



Business Plan 2017 - 2020

Our Vision is for all Victorians to have performing arts in their lives.

Victorian Association of Performing Arts Centres Inc. (VAPAC) Business Plan 2017 - 2020

Contents

1	Executive Summary.....	1
2	Purpose	2
3	Context.....	2
4	SWOT Analysis.....	4
5	Goals and Strategies (overview):.....	5
6	Strategies & Key Activities.....	7
7	Program.....	14
8	Marketing strategy	15
9	Financial Plan.....	16
10	Management	17
11	Succession plan.....	19
12	Risk Management Plan.....	20
13	Glossary of Acronyms.....	22

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 managed performing arts centres.

With the growth in number and increased professionalisation 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 , educational venues and statutory body owned facilities currently operate and bases the strategic plan for delivery of services to member venues around three key goals:

1. Sector Development,
2. Leadership and Partnerships,
3. Governance and Management.

This strategic plan has been drafted following a Strategic Review of the organisation carried out by Artefact Consulting in 2014/2015. The review identified a range of core activities which will continue as they are seen by stakeholders as strengths of the organisation. There are also new initiatives which will support our members and the sector in addressing identified issues. In addition the review recognised a need for further benchmarking and collaborative activities which will add strength to the sector.

VAPAC is aware that the ecology of the arts sector is changing with additional challenges to all funding sources, particularly with the introduction of rate capping in 2016, adding considerable pressure to program delivery requiring operation of venues to reassess strategic plans. VAPAC acknowledges the

need to be more actively engaged with the community at large and also the communities intimately involved with each member venue. Performing art centres should be seen as one of the key drivers for programming and therefore VAPAC needs a strong relationship with the venue to achieve mutual outcomes. VAPAC will continue to work with our members to build their capacity to address this and other issues in the services they deliver.

VAPAC recognises its strength as a network through its collaboration across the industry and will undertake to support and continue to build opportunities for sharing and building knowledge. VAPAC understands the importance of partnerships and relationships in developing and delivering outcomes to meet the changing pressures in our industry and to this end we acknowledge the key role the Executive Committee and the Executive Director of our organisation play in focusing our activities to ensure a sustainable and beneficial future for our industry.

VAPAC's key purposes underpinning this Business Plan are:

Fostering community cultural development and audience engagement by supporting a network of performing arts centres across Victoria through providing leadership, developing collaboration and maintaining best practice in professional productions, programming and presentations.

2 Purpose

VAPAC envisages a state where:

- **Participation in the arts is an essential 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 integral 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

- For all Victorians to have performing arts in their lives

Our Purpose

- Fostering community cultural development and audience engagement by supporting a network of performing arts centres across Victoria through providing leadership, developing collaboration and maintaining best practice in professional programming presentation and productions.

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 Victoria).*
- *VAPAC commissioned a Strategic review of its operation in 2014 and the outcomes of that report very much influence VAPAC plans and activities for the next four years*
- *In 2016, with 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 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.*
- *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.*
- *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 has a current MOU with Regional Arts Victoria and enjoys a close collaborative relationship with Theatre Network Australia without there being any formalised mutual 'membership' arrangement or shared sense of constituency. We also have reciprocal Associate membership with The Australian Performing Arts Centres Association (APACA).*

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 and resource.*
- *In the rapid development of technology, new media presents significant challenges and opportunities for venues.*
- *Programming and marketing of productions have become increasingly challenging in an environment where entertainment and leisure options for the public have proliferated.*

