

VICTORIA PARK CENTRE FOR THE ARTS

# STRATEGIC PLAN

2020 – 2023



August 2020



## Contents

Our Profile .....	2
1.0 VPCA 2020 – 2023 Strategic Model .....	3
2.0 Our Strategic Plan .....	4
2.1 2020 – 2023 Planning Context .....	4
2.2 Our Priority Areas .....	6
3.0 VPCA Strategic Priorities, Goals and Planned Deliverables 2020 – 2023.....	9
APPENDIX 1: VPCA Planning Engagement Survey Results .....	11

### WE ACKNOWLEDGE

The Victoria Park Centre for the Arts acknowledges the traditional custodians, the Whadjuk people of the Bibbulmun nation and show respect to elders past and present.



## OUR WAY

We will:

- Strive to improve the quality of community life through increased participation in the arts
- Celebrate cultural diversity through inclusive and diverse arts programs
- Aspire to be a vibrant and energetic Art Centre, fostering a community that embraces the arts in all aspects of life

## OUR APPROACH

We will:

- Practice inclusive values in how we design and deliver our programs and activities
- Provide a safe and welcoming place for our community
- Foster a Learn and Share culture across our programs
- Support and promote art participation and artistic success
- Work with our members, community, and partners to deliver the VPCAs objectives

# Victoria Park Centre of the Arts

## Our Profile

The VPCA is a community-based arts association located in the heart of East Victoria Park, comprising the Kent Street Gallery, accessible arts studio, and gardens.

We offer a range of programs in community art education, exhibitions, disability art, art support and cultural activities.

## OUR PRINCIPLES

We encourage creativity and innovation and will support the development of our Community. We value teamwork and collaboration.

We will be guided by principles of social justice, access and equity which include:

- Respect for people's rights and choices
- Fairness
- Trust
- Community development
- Self-help
- Human rights, and non-discrimination

