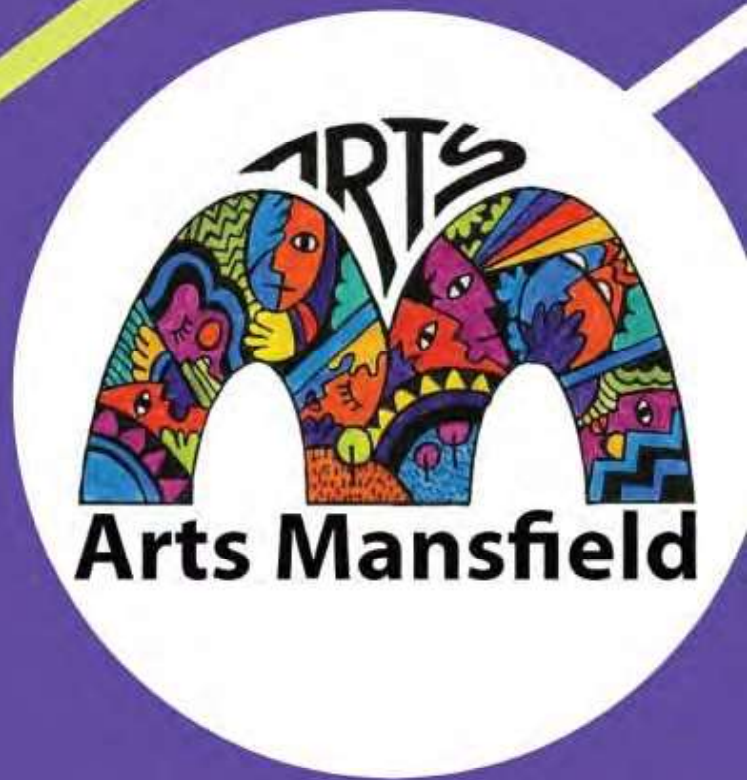


# ARTS MANSFIELD STRATEGIC PLAN



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**Arts Mansfield**

[www.artsmansfield.com.au](http://www.artsmansfield.com.au)

**PO Box 34 Mansfield Victoria 3724**

# PURPOSE

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Arts Mansfield aims to develop, foster, maintain and provide programs and facilities in Mansfield and district for all types of artistic expression in the study and appreciation of art in all its forms – visual art, sculpture, dance, theatre, music performance and, now, glass art and ceramics.

Through our many offerings, Arts Mansfield de-mystifies the Arts. No longer threatened by the notion that 'art' is for an elite section of our community, individuals, families, groups and local businesses have come to support Arts Mansfield's events through participation and sponsorship.

This Plan has been developed to guide Arts Mansfield in achieving their purpose and to address the identified needs and aspirations of the local community and creative artists.

*Greater  
community  
involvement in  
arts initiatives in  
Mansfield Shire*

*New and stronger  
relationships  
and partnerships*

*Reinvigorated  
Arts Mansfield*

*Regional  
links - Tourism  
North East*

*Enhanced  
communications  
and connections*

*Arts sector in  
Mansfield Shire  
mapped and  
evaluated*



# WHO ARE WE?

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Arts Mansfield is situated in Mansfield Shire, in North East Victoria. Arts Mansfield (originally the Arts Council of Mansfield) has been a part of the Mansfield Shire community for more than 20 years.

Arts Mansfield is a community initiative whose principal purpose is to encourage participation in Arts, crafts and performance throughout the Mansfield District.

In 2019 Arts Mansfield has over 50 members and an executive committee comprising the president, secretary, treasurer plus 5 committee members. The current committee Rules were developed in 2001.

The small Arts Mansfield committee organises art exhibitions, live performances, events including the One Act Play Festival and Victorian Interschools Drama Festival, Three Faces Portrait Prize and Median to Rare Sculpture Exhibition and Prize and the Postcards exhibition and auction. Other activities include community and public art initiatives, music performances, workshops and artist demonstrations.



# OUR VALUES

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## **INCLUSIVE AND ACCESSIBLE**

Arts Mansfield acknowledges everyone's right to participate in the cultural life of our area. We will encourage a diverse range of experiences and promote participation in, and access to, arts and cultural activities for everyone in our region.

## **CONNECTEDNESS**

Arts Mansfield strives to engage, involve and collaborate widely through our communications, partnerships and delivery of activities that strengthen positive relationships with local creative artists and the broader community.

## **VISIONARY**

Arts Mansfield is committed to perceptive and far-sighted goal-setting and inspired, innovative action to achieve our goals.

