



Shire of Broome

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MANAGEMENT PLAN

Broome Multipurpose Arts & Community Venue

MANAGEMENT PLAN – BROOME MULTIPURPOSE ARTS AND COMMUNITY VENUE

Directorate: Community Development
Functional Area: Broome Multipurpose Arts and Community Venue
Responsible Officer: Manager, Community Development

Purpose Statement

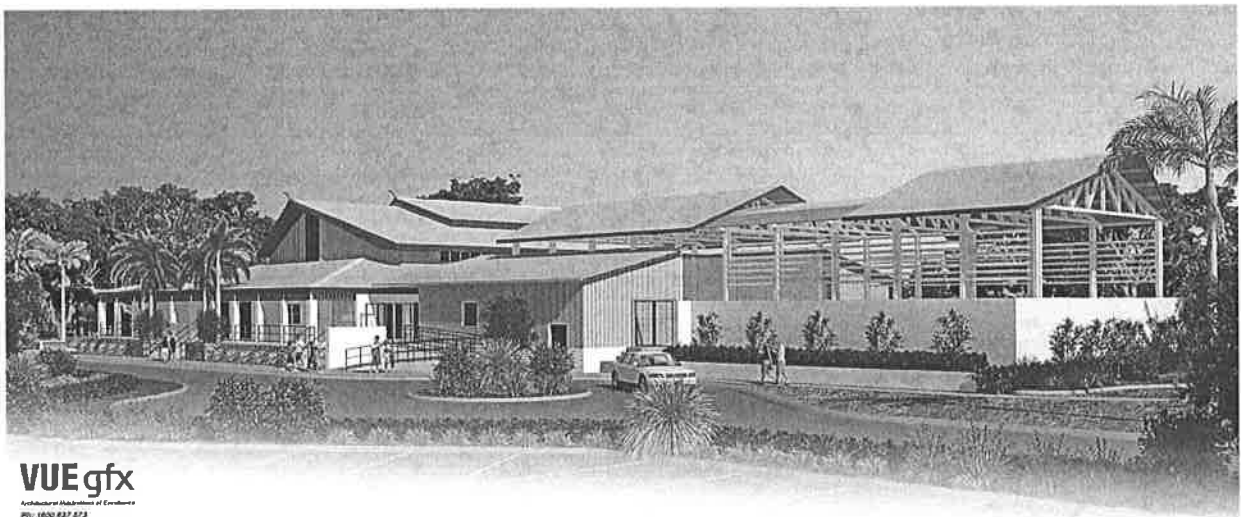
The Broome Civic Centre Management Plan reflects the priorities of the Shire of Broome's Strategic and Corporate Plan 2011-2016. The Plan gives information regarding the resources, procedures and performance indicators for the venue.

The Broome Civic Centre will operate within the Shire of Broome's vision for *A thriving and friendly community that recognises our history and embraces diversity and economic opportunity, whilst nurturing our unique natural and built environment.*"

The vision positions the venue as an affordable, practical centre providing the community of Broome and its visitors with a diverse and accessible programme of activities and events.

Mission of the Broome Civic Centre

To maximise the social, recreational and cultural opportunities for our community by providing and maintaining a quality venue that is a platform from which to raise the profile of social and cultural activity within the region and a sustainable economic context.



Context

After 36 years as the social and community hub of Broome hosting weddings, balls, sports, meetings, concerts and other events, the Broome Civic Centre closed its doors on 12 February 2009. Officially opened in 1973, the Civic Centre was designed as a town hall but over time with hotels providing venue alternatives, the centre was no longer in demand. It no longer met hirers' expectations of adequate acoustics or air conditioning, nor did it adequately meet public health and safety requirements. It was no longer a suitable for venue hire.

At an Ordinary Meeting of Council on 25 November 2010, Council adopted the terms of a Grant Agreement from the Department of Culture and the Arts for the redevelopment of the Broome Civic Centre as the Broome Multicultural Arts and Community Venue. Additional funding support was provided by Lotterywest, Royalties for Regions Country Local Government Fund through the Kimberley Development Commission and the Regional Local Community Infrastructure Program.

The iconic and much-loved old civic centre has undergone an \$11 million transformation that turned it into a state-of-the-art facility. The addition of the Garden Theatre provides a unique facility offering tiered seating which can be used for up to 250 people. A small stage under the arched semi-transparent roof and partial walls provide an open-air relaxed venue that allows users to enjoy our beautiful climate. Inside the Main Hall, patrons will experience greatly improved acoustics plus air conditioning, a bigger stage, technical upgrade and a sparkling fit-out including 350 chairs and tables to suit many occasions and layouts, at competitive hire rates.