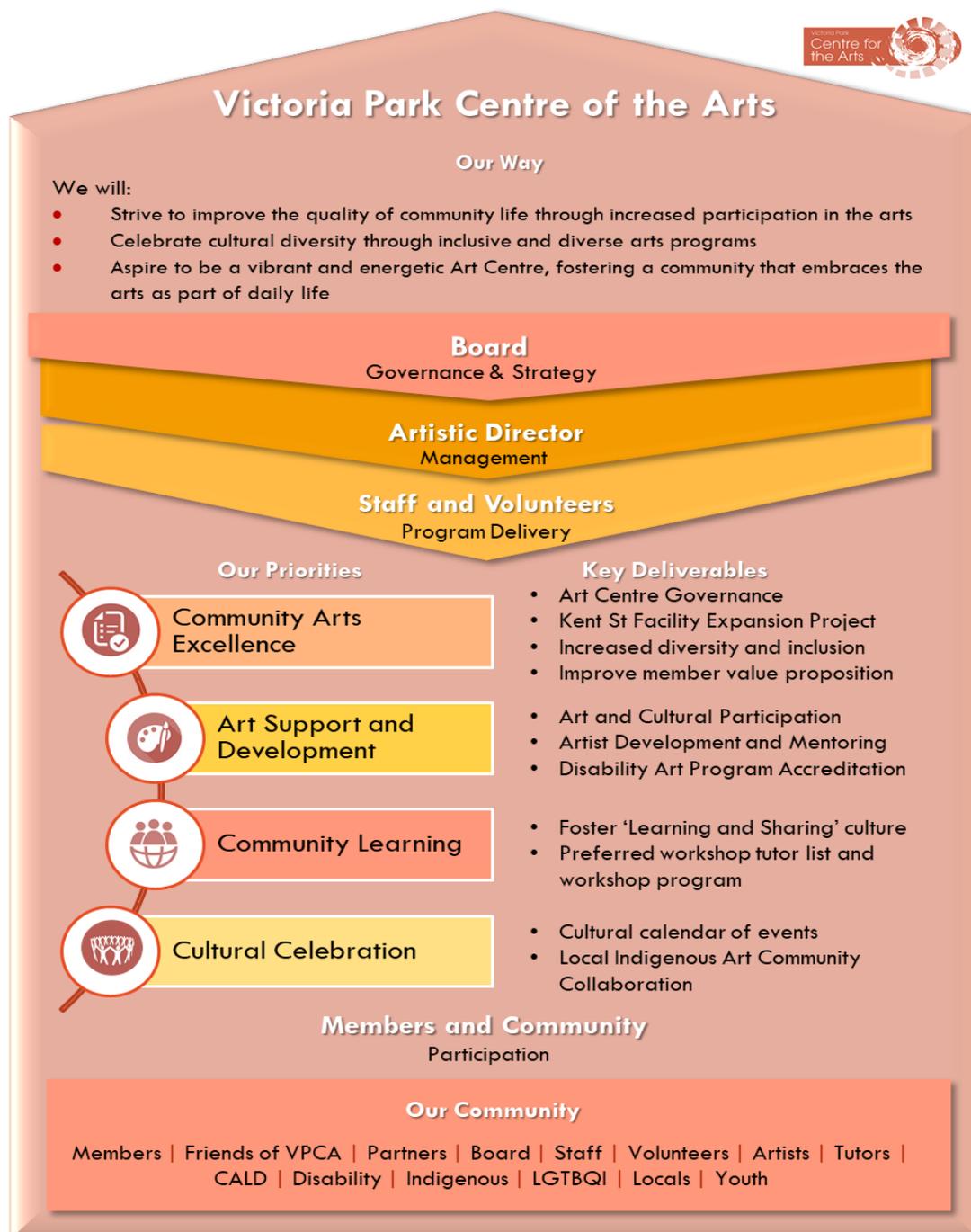
## OUR SERVICES

Exhibition and gallery space | Professional tutoring | Workshop programs | Community support, advocacy and learning | Association Membership and services | Artist support and development | Events and arts-based community activities | Venue and studio hire | Volunteer opportunities | Gift shop | A community meeting space

# 1.0 VPCA 2020 – 2023 Strategic Model

The Victoria Park Centre for the Arts (VPCA) 2020 – 2023 Strategic Plan comprises four Priority Areas, seven Goals and 50 Deliverables to be achieved over the three-year period. The details of the Plan including timings and measures of success are provided in Section 3.0 of this Plan.

The VPCA Strategic Model has been developed in line with the Board’s commitment to improving transparency of its strategic direction and accountability for how we work and how we deliver value to our members and the community.



**Figure 1:** VPCA Strategic Model 2020 – 2023. Outlines governance structure, VPCA Priorities and Deliverables, and our Community and Stakeholders

## 2.0 Our Strategic Plan

The Victoria Park Centre for the Arts (VPCA) Strategic Plan for 2020 - 2023 defines the Centre's strategic focus for the next three years, with detail across four priority areas. The Plan is a result of internal review by the VPCA Board in collaboration with VPCA staff and engagement with our members and the community.

The Plan focuses on good governance, art support, community learning and cultural recognition. Through engagement with arts and cultural events we embrace community diversity, social inclusion promoting connected and safe communities. We will look to innovative ways where art can inform debate, stimulate creativity, change perceptions, enrich lives, and celebrate cultural heritage.

The VPCA is dependent upon external sources to fund its administration, our art and workshop programs and for the management of the Kent Street facility. This external financial dependency is not uncommon across the arts sector. Increasing competition and scrutiny of the effectiveness of our programs continues to drive internal performance governance and delivery standards. The Board is focused on reducing this impact by diversifying its income streams wherever possible.

In the interests of improving our inclusion and diversity in the programs, the Board recognises the importance of language we use and how we work together. The Board is committed to driving change in how we express ourselves and how we communicate our intent of being fully inclusive.

The VPCA 2020 – 2023 Strategic Plan is an outcome of the planning process and details our priorities and planning outcomes over the three-year period. The Board will undertake an annual review of progress with a detailed review in 2023.

### 2.1 2020 – 2023 Planning Context

#### *Governance*

In 2019, the VPCA experienced significant internal change with a change to all Board positions and to the Centre's Artistic Director role. This leadership change resulted in internal uncertainty. As a result, the Board and management has a focus on resolving this uncertainty and restoring the stability for staff and members and building an effective team to lead and manage the Centre.

The Board will also continue to monitor financial management with the long-term objective of sustainable and secure financial independence.

#### *Operational Resilience - COVID-19*

From mid-March 2020, the VPCA was impacted by the State's emergency declaration and regulatory constraints related to COVID-19. As a Community Centre, the VPCA was able to

continue to operate, however the Kent Street Gallery exhibitions and the Centre's workshop programs were all impacted.

Over this time, the Centre protected its workforce and artist exposure by embracing innovation and technology opportunities. This included the delivery of online exhibitions, video-based meetings and workshops. These maximised return for artists, clients, and community within the defined constraints. The leadership of the Artistic Director and commitment and efforts of staff during this difficult time has improved the sustainability of the Centre by capturing technology innovations and strengthening internal resilience.

### *VPCA Engagement Survey*

As an input to the strategic planning discussion, in April 2020 the Centre conducted a survey to gather information of the current profiles of people engaging with VPCA and their thoughts on the types and range of services the Centre could deliver going forward.