## **SUPPORTIVE**

A culture of encouragement, celebration and a nurturing environment for emerging and established artists is central to the purpose of Arts Mansfield. This is delivered through access to peers, advocacy, access to peers and acting as a peak body for creative artists in Mansfield Shire.

# TIMEFRAME AND REVIEW

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This Strategic Plan will be reviewed quarterly at Arts Mansfield Committee meetings to ensure it is on track to be delivered as per the timelines following.

The Plan will be fully reviewed in 2-3 years' time to ensure it continues to be aligned with who we are and what we are aiming to achieve.



# DEVELOPING THE PLAN

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Creativity is seen as an essential tool for life. Engaging in the arts can help people to develop new skills and self-confidence, provide opportunities to transform lives and generate community pride and partnerships.<sup>1</sup>

## CONTEXT

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Arts Mansfield depends on volunteer time and funding from Government, the local Shire, and subscriptions and gifts to deliver their schedule of events and activities throughout the year.

Availability of volunteer time is limited.

The committee has recognised a need to grow the membership and encourage involvement in delivering an exciting range of events and activities.

The Arts Mansfield committee also wanted to be sure that we were providing what the artists and audiences of Mansfield want to be involved in and to seek out fresh ideas.

## THE NEED FOR A PLAN

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In 2018 the Arts Mansfield committee decided to engage with our local community to develop a future plan for Arts Mansfield. The plan will be a foundation for future strategic planning and will be based on an understanding of:

- the community's perception of 'arts'
- what artists and residents would like to be involved in
- how Arts Mansfield can support local practicing artists
- what will attract and benefit Arts Mansfield members

## THE APPROACH

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This initiative gathered feedback from over 40 community members through an engagement session called Creative Chat and subsequent survey and a further workshop to refine the way forward – 'the brainstorming'.



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<sup>1</sup>Mansfield Mt Buller Arts, Culture & Heritage Plan 2007-2012

Creative Chat was held on 6 September 2018 and posed questions such as:

- What does 'art' mean to you?
- What does Arts Mansfield do really well?
- What should Arts Mansfield's role be?
- How can Arts Mansfield support the community to a greater extent?
- What would a really successful Arts Mansfield look like?

These questions generated robust discussion and the feedback can be found in the report on the Arts Mansfield website [artsmansfield.com.au](http://artsmansfield.com.au)

A second engagement session, 'the brainstorming', was held on 28 February 2019 and brought together 16 people to set the direction and priorities for Arts Mansfield and the current and future committees. The brainstorming report can also be found on the Arts Mansfield website.

The committee has carefully considered the direction and priorities identified by participants in the engagement sessions. The outcomes are articulated in this Arts Mansfield Strategic Plan.

## ***LINKAGES TO OTHER LOCAL ARTS PLANS***

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In February 2006, Mansfield Shire Council and Mt Buller Mt Stirling Alpine Resort Management Board partnered to develop the **Arts, Culture & Heritage Plan 2007-2012**.

This Arts Mansfield Strategic Plan is a grass roots approach to achieve the aims detailed above and deliver some of the actions that appeared in the Arts, Culture & Heritage Plan.

*See APPENDIX 2 – ARTS, CULTURE AND HERITAGE PLAN on page 15 for more information about the plan.*

**The Mansfield Shire Council - Council Plan 2017-2021** has a strong commitment to participation and partnerships, community resilience and connectivity and enhanced liveability.

Strategic Objective 4.2 is dedicated to building arts and cultural services and states:

***“We are a community that is passionate about arts, culture, heritage and the environment.”***

This Arts Mansfield Strategic Plan supports the Council to deliver Strategic Objective 4.2.

*See APPENDIX 3 – COUNCIL PLAN on page 16 for more detail about the plan.*



# VISION

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Arts Mansfield seeks to be recognised as the 'go-to' organisation for creative arts in Mansfield Shire. We aim to be viable, relevant and visible by increasing membership and through our activities and events



# KEY FOCUS AREAS

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Through Creative Chat and 'the brainstorming', the following key focus areas emerged:

**Connections** – between Arts Mansfield, stakeholders (practicing artists, Council, MMuDS, schools, Mansfield Radio etc) and the broader community

**Communications** – more regular communication with members and stakeholders. Use of web technology to support local artists

**Mapping** – map the local arts scene thoroughly. Understand the economic benefit of arts to Mansfield Shire.

**Events** – retain what is working well, particularly iconic events. Use new networks to understand what events locals want and work to deliver unique, new events

**Inclusivity** – engage with all members of the community, including people who are not connected through school, sports, career or family. We acknowledge a gap in engagement with youth in the arts, particularly 18 – 30 year olds.