4 SWOT ANALYSIS

<u>Strengths</u>	<u>Weaknesses</u>	<u>Threats</u>	<u>Opportunities</u>
<p>Diverse Membership</p> <p>Current Strategic Review</p> <p>Geographic location of members</p> <p>Regional partnerships funding</p> <p>Relationship with APACA</p> <p>Showcase Victoria</p> <p>Strong relationship with Creative Victoria</p> <p>Reputation in the sector</p> <p>Democratic governance structure</p> <p>Strong financial model</p> <p>Relationship with industry stakeholders</p> <p>Membership seen as value for money</p> <p>Venue management focus</p> <p>Strong Sub- networks</p> <p>Oh You Beautiful Stage</p> <p>Connection with producers</p> <p>Statistical and other data</p>	<p>Not broadly recognised as peak body in Victoria</p> <p>Relationship with some stakeholders</p> <p>Lack of focus/attention to venue operational activity concerns</p> <p>Volunteer Executive- unable to meet regularly and time constrained</p> <p>Geography of member locations – state-wide</p> <p>Limited financial reserves</p> <p>Slow membership growth – limited income stream within current model</p> <p>Uneven geographic presentation on the Executive Committee</p> <p>Delegates ability to make change</p> <p>VAPAC use of online platforms</p>	<p>Rate capping</p> <p>Reliance on government funding</p> <p>Loss of metropolitan members</p> <p>Catering to the diversity of the membership</p> <p>Public perception of the value of performing arts</p> <p>Perception and reality of the value of membership services</p> <p>Ageing infrastructure- potential closures</p> <p>Local Government commitment perceptions of core business</p> <p>Advancing technology & competition</p> <p>Decreased arts funding</p> <p>Presence of APACA members gives members choice of membership</p> <p>Limited reserve funds</p> <p>Lack of resources to fund the upgrade of “Oh You Beautiful Stage”</p>	<p>Audience development</p> <p>Community engagement</p> <p>Sponsorship</p> <p>Philanthropic funding from Charitable trusts</p> <p>Expanded membership capacity</p> <p>Raise organisation profile</p> <p>Further development of training apps - including online “ShowDates”</p> <p>Update VAPAC resource material/ data</p> <p>Social media online website /</p> <p>Value adding to the knowledge of the committee by additional membership</p> <p>VAPAC awards – for the state - best, venue, tour, coordination and marketing</p> <p>Strategic recruitment to Executive Committee by co- opting</p> <p>Name and brand of VAPAC</p>

5 Goals and Strategies (overview):

GOALS & OBJECTIVES		
SECTOR DEVELOPMENT	LEADERSHIP & PARTNERSHIPS	GOVERNANCE & MANAGEMENT
<ul style="list-style-type: none"> - VAPAC will provide professional development opportunities for members to ensure best practice across Victoria. - VAPAC will leverage cross network collaboration to strengthen the sector - VAPAC will work with stakeholders to provide a sustainable sector - VAPAC will endeavour to provide communities with their best performing arts experience 	<ul style="list-style-type: none"> - VAPAC will create strong relationships and strategic partnerships with key stakeholders on behalf of the membership - VAPAC will influence and advocate on behalf of the membership VAPAC will work with stakeholders to ensure strong and sustainable sector 	<ul style="list-style-type: none"> - VAPAC will maintain a high level of governance and a robust Executive Committee to ensure a sustainable organisation enjoying strong representation for and from members. - VAPAC will maintain clear financial and resource management to ensure the continued viability and credibility of the organisation
STRATEGIES		
<ul style="list-style-type: none"> • Identify, develop, distribute and review a best practice range of tools for our membership • Identify, develop and support sub networks, existing and identified through the strategic review • Provide professional development opportunities for members • Identify opportunities to grow audiences together • Strengthen relationships between producers, presenters, touring coordinators performers and funding bodies through sector network events 	<ul style="list-style-type: none"> • Undertake benchmarking and research on behalf of the membership • Advocate for the membership with stakeholders • Build awareness of the value and purpose of VAPAC to stakeholders and the sector • Ensure the viability and sustainability of performing arts touring throughout Victoria • Providing strong network and peer support to existing and new performing arts centres across Victoria. • 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. 	<ul style="list-style-type: none"> • Ensure that VAPAC is sustainable through sound management and good governance • Provide clear succession planning strategies for the organisation • Investigate alternative sources of funding

6 CREATIVE VICTORIA ORGANISATION PROGRAM ALIGNMENT

SECTOR DEVELOPMENT	LEADERSHIP & PARTNERSHIPS	GOVERNANCE & MANAGEMENT
1. Quality of Services		2. Organisational Capacity
<ul style="list-style-type: none"> - How the organisation contributes to the development of the arts and cultural sector - Benefit and relevance of the organisation's service to artists , cultural practitioners, arts and cultural organisations and their audiences 	<ul style="list-style-type: none"> - How the organisation contributes to the development of the arts and cultural sector. - The organisation's contribution to the sustainability of that arts and cultural sector 	<ul style="list-style-type: none"> - Quality of the organisations vision & planning - Financial health of the organisation - Diversity & scale of income and co- funding - Governance arrangements - Effective resource use - Risk management capability

