

Strategic Plan



STAR
CINEMA

**YOUR
CINEMA**



2023 - 2026

We would like to acknowledge and extend our appreciation to the Dja Dja Wurrung and Taungurung Peoples, the Traditional Owners of the land. We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung and Taungurung Peoples. We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing, and our hope that we may walk forward together in harmony and in the spirit of healing.

Star Cinema

DURATION OF THIS PLAN

The 2023 – 2026 Strategic Plan is a four-year plan.
It covers the period from 1st January 2023 to 31st December 2026.

WHO ARE WE?

Star Cinema is an incorporated Not For Profit community organisation that has operated a cinema in the historic Eaglehawk Town Hall since 2005.

Our website is: www.starcinema.org.au

WHAT DO WE DO?

- Screen a diverse range of films 12 times per week.
- Provide a boutique cinematic experience.
- Host four major film festivals each year- two home grown and two in partnership.
- Hold film-based events.
- Partner with local and state-wide organisations.
- Support local food and beverage providers.
- Directly employ 5 staff.
- Give vibrancy to the Eaglehawk Town Hall, a wonderful heritage building.

OUR COMMUNITY SUPPORT

- Star Cinema is a much-loved Central Victorian institution.
- Cinema operations are assisted by a dedicated team of more than 40 volunteers.
- Star Cinema supports community fundraising.



Star Cinema

OUR VISION

To provide a vibrant cultural experience in Central Victoria through the medium of cinema.

OUR MISSION

Our mission is to:

1. Provide a unique boutique cinema experience to the Greater Bendigo community and visitors.
2. Bring people together to celebrate and engage in film.
3. Support our community to grow and connect through shared experiences.

OUR VALUES

Inclusive. We are a reflection of the community we engage. We recognise, respect, and embrace diversity in all its forms, in every way we work.

Vibrant. We are passionate about the work we do. We are constantly energised by the endless possibilities of the creative arts.

Local. We belong in Greater Bendigo, and we provide a safe, welcoming space for all communities here.

Listening. We are committed to learning and growing to deliver the most engaging and enjoyable experiences we can. We value the insights of every conversation to inform the work we do.

SUMMARY OF STRATEGIES

Our objectives over the next three years focus on the following areas:

- Strategy 1:** **Our Audience.** Maintain and develop the audience experience so that Star Cinema continues to be a highly valued arts experience.
- Strategy 2:** **Our Community & Partnerships.** Maintain and develop partnerships as new opportunities emerge. Seek more ways for community members to enjoy Star Cinema or benefit from fundraising activities.
- Strategy 3:** **Our Staff and Volunteers.** Ensure that working and volunteering at the Star Cinema is both a highly rewarding and valued experience with the skills to match expectations.
- Strategy 4:** **Operations & Governance.** Ensure that Star Cinema is managed with good management and operational practices and governed to satisfy community expectations.
- Strategy 5:** **Eaglehawk Town Hall.** Maintain and develop the experience of using the heritage spaces within Eaglehawk Town Hall in partnership with the City of Greater Bendigo.

A LITTLE BIT OF HISTORY

Eaglehawk Town Hall

Eaglehawk Town Hall was built in 1901 on the site of an earlier town hall which had stood on the location since 1865. The Borough of Eaglehawk council met in the Town Hall from 1862 until 1994 after which the Borough was absorbed into the City of Greater Bendigo. Films were shown at Eaglehawk Town Hall from the early 1900s but screenings appear to have ceased by the 1960s. Joan Rodger reopened the cinema as Star Cinema in 1999. When Rodger retired in 2004, a group of impassioned locals founded the Star Community Cinema Association and took responsibility for operating the cinema from 2005 to the present day. The original ticket booth and projection room remain fundamentally unchanged since the early 20th century.

