

## SERVICE REVIEW OUTCOMES – 2005/06

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### ARTS AND CULTURAL SERVICES

#### DETAILS OF SERVICE

Council's provision of Arts and Cultural services, including theatre and convention centre facilities is managed within the Community and Leisure Services Directorate.

#### SCOPE OF SERVICES

The Arts and Cultural Services Teams (including Karralyka Centre) consist of 18 Equivalent Full Time staff and are responsible for the following services and strategic directions:

##### Services

- The provision of community and cultural facilities that offer a broad cross section of experiences; Wyreena Community Arts Centre, Wyreena Art Gallery, Maroondah Federation Estate, Maroondah Art Gallery, and the Karralyka Centre.
- Programs and events that encourage the community to participate in cultural activity i.e. Winter ArtsFest, Public Art and Reconciliation Week.
- Supporting and facilitating cultural development with the Maroondah community through artists, cultural organisations and individuals, i.e. Artist Floor Talks, Professional Development Program and Cultural Development Grants.
- The provision of annual theatre programs such as the Professional Theatre Season and Morning Music Season.
- Provision of a function facility to enable community and cultural celebrations.

##### Facilities

- Maroondah Federation Estate – A community cultural and arts facility consisting of function rooms, community workshop and artist studios available to community groups and general public.
- Maroondah Art Gallery – Consisting of two professional gallery spaces for exhibition and display space for local, national and international art exhibitions.
- Wyreena Community Arts Centre – A community arts facility, which offers community art classes and programs with availability for hall/room hire.

- Wyreena Art Gallery – Consisting of two rooms for exhibition and display space for local exhibitions.
- Karralyka Centre – consisting of a 430 seat theatre supported by extensive technical equipment, and a 550 seat function room with comprehensive kitchen facilities.

## SERVICE STANDARDS

Note: The following is a summary of the activity and outcomes of the Best Value Service Review

<b>Best Value Principle</b>	<b>Key Performance Indicator</b>	<b>Performance Result 2004-05</b>	<b>Target 2005-06</b>	<b>Target 2006-07</b>
Cost Standard	Fereration Estate and Wyreena facilities - operate within Annual Financial Administration Budget 2004-05 Budget \$415,000 (net)	Exceeded budget by 4% *	Performance to budget	Performance to budget
Cost Standard	Karralyka Centre benchmarked against similar facilities.	Equal lowest cost to Council of similar facilities.	Equivalent or lower cost to Council	Equivalent or lower cost to Council.
Quality Standard	Achieving diversity in annual Gallery art styles in exhibition programs. Minimum 5 distinct art display styles exhibited per annum across both galleries.	Met target, 5 distinct art display styles exhibited during year	Minimum 5 distinct art display styles per annum	Minimum 5 distinct art display styles per annum
Quality Standard	Achieving diversity in annual arts classes and leisure programs. Minimum 19 distinct art classes / programs per annum	Met target with 19 distinct art classes / programs delivered per annum	Minimum 19 distinct art classes / programs per annum	Minimum 19 distinct art classes / programs per annum
Quality Standard	Achieving diversity in events that encourage the community to participate in cultural activity. Minimum 3 events per annum.	Met target, 3 events delivered per annum.	Minimum 3 events delivered per annum.	Minimum 3 events delivered per annum.

<b>Best Value Principle</b>	<b>Key Performance Indicator</b>	<b>Performance Result 2004-05</b>	<b>Target 2005-06</b>	<b>Target 2006-07</b>
Quality Standard	Achieving diversity in theatre programs that encourage the community to participate in cultural activity. Range of performing art forms presented to a range of community sectors.	Professional theatre season presented 11 shows promoting a wide range of artistic styles. Morning Music season presented six shows. Three school holiday shows presented for families.	Maintain number of shows and range of styles. (subject to demand)	Maintain number of shows and range of styles (subject to demand).

- Due to salary cost associated with the departure of long serving staff.

**Consideration of Best Value Factors in setting Cost and Quality standards**

**Factors**

**Best on offer 208C(a)**

**Consideration Comments**

During the development of the Maroondah communities strategic directions plan the community identified the following strategic direction for Leisure and Culture, "Maroondah will maximise opportunities for choice, involvement in and access to quality culture and leisure experiences ". When considering Best on Offer Council has balanced the cost of providing services with the desire to provide diversity and accessible arts and cultural experiences for its community. The public interest consideration has resulted in the definition of Best on Offer for this service as providing on-going diversity in artistic styles, exhibitions, programs and classes which are responsive to the needs of the community and are delivered within its assigned annual operating budget.