7 Strategies & Key Activities

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

SECTOR DEVELOPMENT						
GOALS/Objectives:	Strategies	Activities	KPI / Year			
			2017	2018	2019	2020
Provide professional development opportunities for members to ensure best practice across Victoria.	Identify, develop, distribute and review a best practice range of tools for our membership	Survey members as to their needs	Survey undertaken			
		Undertake review of existing VAPAC resources, update and augment required resources	Review undertaken	Resources Updated	Review undertaken	Resources Updated
		Provide support for members to attend key intrastate and interstate industry events	2 members attend APACA conference;	2 members attend APACA conference;	2 members attend APACA conference;	2 members attend APACA conference
			TMN represented at NARPACA conference	TMN represented at NARPACA conference	TMN represented at NARPACA conference	TMN represented at NARPACA conference
			Members attend National Marketing Summit	Members attend National Marketing Summit	Members attend National Marketing Summit	Members attend National Marketing Summit
		Deliver Member meetings with professional development components	Schedule 2 Member meetings per year	Schedule 2 Member meetings per year	Schedule 2 Member meetings per year	Schedule 2 Member meetings per year
			Survey members to identify professional development needs.	Survey members to identify professional development needs.	Survey members to identify professional development needs.	Survey members to identify professional development needs

SECTOR DEVELOPMENT continued

GOALS/Objectives:	Strategies	Activities	KPI / Year			
			2017	2018	2019	2020
Leverage cross network collaboration to strengthen the sector	Identify, develop and support sub networks, existing and identified through the strategic review	Survey members for possible cluster groupings	Listing of possible cluster groups identified	Review cluster activity	Review cluster activity	Review cluster activity
		Update website with cluster details	Website updated	Website updated	Website updated	Website updated
		Meetings scheduled circulated, outcomes shared for membership benefit	Listing of cluster meetings on the website	Listing of cluster meetings on the website	Listing of cluster meetings on the website	Listing of cluster meetings on the website
		Established BOMnet & TMN sub networks meet regularly	BOMnet hosts 2 mtgs pa;	BOMnet hosts 2 mtgs pa;	BOMnet hosts 2 mtgs pa;	BOMnet hosts 2 mtgs pa;
			TMN hosts 3 mtgs pa	TMN hosts 3 mtgs pa	TMN hosts 3 mtgs pa	TMN hosts 3 mtgs pa
		Executive Director supports sub network mtgs where possible	ED attends selected mtgs	ED attends selected mtgs	ED attends selected mtgs	ED attends selected mtgs
Provide professional development opportunities for members	Provide support for members to attend key intrastate and interstate industry events	2 members attend APACA conference;	2 members attend APACA conference;	2 members attend APACA conference;	2 members attend APACA conference	
		TMN represented at NARPACA & WA conferences	TMN represented at NARPACA & WA conferences	TMN represented at NARPACA & WA conferences	TMN rep at NARPACA & WA conferences	
		BOMnet rep at NARPACA Ticketing conference	BOMnet rep at NARPACA Ticketing conference	BOMnet rep at NARPACA Ticketing conference	BOMnet Rep at NARPACA Ticketing conference	
	TMN Tech Expo and BOMnet Ticketing and Marketing Expo developed as valued annual	Tech Expo Delivered	Tech Expo Delivered	Tech Expo Delivered	Tech Expo Delivered	

		industry events for the sector each year for industry and members	Ticketing & Marketing Expo delivered			
Endeavour to provide communities with their best performing arts experience	Identify opportunities to grow audiences together	Clusters meet regularly and utilise collaboration opportunities through Showcase & PAX to tour effectively through their cluster	Each cluster meets 2 times pa			
			Tour Mapping undertaken annually			
			Work with Publicist collaboratively for selected tours			
			Touring outcomes reflect cluster interaction			
Strengthen relationships between producers, presenters, touring coordinators performers and funding bodies through sector network events	Showcase presented annually with good interaction between all stakeholders	Showcase delivered	Showcase delivered	Showcase delivered	Showcase delivered	
	Touring Workshop presented annually	Partner with TNV & RAV to deliver this event	Partner with TNV & RAV to deliver this event	Partner with TNV & RAV to deliver this event	Partner with TNV & RAV to deliver this event	
	PAX, APAM, APACA conference	Exec Director attend these events	Exec Director attend these events	Exec Director attend these events	Exec Director attend these events	

