

Mansfield Performing Arts Centre

Strategic Development Plan

Mansfield Shire Council

Final February 2020



Rob Gebert Arts Consultancy

Table of Contents

1. Executive Summary	3
2. Introduction.....	4
2.1 Report Structure	4
2.2 Project Methodology.....	4
3. Needs Analysis.....	5
3.1 Demographic and Economic Profile	5
3.2 Statistical Analysis	5
3.3 Customer Mix	6
3.4 Theatres Competitive Environment	6
3.5 Venue Hiring Rates Benchmarking.....	7
3.6 Community Consultation Outcome.....	8
3.7 Joint Use Agreement	9
4. Vision, Objectives, Strategies and Actions	10
4.1 Vision	10
4.2 Objectives.....	10
4.3 Strategies.....	10
4.4 Action Plan.....	10
4.5 Proposed venue hiring rates.....	14
4.6 Multiyear budget.....	14
5. Facilities Infrastructure.....	16
6. Recommendations.....	17
7. Appendix 1 Needs Analysis Report.....	18
8. Appendix 2 Detailed Action Plan	19
9. Appendix 3 Proposed Hiring Rates	20
10. Appendix 4 Multiyear Budget.....	21
11. Appendix 5 Capital Works Priorities.....	22
12. Appendix 6 Technical Schedule	23

1. Executive Summary

This report relates to the development of a Strategic Development Plan for Mansfield Performing Arts Centre (MPAC). The report identifies the context for future management of MPAC and the key operational and facilities issues that should be addressed. The aim of the Plan is to promote long term sustainability for the facility and maximise the capacity of Mansfield Shire Council and its partners to make informed decisions on future management of MPAC.

The Needs Analysis undertaken as part of the Plan's development, demonstrated that there was a strong environment in Mansfield Shire supporting the growth in community and cultural events. MPAC was recognised as an important community facility and plays a key role in supporting this growth.

Mansfield Shire has ongoing population growth and a strong economy particularly driven by the size of the tourist industry. The level of usage of MPAC was comparable to other performing arts centres but is dominated by the extended periods that Mansfield Musical and Dramatic Society use the theatre for their productions. There is no regular presentation of professional touring performances at MPAC. MPAC is in a competitive position in the region as there are a limited number of theatre venues servicing the North East Victorian area with the nearest performing arts centres in Wangaratta and Benalla. A benchmarking study of similar scale regional venues was undertaken which showed that current venue hiring rates for MPAC were similar to other venues for community users. However there is no commercial rate for MPAC with other venues charging higher rates.

The Strategic Development Plan was developed to provide a pathway for the development of MPAC over the next three years. It proposes that the responsibility for the management of MPAC should transfer to Mansfield Shire Council while strengthening the partnership between Mansfield Secondary College and Mansfield Shire Council.

Vision

Mansfield Performing Arts Centre is a creative hub that strengthens our community through access to, participation in and engagement with a diverse range of community and cultural events.

Objectives

- Create opportunities for creative participation.
- Encourage high levels of community and civic usage.
- Support community connections.
- Ensure a sustainable future through the provision of appropriate governance and infrastructure.

A multiyear budget for the period 20/21 to 24/25 has been developed as part of the Plan. It recognises the need to increase the resources required to drive growth in MPAC's usage and revenue.

The condition of the building, building systems and theatre infrastructure were reviewed and Capital Works Priorities for the period 2020 to 2025 were developed for MPAC.

Detailed recommendations arising from this project are contained in Section 6 of the report.

2. Introduction

2.1 Report Structure

The MPAC Consolidated Report comprises:

- Executive Summary.
- Summary of the key elements of the project.
- Appendices containing the detailed studies, plans and budgets. These include detailed data, consultation outcomes, needs analysis, plans and priority timeframes.

2.2 Project Methodology

Project methodology included:

Project Establishment

Project establishment to ensure clarity about methodology, timelines and communication protocols. Desk top research was undertaken focused on extensive research, data collection and benchmarking.

Assessment of Equipment Component

An inspection and audit of the MPAC facilities was undertaken including fixtures, fitting, furniture and equipment. A draft five year Capital Works Priorities program was developed. An updated Technical Schedule was developed.

Community Engagement

Community and stakeholder engagement was undertaken including interviews and meetings in Mansfield with targeted key community organisations including arts and cultural organisations, Mansfield Secondary College and Mansfield Shire Council officers. A community workshop was held which was open to a wider range of stakeholders, artists and the public.

