museums/ research teams • New collection material obtained 	<ul style="list-style-type: none"> • Process improvements in place - Costs controlled • Trends/variances reported and shared • Endowment fund invested prudently • Fundraising plan developed • Wills and bequests process established • Induction training for all staff • Staff and volunteers knowledge on museum policies • Risk Management Register developed and reported - Risk Management established • Board functions and governance complies with legislation • Processes and procedures stored centrally for the Board • Obtain contract from Cerebral Palsy and Northcott for Allen'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	EXECUTION	COMPLETION
MEASURE		
Visitors increase in numbers YoY	Target 4,500 (due to COVID)	June 2022
High level of visitor satisfaction	Visitation Score 4.5 mean and higher	4.8 mean July 2021
Gift shop stocked with May Gibbs work & turnovers regularly	Gift Shop sales \$65,000	June 2022
Raise funding to develop audio tour	Develop audio digital amount secured	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	Establish annual capital works amount from NSC. Capital works plan provided to Nutcote Trust	NSC to advise amount to SB
Education pack is developed	Delivered to 10 schools?	Outstanding
Learning programs developed and offered to key audiences	Lobby DoE by 2-28 Aug. 2021	Outstanding
Construct and build upgrades	*External Painting for 2021	Outstanding
Develop event/public programs	Develop event Calendar 2021	Outstanding
Develop 5 year exhibition and publication plan approved to take advantage of century celebrations	Exhibition Plan includes Little Obella 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



MEASURE

2
Community Engagement

MEASURE	EXECUTION	COMPLETION
Marketing plan developed which identifies current & new audiences Events, promotions, value proposition, assets – including online	Establish Plan. Deploy customer research (below) Identify Primary and secondary audiences	Outstanding
Evaluation mechanism in place Improve services and respond to feedback	Develop Online Customer Satisfaction Survey – CSat above 4.5 mean	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 eg Wattle Day	Outstanding
Nutcote website maintained and promoted	Quarterly link checks. Promoted on NSC Newsletter	Outstanding
Increase visibility of Nutcote offerings on social media	Facebook 4,500 to 5,000, Instagram 1,300 to 1,500	June 2022
Increased online shop sales	Current \$2,000 to \$5,000	June 2022

Key
Priority in 2021

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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 at Stanton Library On display at Nutcote	On Going
Collections records maintained to National standards	National Standard copy on Cloud (Year ??)	Complete
Collection storage meets National standards	Display cabinets sourced	Complete
Content uploaded- website/You tube	May Gibbs DVD story uploaded	Completed
Proactive communication with local museums and heritage centres	Quarterly engagement with museum heritage centres	In Progress
Targeted events/projects for museums/ research teams	Collaboration with 5 Museums projects per year eg Don Bank	Ad hoc. Partially complete
New collection material obtained	Re print 1,000 publications – Little Obelia centenary. Conduct drive for May Gibbs original works collection	Completed Jul 21 In Progress

*Outlined in Conservation Management Plan CMP



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4
Organisational Stability

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	Gross Profit 62%	June 22
Trends/variances reported and shared with recommendations	Board paper P&L documentation Grant review	In Progress
Endowment fund invested prudently	Investment Strategy defined	On Going
Fundraising plan developed	Digital fundraising trial with Raisely	In Progress
Wills and bequests process established	Process to be established - Approved by Board	Completed June 22
Induction training for all staff	Develop induction manual/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 functions and governance	Complies with legislation Annual Board Review and reflection	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



COMMUNITY, CULTURAL AND RECREATIONAL FACILITIES POLICY

D4-06

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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 To 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;

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COMMUNITY, CULTURAL AND RECREATIONAL FACILITIES POLICY

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- 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;

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- 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:

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- 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

Re-adopted by Council 25 June 2018

**COMMUNITY, CULTURAL AND
RECREATIONAL FACILITIES POLICY**

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

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