LEADERSHIP & PARTNERSHIP GOALS

GOALS/Objectives:	Strategies	Activities	KPI / Year			
			2017	2018	2019	2020
To create strong relationships & strategic partnerships with key stakeholders on behalf of the membership	Benchmarking and research	Review “Oh You Beautiful Stage” to ensure its currency and relevance as a key benchmarking tool for the sector	Review current document and assess update requirements based on available funds	Undertake update of electronic document based on available funds	Market to existing and new users	Review current document and assess update requirements
		Working with APACA and Creative Victoria and a tertiary institute to undertake benchmarking research and statistical analysis	Review possible projects and areas of similarity for mutual and sector benefit	Undertake and publish the outcomes of a major research project, and modify statistical collection to reflect sector and stakeholder needs	Undertake an identified research project with partners	Undertake an identified research project with partners
Influence and advocacy on behalf of the membership	Build awareness of the value and purpose of VAPAC to key stakeholders and the sector	Articulate VAPAC’s purpose on our website to inform the sector	Add additional strategic information to VAPAC’s website	Review and update strategic information on the website	Review and update strategic information on the website	Review and update strategic information on the website
		Four media releases per annum of VAPAC’s key activities, Showcase outcomes, number of children in PAC’s	Identify key messages and employ publicist to draft and send releases	Identify key messages and employ publicist to draft and send releases	Identify key messages and employ publicist to draft and send releases	Identify key messages and employ publicist to draft and send releases
		Identify key focus for Performance Update reports. Work with Auditor to prepare and collate Audited Financial Reports	Performance Update produced	Performance Update produced	Performance Update produced	Performance Update produced
		Review and refresh the brand for VAPAC and its use, including the website	Undertake survey to assess brand awareness. Build new brand strategy	Website updated No. hits and breakdown of users reviewed	Monitor brand awareness	Monitor brand awareness

		Develop Style Guide for members to use with logos available for member use	Review membership for needs analysis for VAPAC materials. Create folio of VAPAC logos on the website	Monitor usage of VAPAC brand	Monitor usage of VAPAC brand	Monitor usage of VAPAC brand
		Review the need for a social media presence for VAPAC	Undertake survey of members to gauge their views on the need for VAPAC social media activity	If required develop social media platforms	Monitor usage of social media	Monitor usage of social media
On behalf of the membership ensure a strong and sustainable sector	Ensure the viability and sustainability of performing arts touring throughout Victoria	Participate in, engage with and monitor the environment around performing arts touring state wide & nationally and respond to developments on behalf of members	Exec Director to attend all relevant national showcase and touring events	Exec Director to attend all relevant national showcase and touring events	Exec Director to attend all relevant national showcase and touring events	Exec Director to attend all relevant national showcase and touring events
		Advocate for an equitable distribution of funding programs for touring throughout regional and metropolitan Victorian network	Advocate with funding bodies and continue to put a case for equitable funding	Advocate with funding bodies and continue to put a case for equitable funding	Advocate with funding bodies and continue to put a case for equitable funding	Advocate with funding bodies and continue to put a case for equitable funding
		Respond to member venues programming requirements	Identify member needs for touring gaps	Deliver the work to the network through Showcase	Tour the work throughout the network	Tour the work throughout the network
			Identify a producer to work with to create a work for touring			
Develop a tool for use of members to advocate for the value of performing arts in local government as core business	Identify the areas of value which need to be articulated	Develop and circulate documentation to the network	Review and update the documentation to ensure relevance	Review and update the documentation to ensure relevance		