Star Community Cinema Association Incorporated

The Association commenced in 2005, as mentioned above, and has operated continuously as a not-for-profit association since then. In 2017 there was a significant financial crisis where Star Cinema was facing closure. This was averted via the well-publicised “Bums on Seats” campaign. The campaign received overwhelming support from the Greater Bendigo community and as a result Star Cinema currently finds itself in a much more financially secure position and very much front of mind for a boutique cinematic experience.

STAR CINEMA CONTEXT

Star Cinema is a community run boutique cinema. It is led by a seven-member voluntary board, there are five part-time staff managing the operational aspect of the cinema who are supported by about 42 volunteers who mainly run the box office and snack bar during screenings.

Star Cinema is a special and unique institution. It is the only not-for-profit cinema in the State screening films seven days a week. Star Cinema has continued to operate since 2005 due to the size and enthusiasm of Bendigo’s film-going communities and benefits from Bendigo’s appeal as a tourism centre. What however gives Star Cinema its X Factor is the privilege of operating in the historic Eaglehawk Town Hall. Patrons love being immersed in the beautifully restored and maintained heritage spaces.

Star Cinema was listed as one of the *25 most beautiful cinemas in Australia* by Flicks.com.au on 14th December 2021.

STRATEGIC PLAN 2019-2022

The Star Cinema 2019-2022 Strategic Plan was a major document for Star Cinema which articulated much of our future directions. Much of what was proposed in this plan was acted on, including:

- Opening of The Chambers Wine Bar in the former Eaglehawk council chambers from February 2022. Initially only drinks were offered, but after a brief period we partnered with a local food supplier to provide meals. This has proved to be a major success and profits from the Chambers Wine Bar help support Star Cinema. The Chambers Wine Bar also allows patrons to visit the former Borough Of Eaglehawk council chambers with its collection of heritage photographs, furniture, and historical display.
- Star Cinema’s first lease was commenced on 1st August 2019 for a period of 5 years.
- All key roles with Star Cinema staff have undergone succession planning and staff are now more able to backfill during an absence.
- The first Bendigo Festival of Australian Film was held in March 2020 which has since become an annual event.
- The first Eaglehawk Film Festival was held in January 2022.
- More support has been developed to assist organisations holding fundraising events on Thursday nights.

- Our financial position has improved, allowing Star Cinema to plan for improvements and events.
- Online ticket sales commenced in July 2021.
- Point of Sale terminals have been installed at all sales counters.

Like all institutions, Star Cinema has been buffeted by Covid 19 uncertainties and restrictions during much of the period of the 2019-2022 Strategic Plan. Star Cinema has now fully resumed and is slowly developing its audience participation rates as more of us enjoy returning to arts events.

REGIONAL CONTEXT

Star Cinema is in the City of Greater Bendigo Local Government Area, which has total population of 121,470 at the last census (2021). In 2021, 22.2% of the population was aged between 0 and 17, and 26.2% were aged 60 years and over, the median age was 40.

2.3% of the people in the City of Greater Bendigo are Aboriginal and Torres Strait Islander and 9.7% were born overseas. The three largest ancestries in City of Greater Bendigo in 2021 were English, Australian and Irish.

Given the population growth and demographics of the City of Greater Bendigo, there is an opportunity for the Star Cinema to broaden and grow its audience.

STRATEGIC ALIGNMENT

Independent cinemas such as Star Cinema play a vital role in the cultural and social fabric of regional communities. They provide a platform for diverse and independent films that may not receive mainstream attention, offering audiences the opportunity to experience a wide range of cinematic experiences, including the opportunity to see Australian made cinema and foreign language films.

Beyond their cultural importance, independent cinemas also contribute to the economic vitality of the local area. They provide employment opportunities for local residents, and generate revenue for local businesses such as restaurants, cafes, and bars.

In this way, independent cinemas serve as valuable community assets that support regional development and foster a sense of place and belonging.

