



Business Plan 2014 - 2016

- Fostering community cultural development and audience engagement by creating a network of Performing Arts Centres across Victoria
- Providing leadership, developing collaboration and maintaining best practice in programming, presentation and production.

Victorian Association of Performing Arts Centres inc

Victorian Association of Performing Arts Centres inc (VAPAC inc) Business Plan 2014 - 2016

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1 Executive Summary

VAPAC is the peak body representing performing arts centres across Victoria, playing a key role in developing and maintaining a vibrant and sustainable performing arts sector.

It was formed in 1975 as a sub-group of a local government network, to provide network support for those few Councils and their staff who ran performing arts centres.

With the growth in number and increased professionalization of arts centre administration and programming, demand for services has seen VAPAC develop into an independent incorporated organisation with over 60 member venues.

This business plan identifies the context in which Local Government owned performing arts centres currently operate and bases the strategic plan for delivery of services to member venues around three key goals: Best Practice, Leadership and Strategic Partnerships, and Audience Development.

This strategic plan sets out a range of actions which are core and annual activities for the organisation as well as some new initiatives, especially in the areas of research and new approaches to presenting touring professional performing arts.

It is noted that although engagement in presenting a program of professional performing arts for communities is a primary function of VAPAC's member venues, most are engaged in a wide range of other activities including community cultural development, commercial venue hire and provision of venues for non-arts events and functions (such as meetings and conferences) and VAPAC's brief will need to encompass the needs of members in this respect also.

VAPAC plays a leading role in the development of policy and practice in performing arts venue operation and programming and is recognised nationally as such.

VAPAC is sustainably managed by an elected committee and engages an Executive Officer to assist with the day to day running of the organisation and high quality service delivery to members and stakeholders.

Although venue owners and venue staff are VAPAC's primary market/audience, the secondary beneficiaries of VAPAC's services are Victorian audiences and communities who enjoy the venues and the performing arts experiences they provide. VAPAC's purposes reflect a concern for ensuring all Victorians have access to quality experiences in relation to the performing arts.

VAPAC's key purposes underpinning this Business Plan are:

- Fostering community cultural development and audience engagement by creating a network of Performing Arts Centres across Victoria
- Providing leadership, developing collaboration and maintaining best practice in programming, presentation and production.

2 Purpose

VAPAC envisages a state where:

- **Participation in the arts is an important part of everyday life**
 - people of all cultures, abilities and backgrounds can interact and affirm themselves through the arts;
 - all people have the opportunity to experience live performances;
 - artists (professional and community) create and perform work that is innovative and leads in the development and exchange of ideas;
- **There is a sustainable network of cultural facilities to connect artists (community, emerging and professional) and their audiences;**
 - cultural facilities are well designed, well managed, risk responsive, appropriately resourced and sustainable;
 - cultural facilities provide a hub around which broader community cultural development activity can centre and which serve the needs of communities close-by, as well as those who may be more remote;
 - public and private sectors support the creation, production and presentation of performing arts.

Our Values

- Performing Arts are an essential part of community life and everyone should have access to arts experiences.
- Performing arts centres are basic to civic life, crucial to the social & economic well-being of communities, and indispensable to community cultural development.
- A network of well managed, well resourced and well connected performing arts facilities is of critical importance, as are strong and effective relationships within the industry.

Our Mission

- Fostering community cultural development and audience engagement by creating a network of Performing Arts Centres across Victoria
- Providing leadership, developing collaboration and maintaining best practice in programming, presentation and production.

Our Purpose

- VAPAC will be the peak body for Performing Arts Centres located in metropolitan, suburban and regional Victoria and so will play a key role in ensuring all Victorians have access to arts experiences by developing and maintaining a vibrant, innovative and sustainable performing arts sector.

3 Context

History and placement of our organisation:

- VAPAC was formed in 1975, originally as a small sub-network of Local Government Association members to provide support and advice to those who had performing arts venues as part of their Council service provision.
- In the 1980s, State Government and Local Government initiatives saw a development in the number of regional performing arts centres and a new independent body (VAPAC) was founded with 11 founding member venues.
- In the 1990s, investment in improved and new arts infrastructure, along with increasing community demand for access to professional performing arts in their regions saw significant growth in the number of presenting venues, professionally managed under Local Government Organisations. This period saw a shift in responsibility for presenting touring productions from management by volunteer organisations (Local Arts Councils, as part of Victorian Arts Council touring networks) to professional management in PAC venues.

- By 1999, VAPAC had 42 member organisations most of whom were active in presenting professional touring productions. Debate about responsibility for provision of tour coordination services led to the proposition being put to State Government that a stand-alone agency for the purpose be funded, independent of Regional Arts Victoria (Victorian Arts Council).
- In 2005 State Government provided specific funding to RAV to enable it to continue to provide touring coordination services to professionally managed venues and the Touring Coordination Committee (sub-committee of RAV) was established to oversee a collaborative approach to tour development. One outcome was an active partnership between RAV and VAPAC to produce the annual touring production selection forum (Showcase).
- In 2013, with almost 60 member centres located across the state, VAPAC is in a unique position to assist all tiers of government with the development and delivery of arts policy objectives, providing critical performing arts experiences resulting in vibrant, sustainable and healthy Victorian communities.
- VAPAC commissioned an independent review of its operation in 2011 (Middleton Arts) and the recommendations of this review proposed actions out to 2015 and these have informed this Business Plan.