Needs Analysis

An environmental analysis was undertaken including analysis of demographics, current supply of performing arts content, market demand and an examination of performing arts facilities in the Mansfield region. Demand analysis was developed which identified current and future demand from audiences and artists and gaps in the current service provision.

Strategic Plan

A strategic planning workshop was undertaken with key stakeholders including Mansfield Shire Council and Mansfield Secondary College staff. Following the workshop, the consultant developed draft Vision, Objectives and Strategies for the MPAC Strategic Plan. The preferred option for the governance structure, staffing structure and resources was identified. A draft five year Financial Plan and one year Operational budget were developed.

Report Development

A consolidated project report has been developed including recommendations, supporting documentation and reports.

3. Needs Analysis

The Needs Analysis includes:

- Demographic and economic profile
- Statistical analysis of current activity at MPAC
- Community and Stakeholder Consultation Outcomes
- Competitive Environment
- SWOT Analysis

The Needs Analysis demonstrated that there was a strong environment in Mansfield Shire supporting the growth in community and cultural events.

3.1 Demographic and Economic Profile

Mansfield Shire has ongoing population growth with a large increase in the proportion of residents over 55 years. Population projections for Mansfield Shire indicates that population growth will gradually increase, with the permanent population reaching almost 10,000 by 2031. The permanent population can more than double due to transient population with up to 14,000 tourists or visitors per day in the peak month of January¹.

The Mansfield Shire economy is performing strongly. The household, family and personal weekly incomes of Mansfield Shire residents all increased in real terms between the 2006 and 2016 censuses at similar rates to Victoria and higher than for many regional communities. Unemployment rates for Mansfield are significantly lower than for regional Victoria.

These outcomes are particularly driven by the strength of tourism industry with more than 1.8m visitors per annum. The accommodation and food services sectors are the largest industries by value driving the higher level of employment.

There has been growing engagement with education with the number of residents with a post school qualification including university and TAFE qualifications, growing strongly over recent years.

The SEIFA (Socio-economic Indexes for Areas) relative disadvantage index ranks local government areas from 188 (most disadvantaged) to 1,186 (least disadvantaged). The Mansfield Shire SEIFA score in 2016 was 986. Mansfield Shire's SEIFA score for the 2016 Census was highest compared to other adjacent local government areas indicating a lower level of disadvantage.

3.2 Statistical Analysis

Analysis of usage of MPAC was undertaken which identified the characteristics and patterns of events staged at MPAC.

¹ Mansfield Shire Economic Profile and Directions Paper 2017 page 30.

The usage profile is dominated by Mansfield Musical and Dramatic Society (MMuDS) who use the auditorium for all of their rehearsals as well as their production week and performance seasons. Note that ad hoc usage of the theatre by Mansfield Secondary College during school time is not currently captured which results in their usage being understated.

The total number of performances are low compared to other regional performing arts centres which typically stage between 100 and 150 performances per annum.

The total days of usage and venue utilisation are comparable to other regional performing arts centres which operate at between 50% and 60% venue utilisation.

However, a key factor driving this utilisation are the extended periods that MMuDS uses the theatre for their productions for rehearsals, bump in, technical and dress rehearsals and performances.

There are a lot of days during the production period where there is no activity with MMuDS “in residence” with no other activity able to be staged in the theatre. Typical regional venues would have local productions in for two or three weeks in total. During production week the venue would normally be used every day for bump in and rehearsal activity. For MMuDS most recent production *Seussical the Musical*, the venue was occupied for 51 days for the eight performances staged. This precludes other usage of the venue.

There is limited usage of MPAC by Mansfield Shire Council, community groups, other schools and Dance Schools.

There is no regular presentation of professional touring performances at MPAC. Presenters can include commercial promoters and regional touring organisations. The relatively small seating capacity of MPAC and the small population of Mansfield are disincentives to staging events at MPAC. A key factor in attracting professional touring performances to a regional community is the level of support provided by the venue.

3.3 Customer Mix

There is no data available from ticket sales of the customer mix or postcode analysis for performances at MPAC.

Anecdotal evidence indicated:

- MMuDS have a loyal following for their productions. Some productions attract a wider audience, such as *Seussical the Musical* this year attracting a family audience.
- Mansfield Secondary College performance events attract a family and friends audience.
- Arts Mansfield attract participating groups and audiences from a wide area for the One Act Play Festival.
- Local dance schools attract a family and friends audience.

3.4 Theatres Competitive Environment

MPAC is in a competitive position in the region as there are a limited number of theatre venues servicing the North East Victorian area with the nearest performing arts centres in Wangaratta and Benalla.