“Organisations of all sizes and types provide cultural infrastructure that enables Australia’s cultural and creative sector to flourish. This includes traditional arts and cultural institutions, not-for-profit and commercial arts organisations and venues, broadcasters, and ‘bricks and mortar’ buildings – including cinemas” **Revive Australia’s Cultural Policy 2023, Federal Government**

“Australian screen content delivers tremendous cultural value to audiences: it informs who we are and hope to be, creates a sense of community and belonging, and reflects the diversity of experiences shared by millions of Australians” **Corporate Plan 2020-24 Screen Australia**

“Victorians have access to high-quality and diverse creative and cultural experiences, wherever they live” **Creative State 2025, Victorian Government**

“A vibrant, creative community: A community that inspires a culture of creativity, activates its spaces, nurtures and supports talent, champions inclusion and access” **Council Plan 2020-2024 City of Greater Bendigo**

USING THIS PLAN

This plan will be used by Star Cinema staff and Board to plan future actions over the next four years to maintain and improve our organisation. This is of course subject to the limitations of resources and capacity present in any not-for-profit community organisation such as ours. We have to continue to run Star Cinema seven days per week!

To put each Action Item in this plan into context a Priority is assigned:

VERY HIGH	Actions that should be dealt with as soon as possible. There are only 4 items of this priority.
HIGH	Actions that will have significant impact and will form the focus of action in the early period of implementing this strategy. Most actions are in this category.
MEDIUM	Actions that a lower priority or that are reliant on external partnerships to progress.
LOW	Actions that are documented for reference and will only be dealt with if resources and time permit or circumstances change.

LOOKING AHEAD

Star Cinema is in a healthy financial position and prior to Covid 19 was attracting the largest annual audience numbers since inception in 2005 as a not-for-profit community cinema (see last page for attendance figures). Star Cinema is now operating on a full screening schedule.

There will however be some important areas to address as part of the 2023-2026 Strategic Plan.

- The lack of corporate sponsorship.
- The awareness in the broader Central Victorian community that Star Cinema exists. Many first-time patrons comment that they were either previously unaware of Star Cinema, or that it is a boutique cinema experience.
- Rising utility costs.
- Inadequacies of the current climate control system – particularly in the warmer months.
- The desire to broaden our audience demographic – in particular to attract both a more youthful audience and a more culturally diverse audience.
- The ability to screen diverse films matched against Star Cinema's need to maintain a healthy financial position.

Strategy 1: Our Audience

OVERVIEW

Maintain and develop the audience experience so that Star Cinema continues to be a highly valued arts experience.

IMPACT OF ACTIVITIES

1. Audience loyalty enhanced.
2. Audiences are growing and becoming more diverse.
3. Able to offer a wide diversity of films.
4. An understanding of our audience catchment area.
5. A greater community awareness of the cinematic experience at Star Cinema.

CONTEXT

Understanding our audience and providing a wonderful cinema experience to it is essential to Star Cinema.

There have been numerous improvements over recent years to greatly improve the audience experience:

- Extending the screening days from 4 to 7 days per week (2017).
- Introducing the Cinetopia screenings of classics on Tuesday nights.
- A complete replacement of ground floor couches.
- Improving the ambience of the snack bar area via new carpets and curtains that screen off the commercial kitchen area.
- A repaint of the foyer and snack bar area by council.
- Ability to purchase online tickets and choose seats (2021).
- The Chambers Wine Bar and dining option on Friday nights (2022).

Action 1 aims to greatly enhance the community awareness of Star Cinema. It is quite common for first time patrons to comment that they were either unaware of Star Cinema or unaware of the boutique cinema experience on offer. It is proposed to undertake a comprehensive campaign to increase awareness in Bendigo and possibly Central Victoria more widely depending on results. As mentioned earlier, the “Bums on Seats” campaign was very successful in reaching out to the community and turning around the fortunes of Star Cinema. Whilst there is not an operational crisis at Star Cinema, the earlier campaign suggests a well-directed campaign could yield benefits.