Current business context, internal situation:

- VAPAC is a service organisation and its primary constituency is the group of member organisations (mainly Local Government bodies) who own performing arts centres. VAPAC's services are provided to a secondary constituency of delegates of those member venues (including Managers, Technical, Box Office and Marketing staff) who attend our scheduled meetings, conferences and workshops and who engage in our network discussions and information sharing.
- However, if VAPAC is successful in providing a quality service to venues and venue staff and through this, venues (and their staff) are able to perform their functions more effectively, then the tertiary

beneficiaries are Victorian audiences and communities along with Victorian and national artists and producers.

- In short, VAPAC's business services the needs of venues and their staff with the broader objective of servicing the needs and development of the sector.
- VAPAC's membership has diversified in recent years, with member venues of varying size and scale of operation as well as both metro/suburban and regional location. A challenge for the organisation is being able to respond to and fully service this diversity of needs.
- VAPAC is widely recognised as an exemplar of state based venue organisations and has consistently provided national leadership on a number of fronts.
- VAPAC enjoys close collaborative relationships with Regional Arts Victoria and Theatre Network Victoria without there being any formalised mutual 'membership' arrangement or shared sense of constituency.

Current business context, external situation:

- In the current financial climate, most VAPAC members are under pressure to justify the investment in performing arts centres as a core business of local government.
- Philanthropic and financial support (sponsorship) for the arts are becoming increasingly challenging to source and Government funding is under budgetary constraint
- Presenting professional touring productions is only a (small) part of the regular activity of most venues yet it accounts for a large part of venue (operating) cost.
- In the rapid development of technology, new media presents significant challenges and opportunities for venues.
- Programming and marketing of productions has become increasingly challenging in an environment where the entertainment and leisure options for the public have proliferated.

4 Goals and Strategies (overview):

GOALS & OBJECTIVES		
BEST PRACTICE	LEADERSHIP & STRATEGIC PARTNERSHIPS	AUDIENCE DEVELOPMENT
VAPAC will support, share, inform and encourage best practice in performing arts centre design, management, programming, audience development and community engagement.	<p>VAPAC will work with and influence stakeholders in the development of leading, innovative, and responsive policy and practices in performing arts centres.</p> <p>VAPAC will sustain and develop strong relationships in the performing arts sector and create, maintain and strengthen strategic partnerships with key stakeholders on behalf of the membership.</p>	<p>VAPAC will maintain itself as a strong and effective network by marketing its profile and activities and building its membership and reach.</p> <p>VAPAC will assist its members to develop their own audiences and by doing so, increase the number of participants in arts activities across Victoria.</p>
STRATEGIES		
<ul style="list-style-type: none"> • Providing professional development opportunities for members. • Maintaining specialised skills development through sub-networks in Box Office/Marketing and Technical Management. • Supporting and assisting members to develop and deliver high quality and diverse performing arts programs. • Producing annual Victorian program selection forum (Showcase). • Conducting relevant research and publication of findings and data. 	<ul style="list-style-type: none"> • Advocating on behalf of performing arts to Federal Government (through relationships with PATA* and APACA*), to State Government and to local government (through relationship with MAV, VLAG and LGPro^) • Maintaining strong relationships with key performing arts organisations including RAV, APACA, PATA, TNV, LPA, MAV*, and ARTS VICTORIA. • Sharing knowledge and resources with other state based organisations and through publications and website. • Maintaining high level governance and a robust Executive/Committee to ensure a sustainable organisation enjoying strong representation for and from members. 	<ul style="list-style-type: none"> • Providing strong network and peer support to existing and new performing arts centres across Victoria. • Maintaining a strong organisation and ensuring on-going engagement by member centres through high level service delivery. • Identifying opportunities to support and develop greater audience engagement for all centres by linking activities and initiatives being undertaken across regions, by sharing marketing and promotion activities and by providing audience development tools and skills.
<p><i>*RAV – Regional Arts Victoria. APACA – Australian Performing Arts Centres Association. PATA – Performing Arts Touring Alliance. TNV – Theatre Network Victoria. LPA – Live Performance Australia. MAV – Multicultural Arts Victoria. ^MAV – Municipal Association of Victoria, VLAG – Victorian Local Government Association, LGPro – Local Government Professionals</i></p>		

