



# Gladstone Regional Council

## Council Policy

Title	GLADSTONE ENTERTAINMENT AND CONVENTION CENTRE PROGRAMMING
Policy Number	P-2016-13
Responsible Directorate	CORPORATE AND COMMUNITY SERVICES
Responsible Officer	MANAGER GLADSTONE ENTERTAINMENT AND CONVENTION CENTRE
Date of Adoption	17 MAY 2016 [Commercial Services Committee 10 May 2016]
Resolution Number	G/16/2809 [Commercial Services Committee Resolution CSC/16/0009]
Date Review Due	17 MAY 2019

### 1.0 PURPOSE:

To set out the financial and non-financial objectives of the operation of the Gladstone Entertainment and Convention Centre and to provide a framework for programming decisions.

### 2.0 SCOPE:

This policy applies to Council Employees.

### 3.0 RELATED LEGISLATION:

Nil.

### 4.0 RELATED DOCUMENTS:

- Gladstone Regional Council Arts and Cultural Policy
- Gladstone Regional Council Contracting and Procurement Policy

## 5.0 DEFINITIONS:

To assist in interpretation of this policy the following definitions apply:

<b>Chief Executive Officer</b>	means the chief executive officer, and where the context permits - the acting chief executive officer, of Council as appointed under the <i>Local Government Act 2009</i> .
<b>Council</b>	means the Gladstone Regional Council.
<b>Employee</b>	means a local government employee as appointed under the <i>Local Government Act 2009</i> .
<b>GECC</b>	means the Gladstone Entertainment and Convention Centre.
<b>GECC Program</b>	means the program of events held at the GECC.

## 6.0 POLICY STATEMENT:

- 6.1 Council wishes to position GECC as the premier, multi-purpose performing arts, entertainment and convention facility in regional Queensland, by:
- a. Delivering a high-quality, diverse range of artistic programming for the Gladstone Region community.
  - b. Playing a leading role in the artistic and cultural development of Gladstone Region citizens, particularly through interaction with local schools, arts groups and artists.
  - c. Being the first choice venue for conferences, meetings and events in Gladstone Region.
  - d. Rivalling the customer and patron experience and offerings at any other, comparable venue in regional Queensland.
  - e. Consistently attracting, satisfying and maintaining loyal audiences.
  - f. Developing and communicating an effective position in the marketplace.
- 6.2 In order to achieve this outcome, Council recognises that GECC's offerings (its Program) must adapt and evolve to reflect the wants and needs of an ever-changing community.
- 6.3 Council recognises that GECC is not expected to be financially self-sufficient and that achieving the desired diversity and balance of productions (many of which are not commercially viable) will require subsidisation by Council as necessary.

- 6.4 In developing the GECC Program, GECC management is required to observe the following programming criteria:
- a. **Diversity and Balance** - Any production must contribute to achieving diversity in the overall GECC Program and a balance between popular productions and those that offer artistic and cultural development opportunities;
  - b. **Venue Branding** - A chosen production must contribute positively to the promotion of the overall reputation and identity of GECC and maintain a high standard of artistic and production values;
  - c. **Company/Promoter Viability** - Due diligence is to be undertaken with respect to prospective promoters/hirers and steps taken to ensure that Council's financial and non-financial interests are protected;
  - d. **Timing** - Booking of productions must be done in sufficient time to ensure proper marketing and presentation can be undertaken. Moreover, GECC management should avoid clashes with existing venue programming, or other comparable offerings within the region unless there is a compelling financial or other case for committing to the production;
  - e. **Financial Viability** - Where GECC management seeks to include productions that involve an investment risk to Council in the GECC Program approval for such productions must be obtained from Employees of Council with appropriate delegations from Council through the Chief Executive Officer;
  - f. **Audience Development** - Productions included in the GECC Program should aid the process of sustaining existing, or building new audiences to the venue;
  - g. **Community Involvement** - Productions included in the GECC Program should, where they are able to, provide for opportunities to collaborate with local arts groups.
- 6.5 Council recognises the different forms of procurement of performances and productions available in the marketplace. Whilst all procurements must abide with the requirement of the Local Government Act 2009 and Council's Contracting and Procurement Policy it is expected that GECC management will apply expertise in making risk-based judgements about the mix of productions included in the GECC Program along the following risk profile mix:
- a. **Hire** - GECC venue and product is hired by an outside promoter or artist. These transactions are generally low-risk and revenue-positive to GECC. This type of production would typically represent about 50% of the annual program.
  - b. **Shared Risk** - GECC co-produces (in concert with a promoter) and shares risk in presenting a production. As the risks are shared, there is a risk that GECC will lose money on some events that do not attract sufficient ticket sales. This type of production is a new area and currently only represents about 5% of the annual program. It is an area to be grown over the coming years.

- c. **Community Service Obligation** - These are performances and productions that are provided for community benefit with no intention of revenue recovered from patrons covering expenses. To ensure that Council has the opportunity to regularly review the investment being made in such community productions, GECC will submit a programming proposal as part of budget deliberations each year. If approved, the Council budget for the GECC will incorporate the expected level of Council's funding of these activities. By way of example, an annual Programming Proposal will include as a minimum:
- i. GECC Presents Season including
    - Morning Melodies
  - ii. Community Engagement program including
    - Combined Schools Musical (every second year)
    - Community Musical (every other year)
  - iii. Community Events including
    - Events where GECC are instructed to support by Gladstone Regional Council
    - Community Events presented by GECC for the wider enjoyment of Gladstone Regional Council stakeholders.
- 6.6 Council recognises that there will be occasions where GECC management may provide sponsorship or other benefits to an event where it recognises partnership value (e.g. where being recognised as a sponsor of a partner event might provide equivalent marketing value to GECC as would traditional forms of marketing investment). Such support may involve concessional hire rates and/or cash and in-kind support. Such support must be undertaken within the budget provided by Council to GECC and be separately identifiable as a cost to Council within the budget for the GECC.
- 6.7 Council will, as part of the Council annual budget process, review and adopt the GECC's Fees & Charges, including any discounts and concessions and the eligibility criteria for same.

## 7.0 ATTACHMENTS:

Nil.

**8.0 REVIEW TRIGGER:**

This policy will be reviewed when any of the following occur:

1. The related legislation/documents are amended or replaced.
2. Other circumstances as determined from time to time by a resolution of Council
3. Periodic Review – 3 years from date of adoption.

TABLE OF AMENDMENTS		
Originally Adopted	17 MAY 2016 [General Meeting]	G/16/2809
	10 MAY 2016 [Commercial Services Committee]	CSC/16/0009
Amendment 1	<INSERT DATE COUNCIL MEETING>	<INSERT RESOLUTION NUMBER>
Amendment 2	<INSERT DATE COUNCIL MEETING>	<INSERT RESOLUTION NUMBER>
Amendment 3	<INSERT DATE COUNCIL MEETING>	<INSERT RESOLUTION NUMBER>

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STUART RANDLE

CHIEF EXECUTIVE OFFICER