STRATEGY 1: OUR AUDIENCE

NO.	ACTIONS	TYPE/PRIORITY	COMMENTS	INDICATOR/REPORTING	IMPACTS#
1	Undertake a promotional campaign of Star Cinema	Single campaign / VERY HIGH	Use a variety of strategies to promote an awareness of Star Cinema in both Greater Bendigo and Central Victoria	Campaign undertaken in 2023 - 2024 / <i>Business Manager's monthly Board report</i>	5
2	Ensure quality programming that balances commercial viability with our values	Ongoing / HIGH	Maintain detailed session data to help inform programming decisions	Ongoing review / Monthly programmes Quarterly / annual attendance records	1,2,3
3	Improve and regularly review the functionality and comfort of the theatre space	Annual review / HIGH	Each year a comprehensive review of the theatre space should be undertaken	Review completed each year/ <i>Presented to Board annually</i>	1,2
4	Ensure food, drinks, film visuals and sound meet or exceed audience expectations	Ongoing / HIGH	A very dynamic action, as suppliers (food/drink/films) change regularly	Audience feedback / <i>Business Manager's monthly Board report</i>	1,2
5	Postcode capture at film festivals (by staff) and select sessions (by Board members)	Single action / MEDIUM	Will be an indicator of the marketing reach and wider patron catchment	Postcodes captured and analysed / <i>Business Manager's monthly Board report</i>	4
6	Membership review or restructure	Single review/ LOW	Memberships are good in maintaining loyal and well-informed patrons, however membership systems must be relatively easy to administer and be considered of value by patrons	Membership system well run and supported by patrons / <i>Review to Board on completion</i>	1,2

Impacts refer to the section on the previous page headed IMPACTS OF ACTIVITIES

Strategy 2: Our Community & Partnerships

OVERVIEW

Star Cinema, as a not-for-profit organisation, sees itself as very much part of the community. Partnerships allow Star Cinema to provide a greater range of events (e.g. film festivals)

IMPACT OF ACTIVITIES

1. Star Cinema is responsive to community needs and interests.
2. Fundraiser screenings continue to support local organisations.
3. Film festivals are made available to Central Victoria via partnerships.
4. Star Cinema participates in Bendigo Tourism events.
5. Support obtained from sponsor partners to maintain financial viability of Star Cinema.
6. An enhanced cinematic experience.

CONTEXT

One of the most obvious community connections by Star Cinema are the Thursday night weekly fundraiser screenings. Local organisations can raise money from screenings via a well-established fundraising process. Star Cinema has made improvements to this process to make it easier for local organisations to hold such events. The success of these improvements is shown by fundraiser screenings being booked out for several months in advance.

Corporate sponsorship will provide Star Cinema with recurrent base funding. In exchange Star Cinema can provide business exposure during our 12 screenings per week.

Partnering with external agencies gives Star Cinema opportunities to present a wide range of films and events to Central Victorian patrons. Not all of the festivals have partners and an objective for this strategic plan is to seek partners or corporate sponsors.

Our current schedule of regular events include:

- Eaglehawk Film Festival (January); partner to be sought.
- Alliance Française French Film Festival (April); with partner Alliance Française Melbourne.
- Melbourne International Film Festival (August); Star Cinema is one of the official partnering cinemas.
- Screening and building tour (October); with partner Open House Melbourne/Bendigo.
- Big Bike Film Night (August); with partner Big Bike Film Night.
- Bendigo Festival of Australian Film (November); partner to be sought.