The survey was conducted through an online survey tool and distributed through the VPCA newsletter to members and more broadly through local social media. The full details of the survey results are provided in Appendix 1: VPCA Engagement Survey.

The survey reach, which includes who opened the survey but did not necessarily respond was 1,620. There were 56 (3.5%) responses received. The response rate is not surprising given its social media distribution and while the response rate appears low, the potential of reach and engagement through social media remains high.

Respondents were also asked what they "desired to see" at the Centre going forward. More detailed responses regarding "desires" for the Centre services were discussed in the planning process. In summary, these responses below highlight the dependence of a fit for purpose facility, increasing art form offer and community activities:

- Support for shows and exhibitions
- More publicity on what is happening at the Centre and gallery
- Centre to be an overarching place for all art forms
- Social nights
- Art/craft programs for old and young – Art as a therapy
- Room space hire
- Shared specialist facilities with other organisations (kiln, projections etc)
- Ongoing groups not just short-term classes
- More activation of the Centre, not just arts related
- Music, theatre, and dance

## 2.2 Our Priority Areas

### 2020 – 2023 PRIORITY AREAS



The VPCA 2020 – 2023 Strategic Plan comprises four Priority Areas, 7 Goals and 50 Deliverables over the three-year period.

The Priority Areas of Community Arts Excellence, Art Support and Development, Community Learning and Cultural Celebration embrace the core values of the VPCA and the Board’s objective to increase arts participation across our culturally diverse community.

**Figure 2:** Graphics of four priority areas: Community Arts Excellence, Art Support and Development, Community Learning, and Cultural Celebration

### PRIORITY AREA 1: **Community Arts Excellence**

#### *Governance and Financial Sustainability*

With the changes in Board membership in 2019 – 2020, the Board committed to sustainable improvement of its governance processes and capability, and for the Centre to achieve excellence in community arts management.

In January 2020, the Institute of Community Directors (ICDA) in conjunction with the Australia Council for the Arts released its Arts and Culture Governance Spotlight Report<sup>1</sup>. As part of its commitment to good governance and internal stability, the Board has aligned its Goals with the report’s recommendations and ICDA policies.

In February 2020, the Board agreed to review its Rules of Association to ensure our governance rules align with the VPCA strategic model and to reflect the diversity of our community. The Board is now a member of the ICDA and benefiting from its governance guidance.

We recognised our success is a measure of the success of our members, engagement with our community and support from our strategic partners. Improving our member value proposition and collaborating with strategic partners we help increase engagement with our stakeholders. This foundation support will support the volunteers contributions, and help guide the quality and reach of the Centre’s activities.

<sup>1</sup> <https://www.australiacouncil.gov.au/research/arts-and-culture-governance-report>

## PRIORITY AREA 2:

### Arts Support and Development

---

The Centre enjoys strong support from the arts community with ongoing demand to expand services, including exhibition opportunities, retail, and education. The Centre continues to attract professional and experienced artists, while offering even greater opportunities and attractions to those developing skills.

#### *The Kent Street Gallery and Arts Centre Growth*

The Arts Centre facility at 12 Kent Street, East Victoria Park, is owned by the Town of Victoria Park and leased to the VPCA through a peppercorn rental agreement. The Centre comprised a gallery, studio, administration and meeting spaces, support facilities and grounds. A heritage weatherboard and iron building, it reflects the typically heritage precinct architecture that Victoria Park is well known for.

The Kent Street Gallery is the heart of our Centre and continues to enjoy significant support with exhibition space booked out well in advance and exhibitions delivering high level of attendance, in person and online, and a growth in exhibition sales for the artists. The Centre understands that there is significant demand to increase our exhibition capacity and growth programs that will support artist creative and professional development.



Our members and clients value the heritage value of the Centre and its central, community-based location provides a more open and welcoming venue that provides a local home for arts and cultural activities that larger, professional art galleries often lack.

- 36% reported living within the Victoria Park municipality. The remainder reside in other Perth suburbs, some more than 30km from Victoria Park.

The level of local residents responding to the survey highlights the value of community-based arts centres. The quality and range of services provided is indicative of the numbers of those prepared to travel to Victoria Park for the Centres services.

Demand for learning through face-to-face or online workshops remains popular through a diverse workshop program and the Centre's school holiday programs.

The Survey results found 32% of respondents identify as a current Professional/ Established Artist, 56% as Emergent and 18% as a beginner. Over 11 art forms were reported, with 28% selecting painting, 14% textiles and 18% printing as their primary art practice.