Both PAC venues are between 50 and 70 minutes drive from Mansfield. While there is likely to be some overlap in audience catchment between the venues this is unlikely to have a significant negative impact on attracting audiences to MPAC from the Mansfield Shire.

3.5 Venue Hiring Rates Benchmarking

A number of similar scale regional venues were identified and hiring rates were benchmarked against MPAC.

Venue	Capacity	Commercial Performance Rate	Community Performance Rate	Commercial Rehearsal Rate	Community Rehearsal Rate
MPAC	230	\$525	\$525	\$90	\$90
Latrobe PAC Little Theatre	220	\$850	\$340	\$300	\$120
Bunjil Place Studio Theatre	200	\$695	\$325	\$295	\$270
Portland Arts Centre	144	\$405	\$117	\$323	\$92
The Forge Bairnsdale	362	\$855#	\$606	\$176	\$60

Based on Half Day / 4-5 hour rates

Inclusive of GST

plus 5% of Net Box Office

Venue hiring rates are comparable to these venues. There is currently no differentiation in rates between commercial hirers and community not for profit hirers which is standard in most performing arts centres. However currently there are few commercial hirers – the only regular hirers are the dance schools for their end of year performances.

3.6 Community Consultation Outcome

Consultation was undertaken with key user groups as identified in Appendix 1 Strategic Development Plan Needs Analysis Report, Section 3.2. The SWOT analysis identifies key findings as part of the consultation process.

	Positive Strengths	Negative Weaknesses
Internal	<p>MPAC is a focus for the community.</p> <p>Strong support from community.</p> <p>Shire has growing population, progressive attitudes, attracting artists to area.</p> <p>Gives young people experience of the performing arts.</p> <p>Key community groups play an important role.</p> <p>Only theatre facility in immediate area.</p> <p>Good stage size, flexible options.</p> <p>Foyer has potential for flexible uses.</p> <p>Forecourt popular external space.</p> <p>Parking good after school hours.</p>	<p>Lack of co-ordination and management of venue.</p> <p>Inability to increase usage by other hirers.</p> <p>Lack of continuity with technical staff.</p> <p>No air conditioning, poor heating.</p> <p>Mobility accessibility limited.</p> <p>Some technical equipment aging.</p> <p>Some problems with backstage facilities.</p> <p>Lack of understanding of audiences.</p> <p>Parking congested during school time.</p> <p>MPAC is meeting less of Mansfield Secondary College's needs as school population grows.</p> <p>Current Joint Use Agreement not meeting current needs.</p>
	Opportunities	Threats
External	<p>Growing population / develop new audiences.</p> <p>Increase role as Town Hall/ Civic facility.</p> <p>Increase usage of foyer for functions.</p> <p>Training and skills development opportunities for young people.</p> <p>Strengthen partnership between Mansfield Secondary College and Mansfield Shire Council.</p>	<p>Building infrastructure aging / compliance issues.</p> <p>Some technical equipment near end of working life.</p> <p>Budget constraints of both Mansfield Secondary College and Mansfield Shire Council.</p>

3.7 Joint Use Agreement

The current Joint Use Agreement (JUA) between the Victorian Government, Mansfield Secondary College School Council and Mansfield Shire Council was established in 1999. The JUA outlined the rights of the parties, governance, delegated powers and responsibilities.

The JUA no longer reflects the current operations of MPAC and an amended JUA needs to be developed. It is proposed to negotiate the amended JUA in parallel with the implementation of the Strategic Development Plan.

A key concept in the current approach to JUAs is that the Department of Education and Training does not endorse a Committee of Management model as a governance structure due to potential issues with the liability and powers of the committee and concerns over the committee's ability to manage day to day operational matters.

Guidelines for the structure of the JUA have been provided by the Victorian Government².

Mansfield Shire Council and Mansfield Secondary College have negotiated other JUAs including recently for the new multi-sports facility currently under construction. These will provide useful direction for the amended JUA for MPAC.

² A Guide to Understanding and Developing Community Joint Use Agreements 2018. Department of Education and Training.

4. Vision, Objectives, Strategies and Actions

The Strategic Development Plan has been developed to provide a pathway for the development of MPAC over the next three years.

4.1 Vision

Mansfield Performing Arts Centre (MPAC) is a creative hub that strengthens our community through access to, participation in and engagement with a diverse range of community and cultural events.