STRATEGY 2: OUR COMMUNITY & PARTNERSHIPS

NO.	ACTIONS	TYPE/PRIORITY	COMMENTS	INDICATOR/REPORTING	IMPACTS#
1	Seek Corporate partners	Ongoing / VERY HIGH	Corporate partners sought for: Eaglehawk Film Festival & Bendigo Festival of Australian Film	Corporate partners sought in 2023 / <i>Business Manager's monthly Board report</i>	5,6
2	Fundraisers held every Thursday except week around Christmas and New Year	Ongoing / HIGH	Fundraisers are already heavily booked. We aim to hold 50 fundraisers per year	50 fundraisers per year / <i>Business Manager to provide annual summary</i>	1,2
3	Maintain close links to the key partnered film festivals Melbourne International Film Festival, French Film Festival	Annual / HIGH	Maintain close links and ensure that Star Cinema receives the opportunity to be involved in key film festivals	Two partnered festivals held each year / <i>Business Manager's monthly Board report</i>	3,5
4	Reach out to local cultural communities to identify screening and event opportunities	Ongoing / MEDIUM	Bendigo is becoming much more culturally diverse and film events are a great way to celebrate and educate about this diversity	Screenings undertaken / <i>Business Manager's monthly Board report</i>	1,2,6
5	Establish a Secondary School ambassador program	Ongoing / MEDIUM	Engage with local secondary schools to foster a love of cinema	A school trial run in the first 2 years of this plan / <i>Business Manager's monthly Board report</i>	1,6
6	Conduct focus groups tours of Star Cinema, including a free screening followed by feedback session, to better understand demographics (particularly younger patrons)	Ad Hoc / LOW	In a community city like Bendigo this may offer a way of expanding our patronage into demographics not regularly seen at Star Cinema. Will require time and funds, hence low priority	A trial focus events held in the first 2 years / <i>Business Manager's monthly Board report</i>	1,6
7	Star Cinema Film Club	Ad Hoc / LOW	An informal regular (say monthly) gathering to review before and discuss immediately after a screened film.	Film Club commenced by end 2026 / <i>Business Manager's monthly Board report</i>	6

Impacts refer to the section on the previous page headed IMPACTS OF ACTIVITIES

Strategy 3: Our Staff & Volunteers

OVERVIEW

Star Cinema recognises that our staff and volunteers are our greatest asset.

IMPACT OF ACTIVITIES

1. Staff are adequately resourced and supported.
2. Staff receive skill development as required.
3. Volunteers are comfortable in their role and feel appreciated and respected.
4. Volunteers trained for the role.

CONTEXT

Star Cinema has 5 part time staff: Business Manager (4 days/week), Programming Manager (4 days/week), Head Screening Coordinator and 2 other Screening Coordinators. Screening Coordinators manage each of the 12 individual screenings per week, manage the volunteers assisting, and undertake other support roles. Staff development training ensures that certain roles can be undertaken by other staff on a relief basis.

Star Cinema staff and volunteers are managed by the Business Manager.
The Business Manager is managed by the Board.

There are about 42 volunteers whose main role is during each screening. Volunteers staff the box office and snack bar. Volunteers also assist with monthly program distribution and banking. The Volunteers are an essential part of the Star Cinema, the organisation could not function without their support. Volunteers are expected to undertake at least 3 shifts per month on average.

Star Cinema's volunteer engagement includes:

- Providing training and reference documents.
- Providing regular status updates.
- Allowing a simple self-allocation of monthly shifts.
- Allowing volunteers to see any film at no cost (excepting No Free Ticket screenings).
- Organising volunteer dinners, social events, and training evenings.

Star Cinema attracts a very dedicated group of volunteers to support our screenings for which it is very grateful. Star Cinema screens 12 screenings per week which roughly equates to at least 100 volunteer shifts per month.