The renovated building is Broome's only dedicated arts and multipurpose venue. The facility will enable the delivery of a diverse range of programs including professional touring events as well as being available to the community for family or community celebrations, meetings, conferences, exhibitions of local art, theatre productions, concerts, balls, schools events and festivals. The Civic Centre has played an important part in the town's history as a place to hold many and varied activities and it will continue to anticipate this broad function.

Target Audience

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- The Broome Community
- Shire of Broome (Elected Members and Shire officers)
- Local community based organisations (dance schools, theatre groups, etc.)
- Facility hirers
- Local and touring entertainers
- Event and conference managers
- Government agencies

Aims

- To provide a Centre for social and community events
- A quality, versatile venue that is suitable for professional and community performing and visual arts as well as community events, celebrations and conferences
- An accessible and affordable venue for the local Broome community
- Encouragement and appreciation for engagement with arts, social and cultural activities to reach and grow a diverse audience and user base
- Recognition as a national and statewide touring destination

Objectives

The objectives of the Broome Civic Centre are to:

- Provide **access** to a wide range of entertainment and events for residents and visitors
- Build **capacity** of events and audiences within the venue
- Maximise **revenue streams** to grow and support the facility and activities
- Nurture a **safe and healthy team environment** through honest communication, co-operation, respect and a shared responsibility for the service we provide
- Contribute to the **economic and social well-being and lifestyle** of the town and the region

Links to the Shire's Strategic Plan

- 1 **Our People Goal:** Foster a community environment that is accessible, affordable, inclusive, healthy and safe.
 - 1.1 Encourage communication
 - 1.2 Identify affordable community needs
 - 1.3 Create community spaces
 - 1.6 Nurture and build social capital to increase community capacity.
- 2 **Our Place Goal:** Help to protect the natural and built environment and cultural heritage of Broome whilst recognising the unique sense of the place.
 - 2.4 Preserve and promote historical and cultural heritage of Broome
 - 2.5 Retain and build on Broome's iconic tourism assets and reputation
 - 2.6 Implement best practice asset management plans to optimise Shire's infrastructure whilst minimising life cycle costs
- 3 **Our Prosperity Goal:** Create the means to enable local jobs creation and lifestyle affordability for the current and future population.

- 3.1 Work with other agencies to ensure affordable and equitable services and infrastructure.
 - 3.4 Preserve and promote the unique and significant historical and cultural heritage of Broome.
 - 3.5 Promote and support Broome's distinctive tourism character
 - 3.6 Implement best practice asset management plans to optimise Council's infrastructure whilst minimising lifecycle costs
- 4 **Our Organisation Goal: Continually enhance the Shire's organisational capacity to service the needs of a growing community.**
- 4.2 Review and analyse strategic and operational plans
 - 4.3 Manage resource allocation

Legislative Framework

Including but not limited to

- Local Government Act 1995
- Liquor Control Act 1988
- Shire of Broome Fees and Charges
- Shire of Broome Access and Inclusion Plan
- Building Code of Australia
- Health Act

Supported by Operations and Procedures attached to the Management Plan as Appendices.

Facilities

Hall

- Main Hall Capacity: 350 theatre style seating, 330 conference style (tables & chairs)
- Raised Stage (proscenium): 13.5m x 7.5m wooden stage will accommodate local and touring shows with high standards of technical fit-out
- Fully equipped caterers kitchen
- Potential uses: weddings, parties, special events, conferences, concerts, theatre/music/dance performances, workshops, exhibitions, rehearsals

Garden Theatre

- Garden Theatre Capacity: seating area for 250 on concrete terrace seating where patrons bring along a chair or cushion for a relaxed outdoor atmosphere
- 10.5m x 6m concrete stage and AV control room with full viewing to monitor the stage
- Servery for drinks/snacks
- Potential uses: weddings, parties, special events, conference breakout space, concerts, functions, pre-event functions

The [REDACTED] Room

A function room accessible from both [REDACTED] and the [REDACTED] Garden Theatre,

- Function room (10.5m x 6m) capacity: 30 seated at 5 rectangular tables
- Potential uses: conference breakout space, pre-event functions, meetings, workshops, rehearsals, exhibitions, conference registration area
- Operable wall to connect through to the Lobby as one space (15.75m x 6m)

Specifications

A full list of plant, technical, furniture and equipment specifications are attached as in list of Appendices.

