



**CITY OF PARRAMATTA RIVERSIDE THEATRES
ADVISORY BOARD MEETING**



Meeting Date/Time: Wednesday, November 24, 2021/ 6.00PM AEST

Advisory Board:	Rhonda Hawkins AM (Chair)	Jon Grieg	Keiasha Naidoo
Members:	Vyviene Abla	Cr Andrew Jefferies	Vaughan Roles
	Alan Manly	Carl Scibberas	Carl Scibberas
			Dr Jim Taggart OAM (Deputy Chair)

Management	Craig McMaster, Director Riverside Theatres	Sainesh Moss, Business Manager
Attendees:	Mike Brew, Operations Manager Sophie Anderson, Marketing & Communications Team Leader	Catherine Swallow, Program Manager
Apologies:	Joanne Kee, Exec. Producer NTofP Cr Donna Davis, Cr Bob Dwyer	Cr Andrew Jefferies, Luke Mackey, Dr Jim Taggart OAM (Deputy Chair)

	AGENDA ITEMS #1: MEETING OPENING
Catherine Swallow (Program Manager)	Acknowledgment of Country Catherine Swallow made an Acknowledgement of Country to the Darug land where the meeting was held. The meeting commenced at 6:12pm.
	AGENDA ITEMS #2: Welcome and Apologies
Rhonda Hawkins (Chair)	With quorum present the Chair opened the meeting and noted the apologies.
	AGENDA ITEMS #3: Minutes of Meeting 26 June, 2021
Rhonda Hawkins (Chair)	Previously distributed minutes taken as read MOTION: minutes of last meeting were accepted and approved
	AGENDA ITEMS #4: Director’s Report
Craig McMaster (Director Riverside)	Craig M thanked everyone for attending. Core Updates: <ul style="list-style-type: none"> Reopening – we have reopened recently and had our first paid event was Mark Vincent and Classic Blockbusters with reasonably good attendances. <p>Craig M thanks Mike and the team for operational and service delivery which was outstanding and received positive feedback from patron, hirers, and performers.</p>



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	<p>Covid Update – The latest COVID Safety Plan was released on 18th of October. Riverside is operating at 100% capacity and all patrons over 16 years require double vaccinations. Riverside has a clear condition of entry staying away if ill, wearing mask, checking in, and displaying double vaccination evidence. A proposal was sent to Council to state how we will manage dance schools. Children over 16 years to have at double dose of vaccine and under 16 years need to have at least one dose of vaccine and any children under 12 years old to be tested beforehand. Majority of the dance schools has shown appreciation to keep the children safe.</p> <p>Management support has been received to maintain that double vaccination is a condition of entry. This was a result of a combination of commercial and safety factors being considered.</p>
<p>Discussion</p>	<p>Rhonda H asked if people purchase a ticket and at what point they asked if they are fully vaccinated?</p> <p>Craig M answered that we will update our communications accordingly in the next couple of days.</p> <p>Vaughan R asked of someone has already purchased the ticket who is unvaccinated, do we refund them?</p> <p>Craig answered that we will look at case by case basis and at the moment not a lot of tickets were sold.</p> <p>Carl S added that the sector is going in the same direction toward mandating vaccinations.</p> <p>Vaughan R added the commercial damage to the theatre and the hirers.</p> <p>Rhonda H highlighted that the theatre director had done a risk analysis and it’s an iterative cycle in different sectors.</p> <p>The executive director added to that the community services areas is high risk area under his portfolio as it is majority if customer or patron facing. The risk assessments have been very good in terms of environments, groups, and activities. Riverside is part of this exercise and where we have landed as a Council is all including and thorough.</p>
<p>Craig McMaster (Director Riverside)</p>	<ul style="list-style-type: none"> • Venue Operations – able to complete critical compliance issues for Riverside and Lennox. The rough sleeper situation on our front loggia was jointly address by the CoP Social &Community Services team, City Safe team, Regulatory and Cleansing team. <p>Peter Duffy took the lead on the OzHarvest hamper program. This helped a lot of people who were going through a tough time. These efforts were formally acknowledged by the Executive Director and CEO of Council.</p> <p>Parramatta Light Rail has reached Riverside with footpath and repaving. This has caused some disruptions with accidental cutting of main network fibre. However, they have cleaned it all up outside of eat street and this could be beneficial to the Sydney Festival.</p> <ul style="list-style-type: none"> • Riverside Presentation – the Director drew attention to the new Riverside Education brochure and praised Amy and Catherine for their work putting it together. The