ARTS VICTORIA ORGANISATION PROGRAM ALIGNMENT		
BEST PRACTICE	LEADERSHIP & STRATEGIC PARTNERSHIPS	AUDIENCE DEVELOPMENT
1. ARTISTIC AND ARTS SECTOR BENEFITS		2. SOCIAL BENEFITS
<p>1.3 Arts and Cultural Sector Development</p> <p>1.3.2 Delivering high quality, relevant skills/professional development services to the arts sector</p> <p>1.3.3 Creation of ongoing opportunities through touring and remounting of works</p> <p>1.3.4 Participating in and promoting research that contributes to arts and cultural sector development</p>	<p>1.4 Arts and Cultural Sector Leadership</p> <p>1.4.2 Championing of the arts and cultural sector in public forums</p> <p>1.4.3 Sharing knowledge and resources</p> <p>1.4.4 Leading by example</p>	<p>2.1 Increasing overall reach</p> <p>2.1.1 Growing Victorian audiences and participants</p> <p>2.2 Geographic Reach of Activity</p> <p>2.2.1 Activities that target and engage regional audiences and participants</p> <p>2.2.2 Activities that target and engage outer-metropolitan audiences and participants</p> <p>2.4 Depth of Engagement</p> <p>2.4.1 Demonstrated repeat / loyal engagement</p> <p>2.4.2 High level service delivery to communities of interest</p> <p>2.4.3 Progressive approaches to engaging audiences and participants</p>

5 Strategies & Key Activities

The activities of VAPAC summarised here are largely those provided in response to Arts Vic's Organisational Investment Funding Assessment Framework template aligned as shown above.

GOALS	Strategies	Activities	KPI / Year		
			2014	2015	2016
BEST PRACTICE VAPAC will support, share, inform and encourage best practice in performing arts centre design, management, programming, audience development and community engagement.	Providing professional development opportunities for members.	Host three Managers' meetings per year.	3 meetings held	3 meetings held	3 meetings held
		Provide financial support for members to attend annual conferences.	6 Members assisted	6 Members assisted	6 Members assisted
		Partner with Theatre Network Victoria to develop relevant skills in new and emerging producers.	2 Producer Forums held	2 Producer Forums held	2 Producer Forums held
		Undertake mentoring by promoting staff exchange and work placement program	2 Mentorships facilitated	3 Mentorships facilitated	4 Mentorships facilitated
		Work with Deakin University to provide access for delegates to Arts and Entertainment Management program	Identify relevant courses	2 Members access courses	3 Members access courses
		Support the membership to manage in a changing environment.	Active website discussion	Active website discussion	Active website discussion
	Maintaining specialised skills development through sub-networks in Box Office/Marketing and Technical Management.	Host three meetings each year of sub-networks	5 meetings held	5 meetings held	5 meetings held
		Undertake mentoring by promoting staff exchange and work placement program	2 Mentorships facilitated	3 Mentorships facilitated	4 Mentorships facilitated
		Sponsor members' staff to attend Marketing Summit, Ticketing Professionals Conference and Entech.	6 Members assisted	6 Members assisted	6 Members assisted
	Supporting and assisting members to develop and deliver high quality and diverse performing arts programs.	Produce annual Victorian program selection forum (Showcase).	1 Showcase event produced	1 Showcase event produced	1 Showcase event produced
		Executive Officer attends national Touring Market events (Long Paddock and APAM) in support of other attending members and to represent members not attending.	Exec Officer attends 3 key industry events	Exec Officer attends 3 key industry events	Exec Officer attends 3 key industry events

GOALS	Strategies	Activities	KPI / Year		
			2014	2015	2016
(CONT) BEST PRACTICE VAPAC will support, share, inform and encourage best practice in performing arts centre design, management, programming, audience development and community engagement.	(CONT) Supporting and assisting members to develop and deliver high quality and diverse performing arts programs.	With Regional Arts Victoria, manage the Victorian Touring Consultative Committee (TCC) and provide representation.	3 meetings	3 meetings	3 meetings
		Partner with Theatre Network Victoria and others to explore ways of producers and presenters working more collaboratively.	2 Producer Forums held	2 Producer Forums held	2 Producer Forums held
		Undertake projects to auspice specific tours on behalf of venues and groups of venues.	Identify projects and method to deliver tours	1 tour delivered	1 tour delivered
	Conducting relevant research and publication of findings and data.	Promote benchmark publication 'Oh You Beautiful Stage'.	Meet Budget for sales P/A	Meet Budget for sales P/A	Meet Budget for sales P/A
		Publish (on website) expert papers and case studies delivered at meetings and conferences.	Papers published on website	Papers published on website	Papers published on website
		Publish an annual report which includes data about numbers and types of productions presented in member venues, attendances and types of use other than performing arts.	Collect data and publish annual report	Collect data and publish annual report	Collect data and publish annual report
		In partnership with Deakin University, undertake research and publish findings to assist member venues to understand and promote the benefits of their activity.	Identify 3 potential research projects and scope to choose one to pursue	Work with Deakin Uni to identify suitable researcher, initiate and conduct research project	Publish findings
		Develop useful benchmarks to assist venues with their Best Value Review processes	Identify useful benchmarks required, scope method of data collection	Undertake data collection	Provide benchmark documents to members
		Research and benchmark skill sets required for professional staff in performing arts centres	Identify useful benchmarks required, scope method of data collection	Undertake data collection	Provide benchmark documents to members