Operations

Opening Hours

In the first instance the venue will be open from 10:00 – 16:00 weekdays. Hours may vary from time to time according to hirer/booking requirements. The Centre and Box Office will open one hour prior to each performance/event. Shire officers may be asked to provide lunchtime/sickness relief.

Ticket Sales

Patrons may have several options to purchase tickets for events:

- In person at the centre during opening hours, between 10:00 and 4:00

A dedicated website with secure online ticket purchasing will be developed as part of the branding for the venue.

The ticket sales facility might be utilised by hirers.

Annual Venue Programming

The program becomes the single most important defining element of the new venue. In order to maximise community attendance a diverse program in terms of event type is anticipated. The Program requires research into audience and product development and re-current budget funding to support the ability to buy-in product.

A low venue utilization (40% in the first year) is the initial conservative target along with minor realistic additions in the form of some outside tours and local activity. Improving on these projections will require industry support, good implementation of the vision and the ability of Venue Management to effectively utilise networks within the industry and the community. Promotion of available spaces such as the Main Hall, Stage, Garden Theatre, Function Room, Caterer's Kitchen, Served and many possible combinations will be aimed at community users. A mixed program of predominantly local work with some touring product is typical of regional centres.

Program Guidelines

- The program will aim to be broadly based across a range of arts and culture forms for a diverse audience.
- The Shire provides initial funds to support an in-house program of events to be considered within the annual budget in order to ensure a diverse and balanced overall program.
- Operational forecasts will include reasonably conservative estimates of venue utilisation, but Venue Management adopts a strategy which maximises utilisation through judicious management of repeat business, networking at community, state and national levels.
- 2 weeks maintenance must be quarantined from hirers annually in the Main Hall and Stage and a shorter period in the other two hire spaces, Garden Theatre and Function Room.

Facility Bookings

Bookings for the venue will be managed by the Venue Coordinator. The Venue Coordinator will be responsible for promoting the centre to maximise the usage and income.

Fees & Charges

Each year the fees and charges will be reviewed to keep pace with inflation to be endorsed as part of Council's annual budget process. A full list of fees and charges is attached as an appendix to the Management Plan.

Public Access

The Shire of Broome is committed to providing affordable services for the local community. As such, Council has committed to providing discounted access to the Broome Civic Centre for private residents and not-for-profit community organisations. In addition, the venue has been upgraded according to the Building Code of Australia which addresses the requirements of Universal Access for patrons. It is a requirement of the BCA that a hearing augmentation system must be provided where an inbuilt amplification system is installed. Hearing Augmentation is fitted to the [REDACTED] Hall and Ticketing Office (Fixed Loop) as well as the [REDACTED] Garden Theatre (Infrared). In order to ensure maximum disability access five wheelchair ramps have been included to access the building, two hydraulic wheelchair lifts to

either side of the stage have been fitted and universal access toilets and showers are included backstage with a universal access toilet provided for public use.

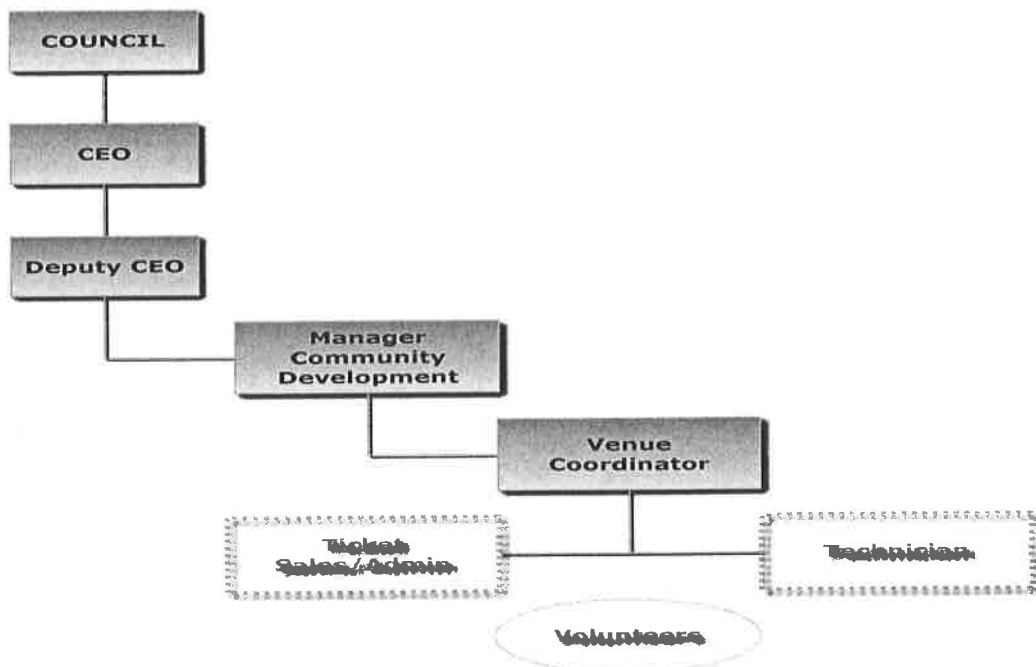
For further information refer to The Shire of Broome Access and Inclusion Plan included in the operations and procedures appendix.