### **PRIORITY AREA 3:**

#### **Community Learning**

---

The Centre's workshops are aligned with the objectives of the funder strategies, including the Town of Victoria Park and the WA Department of Culture and the Arts. The studio space occupancy is over 80% with external demand increasing. The ability to increase the diversity of the workshop programs, or to increase participation is constrained by the size of the studio and commitments to current programs. Expansion of the facility is essential to expanding these programs.

With respect to learning opportunities, 77% of Survey respondents reported they support and would attend education classes. Face to face education classes remain popular with 52% stating they would attend through online classes

The Centre is also recognised for its disability art programs that is supported by a fully accessible workshop studio and verandah. The national changes within the disability sector with the introduction of the National Disability Insurance Scheme (NDIS) to Western Australia has had a significant impact on major disability service providers to engaging people with disability in art programs. This change provides an opportunity for the Centre to be recognised for its current programs and grow this further with a fee for service model that is supported for NDIS Approved Providers.

### **PRIORITY AREA 4:**

#### **Cultural Celebration**

---

VPCA recognises the opportunity to improve diversity and inclusion for gender and age.

- 66% of all respondents to the Survey were current members of the VPCA.
- 84% of respondents were female. 32% are over 56 years of age, and 51% were over 36 years. There were no respondents under 21 years engaged.

Data related to cultural background or disability were not collected in the Survey, however the Centre provides a number of services for the Culturally and Linguistically Diverse (CaLD) community and is recognised for its disability arts access and inclusion.

The Centre offers classes for the CaLD community and will seek to increase engagement and membership that reflects our community's cultural diversity.

The VPCA is keen to diversify its membership and engagement, and recognises it has significant opportunities for art and cultural programs for disability, indigenous and youth diversity groups.

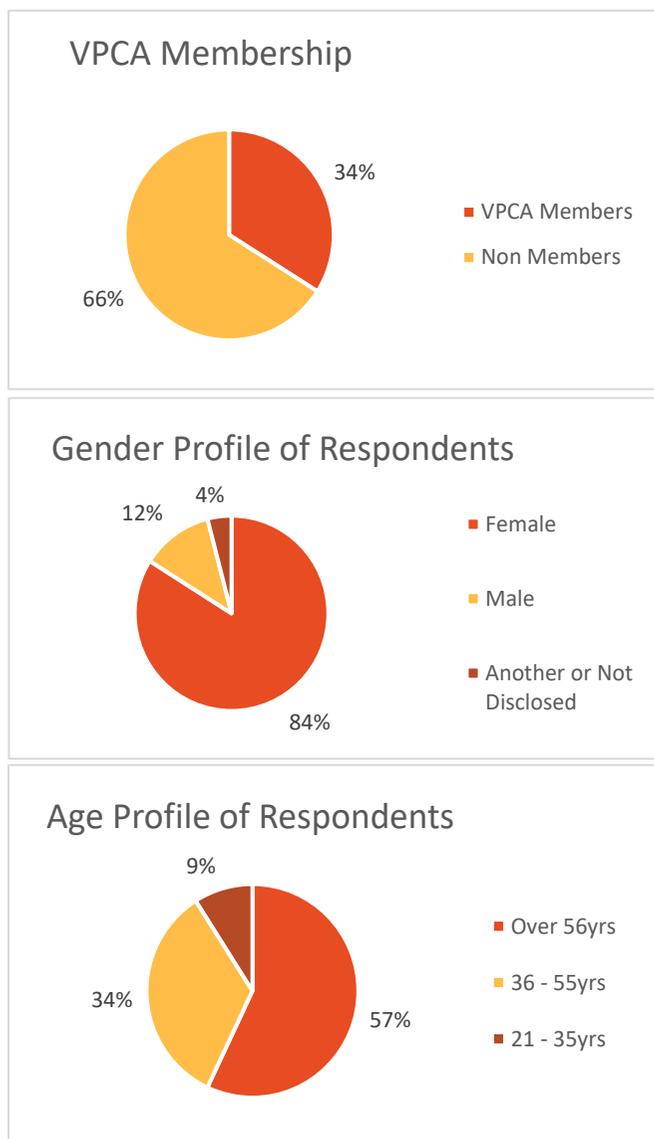
The Board supports increasing engagement with the Victoria Park First Nations community. We will explore opportunities to improve engagement with the community, particularly youth and young adults, through art projects and cultural activities.