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	<p>brochure has already received very positive feedback from the education community.</p> <p>The Croatian Film Festival is a new client that told us they would come back for 5 dates next year.</p> <p>Continuing to work through strategy for digital, applying for AusCo Grants. The team will be working on a multi-digital strategy, including Hybrid programming.</p> <p>In the Access arena, penal discussion on International Day of People with disability day on Dec 3 in collaboration with council. We are contracting a new service provider for the beyond the square program.</p> <p>We are looking at doing a launch for our education program in 2022, where we welcome the teachers to Riverside and showcase our education program.</p> <p>Craig M introduced Sophie Anderson for joining Council as the Marketing & Communications Team Leader. Sophie has an extensive arts marketing and management background.</p> <p>Craig M discussed the strategic goal at Riverside that came about as part of the building our engagement survey and how we can better engage with our staff. Amy Mathews and Peter Duffy are our engagement representatives work with the Council. We have set five goals:</p> <ol style="list-style-type: none"> 1.Focus on audience first in everything we do to deliver the best possible artistic and in venue experiences. 2.Growth and develop Riverside to become Western Sydney’s leading theatre and cultural venue and a centre of excellence for artistic development. 3. Invest in and develop team, operational centers, training equipment and our processes to delivery very best experience for customers and our team members. 4. We continue to development the concepts of business case for our re-development with the goal of receiving council approval for the next phase of development in early 2022. 5. To review our organisational design and roles to best align our structure to best for now and the reopening period. <p>The following programming objectives were discussed – to build on our existing program approach by embracing community, diversity, and inclusivity for all to support, collaborate and innovate work with artist and stories for greater Western Sydney.</p> <p>Focus on growing our commercial theatre and music programs to reach younger or diverse audience and to drive revenue and nighttime economy.</p>
<p>Discussion</p>	<p>Vaughan R commented that the measurable nature of Riverside’s initiatives is impressive. He provided feedback that the recent marketing of International Day of People with Disability event was unclear if it was public or invitation only. Catherine clarified it was public event and the feedback was taken onboard.</p>



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	<p>Keiasha N asked how we will target the schools that come to the education program showcase, and Catherine answered it was a bit too early to decide on a selection criteria.</p> <p>Keiasha N commented that many schools geographically close to Riverside are not involved in the education programs which is a missed opportunity, citing the Inner West specifically. The Director agreed, raising the regions outside of Parramatta as areas of great opportunity. This also feeds into digital who can't get here and can be productized and sold into schools.</p> <p>Keiasha N also commented Mark Vincent was very well done and wanted to give a shout out to the staff and to Joanne of NTOP for the work she is doing as the speaker of the women club. The Director agreed with the work that Joanne has done some great work and the impact she is making at promoting women in theatre is impressive.</p>
	AGENDA ITEMS #5 Finance & Results
Sainesh Moss (Business manager Riverside)	<p>Sainesh M updated the board with a finance overview and financial performance result YTD financial year 2021/22. Riverside received Covid support funds from CREATE NSW in Oct 21. Total grant was \$191k, \$66k was paid out to related parties and \$125k net revenue retained as offset BoxOffice revenue. September quarterly review was completed and revenue impact \$1.2m as the revenue was revised from \$3.5m to \$2.3m. Similarly, costs were revised from \$6.3m to \$5.9 with a cost savings of \$360k.</p> <p>Box office has reopened and expecting revenue to pick up. We have a positive start of 2022 with A Chorus Line, Sydney Festival and Mamma Mia. Budget work for 2022/23 is underway.</p> <p>Core KPI's in finance were presented for full year 2021/22. Although Covid closures have impacted revenue, costs are being controlled to minimize impact on profitability.</p>
Discussion	Rhonda H asked if there were any comments for the Finance report it was comments
Rhonda Hawkins	MOTION: Director's report was accepted and approved
	AGENDA ITEMS # 6 Council and COVID Response
Jon Greig (Exec Director Community Services)	<p>Council and COVID Response</p> <ul style="list-style-type: none">Jon G gave an update that Council election on at the moment. Council is all about ensuring public and community safety alongside trying to re-activate the city. Parramatta lanes were on over the weekend, farmer market has started in the lead up to Christmas. We have an events program running from now to Christmas, New Year and Australia Day.
	AGENDA ITEMS # 7 Riverside Re-development Concept Proposal
Craig McMaster (Director Riverside)	<p>Riverside Re-development Concept Proposal</p> <ul style="list-style-type: none">Craig M updated the board on the Riverside redevelopment concept proposal. Council approved a next iteration of the development process, taking the concept proposal out to architects and coming up with three keys items: a validated reference design, a detailed functional brief, and a detailed cost plan. There has been huge progress made on all the three items. Currently on the final draft for