GOALS	Strategies	Activities	KPI / Year		
			2014	2015	2016
<p>LEADERSHIP & STRATEGIC PARTNERSHIPS VAPAC will work with and influence stakeholders in the development of leading, innovative, and responsive policy and practices in performing arts centres.</p> <p>VAPAC will sustain and develop strong relationships in the performing arts sector and create, maintain and strengthen strategic partnerships with key stakeholders on behalf of the membership.</p>	<p>Advocating on behalf of performing arts to Federal Government (through relationships with PATA and APACA), to State Government and to local government (through relationship with MAV and LGPro)</p> <p>Maintaining strong relationships with key performing arts organisations</p>	<p>Support a member to represent presenters on Performing Arts Touring Alliance (PATA).</p>	<p>Representative attends 2 meetings and 2 teleconferences and provides report to 3 manager's meetings</p>	<p>Representative attends 2 meetings and 2 teleconferences and provides report to 3 manager's meetings</p>	<p>Representative attends 2 meetings and 2 teleconferences and provides report to 3 manager's meetings</p>
		<p>Provide VAPAC nominees to sit on RAV and APACA boards.</p>	<p>Reps nominated</p>	<p>Reps provide reports at all meetings</p>	<p>Reps provide reports at all meetings</p>
		<p>Executive meet regularly with Arts Victoria representatives and invite Arts Victoria to VAPAC meetings.</p>	<p>8 meetings P/A</p>	<p>8 meetings P/A</p>	<p>8 meetings P/A</p>
		<p>Advocate on behalf of performing arts to Federal Government and Australia Council for the Arts (through relationships with PATA and APACA), to State Government (through Arts Victoria round-tables) and to Local Government (through its membership).</p>	<p>8 meetings P/A</p>	<p>8 meetings P/A</p>	<p>8 meetings P/A</p>
	<p>Sharing knowledge and resources with others (eg state based organisations) and through publications and website.</p>	<p>Advocate to Local Government through new collaborations with MAV, VLGA and LGPro.</p>	<p>3 meetings P/A</p>	<p>3 meetings P/A</p>	<p>3 meetings P/A</p>
		<p>Maintain VAPAC website as point of reference and shared information.</p>	<p>'HITS' to website P/A increases by 10%</p>	<p>'HITS' to website P/A increases by 10%</p>	<p>'HITS' to website P/A increases by 5%</p>
		<p>Promote benchmark publication 'Oh You Beautiful Stage'.</p>	<p>Meet Budget for sales P/A</p>	<p>Meet Budget for sales P/A</p>	<p>Meet Budget for sales P/A</p>
		<p>Produce a range of specific guides and tools to inform and assist venues in their operation (including OH&S/Risk Assessment tool, Guide to Contracting, Guide to APRA and Licences).</p>	<p>Review key needs and prioritised list provided</p>	<p>Develop tools for 4 specific areas and circulate</p>	<p>Review priorities and develop 4 more tools, plus updates</p>

GOALS	Strategies	Activities	KPI / Year		
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<p>(CONT) LEADERSHIP & STRATEGIC PARTNERSHIPS VAPAC will work with and influence stakeholders in the development of leading, innovative, and responsive policy and practices in performing arts centres.</p> <p>VAPAC will sustain and develop strong relationships in the performing arts sector and create, maintain and strengthen strategic partnerships with key stakeholders on behalf of the membership.</p>	<p>(CONT) Sharing knowledge and resources with others (eg state based organisations) and through publications and website.</p>	Share knowledge and resources with other state based venue organisations through attending meetings, providing publications and maintaining resources on website.	Attend 2 state PAC meetings P/A	Attend 2 state PAC meetings P/A	Attend 2 state PAC meetings P/A
		Share knowledge and best practice through annual Victorian Theatre Technical Expo event.	TMN host 1 Trade Expo P/A	TMN host 1 Trade Expo P/A	TMN host 1 Trade Expo P/A
		Representatives of the Technical Managers' sub-network mentor similar networks in other states	Representatives attend 2 key interstate meetings P/A	Representatives attend 2 key interstate meetings P/A	Representatives attend 2 key interstate meetings P/A
		Provide induction kit for new delegates so new arts workers and managers are mentored by experienced peers	Kit developed and circulated to new members by identified mentoring managers	Induction kit circulated to new members by identified mentoring managers	Induction kit circulated to new members by identified mentoring managers
		Collaborate with TNV to provide targeted information on touring to meet the needs of new and emerging companies and artists	Meet with TNV monthly	Meet with TNV monthly	Meet with TNV monthly
		Collaborate with Arts Victoria and RAV to hold annual Touring Forum .	1 Forum held	1 Forum held	1 Forum held
		Collaborate with Deakin University to undertake relevant research and share the findings.	Identify 3 potential research projects and scope to choose one to pursue	Work with Deakin Uni to identify suitable researcher, initiate and conduct research project	Publish findings
		Collaborate with APACA to conduct workshops for members on its 'powerPAC' guide.	2 Victorian workshops conducted	Review and update members at 1 meeting	Review and update members at 1 meeting