**Consideration of Best Value Factors in setting Cost and Quality standards**

**Factors**

**Consideration Comments**

**Value for money 208C(b)**

The unit has an annual net budget of approximately \$571,000 net. Operating to budget and delivering the targeted level of diverse programs and experiences for the community is one indicator of the units commitment to a level of service aimed at providing value for money.

Included in the budget is a level of income from fees collected for room hire, ticket sales and course enrolments. This fee structure is based on competitive market rates and users have access to a large variety of alternative public and private halls, venues conference facilities and educational recreational programs to choose from within the municipality. The user fee structure does provide subsidies for not for profit community groups and holders of eligible pensioner cards.

The Karralyka Centre function facilities operate in a competition market with multiple facilities and providers. The facility is not a significant business within this market with pricing driven by levels of competition and customer perception of facility style, quality and presentation. In a benchmark comparison with 5 similar council operated facilities Karralyka operated at equal lowest cost to Council.

**Community expectation and values 208C(c)**

One of the commitments in Maroondah’s Council Plan is ‘to maximise opportunities for choice, involvement in and access to quality culture and leisure experiences’. The Arts and Culture Best Value survey asked respondents to select the styles of art exhibitions they would like to see at the galleries, there was strong support of 5 distinct styles in the responses and each of them have been programmed into the annual calendar.

The survey also identified 19 various art forms for community classes and education with respondents indicating various levels of desire to participate in all 19. As a result the service is committed to ensuring diversity in the classes and programs delivered at Wyreana.

**Consideration of Best Value Factors in setting Cost and Quality standards cont.**

**Factors**

**Consideration Comments**

**Community expectation and values 208C(e) cont.**

During the Best Value program consultation was undertaken with both users and exhibitors of both facilities.

- Exhibitors rated their level of assistance with information provided and preparation of exhibitions at 94%.
- Exhibitors rated their level of satisfaction with the facility at 90%

At Karralyka Centre, surveys are conducted with hirers of the facility, and with Theatre Season Subscribers.

- 100% rated the centre’s services as excellent or good, of which 88% rated excellent
- 95% rated the 2005 theatre season as excellent or good

**Affordability and Accessibility 208C(d)**

One of the Strategies in Maroondah’s Council Plan is to ensure services and facilities are accessible to the community, in recognition of this the service provides access to its art exhibits and displays at no charge to visitors.

While many exhibitors wanting to display works in the galleries are charged for the exhibition space consideration is given to local groups and new artists, a survey of exhibitors indicated a 77% satisfaction rating for the cost of participation in the gallery.

Participants enrolled in classes at Wyreena are subject to fees to cover the cost of materials and operating overheads, while both facilities offer rooms for hire for commercial, group or private functions. The costs for these services and facilities are based on market rates and similar programs and facilities are readily available from providers other than Council. As part of Council’s commitment to affordable services subsidies are in place for a number of not for profit community groups, pensioners and our local community members.

Karralyka Centre’s Pricing Guidelines allow for not-for-profit groups to receive a discount when hiring either the theatre or function rooms. Eligible patrons purchasing tickets also have access to concession prices. In addition, the cost recovery for hire of the theatre is not achieved, as subsidised rates are structured in line with Council’s commitment to supporting community performing arts.

**Consideration of Best Value Factors in setting Cost and Quality standards cont.**

**Factors**

**Consideration Comments**

**Local Employment 208C(e)**

Maroondah’s Best Value Supporting Local Suppliers policy is a demonstration by Council of its commitment to supporting and promoting local businesses as a means of sponsoring local employment opportunities. A Council wide KPI relating to the policy is the target of 25% of purchasing activity to be directed to local suppliers of goods and services. The initiative also extends to the local advertisement of vacant positions and appropriate tenders.

**Best Value Principle**

**Actions Taken**

**Responsive to Community Needs**

In a survey conducted as part of the Best Value review respondents supported 5 distinct art styles they would like to see on exhibition at the galleries. In response during the 2004-2005 period the service did program exhibitions from each of these styles demonstrating their responsiveness to the feedback received from the community. Responses from the Wyreena survey also identified 19 various art forms for community classes and education with respondents indicating various levels of desire to participate in all 19. The service provided all 19 of these in its 2004-2005 program.

**Responsive to Community Needs cont.**

In addition to these survey’s Wyreena monitors the needs of its users by undertaking a random survey program of course participants and visitors as part of its annual service planning activity. The survey includes questions on the desired activities and displays users would like to see introduced or continued in the next course curriculum.