## ACTIONABLE STRATEGIES

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Five actionable strategies have been prioritised out of these key focus areas. For each strategy we have identified a proposed timeframe and a priority.

**Short term** means 'within weeks'; **Medium term** means 'within months' and **Long term** means 'over a period of months to years'.

<b>Strategy 1 - Reinvigorate Arts Mansfield</b>		
Through the community engagement it was highlighted that connections were key. This strategy will strengthen relationships, create networks, attract membership and ensure sustainability of a vibrant, contemporary Arts Mansfield.		
<b>Activity</b>	<b>Time frame</b>	<b>Priority</b>
Invite stakeholders onto the committee to form an arts network	Medium	1
Seek partnerships outside of Arts Mansfield and the Shire	Medium	2
Review the constitution	Medium	2
Identify how to engage with young people and involve in activities	Ongoing	3
Promote the benefits of Arts Mansfield	Ongoing	2
Review the benefits of membership and make membership more attractive and worthwhile	Medium	1

**Strategy 2 - A place to call home – a centre for the arts**

The #1 action identified during the engagement! There is a strong desire to have a central location for artists to meet and create and exhibit.

Activity	Time frame	Priority
Raise desire for centre with Council and seek a commitment of support	Medium	1
Engage with artists to understand what should be included in the centre	Medium	2
Seek funding to develop a project plan	Long	3

**Strategy 3 - Mapping – who, what, where**

It was identified that there is no one place to visit for information about arts and culture in Mansfield Shire. Mapping the practitioners and creative arts groups and arts events, performances, exhibitions and public art in the Shire and subsequent develop of a database would allow for a clearer understanding of the sector in Mansfield and promote the local offering.

Activity	Time frame	Priority
Identify potential homes for a database. These will need to be secure and free for the community to access. Preference would be for a non-commercial solution	Short term	1
Raise the need for mapping and database with Council and seek a commitment of support	Short term	1
Partner with Council to design and deliver the mapping project	Medium	2
Arrange for implementation of an arts database in its future home	Medium	3

**Strategy 4 - Events and activities**

Activity	Time frame	Priority
Continue to do what we do well including Median to Rare, 3 Faces, Festival of One Act Plays, Klytie Pate etc	Ongoing	1
Plan for sustainability of regular events including management, funding	Medium	2
Develop an event plan template and complete for all events	Short	2
Develop a major event for the High Country Festival	Short/medium	1
Continue to engage with artists and community to understand what events and activities they wish to see	Ongoing	3
Create a detailed calendar of events for website	Short	2

**Strategy 5 - Arts High Country – support arts activity and practice through partnering with Tourism North East and other arts organisations**

Ensure that visitors to Mansfield Shire and the region receive immersive, memorable and experiential arts and culture experiences that meet their expectations

Activity	Time frame	Priority
Connect with Tourism North East (TNE) as a strategic partner	Short/Medium	2
Contribute to, and capitalise on TNE planning	Short/Medium	2
Advocate for a regional peak art, culture and heritage body	Ongoing	2
Build a strong and diverse digital presence using social media #Hashtags	Ongoing	3
Participate in capacity-building activities for industry and sector development	Ongoing	1

## REFERENCES

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<https://artsmansfield.com.au/>

<https://www.mansfield.vic.gov.au/>

[https://corp.rdp.tourismnortheast.com.au/wpcontent/uploads/sites/54/TNE-Strategic-Plan-2016-17-2018-19\\_FINAL.pdf](https://corp.rdp.tourismnortheast.com.au/wpcontent/uploads/sites/54/TNE-Strategic-Plan-2016-17-2018-19_FINAL.pdf)



# APPENDIX 1

## ABOUT MANSFIELD SHIRE

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**Arts Mansfield acknowledges that with considerable population growth in our region we have an advocacy role for the arts within Mansfield Shire, more than ever. We value our relationship with Mansfield Shire Council and will work towards building and strengthening that to promote the arts within our community.**

Mansfield Shire is situated 160km north of Melbourne – a picturesque 2.5 hour drive.

“The landscape is dominated by the Great Dividing Range and includes the alpine resorts of Mt. Buller and Mt. Stirling. Natural environment features within Mansfield Shire are the Alpine National Park and Australia's second largest inland waterway – Lake Eildon. Mansfield Shire boasts major river systems, lakes, mountains, vast tracts of what is referred to as ‘High Country’, and broad, productive valleys where agriculture and rural living integrate.