GOALS	Strategies	Activities	KPI / Year		
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<p>(CONT) LEADERSHIP & STRATEGIC PARTNERSHIPS VAPAC will work with and influence stakeholders in the development of leading, innovative, and responsive policy and practices in performing arts centres.</p> <p>VAPAC will sustain and develop strong relationships in the performing arts sector and create, maintain and strengthen strategic partnerships with key stakeholders on behalf of the membership.</p>	<p>Maintaining high level governance and a robust Executive/Committee to ensure a sustainable organisation enjoying strong representation for and from members.</p>	<p>Demonstrate high level governance as an incorporated organisation meeting all bookkeeping, reporting, auditing and any other statutory requirements.</p>	<p>Employ bookkeeper, auditor and lodge required documents</p>	<p>Employ bookkeeper, auditor and lodge required documents</p>	<p>Employ bookkeeper, auditor and lodge required documents</p>
		<p>Maintain strong leadership with a skilled group of member representatives elected to fulfil Executive and Committee responsibilities</p>	<p>Executive Committee meet 6 times pa</p>	<p>Executive Committee meet 6 times pa</p>	<p>Executive Committee meet 6 times pa</p>
		<p>Employ Executive Officer to provide high level of service to VAPAC and its members.</p>	<p>Executive Officer employed, annual review conducted</p>	<p>Executive Officer employed, annual review conducted</p>	<p>Executive Officer employed, annual review conducted</p>
		<p>Provide members with inclusive and accessible means to communicate with Executive via regular venue visits and in-person meetings arranged by Executive Officer</p>	<p>Executive Officer visit or directly communicate with all venues once P/A</p>	<p>Executive Officer visit or directly communicate with all venues once P/A</p>	<p>Executive Officer visit or directly communicate with all venues once P/A</p>
		<p>Establish and maintain an effective on-line communication (e-mail forum) to ensure robust relationship with members</p>	<p>E-mail forum maintained and all members have access</p>	<p>E-mail forum maintained and all members have access</p>	<p>E-mail forum maintained and all members have access</p>
		<p>Maintain organisation's web presence as a point of access for members and the interest of the broader sector</p>	<p>'HITS' to website P/A increases by 10%</p>	<p>'HITS' to website P/A increases by 10%</p>	<p>'HITS' to website P/A increases by 5%</p>
		<p>Utilise a new social media (Face Book) presence to enable stronger relationships and more accessible promotion of VAPAC</p>	<p>Establish social media links via Facebook and Twitter. Post regular updates</p>	<p>Maintain active social media links</p>	<p>Maintain active social media links</p>

GOALS	Strategies	Activities	KPI / Year		
			2014	2015	2016
<p>AUDIENCE DEVELOPMENT VAPAC will maintain itself as a strong and effective network by marketing its profile and activities and building its membership and reach.</p> <p>VAPAC will assist its members to develop their own audiences and by doing so, increase the number of participants in arts activities across Victoria.</p>	<p>Providing strong network and peer support to existing and new performing arts centres across Victoria.</p>	<p>Maintain the number of member venues and number of representatives attending network and sub-network meetings.</p>	60% of Members attend meetings	65% of Members attend meetings	68% of Members attend meetings
		<p>Market VAPAC and the benefits of membership through personal representation and provision of consultation and advice where new venues are being built or venues renovated.</p>	1 new member venue	1 new member venue	1 new member venue
	<p>Maintaining a strong organisation and ensuring on-going engagement by member centres through high level service delivery.</p>	<p>Respond to member feedback in the planning of meetings and events to ensure they continue to meet members' needs</p>	90% satisfaction recorded in post-meeting survey.	90% satisfaction recorded in post-meeting survey.	90% satisfaction recorded in post-meeting survey.
		<p>Conduct a review of Showcase and implement any changes deemed necessary to ensure it continues to provide value.</p>	Survey undertaken after each Showcase and results reported to members	Survey undertaken after each Showcase and results reported to members	Survey undertaken after each Showcase and results reported to members
		<p>Provide model resource guides and templates, to assist each centre to develop and deliver its artistic program</p>	Review resource needs & develop templates	3 model templates produced	N/A
	<p>Identifying opportunities to support and develop greater audience engagement for all centres by linking activities and initiatives being undertaken across regions, by sharing marketing and promotion activities and by providing audience development tools and skills.</p>	<p>Expand the scope and reach of 'ShowDates' app by developing it for web and Android phones.</p>	75% of Member participating in ShowDates. Web based app developed and used	80% of Members participating in ShowDates. Android app developed and used	85% of Members participating in ShowDates. Review development needs
		<p>Encourage establishment of regional sub-networks of venues who will be able to collaborate to grow audiences by working across the boundaries of their local areas.</p>	2 groups of geographically close venues working collaboratively	3 groups of geographically close venues working collaboratively	4 groups of geographically close venues working collaboratively