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	<p>concept reference design. The next steps are to present to project control group to the executives at Council and once this is approved a business case will be done and taken back to Council. A full program is done that's gives us estimates on completion dates. Council will require us to run a full design competition.</p>
Discussion	<p>Rhonda H acknowledged and commended the director for the continuing support and all the work he is doing for the re-development.</p>
<p>Craig McMaster (Director Riverside)</p> <p>Jon Greig (Exec Director Community Services)</p>	<p>Cessation of 7th Riverside Advisory Board</p> <ul style="list-style-type: none"> • Craig M said it was a sad day as the last day of the current board as he enjoyed the contributions done by the board. The director thanks the board on behalf of Riverside for their support and contribution and as advocated for Riverside. The new advisory committee will be formed early in 2022. • The executive director explained that the board comes to an end, our Governance team are in the process of doing a review of all the advisory committees. The Governance team are providing a standard review and a standard set of criteria on all committees and all bespoke view of the committees they have done themselves are going in the mix and Riverside is in this position. The motion and recommendation from our last meeting were considered by Governance and this will be taken to the new chamber for the first operational meeting. This first meeting is scheduled for the 10th of February 2022.
Discussion	<p>Jon G the Executive Director thanks the board for having him as a member of the board and the guidance and stewardship. He also acknowledged the interesting and robust discussion around table over the years. Two things he called out that the board did within the relatively short time that he was on board was firstly the boards stewardship during the first lockdown. There were some insightful challenges by the board which were the drivers made us move to digital programming. Secondly having full, frank, and fearless conversations with Robert regarding the role of the board.</p> <p>Rhonda H stated that Riverside is very important to our community. Being on the board for many years and what she can see has developed a much clear and better vision for Riverside and its role in City of Parramatta and community. She also acknowledged and thanked the team we have and had in years.</p> <p>Keiasha N also commented the team at Riverside are creditably hard working and talented. She thanks Robert love, Bob Dwyer, and City of Parramatta Council in supporting Riverside.</p> <p>Vaughan R comment that we don't have a theatre experience in Parramatta that allows people with disability. He is hopeful that Riverside could in future progress on this experience in a costs effect and meaningful way not only for the art industry sector but for Riverside as well. The director agreed that it's critical that we provide these services as one of an important features that distinguishes Riverside from other Theatres.</p> <p>Vyvienne A expressed that she was a much newer addition to the board it was a great experience for her. Its inspiring to see the vision and direction that Riverside is going in terms of the musicals and younger and wider audience. The director emphasized that we are committed in the musical space and there are a lot more things happening.</p> <p>Alan M was impressed that Riverside's current KPI's are geared towards Riverside being an asset to the community, congratulating Jon and Craig for this turnaround in attitude. He was in the past frustrated that the nighttime economy draft for Parra City didn't include the theatre and the redevelopment presents a fantastic opportunity for the city.</p>



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	Carl S enjoyed the diversity of the board and the discussions and how its ability to grow talents from the bottom up. Riverside promotes new arts and National Theatre of Parramatta is a good example of the great goals that it has been achieving.
	CLOSE OF MEETING - 8:02pm