STRATEGY 3: OUR STAFF AND VOLUNTEERS

NO.	ACTIONS	TYPE/PRIORITY	COMMENTS	INDICATOR/REPORTING	IMPACTS#
1	Staff training and development	Annual / HIGH	The Board to support staff training needs as identified Annual staff development consultations undertaken by either the Board (manager) or Business Manager (other staff) A team building day to be conducted on an annual basis	Training needs identified each year and acted on / <i>Chair / Business Manager's report.</i>	1,2
2	Hold an annual volunteer thankyou dinner which includes feedback sessions and may include training	Annual / HIGH	A social event that invites operational feedback from volunteers A training component is included if needed and time permits	Volunteers maintain skills Feedback comments considered / <i>Report to Board on completion</i>	3,4
3	Review and update office furniture, equipment, and layout	Single action / MEDIUM	The furniture and use of the two rooms comprising the office space should be reviewed and improvements made as needed.	An improved and well-functioning office environment / <i>Report to Board on completion</i>	1
4	Establish a meeting room and reference library in the room between the office and front entrance	Single action / MEDIUM	This room is underutilised and when better setup will provide an excellent meeting room and reference area	Room established / <i>Report to Board on completion</i>	1

Impacts column refers to the section on the previous page headed IMPACTS OF ACTIVITIES

Strategy 4: Operations & Governance

OVERVIEW

Star Cinema must be supported by a good operational regime, and good management and governance. In this context management refers to the operational and ongoing management activities by staff whilst governance is the overview of Star Cinema Board.

IMPACT OF ACTIVITIES

1. Management responsive to changing circumstances and seeking new initiatives as appropriate.
2. Staff management and Board governance have a practical and cooperative working relationship to obtain the best result for Star Cinema.
3. Governance meets regulatory and community expectations.
4. The Board membership is representative of our community.
5. Financial sustainability of Star Cinema.

CONTEXT

Rising utility costs are becoming an increasing problem in the community and likewise at Star Cinema. There are several options that Star Cinema could pursue – none of them straightforward. Installing Solar Panels and a battery would of course greatly assist but with the building owned by the COGB, it would need to be part of their building management strategy. Seeking favourable lease conditions is another option, as is corporate sponsorship.

An assessment (Feb. 2023) of Star Cinema climate control infrastructure has revealed that the main hall of the Eaglehawk Town Hall is uninsulated. This has a significant impact on heating and cooling demands. Another finding was that the ventilation system is not particularly effective in its current configuration. In early 2023 Star Cinema staff and board members met with COGB representatives to discuss the shortcomings of the existing systems. At this meeting COGB agreed to a) install insulation in the roof space of the main hall by the end of 2023 and b) create a project to investigate the efficacy of the existing ventilation system, and explore ways to improve the system should it be found to have fallen short of desired outcomes.

Strategies need to be in place to ensure good management and governance. A mutual understanding of the respective roles and both board and staff is necessary to form an effective partnership.

Star Cinema has a technical and innovative management requirement. Past management improvements include: managing projector technology, volunteer self-allocation roster systems, membership administration systems, Point of Sale equipment, and online booking system and website.

Operating a single screen cinema is a challenging task and in many locations has proven to be simply not possible. Star Cinema survives and flourishes due to reasons mentioned earlier. However, many screened films do not make a profit and in recent times only about 40% of screened films do. This means that the successful films underwrite those that are less so. There has been a very detailed study of screened films by genre and the relative profitability. The results are proposed to be used to see if that proportion can be raised

to at least 50%. Star Cinema is of course a boutique film venue where it is important to screen a wide variety of films of varying genres – the main conclusion is that whilst diverse films should be shown, certain films should have a reduced number of screenings.

Star Cinema has a goal of remaining financially sustainable and secure into the future. To aid in realising this aim on an ongoing basis, each month the following two financial indicators will be monitored when compiling financial management reports reviewed by the board at the monthly board meetings.

Firstly: aim to maintain an expense coverage ratio, where the current balance of available funds is enough to cover at a minimum three months of average monthly expenses based on the average total expenses over the previous six months.

Secondly: aim to maintain an asset to liability ratio of \$3 to \$4 of assets to pay for each \$1 of Liabilities.