4.2 Objectives

- Create opportunities for creative participation.
- Encourage high levels of community and civic usage.
- Support community connections.
- Ensure a sustainable future through the provision of appropriate governance and infrastructure.

4.3 Strategies

- Create opportunities for creative participation.
 - Increase the diversity of users booking MPAC.
 - Increase the size and diversity of audiences attending events at MPAC.
 - Increase the usage of the venue for creative arts events.
- Encourage high levels of community and civic usage.
 - Increase the usage of the venue for community and civic events.
 - Enhance venue resources to support the delivery of community and civic events.
- Support community connections.
 - Support the community to build their capacity to create and deliver creative arts events.
 - Strengthen social connections within the Mansfield community.
- Ensure a sustainable future through the provision of appropriate governance and infrastructure.
 - Develop an appropriate management model for MPAC.
 - Secure the financial and professional staff resources required to achieve the objectives for MPAC.
 - Establish and maintain appropriate business systems including budget and financial reporting and business performance measures.
 - Maintain appropriate facilities maintenance programs that maintain the condition of the venue and meet statutory requirements.
 - Develop a multi-year capital works program.

4.4 Action Plan

An Action Plan to implement the strategies over the next three years has been developed. The detailed Action Plan is included in Appendix 2. In summary the Action Plan comprises:

Strategy	Action	Resources	2019-2020	2020-2021	2021-2022	2022-2023	
Objective 1. Create opportunities for creative participation							
1.1 Increase the diversity of users booking MPAC.	Promote MPAC to potential external users.	<ul style="list-style-type: none"> Membership costs for industry networks 		✓	✓	✓	
	Promote MPAC to potential local community users.		<ul style="list-style-type: none"> Online ticketing transaction fees 		✓	✓	✓
1.2 Increase the size and diversity of audiences at MPAC.	Establish ticketing system and Customer Relationship Management system.	<ul style="list-style-type: none"> Third party CRM software 		✓	✓	✓	
	Establish online resources to promote events at MPAC.		<ul style="list-style-type: none"> Web design costs 		✓	✓	✓
	Establish approach to partnering in the presentation of creative events.		<ul style="list-style-type: none"> Staffing Allocation 	✓	✓	✓	✓
1.3 Increase the usage of the venue for creative arts events.	Review venue hiring rates for creative arts usage.		✓	✓	✓	✓	
	Establish online venue resources for MPAC.		✓	✓	✓	✓	
	Annual consultation with regular community users.		✓	✓	✓	✓	
Objective 2. Encourage high levels of community and civic usage.							
2.1 Increase the usage of the venue for community and civic events.	Review venue hiring rates for community usage.	<ul style="list-style-type: none"> Equipment and furniture cost 	✓	✓	✓	✓	
2.2 Enhance venue resources to support the delivery of community and civic events.	Identify options to minimise event set up costs.	<ul style="list-style-type: none"> Catering facilities capital cost Staffing Allocation 		✓			
	Identify options to enhance catering options for events.			✓	✓		

Strategy	Action	Resources	2019-2020	2020-2021	2021-2022	2022-23
Objective 3. Support community connections.						
3.1 Support the community to build their capacity to create and deliver creative arts events.	Undertake workshop program in event management for community members.	<ul style="list-style-type: none"> • Cost of facilitators and trainers 		✓	✓	✓
	Establish technical training programs.	<ul style="list-style-type: none"> • Catering and event costs 				✓
3.2 Strengthen social connections within the Mansfield community.	Ensure events have aspects which strengthen social connection.	<ul style="list-style-type: none"> • Staffing Allocation 			✓	✓
Objective 4. Ensure a sustainable future through the provision of appropriate governance and infrastructure.						
4.1 Develop an appropriate management model for MPAC	Negotiate amendments to current JUA.	<ul style="list-style-type: none"> • Additional budget investment 		✓		
	Confirm operational processes with Mansfield Secondary College.	<ul style="list-style-type: none"> • Additional budget investment 	✓			
4.2 Secure the financial and professional staff resources required to achieve the objectives for MPAC.	Establish staffing structure in Council.	<ul style="list-style-type: none"> • Staffing Allocation 		✓		
	Review provision of technical services.		✓			
	Establish mechanisms for FOH management.			✓		
	Establish long term budget.		✓			
	Establish annual operational budget.		✓	✓	✓	✓