GOALS	Strategies	Activities	KPI / Year		
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<p>(CONT) AUDIENCE DEVELOPMENT VAPAC will maintain itself as a strong and effective network by marketing its profile and activities and building its membership and reach.</p> <p>VAPAC will assist its members to develop their own audiences and by doing so, increase the number of participants in arts activities across Victoria.</p>	<p>(CONT) Identifying opportunities to support and develop greater audience engagement for all centres by linking activities and initiatives being undertaken across regions, by sharing marketing and promotion activities and by providing audience development tools and skills.</p>	Collaborate with RAV to establish formal partnerships between member venues and volunteer presenters to better deliver activities to smaller regional communities.	Volunteer presenter lists from RAV broken down geographically, and circulated to members	10 members have established a relationship with their local volunteer presenters	15 members have established a relationship with their local volunteer presenters
		Encourage and promote 'hub-and-spoke' outreach touring to bring performing arts events to a wider range of smaller communities.	2 groups of geographically close venues working collaboratively	3 groups of geographically close venues working collaboratively	4 groups of geographically close venues working collaboratively
		Work with producers on behalf of members, to establish and coordinate new touring models that are more able to sustain audience engagement.	Review of models and possibilities presented as key-note in May meeting.	6 venues and 2 producers trial new model of engagement and report at October meeting	10 venues and 3 producers adopt new model
		Research variety of audience engagement models being used by members (eg Subscriptions, Memberships) to provide data from which members can decide on what model is best for their own venue.	Survey of all members conducted and benchmark data collated and shared	Findings reported as key presentation at May meeting	Follow up workshop at May meeting to evaluate outcomes.

6 Program

VAPAC's annual program (member venues' activities) will be as follows:

- 3 x two day Managers' conferences focussed on networking, case-study sharing, expert presentations and workshops.
- One meeting in May will also incorporate the VAPAC AGM.
- 1 x two day Victorian Showcase Production Marketplace
- 3 x one and a half day Technical Managers Network meetings (including 1 x Tech Expo day event)
- 2 x one day Box Office and Marketing Managers meetings
- Executive Officer and members attend 2 x 'Long Paddock' programming conferences
- Executive Officer and members attend 1 x Australia Council Marketing Summit
- Executive Officer and members attend 1 x National Ticketing Professionals Conference

An e-mail forum/bulletin board will be managed for all members (via a list server) to enable regular engagement, sharing and network support. This will be supported by a resource rich website accessible to members and from 2013, a VAPAC Facebook facility.

Regional sub-groups will be encouraged to hold local meetings and conduct local cooperative marketing promotional and programming activities.

7 Marketing strategy

VAPAC recognises the following existing and potential markets/audiences for its services:

	PRIMARY	SECONDARY	TERTIARY
CURRENT MARKETS	<ul style="list-style-type: none"> Local Government Organisations (Venue Owners) 	<ul style="list-style-type: none"> Professionals working in Arts Centres Producers and artists PAC Designers Fellow key arts and venues organisations Government bodies and agencies. 	<ul style="list-style-type: none"> Performing Arts audiences Creators of performing arts including community and non professional Performers and technical staff.
POTENTIAL MARKETS	<ul style="list-style-type: none"> Potential new venue owners and builders Non local Government venues and venue owners 	<ul style="list-style-type: none"> Professionals working in related fields Key organisations and agencies not directly related to the arts Philanthropic organisations 	<ul style="list-style-type: none"> Non arts engaged community members

VAPAC will promote itself through its publications (Annual Report, Oh You Beautiful Stage, Website, Facebook) and through presentation in a variety of networks and personal representation by Executive Officer.

VAPAC will continue to engage with 'like' and related organisations both within Victoria (RAV, MAV, TNV, CDN) and nationally (RAA/Blue Heelers, APACA, LPA as well as other state based venue organisations INAPAC, NARPACA).

VAPAC will continue to provide Associate Membership and network support for Tasmanian venues.

New initiatives will see VAPAC market itself to Local Government organisations (MAV, LGPro) non-arts agencies (RDV, Vic Health) and philanthropic organisations with a view to developing new opportunities and collaborations.

8 Financial Plan

Since its inception in 1975, VAPAC has grown significantly in size (both member number and reach) and expectations of its services and capacity have increased.

The appointment of a part time (0.8 EFT) Executive Officer in 2006 was in response to the increasing needs of our members and stakeholders and this was supported with a commitment of financial support from Arts Victoria to help us meet the needs of a growing sector. VAPAC proposes to increase EO to FT in 2014 in the light of expansion of workload and scope of position. This is reflected in the proposed budget. VAPAC provides an essential, unique and unmatched service across the state, and as such, both State and Local Government bodies are our natural funding partners.