Having the above two financial indicators as ongoing benchmarks are tangible factors to consider when making financial decisions about spending and utilisation of funds for amounts above \$5,000 (being the discretionary spend limit of operational management without receiving board approval). In particular, whether the cost involved would allow Star Cinema to remain in a comfortable financial position as indicated by these measures. Additionally, this monitoring and thought process can act as a catalyst for taking different actions around generation of income or active reduction of expense outlays, when across different periods Star Cinema indicators may be trending down towards or below these targets.

Star Cinema has in recent years risen to a Tier 2 organisation (\$250,000 to \$1 million) under the Incorporated Associations system within Consumer Affairs Victoria (CAV). There are specific requirement financial statements, auditing and reporting to CAV following the Annual General Meeting.



STRATEGY 4: OPERATIONS & GOVERNANCE

NO.	ACTIONS	TYPE/PRIORITY	COMMENTS	INDICATOR/REPORTING	IMPACTS#
1	Star Cinema to develop strategies to deal with rapidly increasing utility costs	Ongoing / VERY HIGH	Examine options and determine best approach which may include: <ul style="list-style-type: none"> • Utility cost relief • Installation of insulation • Redesign of climate control • Solar panels & battery 	Options presented to the Board in 2023 Discussions with COGB / <i>Business Manager's monthly Board report</i>	1,5
2	Regularly review the business continuity plan	Annual / HIGH	Staff to undertake a comprehensive review of the plan to be undertaken each year	Review complete / <i>Presented to Board annually</i>	3,5
3	Regularly review the marketing and communication plan	Annual / HIGH	Staff to undertake a comprehensive review of the plan to be undertaken each year	Review complete / <i>Presented to Board annually</i>	1,5
4	Ensure the Board is representative of the Bendigo community	As required / HIGH	Board recruitment to be mindful of Board composition	Board membership profile	4
5	Use programming and attendance data to ensure more screen films are profitable	Ongoing & Annual / HIGH	Use programming review and analysis to raise the profitability of films from the current level of about 40%	At least 50% of films profitable / <i>Annual report to Board</i>	1,5
6	Develop a policy that details the working relationship between the staff and Board	Single action / HIGH	A clear policy document will assist both staff and Board to understand their respective working relationship	Policy completed	2
7	To maintain an Expense coverage ratio for available funds to cover a minimum of three months of expenditure. Based on calculated average of the previous six months expenses	Ongoing / HIGH	Aim to maintain the required balance of available funds in bank accounts to meet this objective. Also monitor Expenses to see that they don't become excessive for ongoing operations	Ongoing review of available funds and Expense review from monthly Financial Management Report / <i>Treasurer's monthly Board report</i>	5
8	To maintain an asset to liability ratio of \$3 to \$4 of assets to cover each \$1 of liabilities	Ongoing / HIGH	Aim to maintain the appropriate balance between Assets and Liabilities to show a comfortable level of financial sustainability for Cinema's activities	Ongoing Balance Sheet review from monthly Financial Management Report / <i>Treasurer's monthly Board Report</i>	5

Impacts column refers to the section on the previous page headed IMPACTS OF ACTIVITIES

Strategy 5: Eaglehawk Town Hall

OVERVIEW

This final strategy is added as the Eaglehawk Town Hall is an essential component of the Star Cinema experience.

As mentioned earlier (and we love repeating!) Star Cinema was listed as one of the *25 most beautiful cinemas in Australia* by Flicks.com.au on 14th December 2021.

The building is owned by the City of Greater Bendigo who undertake and fund building improvements or repairs according to its own building management plans. However, as the lessee Star Cinema is keen to work as closely as possible with the COGB to understand future works programs.

IMPACT OF ACTIVITIES

1. Star Cinema has security of tenure at Eaglehawk Town Hall.
2. Star Cinema and therefore community audiences benefit from improvements.
3. Eaglehawk Town Hall continues to be a special place for the Greater Bendigo community.
4. Star Cinema has an engaged relationship with the City of Greater Bendigo regarding improvements and development at Eaglehawk Town Hall.
5. Financial viability of Star Cinema improved.
6. Star Cinema's carbon footprint is reduced.

