

TERMS OF REFERENCE

New Hamilton Gallery Project

Adopted by the Project Reference Group – 20 May 2020

Reviewed and updated by the Project Reference Group – [date TBC]

1. Purpose

The New Hamilton Gallery (NHG) Project Reference Group will oversee the initial phases of advocacy, communications and engagement with stakeholders as well as fund raising (alongside the new dedicated Hamilton Gallery Board) for the NHG project. It will work with Southern Grampians Shire Council (Council) to regularly update the community and interested stakeholders by various means.

The NHG Project Reference Group has an important role. It will through its communication role (communications plan) deliver broad understanding on the importance and significance of this project within the community as well as across the region and State of Victoria. Also, the Group provides a forum for constructive input into fundraising opportunities and marketing of the project to maximise capital raising opportunities for a new Gallery.

Operationally, the NHG will ultimately require a NHG Project Steering Group to undertake detailed planning, financing, business transition and project management to deliver the actual building and new operations. The NHG Project Reference Group however provides the first step before such a Steering Group is established, with its longevity determined by the fundraising secured and the necessity to deliver a project based on such funding.

2. Role of the NHG Project Reference Group

- 2.1 To oversee the initial phases of the NHG project and tasks as follows (in no particular order and not restricted to:
- a) Providing a single voice via the Chair on the NHG project with respect to media and commentary.
 - b) Provide feedback to external consultants engaged with project on matters relating to the project eg Architect, Communications specialist.
 - c) Finalisation and delivery of a communications plan for the project to inform all stakeholders about the project.
 - d) Be available for community consultation on final three options for the Gallery once resolved by council.
 - e) Providing a forum to give input on required communication information and collateral for the project (prospectus, newsletters etc).
 - f) Giving input and advice to Council staff as well as Board members on fund raising opportunities in support of the new Hamilton Gallery Board and via other forums (Friends, Trust etc).
 - g) Providing direct input on marketing campaigns to publicise the new gallery.
 - h) Supporting direct engagement with State and Federal ministers and agencies for the purpose of fund raising and project recognition.
 - i) Implementing the Governance model as per **Annexure A** with the clear intent of maximising the likelihood of success for the project being delivered as per Council resolutions.
 - j) Have input and role with future design competition for new gallery as per any Council resolution on preferred site.

- 2.2 To provide those directly involved in the project with guidance on cultural arts issues relevant to the project;
- 2.3 To address any issue that has a major implication for the project;

3. Membership

The membership of the NHG Reference Group shall consist of:

- 3.1
 - a) Mayor of Southern Grampians Shire (chair)
 - b) Councillor of Southern Grampians Shire – 1 representative
- 3.2 Representatives will come from the following organisations
 - a) Hamilton Gallery Board* – 1 representative (*once established)
 - b) Friends of Hamilton Gallery – 1 representative
 - c) HRBA – 1 representative
 - d) Community – 3 representatives
 - e) Indigenous – 1 representative
 - f) Hamilton Gallery Trust – 1 representative
 - G) Heart of Hamilton Group – 1 representative
- 3.3 Representatives will come from the following Council departments
 - a) Council CEO (or proxy)
 - b) Manager Cultural Arts
 - c) Hamilton Gallery Artistic Director

Guests may also be invited to meetings by the NHG Reference Group to provide expert advice.

4. Meeting Procedure

- 4.1 The Mayor (or delegate) will act as a chairperson at meetings of the Reference Group.
- 4.2 The NHG Reference Group will meet on an agreed schedule until such time as it is deemed appropriate by the Chairperson to begin more detailed site planning and project management as per the governance model set out in **Annexure A**. As a guide, this will involve no less than 20% of total budget for the project being secured (with strong likelihood of additional funding being pledged). At that time the Group will be disbanded, with Councillors briefed through normal channels and other members substantially redeployed to the new governance structure ie NHG Project Steering Group. Additional meetings may be scheduled as required.
- 4.3 A staff member of Council within the Planning and Development directorate will be responsible for the taking and distribution of the meeting notes and maintaining an action register.
- 4.4 The NHG Reference Group shall have a quorum which is equal to one-half plus one of the total number of Group members currently appointed.

- 4.5 When the NHG Reference Group business involves matters in which one or more members have a conflict of interest, or when their presence may inhibit full discussion, those members should withdraw from this portion of the meeting.

Meeting structure, agenda and meeting notes formats should meet the needs of the NHG Reference Group, while ensuring consistency, completeness and accountability. It is recommended that any meeting minutes briefly outline the content of each of the items listed on the agenda, including actions taken and recommendations.

5. Conduct Principles

5.1 NHG Reference Group members are expected to:

- a) Actively participate in Committee discussions and offer their opinions and views,
- b) Treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- c) Act with integrity,
- d) Attend each meeting where practical,
- e) Avoid conflicts of interest,
- f) Refrain from releasing confidential information.

6. Review

The terms of reference for the NHG Reference Group will be reviewed at the first Group meeting and then, as necessary by the Group.

Meeting schedule

Meeting schedule to be agreed at first meeting of the group. This will be no fewer than three meetings over the course of developing Option 3. During the duration of the project, other meetings will be determined by the group as appropriate.

Annexure A

Refer to separate governance stages powerpoint slides for NHG Project