GOVERNANCE & MANAGEMENT

GOALS/Objectives:	Strategies	Activities	KPI / Year			
			2017	2018	2019	2020
VAPAC will maintain clear financial and resource management to ensure the continued viability of the organisation	Ensure VAPAC is sustainable through sound management and good governance	Maintain all relevant records for the organisation	Employ a Bookkeeper and Auditor to manage the statutory records	Employ a Bookkeeper and Auditor to manage the statutory records	Employ a Bookkeeper and Auditor to manage the statutory records	Employ a Bookkeeper and Auditor to manage the statutory records
		Develop budgets and financial strategies which are circulated to the membership	Present year budgets and updates at Member meetings	Present year budgets and updates at Member meetings	Present year budgets and updates at Member meetings	Present year budgets and updates at Member meetings
		Ensure a representative and effective Executive Committee	Review the structure and operation of the committee in accordance with the rules	Review the structure and operation of the committee in accordance with the rules	Review the structure and operation of the committee in accordance with the rules	Review the structure and operation of the committee in accordance with the rules
		Ensure there are resources to manage and deliver all programs and projects	Employ an Executive Director, carry out annual performance review	Employ an Executive Director, carry out annual performance review	Employ an Executive Director, carry out annual performance review	Employ an Executive Director, carry out annual performance review
	Investigate alternative funding sources	Review the requirements for DGR status, plus possible sponsorship options	Make application for DGR status to allow for project funding	Develop project funding applications; review options for sponsorship of events.	Develop project funding applications; develop proposals for sponsorship.	Develop project funding applications; develop proposals for sponsorship.
VAPAC will maintain a high level of governance and a robust Executive Committee to ensure a	Ensure that VAPAC has a clear succession plan for all roles	Review current Executive roles in accordance with the Rules ensure continuation of knowledge and experience.	Review current Executive roles in accordance with the Rules ensure continuation of	Review current Executive roles in accordance with the Rules ensure continuation of	Review current Executive roles in accordance with the Rules ensure continuation of	Review current Executive roles in accordance with the Rules ensure continuation of

sustainable organisation enjoying strong representation for and from members.			knowledge and experience.	knowledge and experience.	knowledge and experience.	knowledge and experience.
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8 Program

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

- 2 x two day Members' conferences focused 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
- 1 x two day Ticketing & Marketing Expo
- 1 x Touring Workshop pa held in partnership with RAV and TNA
- 1 Touring Forum held in conjunction with Showcase Victoria
- Executive Director and members attend the Performing Arts Exchange (PAX) annually
- Executive Director and members attend 1 x Australia Council Marketing Summit
- Executive Director and members attend 1 x National APACA 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.

Local clusters will be encouraged to hold two meetings per annum and conduct local cooperative marketing promotional and programming activities.

9 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 Performance Update, Oh You Beautiful Stage, VAPAC Website, Facebook- TBC) and through presentation in a variety of networks and personal representation by Executive Director.

VAPAC will continue to engage with similar and related organisations both within Victoria (RAV, MAV, TNA, CDN) and nationally (RAA, APACA, LPA as well as other state based venue organisations INAPAC, NARPACA, Circuit West & SAPA).

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

10 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. We now have a membership of 61 Full and Associate members. Membership fees are now committed to be reviewed to incorporate an automatic CPI increase pa. ; there are no plans to change this policy for the period of this Business Plan. The role of the original Executive Officer has now been restructured to Executive Director to reflect the growing expectations of this role, whilst it is still a .8 EFT role. 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.
- VAPAC plans to investigate options for charitable status in 2017 to open up possibilities for philanthropic project based funding
- VAPAC are considering increased sponsorship options for meetings and events

Key financial assumptions underpinning this plan:

- Membership numbers will stay relatively stable and membership fees will be reviewed and adjusted by CPI annually;
- Administrative and staffing costs will increase by CPI only in years 2017– 2020 and no significant other 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 Director 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 2017-2020 are attached.

11 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 Director (0.8EFT) and contracts a Bookkeeper to manage invoices and accounts. The Bookkeeper is directed by and reports to the Executive Director and Treasurer.
- The Executive Director reports directly to the Chair and the Executive Committee.
- Outside the schedule of Manager's meetings and VAPAC events, the Executive Committee meets three times per year face to face and twice times by teleconference.