CONTEXT

The COGB has in recent years undertaken significant improvements to the Eaglehawk Town Hall. Some recent improvements have included:

- Painting of the foyer and snack bar area.
- Installation of heating and ventilation systems.
- Glass tops on heritage tables in the Chambers Wine Bar as well as replacement of window furnishings.

The former council chambers were jointly inspected by the City of Greater Bendigo heritage staff and Star Cinema staff to reach a mutual understanding on the management responsibilities of the heritage space and furniture. This is a good outcome for the local community as it is a structured way of patrons regularly visiting and viewing these special spaces.

STRATEGY 5: EAGLEHAWK TOWN HALL

NO.	ACTIONS	TYPE/PRIORITY	COMMENTS	INDICATOR/REPORTING	IMPACTS#
1	Improve temperature conditions in cinema space (Discussed in Strategy 4)	Single action / VERY HIGH	Review of climate control systems in consultation with COGB Installation of insulation would improve thermal efficiency of the building and help mitigate utility costs	Climate control efficiency in cinema space significantly improved Insulation installed	2,4,5,6
2	Renewal of current lease scheduled for September 2024	Single action / HIGH	The current lease has been greatly beneficial for Star Cinema but also to the on-site management of the Eaglehawk Town Hall by Star Cinema staff (recognised in Lease)	New lease follows expiry of current lease	1
3	Understand COGB master plan for the Eaglehawk Town Hall	Ongoing / HIGH	Maintain contact with COGB staff to better understand the master plan for the building. If necessary, make submissions regarding stated works priorities In particular, the toilets definitely need an upgrade	Plans understood	4
4	Install solar panels and battery (discussed in Strategy 4)	Single action / MEDIUM	To both alleviate high utility costs and to reduce carbon footprint A battery would allow Star Cinema to continue screenings during a power outage	Installed	4,5,6
5	Use the large space upstairs behind the screen at the rear of the building	Single action / LOW	Activates an unused and interesting space Will take time as evaluations may be required and stairs may require structural works. The last space within the building that is not currently utilised	Space activated	2,3

Impacts column refers to the section on the previous page headed IMPACTS OF ACTIVITIES

Star Cinema Business Context

ATTENDANCES

YEAR	TOTAL ATTENDANCE
2016	16,125
2017	17,428
2018	21,851
2019	23,320
2020	# 9,172
2021	# 15, 834
2022	20,351

Reduced attendances due to Covid 19 restrictions

FINANCIAL SUMMARY

Note: this data is adjusted to represent a typical recent year less covid impacts

INCOME	\$	%
Ticket Sales	\$ 275,000	54%
Bar & Snacks	\$ 130,000	25%
Chambers Wine Bar (drinks only)	\$ 39,000	8%
Advertising	\$ 26,000	5%
Vouchers	\$ 16,000	3%
Membership	\$ 12,000	2%
Other	\$ 14,000	3%
TOTAL	\$ 512,000	100%

EXPENDITURE	\$	%
Salaries	\$ 210,000	42%
Film distributor payments	\$ 110,000	22%
Stock (drinks & snack food)	\$ 65,000	13%
# Utilities	\$ 25,000	5%
Online Booking & Merchant Fees	\$ 18,000	4%
Hardware, IT & Repairs	\$16,000	3%
Other	\$56,000	11%
TOTAL	\$ 500,000	100%

estimate only

KEY FINANCIAL INDICATORS

Key Financial Ratios as at 31 December 2022

- Expense coverage ratio = Available funds on hand at 31 December 2022 can cover 3.84 months of average monthly expenditure based on the prior six months July 2022 to December 2022.
- Asset to Liability ratio = 483% (\$4.83 of Assets to cover each \$1 of Liabilities).