The Wyreena facility also has in place a Committee of Management consisting of a Council representative, 2 tenants and 5 local community members as a means of maintaining connectivity with its community and changing needs. The Arts and Culture service management in their annual service planning process use this feedback.

The Karralyka Centre surveys request users to suggest improvements for the centre and its programs, and these suggestions are incorporated into the annual planning processes for the centre.

**Best Value Principle**

**Actions Taken**

**Accessible**

Access to the service and related information is also achieved at

- Maroondah Federation Estate between Monday to Friday from 8.30am to 5.00pm via telephone on 9298 4545, or in person at 32 Greenwood Ave, Ringwood.
- Maroondah Art Gallery between Tuesday to Friday from 10.00am to 4.00pm & Saturday 12.00pm-4.00pm via telephone on 9298 4542, or in person at 32 Greenwood Ave, Ringwood.
- Wyreena Community Art Centre & Art Gallery – Monday to Friday from 9.00am to 5.00pm via telephone on 9294 5590, or in person 13-23 Hull Rd, Croydon. Karralyka Centre is available for hire from 6am to 1am, Monday to Sunday. Information about the centre is available from Council offices or on the dedicated website, [www.karralyka.com.au](http://www.karralyka.com.au).

Alternatively you can email [maroondah@maroondah.com.au](mailto:maroondah@maroondah.com.au) or Council information is available 24 hours, seven days a week from Council's Web site, <http://www.maroondah.vic.gov.au> .

**Continuous Improvement**

During the period of the best value review of the service the following service improvements were identified and implemented:

- A re-structure of Arts & Cultural Services to establish a
  - Co-ordinator at Wyreena to manage the strategic management of the centre
  - Program Officer position at Wyreena to better manage the diversity and delivery of classes and educational programs.
  - Cultural Development Officer to manage the strategic management of Arts and Cultural Services across the municipality.
  - Cultural Events and Liaison Officer to assist Community Groups and run events for Arts and Cultural Services across the municipality.
- Karralyka Centre, in response to community demand, introduced the Professional Theatre Season in 2004 and expanded it in 2005.

## Best Value Principle

## Actions Taken

### Continuous Improvement cont.

The following service improvements initiatives were identified for consideration and investigation:

#### Short Term

- Establishment of an Arts and Cultural Website to promote exhibitions, programs and classes.
- Review of the format for promotion of service activities to the community via local papers.
- To review and extend the Wyreena user satisfaction surveys program for application at Maroondah Art Gallery and Maroondah Federation Estate.
- Develop an Indigenous Australian Action Plan in consultation with the Wurundjeri people, Maroondah community and Council.
- Review the Maroondah Art Gallery.

#### Long Term

- Review the Maroondah Art Policy including the supporting programs.
- To apply to Maroondah City Council for funding, under Council's new initiative scheme, to review Leisure and Cultural Strategy developed in 1997 and establish an Arts & Cultural Strategy.

### Consultation

Significant community consultation took place during the establishment of the 'Maroondah 2025 strategy' the and annual Council Plan around the community's art and leisure desires and needs. This consultation formed the basis for the strategic direction of the service. During the Best Value review a general satisfaction survey was conducted with visitors and class participants, in addition surveys were conducted with 5 key user groups across the 4 service delivery points.

In addition to these survey's Wyreena monitors the needs of its users by undertaking a random survey program of course participants and visitors as part of its annual service planning activity, as part of its continuous improvement process the unit will be extending this consultation process to its other services. Both facilities undertake consultation with key user group through either:

- Regular meetings with permanent and regular users of the Federation Estate,
- Wyreena's Committee of Management.

The service also maintains an active calendar of promotion and community information through centre open days, regular articles and advertisements in local papers, mail outs and community letter box drops.

Karralyka Centre will continue to survey its clients and patrons, to ensure community need is considered when planning provision of future facilities and programs.

**Best Value Principle**

**Actions Taken**

**Reporting**

A copy Maroondah’s Best Value Annual Community Report of key findings and key performance target and results will be available to the community via the following methods and access points;

- Council’s community web page for public access,
- At each of our three Customer Service Centres for public viewing,
- At each of Council’s Public Libraries for public viewing.

Performance reporting against key service indicators is undertaken on a monthly basis and the results documented in Council’s monthly performance report. This report is tabled before Council on a quarterly basis and is a publicly available document. Each service area has an annual business plan, which is strategically aligned with Maroondah’s Council Plan, and our overarching strategic community plan Maroondah 2025. Annual performance and key achievements of the strategies in these plans is reported in Council’s Annual Report.