In summary,

- VAPAC's income is derived predominantly from membership fees (paid by Local Government venue owners/members) plus organisational, recurrent funding from the Victorian State Government;
- VAPAC earns a small income per annum from entrepreneurial activity such as sale of our venue design benchmarking publication. "Oh You Beautiful Stage";
- The events, workshops and meetings delivered to our network and in partnership with our stakeholders are run on a cost recovery basis.
- VAPAC provides funds to support the cost where its members act in representative capacities on other sector bodies.

Key financial assumptions underpinning this plan:

- Membership numbers will stay relatively stable and membership fees will be reviewed and adjusted by CPI annually;
- Gaining a small increase in annual funding from Arts Victoria;
- Administrative and staffing costs will increase by CPI only;
- No significant increase in level of staff resources is planned.

The following strategies and procedures are in place to ensure VAPAC is financially sustainable:

- Cash reserve (one year operating costs) held in at-call investment in high-interest-bearing accounts;
- Effective annual planning and budgeting, internal reporting, forecasting and cash-flow projections, with monthly updates provided by the Executive Officer to the VAPAC Treasurer and VAPAC Executive Committee;
- Quarterly Executive Committee meetings overseeing financial activity;
- Annual audit and reporting to members and broader audience.

A detailed financial statement and budget papers for 2014 -2016 are attached.

9 Management

VAPAC is an incorporated organisation accountable to Victorian Corporate Affairs.

- The members of the VAPAC Executive Committee are nominated and elected by members at the Annual General Meeting held before the end of May each year. Executive Committee members serve two-year terms and no member may serve more than two successive terms in an office.
- Appointments to fill any arising casual vacancies are made from time to time as required, against areas of need identified by the Executive Committee.
- VAPAC currently employs an Executive Officer (0.8EFT) and contracts a Bookkeeper to manage invoices and accounts. VAPAC proposes to increase EO to FT in 2014 in the light of expansion of workload and scope of position. This is reflected in the proposed budget.
- The Bookkeeper is directed by and reports to the Executive Officer and Treasurer.
- The Executive Officer reports directly to the Chair and the Executive Committee and serves as the organisation's Secretary.
- Outside the schedule of Manager's meetings and VAPAC events, the Executive Committee meets three times per year face to face and two times by teleconference.
- The VAPAC Executive Committee membership as at April 2013:

NAME	QUALIFICATIONS	EXPERIENCE	TERM and EXPIRY
Chair Rob Robson	Trained Secondary Teachers Certificate, Bachelor of Arts, Master Arts and Entertainment Management	Manager West Gippsland Arts Centre, Theatre Director; Secondary Teacher; Board member RAV since 2005; Councillor, PATA since 2010	2013 -2015
Deputy Chair David Lloyd	Bachelor of Business, Management Major	27 years professional experience in performing arts centres; Arts Centre Manager; Committee member, Australian Performing Arts Centre Association (APACA) since 2006, President 2010-2013; Vice President, NARPACA Northern Australian Regional Performing Arts Centres Association (NARPACA)2002-2004.	2013-2015
Treasurer Robin Batt	Bachelor of Science - Double Major, Dip Project Management, Graduate Cert of Arts Management QUT	30+ years at Management of Performing Arts Centres, Management of community and industry Festivals, Executive PCG member for 3 major constructions/openings (Hamilton Performing Arts Centre, Frankston Arts Centre and Cube 37); Member of APACA Exec 1999-2000	2010-2012 2012-2014
Public Officer Karen Patterson	Bachelor of Arts - Journalism	Journalist; Editor: Pub Manager; COPAC Arts Centre manager	2010-2012 2012-2014
Executive Officer Jenny Ryssenbeek,	Bachelor of Arts- Economics	Executive Officer CTIG; Mgr Carter James Arts Research; Director National Trust Head Office;	Appointed VAPAC Exec Officer Oct 2006

NAME	QUALIFICATIONS	EXPERIENCE	TERM and EXPIRY
Tamara Jungwirth	Bachelor of Education, Graduate Diploma Arts and Entertainment Management, Graduate Certificate in Accounting	Gasworks Arts Centre Director & CEO; Commercial Manager museum and film sectors; Film Festival Director; Documentary Film Director; Arts Consultant; Australia Council panellist; Board Member Deakin Uni Arts Management; Board Member Gasworks Foundation	2012-2014
Kathleen Roberts	Diploma of Teaching	Latrobe Arts Centre Manager; Gippsland Community Leadership Program, Building Potential Program, Coaching Skills Program, Youth Worker	2012-2014
Greg Diamantis	Graduate Diploma Movement Studies (NIDA) Bachelor of Education (SACAE), Diploma of Education (ACAE)	Lighthouse Arts Centre (Warrnambool) Manager; Executive Manager; Executive Producer; Tour Coordinator; performing artist	2012-2014
Shayne Price	Bachelor of Arts	Actor, Whitehorse Arts Centre Manager, Team Leader Cultural Facilities and Programs	2011-2013 2013-2015
Adrian Nunes	Bachelor of Education (Secondary), Graduate Diploma Arts and Entertainment Management	Kingston Arts Centre Manager; Secondary Teacher (Drama and Dance)	2013-2015
Janice Haynes	Diploma in Arts Administration & Theatre Management WAPA, Graduate Certificate in Arts Administration, QUT (incomplete)	Manager, Forge Theatre and Arts Hub, Bairnsdale; Director, Her Majesty's Theatre, Ballarat 1995 – 2007; Manager, Esso BHP Billiton Wellington Entertainment Centre, Sale 2009; Touring Unit, Vic Arts Council	2013-2015
Greg Hordacre	Graduate Diploma Movement Studies (NIDA) Bachelor of Education (SACAE), Diploma of Education (ACAE)	Drum Theatre Dandenong Centre Manager; Venue Operations Manager; Production & Stage Manager ; Lighting Designer	2011-2013 2013-2015