Strategy	Action	Resources	2019-2020	2020-2021	2021-2022	2022-2023
4.3 Establish and maintain appropriate business systems including budget and financial reporting and business performance measures.	Establish venue booking system.	<ul style="list-style-type: none"> • Software (if existing system not available) • Specialist advice • Consultant costs (if required) • Contractor costs • Capital Cost • Staffing Allocation 		✓		
	Establish key policies and procedures.		✓	✓		
	Ensure access to MPAC consistent with Child Safe policies.			✓	✓	✓
	Establish documents for venue hire for creative events and community events.			✓		
	Establish finance systems.			✓		
	Establish business performance measures.			✓		
4.4 Maintain appropriate facilities maintenance programs that maintain the condition of the venue and meet statutory requirements.	Develop and implement cyclical maintenance program.		✓	✓	✓	✓
	Establish arrangements for maintenance of the condition of the venue.		✓	✓	✓	✓
4.5 Develop a multi-year capital works program.	Confirm capital works priorities.			✓		
	Secure funding for capital works program.			✓	✓	✓

4.5 Proposed venue hiring rates

Proposed venue hiring rates have been developed taking into consideration:

- Current venue hiring rates for MPAC.
- Venue hiring rates for other Council facilities.
- Venue hiring rates for other similar scale Victorian venues.
- Affordability for community users.
- A realistic revenue return to contribute to meeting the costs of operating MPAC.

All charges excluding GST

	Current Rate 2018	2020/21 Commercial	2020/21 Community Not-For-Profit
Full venue			
Full Day (9 hours)	\$525	\$1,200	\$600
Half Day (5 hours)	\$525	\$800	\$400
Charge for additional hour	N/A	\$150	\$75
Extra Show / Performance	N/A	\$400	\$200
Rehearsal (no tech) max 3 hours.	\$90	\$240	\$120
Foyer Only			
Full Day (9 hours)	N/A	\$300	\$150
Half Day (5 hours)	N/A	\$200	\$100
Charge for additional hour	N/A	\$40	\$20
Cleaning Fee	Cost Recovery		
MPAC Labour (per person)			
Theatre Technician (hourly)	N/A	Cost Recovery	
Front of House Duty Officer (hourly)	N/A	\$50	\$50
Full Venue			
Weekly (7 days) venue hire	N/A	N/A	\$2,000

* Current rate includes charge of \$225 for dress rehearsals.

** Current rate includes a Schools charge of \$275 per performance and no charge for rehearsals.

4.6 Multiyear budget.

A draft detailed 5 year budget has been developed for MPAC.

The budget reflects the minimum of what is required to implement the Action Plan.

Exclusive of GST

A/C No	Detail	20/21	21/22	22/23	23/24	24/25
500401	REVENUE					
	Administration					
	Other Income					
	Total Administration	\$0	\$0	\$0	\$0	\$0
	Theatre Operations					
97	Venue Rental	\$23,000	\$28,000	\$30,800	\$33,880	\$37,268
94	Technical Labour Recoveries	\$8,000	\$10,000	\$11,000	\$12,100	\$13,310
94	Front of House Labour Recoveries	\$0	\$1,500	\$1,650	\$1,815	\$1,997
94	Cleaning Recoveries	\$7,000	\$7,700	\$8,470	\$9,317	\$10,249
	Total Theatre Operations	\$38,000	\$47,200	\$51,920	\$57,112	\$62,823
	Programming					
72	Box Office (Partnerships)			\$15,000	\$25,000	\$35,000
	Kiosk Sales			\$1,500	\$2,500	\$3,500
	Total Programming	\$0	\$0	\$16,500	\$27,500	\$38,500
	Total Revenue	\$38,000	\$47,200	\$68,420	\$84,612	\$101,323
500400	EXPENDITURE					
	Administration					
01	Administration Salaries	\$39,765	\$40,958	\$49,218	\$57,936	\$74,593
01	Salary Overheads	\$4,971	\$5,120	\$6,152	\$7,242	\$9,324
33	Software Licenses	\$500	\$520	\$550	\$590	\$590
30	Stationery and Office Supplies	\$500	\$550	\$610	\$670	\$670
26	Memberships and Subscriptions	\$1,500	\$1,600	\$1,700	\$1,800	\$1,900
20	Venue Advertising and Promotion	\$1,000	\$1,050	\$1,100	\$1,200	\$1,300
	Total Administration	\$48,236	\$49,798	\$59,330	\$69,438	\$88,377
	Theatre Operations					
04	Technical Labour	\$7,000	\$9,500	\$10,400	\$11,500	\$12,600
04	Front of House Labour	\$0	\$1,400	\$1,500	\$1,600	\$1,800
09	Other Theatre Operations Costs	\$500	\$550	\$605	\$666	\$732
	Total Theatre Operations	\$7,500	\$11,450	\$12,505	\$13,766	\$15,132
	Venue Costs					
41	Electricity	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
42	Water Consumption	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
43	Gas	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
04	Technical Labour	\$2,500	\$3,000	\$3,500	\$4,000	\$4,500
13	Building Maintenance	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
09	Technical Maintenance Materials	\$4,500	\$4,725	\$4,961	\$5,209	\$5,470
57	Cleaning	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
22	Insurance	\$3,000	\$3,100	\$3,250	\$3,400	\$3,550
27	Security Expenses	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216
	Total Venue Costs	\$47,000	\$50,175	\$53,579	\$57,175	\$60,979
	Programming					
	Program Costs	\$0	\$0	\$15,000	\$25,000	\$35,000
	Marketing	\$0	\$0	\$3,000	\$5,000	\$7,000
	Kiosk Stock	\$0	\$0	\$600	\$1,000	\$1,250
	Total Programming	\$0	\$0	\$18,600	\$31,000	\$43,250
	Total Expenditure	\$102,736	\$111,423	\$144,014	\$171,379	\$207,739
	Surplus / Deficit	-\$64,736	-\$64,223	-\$75,594	-\$86,767	-\$106,416