The VAPAC Executive Committee membership as at December 2015:

NAME	QUALIFICATIONS	EXPERIENCE	
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	Appointed 2014
Deputy Chair Tamara Jungwirth	Bachelor of Education, Graduate Diploma Arts and Entertainment Management, Graduate Certificate in Accounting	Gasworks Arts Park Director & CEO; Commercial Manager museum and film sectors; Film Festival Director; Documentary Film Director; Arts Consultant; Australia Council panellist; Past Board Member Deakin Uni Arts Management, Gasworks Foundation, BalletLab	Appointed 2014
Treasurer 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; Board Members APACA since 2015	Appointed 2014
Secretary Karen Patterson	Bachelor of Arts - Journalism	Journalist; Editor: Pub Manager; COPAC Arts Centre manager	Appointed 2013
Executive Director 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	
Kathleen Roberts	Diploma of Teaching	Latrobe Arts Centre Manager; Gippsland Community Leadership Program, Building Potential Program, Coaching Skills Program, Youth Worker	Appointed 2012
Penny Hargrave	Bachelor of Business - Hotel Management & Catering	Manager - Arts Culture & Events 2014 - present Venue Manager - Wangaratta Performing Arts Centre 2008 - 2014 Guest Services Manager - Brown Brothers Milawa Vineyard 2002 - 2008	Appointed 2014
Shayne Price	Bachelor of Arts	Actor, Whitehorse Arts Centre Manager, Team Leader Cultural Facilities and Programs	Appointed 2011
Graeme Russell	Bachelor of Music (Performance, Voice) Graduate Diploma in Management (Arts & Cultural Management) Independent producer	Venue Manager Her Majesty's Ballarat; 20 years' experience as a performer in opera and commercial music theatre; independent producer	Appointed 2014
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	Appointed 2013
Andrew Thomson	Bachelor of Dramatic Art in Production – Victorian College of the Arts	2014 Appointed Entertainment Centre Manager Esso BHP Billiton Entertainment Centre, Sale; Director – Benalla Performing Arts and Convention Centre – Benalla; Manager – Colac Otway Performing Arts and Convention Centre – Colac; Manager – Carnarvon Civic Centre – Carnarvon; Assistant Company Manager – Opera Australia – Sydney	Appointed 2014

12 Succession plan

VAPAC plans long-term for change and renewal.

Turn-over at Executive Committee level ensures preparedness of members to take on key roles as Chair, Deputy Chair and Treasurer. As a direct result of our Strategic Review we have revised the terms of office on the Executive Committee to allow for regular renewal whilst managing the critical corporate knowledge of our organisation and sector– a term is deemed as two years, and the individual roles of Executive Chair, Deputy Chair, Treasurer and Secretary can only be held for two consecutive terms; whilst an Executive Committee member may serve for up to 4 consecutive terms

VAPAC's succession planning includes:

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

13 Risk Management Plan

VAPAC Risk Assessment 2017- 2020

Identified Risk	Effect/Outcome	Risk Management Strategy	Risk Modification Strategy	Risk
Sector Development				
Lack of venue development due to rate capping and other funding threats	Degradation of facilities. Venues become uneconomic and activity declines	Regularly review benchmark documentation. Provide access, direction and discussion in venue development strategies. Advocate the value of performing art centres in communities	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 Discussion Boards, and member 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 and Partnerships				
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. Advocate for the membership	Maintain effective communications with government and industry.	High
Undeveloped partnerships	Poor industry relationships	Review key stakeholder needs and effectiveness of partnerships. Seek appropriate partnerships	Review industry partnership options and outcomes	Low

Lack of community development	Limited growth in program diversity. Poor acceptance of venue initiatives.	Review and record 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, identify and action 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 key stakeholders to provide producer forums to build the capacity of the sector	Review participants in ShowCase and touring forums to ensure quality continues to grow	Medium

Identified Risk	Effect/Outcome	Risk Management Strategy	Risk Modification Strategy	Risk
Governance and Management				
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

14 GLOSSARY OF ACRONYMS

APACA	Australian Performing Arts Centre Association
BOMnet	Box Office and Marketing Network
MOU	Memorandum of Understanding
OYBS	Oh You Beautiful Stage
TNA	Theatre Network Australia
RAV	Regional Arts Victoria
TMN	Technical Managers Network