The major urban centre of our Shire is Mansfield and there are numerous outlying communities scattered across the municipality. Each of these townships have a strong sense of community and not only celebrate the place in which they live, but they also have their own history, distinct character and sense of identity”.<sup>2</sup>

The municipality has been steadily growing for the past decade with ‘green changers’ choosing to move here for the magnificent environment and active lifestyle. One secondary college, 4 primary schools and a kindergarten as well as a Rudolph Steiner school offering education to Year 10 offer a range of education opportunities. Two childcare businesses complete the picture for young families

A wide range of employment, education, sports and recreation and cultural activities are available and enthusiastically enjoyed. There seems to be an event on every weekend! A dedicated youth centre is very active and there are a range of opportunities for senior citizens.

Mansfield Shire residents reported significantly greater wellbeing than all Victorians.<sup>3</sup> Almost 32% of Mansfield Shire residents volunteer in the community compared to the state average of 19%

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<sup>2</sup><https://www.mansfield.vic.gov.au/my-council/about-mansfield-shire>

<sup>3</sup>[https://www.vichealth.vic.gov.au/-/media/VHIndicators/Small-shire/Vic\\_161\\_Mansfield\\_indicator\\_v5.pdf?la=en&hash=3FF446688ECDAD3980030421BB7EE01EA610A495](https://www.vichealth.vic.gov.au/-/media/VHIndicators/Small-shire/Vic_161_Mansfield_indicator_v5.pdf?la=en&hash=3FF446688ECDAD3980030421BB7EE01EA610A495)

The Taungurung people are the traditional owners of the land the Shire is situated upon.

The Shire boasts a Performing Arts Centre which hosts performances by Mansfield Musical and Dramatic Society (MMuDS), the local theatre group and dance groups as well as travelling shows. There are a number of dance classes and music teachers available in the community and music is offered as a VCE subject at the Secondary College.

Mansfield Community Radio is popular and also an accredited emergency broadcaster.

Community planning engagement reveals that the majority of people choose to live in the Shire for one of two reasons – the magnificent environment or the great community.



# APPENDIX 2

## ARTS, CULTURE AND HERITAGE PLAN

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In February 2006, Mansfield Shire Council and Mt Buller Mt Stirling Alpine Resort Management Board partnered to develop the Arts, Culture & Heritage Plan 2007-2012.

The Arts, Culture & Heritage Plan states:

“Working in partnership, Mansfield Shire Council and Mt Buller Mt Stirling Alpine Resort Management Board aim to expand the creative, cultural and artistic capacity of their communities.

This will be achieved by enhancing existing programs and developing a range of new activities and infrastructure which will focus on supporting community well-being, growing creative organisations and promoting the region's cultural tourism offerings.

To achieve this aim, the Mansfield Mt Buller-The High Country Arts, Culture & Heritage Plan will specifically focus on:

- Encouraging community participation in the arts and cultural activities.
- Assisting artists and creative practitioners to increase their skills and develop networks and markets for their work.
- Preserving our history and heritage so that the stories of our pioneers are recorded and celebrated now and in the future. Enhancing the distinctive look and feel of public spaces, events and festivals in the Mansfield Shire and Mt Buller Village.
- Providing an environment where new artists and creative organisations can develop and grow.
- Capitalising on sources of funding for the development of community arts, heritage conservation and cultural tourism.”

On reading the actions within the Plan, it is apparent that many of the actions were not delivered due to arts, culture and heritage becoming a lower priority in a very competitive, resource tight environment.

# APPENDIX 3

## COUNCIL PLAN

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The Mansfield Shire Council - Council Plan 2017-2021 has a strong commitment to participation and partnerships, community resilience and connectivity and enhanced liveability.

Council is committed to maintaining and improving community health, well-being and liveability through working closely with the community to “ensure the services and facilities we provide are responsive, sustainable and effective.”

Strategic Objective 4.2 is dedicated to building arts and cultural services and states:

***“We are a community that is passionate about arts, culture, heritage and the environment.”***

The plan indicates that it can influence this objective through indirect measures that are the result of efforts from Council, the community and other partners.<sup>4</sup>

The action attached to this strategic objective is to “Promote community awareness of, and participation in, Arts and Cultural services, programs and facilities.”



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<sup>4</sup> Mansfield Shire Council – Council Plan 2017 – 2021 page 22