5. Facilities Infrastructure

The condition of the building and building systems were reviewed by Napier and Blakeley, building consultants in 2018 and the theatre infrastructure was reviewed by Rob Gebert Arts Consultancy in 2018 as part of this project.

The general condition of the building and theatre infrastructure is good given MPAC has been operating for 18 years. There are a number of issues which require consideration in the maintenance and capital works programs including:

- Some compliance issues with documentation of Essential Services, Fire Services and the building history and associated public records.
- Compliance of external stair risings and landings.
- A number of water damage and sealant issues particularly with exterior doors and windows.
- Some corrosion of external fixings.
- Current FOH Lighting Bridge 2 is unusable due to the lack of access.
- Some technical equipment and infrastructure is nearing the end of its working life and will require replacement.

Facility shortfalls identified through the consultation process included:

- Lack of airconditioning / poor heating combined with poor passive thermal performance of the building.
- Need for exterior zoning between MPAC and the school and upgraded profile to comply with security and child safe polices, particularly as daytime usage of the PAC increases.
- Need for enhanced accessibility infrastructure including accessibility to main seating bank and compliance with other issues such as Tactile Ground Surface Indicators, handrails and tactile signage throughout the building.
- Upgrade kiosk facilities to better service provision of catering for conferences and functions.
- Shortfalls in performer backstage facilities including undercover access for performers and upgrade of the dressing room.

The Capital Works Priorities included in Appendix 5 include recommendations for the priorities for works over the next five years.

An updated Technical Schedule for the theatre has been developed for reference by users is included in Appendix 6.

6. Recommendations

The Recommendations arising from the Strategic Development Plan provide a pathway for the development of MPAC over the next three years. This will enable MPAC to contribute to strengthening the creative and community experiences of the Mansfield Shire community and promote the long term sustainability for the facility.

The Recommendation comprise:

- Transfer responsibility for the management of Mansfield Performing Arts Centre to Mansfield Shire Council while continuing to strengthen the partnership between Mansfield Secondary College and Mansfield Shire Council.
- Support the delivery of the Action Plan through the adoption of the Strategic Development Plan including the recommended resourcing.
- Increase the level of usage, size and diversity of audiences through enhanced marketing, venue resources and operational efficiency.
- Review staffing structure and resources including venue management and provision of technical services.
- Establish and maintain appropriate business systems including budgets, financial reporting and business performance measures.
- Adopt the Venue Hiring Rates 20/21 and review annually.
- Adopt an approach to partnering in the presentation of creative events and programming where Mansfield Shire Council takes a level of box office risk.
- Establish appropriate facilities maintenance programs that maintains the condition of the venue and meets statutory requirements.
- The Capital Works Priorities should be adopted and funding allocations provided in future capital works budgets.
- Work with the Victorian Government and Mansfield Secondary College to develop and adopt an amended Joint Use Agreement for the facility.

7. Appendix 1 Needs Analysis Report

8. Appendix 2 Detailed Action Plan

9. Appendix 3 Proposed Hiring Rates

10. Appendix 4 Multiyear Budget

11. Appendix 5 Capital Works Priorities

12. Appendix 6 Technical Schedule