Staffing

The Broome Civic Centre is wholly owned and operated by the Shire of Broome. The Venue Coordinator reports to the Manager of Community Development regarding the day-to-day operations, bookings and marketing of the centre. In the first year, casual staff will provide ticket sales, technical and production expertise. A volunteer recruitment scheme referred to in the appendix as a Friends of the 'Venue' Scheme will be developed to provide front of house ushers, guides, information, ticketing as required. Other Shire officers may be called upon at times to time to provide assistance particularly in the first 6 months of operation when the Venue Coordinator may require support - for example, during heavy use times, leave days and meetings.

It is envisaged that the centre will require further staff once it is fully operational. One Shire Officer and three local personnel with appropriate industry skills and experience will receive training regarding the operation of the centre's technical production equipment. Any use of AV control panels will be under the supervision of or undertaken by one of these three trained local personnel. The technician will be engaged as a contractor for Shire purposes or for the purpose of providing technical support to an outside hire. Invoicing to outside hirers will be independent of Shire administration and prospective hirers will be informed of this arrangement.

Organisational Structure



Venue Coordinator Responsibilities

Reporting to the Manager, Community Development, the initial duties of the Venue Coordinator will include but not be limited to:

- Day-to-day operations of the Broome Civic Centre including opening and closing, bookings, ticket sales, administration and customer service.
- Work within approved budgets to ensure a vibrant, well-used facility that contributes to the overall lifestyle of the Broome community.
- Develop and implement a Marketing Plan including branding for the Centre that reflects its history and Broome's contemporary culture, a website and other promotional materials to market the venue to local, state and national stakeholders.
- Establish and maintain relationships with event producers, entertainers, organisations, businesses and the local community to maximise the usage of the Centre.
- Develop a comprehensive procedures manual for the venue to include:- Assets Register; Checklists for Facility users; Customer Service guidelines; Fees and Charges, Conditions of Hire; Hire Forms; Floor Plans for users; Friends of the Civic Centre scheme; Keys Register; Marketing plan; Occupational Safety and Health; Preventative Maintenance Schedule; Procedures and Access; Technical specifications.
- Oversee in a professional manner user activities and ensure compliance with venue procedures
- Work with other Shire departments to ensure the Centre is maintained to a high standard of cleanliness, safety, security, professionalism and operational efficiency
- Develop and maintain a volunteer workforce
- Ensure compliance with legislative and Shire of Broome policy requirements
- Devise and seek funding opportunities to maximise access to a diverse range of programming options
- Provide a high level of professional customer service at all times
- Report regularly to supervisors and to Council on matters relating to the Centre

Hours of Work

This position is required under the Shire of Broome Inside Staff Enterprise Agreement 2011 to work 38 hours per week, working on average 8 hours per day from 7.45am – 4.30pm. Ordinary hours do not exceed 38 hours per week Monday to Friday inclusive of a break of 45 minute for lunch. This allows staff to work a 19 day month comprising of the above times, with one Rostered Day Off accrued each month. It is anticipated though that the Venue Coordinator will be required to work outside of normal office hours to meet the requirements of users. Rostered time off will be negotiated with the supervisor.