10 Succession plan

VAPAC plans long-term for change and renewal. However the organisation has a small base of potential office bearers so members often serve successive terms. Turn-over at Executive Committee level ensures preparedness of members to take on key roles as Chair, Deputy Chair and Treasurer.

VAPAC's succession planning includes:

- Staggered, two-year terms for Executive Committee members, with a culture that welcomes broader engagement;
- Annual formal review of the Executive Officer's performance and regular informal meetings between the Executive Officer and Chair;
- Mentoring of members to enable them to take roles in organisational leadership.

11 Risk Management Plan

VAPAC Risk Assessment 2014 - 2016

Identified Risk	Effect/Outcome	Risk Management Strategy	Risk Modification Strategy	Risk
Best Practice				
Lack of venue development	Degradation of facilities. Venues become uneconomic and activity declines	Regularly review benchmark documentation. Provide access, direction and discussion in Venue development strategies.	Document Venue development strategies and review OYBS as needed.	Low
Lack of appropriate procedures	Industry confusion, degradation in Venue credibility.	Develop a portfolio of policy and procedures as a check list for managers and staff.	Review and test documentation regularly	Low
Lack of appropriate mentoring	Isolation among members. Poor skills development	Ensure new members have access to experience, processes and KPI.	Review needs of new members regularly	Medium
Lack of appropriate training	Poor skills development	Provide industry training opportunities and support VAPAC Managers and staff through Sub Networks.	Review training needs	Medium
Lack of appropriate industry standards	Poor work practices, poor management, poor programming.	Regularly review existing documentation. Provide access to quality programming forums and discussion.	Research member satisfaction through audience development and Annual Report Statistics.	Medium
Lack of in-bound program development	limited growth in activities and attendance	Host producer/presenter forums. Support showcase opportunities, bring program options and reviews to VAPAC meetings	Review member's satisfaction with forums, and program access.	High
Leadership				
VAPAC Image - industry placement	Loss of industry standing.	Review branding, maintain high quality website,	Continue to review and adapt brand success	Medium
Lack of appropriate advocacy	Poor/ineffective policy development	Maintain data collection programs and create advocacy strategies	Maintain effective communications with government and industry.	High
Undeveloped partnerships	Poor industry relationships	Review key stakeholder needs and effectiveness of partnerships	Review industry partnership options and outcomes	Low

Identified Risk	Effect/Outcome	Risk Management Strategy	Risk Modification Strategy	Risk
Governance				
Lack of good governance	Loss of business reputation	Maintain open and accountable governance.	Identify and implement training opportunities as needed.	Medium
Poor administration	Inability to achieve planned outcomes. Loss of sustainable income	Maintain quality external administrative support	Review achievements and KPI's annually and review association's needs.	Medium
Poor financial management	Loss of income Inability to meet financial responsibilities	Develop regular audits of accounts. Maintain proper control procedures in cash handling and financial management and reporting.	Implement auditors' recommendations.	Low

Audience Development				
Lack of community development	Limited growth in program diversity. Poor acceptance of venue initiatives.	Review members achievements in diversity of program, audience development and community uptake.	Continue to research needs and map achievements, and strengthen relationships to deliver effective Showcase event	High
Lack of commercial program development	Limited economic growth reduces ability to sustain program variety and diversity	Provide producer access to members through website, publications and product forums.	Continue to map achievements and provide access	Medium
Poor marketing	Limits venue activity and program growth	Provide regular marketing discussions within VAPAC Meetings. Provide Marketing forums and speakers to motivate and inspire members	Continue to research needs and map achievements and fill voids	Medium
Limited organisational development	Prevents association's and venue's development	Research and identify appropriate project needs and deliver within appropriate timeframes	Continue to research needs and map achievements and develop new projects	Low
Lack of quality productions for touring	Constraints on program scheduling for venues	Partner with RAV and TNV to provide producer forums to build the capacity of the sector	Review participants in ShowCase and Long Paddock to ensure quality continues to grow	Medium