Organisational Relationships

Reports to: Manager Community Development

Supervises: Technical crew (casual), volunteers

Internal Contacts: Deputy Chief Executive Officer
 Manager Community Development
 Manager Property and Leasing
 Manager Health
 Other relevant Shire staff

External Contacts: Public/Ratepayers
 Local Community groups
 Government Agencies
 Councillors
 Customers

Marketing & Promotions

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Established, well-known, active arts community. ○ Limited competition in the immediate catchment area and venue type. ○ Strong sense of community ownership ○ Volunteers group from local community ○ Emerging relationships with several Perth-based professional production companies. ○ Membership of peak bodies representing Australian and WA Visual and Performing Arts and Cultural Centres and Associations ○ State-of-the-art theatre equipment ○ Quality furniture and equipment throughout ○ Flexible seating configuration ○ Disability friendly environment for patrons and performers ○ Online ticketing facility 	<ul style="list-style-type: none"> ○ Council is unable to support funding requirements ○ Fees and charges do not reflect the cost of service provision ○ Inadequate branding of building and its environs ○ Branding restrictions on marketing ○ Irregular work and hours for casual technician results in high staff turnover ○ Poor stakeholder relationships ○ Loss of trained technicians due to piecemeal work. Trained technical staff need to be valued so that the venue is not limited in its capacity to host technically challenging entertainment ○ Lack of retractable seating ○ Lack of breakout spaces for large groups
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Training opportunities for young people ○ Partnerships with local resorts ○ Partnerships with tourism industry ○ Potential for more touring performances due to increased viability of touring circuit ○ New facility where none has existed for a significant time (Civic Centre has been closed since 2009) ○ Volunteer workers become ambassadors for the Civic Centre 	<ul style="list-style-type: none"> ○ Functional inadequacies in the venue emerge ○ Increasing competition for leisure market. ○ Private hire bookings exceeding the capacity of the personnel hired to provide the service. ○ Private hire bookings contracting due to global economic downturn. ○ Uncertain job market ○ Global economic downturn makes people more frugal with their discretionary spending

Stakeholder Summary

Shire of Broome: Councillors, ratepayers, officers

Users: Hirers – commercial/not-for-profit/private/government, local/regional/state/national, Shire of Broome – events, performances

Audiences: Broome community, regional communities, schools, tourists, delegates; and visitors

Marketing Plan

The Venue Coordinator will be responsible for developing a comprehensive marketing plan that will be attached as an appendix to the Management Plan. The Marketing Plan will include marketing objectives and measurable outcomes relating to branding and signage, advertising and online promotion, strategic partnerships, programming, public relations, media, customer service, and pricing. Independent branding will be investigated to further profile the venue.

Financial Management

Reporting to the Manager of Community Development, the Venue Coordinator will be responsible for the operation of the Broome Civic Centre within budget targets as adopted by Council on an annual basis along with quarterly and annual budget reviews. Monthly reports will be submitted tracking all areas of income and expenditure as well as statistical and demographic information relating to hires and usage.

OBJECTIVES	STRATEGIES/ACTIONS/DELIVERABLES
<p>Maximise the use of the venue facilities to provide access to a wide range of entertainment and events for residents of and visitors</p>	<p>Develop a marketing and promotional strategy.</p> <p>Attend Circuit West and APACA conferences and Long Paddock to identify potential public entertainment opportunities.</p>
<p>Build capacity of events and audiences within the venue</p>	<p>Identify & target potential markets.</p> <p>Develop a schedule of regular public entertainment events.</p>
<p>Maximise revenue streams to grow and support the facility</p>	<p>Publish, promote, market and regularly inform the public</p> <p>Maintain an equitable pricing structure by review of fees and charges in accordance with affordability versus cost recovery/profit.</p> <p>Continually search for grant opportunities.</p>
<p>Nurture a safe and healthy team environment through honest communication, cooperation, respect and a shared responsibility for the service we provide.</p>	<p>Develop relationships and opportunities for local business to utilise Venue facilities</p> <p>Promote Community use of facilities</p>
<p>Contribute to the overall mix and lifestyle of the region to assist with economic and social wellbeing</p>	<p>Develop an innovative and responsive approach to venue usage.</p> <p>Develop a 'Friends of Broome Civic Centre' group of volunteers</p>
<p>Key Performance Indicators will be reviewed quarterly.</p>	

Appendices

BROOME CIVIC CENTRE MANAGEMENT PLAN

INDEX

	TITLE	STATUS
1	Assets Register and Renewal Schedule	To be completed when access to the building allows
2	Checklists for Facility users	To be completed when access to the building allows
3	Customer Service Guidelines	completed
4	Fees and Charges, Conditions of Hire; Hire Forms	completed
5	Floor plans for users/hires	completed
6	Friends of the Civic Centre scheme	completed
7	Keys register	To be completed by contractor
8	Marketing plan	completed
9	Occupational Health and Safety	completed
10	Preventative Maintenance Schedule	developing
11	Procedures and access	developing
12	Technical specifications	To be completed by contractor
13	Emergency and Evacuation Procedures	Emergency Procedures Plan to be advised by existing Shire policy and issues specific to the venue.