### 3.0 VPCA Strategic Priorities, Goals and Planned Deliverables 2020 – 2023

OUR FOCUS		DELIVERABLES				MEASURES
Priority	Goal		2020 – 2021	2021 – 2022	2022 - 2023	
Priority Area 1:  <b>Community Arts Excellence</b>	<b>Good Governance and Financial Sustainability</b>  The Board is an elective, representative, and collective body providing community arts strategic direction and financial sustainability	Q2	1. VPCA Rules of Association reviewed 2. Develop a Cultural Stakeholder Map 3. Inclusion and Diversity Policy and targets defined	19. Submit Town of Victoria Park Operations Subsidy Application 20. Identify opportunities to diversify funding streams	38. Commission a Local Art Economic Value Study	<ul style="list-style-type: none"> <li>VPCA Board and Management Succession Plan developed</li> <li>Board membership aligned with Association Rules</li> <li>Increased revenue base and levels</li> <li>80% success grant applications</li> <li>Collaborate with our Strategic Partners to achieve shared outcomes</li> </ul>
		Q4	4. Board members attend Governance training 5. Review venue pricing model 6. Develop a Social Media policy to increase local profile of artists and activities	21. Define a VPCA Expansion Project Funding Strategy 22. Develop a Complaints/ Compliments Policy and process 23. Undertake an internal process review and capture efficiency opportunities	39. Explore Opportunities for Exhibition and Program Sponsorships 40. Develop and execute a Partner Engagement Strategy	
	<b>Kent Street Gallery and Art Centre Growth</b>  Grow the Kent Street facility to attract high grade exhibitions and provide a State recognised Centre for community learning and entertainment	Q2	7. Identify opportunities to maximise Centre asset utilisation 8. Strategy to maximise studio occupancy and value 9. Improve Gallery and Centre Security to attract high-value exhibitions	24. Technology and Digitisation Plan to detail needs to deliver Planned Outcomes 25. VPCA Garden Development and Management Plan	41. Increase Art Shop supply, market, and local visibility 42. Review VPCA Branding and Marketing Strategies	<ul style="list-style-type: none"> <li>VPCA Expansion Project Plan supported by strategic partners</li> <li>Deliver online exhibitions capability and online Booking System</li> <li>Build Virtual Workshop Capability to improve access</li> <li>Build technology capability to grow arts and communication capacity</li> </ul>
		Q4	10. Volunteer Recognition 11. Develop and promote local Cultural Event calendar	26. VPCA Expansion Project (EP) Concept Plan 27. IT Support and Cybersecurity Review	43. Increase Art Shop market profile and deliver online sale capability	
		Q4	12. Defined membership growth KPIs	28. Define a Membership Pricing Model 29. Strategy to build profile of Members' Exhibition	44. Launch a Member Only Access area on website	
	<b>Member Value Proposition</b>  Sustained membership engagement and growth	Q4				<ul style="list-style-type: none"> <li>20% increase in membership per annum</li> <li>Increased diversity in membership</li> </ul>

OUR FOCUS		45. DELIVERABLES				MEASURES
Priority	Goal		2020 – 2021	2021 – 2022	46. 2022 - 2023	
Priority Area 2: <b>Art Support and Development</b>	<b>Art Centre of Choice</b>  Provide a diverse and innovative art program that attract artists and community members to the Centre	Q2	13. Define art participation targets  14. Develop annual Exhibitors and Workshop Tutors Feedback survey	30. Maximise exhibition exposure  31. Improve artist online exhibition participation  32. Collaborate with Local Art and Community Organisations to increase arts offering	47. Emerging Artist Program  48. Ensure VPCA publications, communications meet Accessible standards	<ul style="list-style-type: none"> <li>Board representation at Exhibition Openings</li> <li>Share and promote workshop outputs and successes</li> </ul>
	<b>Artist Success</b>  Be recognized as a Centre for artist creative and business development	Q4	15. Identify Art Mentors	33. Community Art Workshop Program	49. Artist Professional Development Program	<ul style="list-style-type: none"> <li>Develop professional development program</li> <li>Develop retail opportunities for members.</li> </ul>
Priority Area 3: <b>Community Learning</b>	<b>Community Learning</b>  Provide high quality learning workshops that improves community art participation	Q4	16. Define diversity participation targets	34. Foster a Learn and Sharing culture across programs  35. Seek NDIS Service Provider Accreditation	50. Preferred Tutor Program	<ul style="list-style-type: none"> <li>Identify desired community arts workshops</li> <li>Online promotion and booking system</li> </ul>
Priority Area 4: <b>Cultural Celebration</b>	<b>Cultural Celebration</b>  Be recognised as a Centre that embraces, promotes, and celebrates our diverse, local cultures	Q4	17. Develop a cultural event calendar  18. Annual NAIDOC Week exhibition and events	36. Local Indigenous engagement plan  37. School Holiday Programs embraces culturally diverse art practices	51. Indigenous Art Program	<ul style="list-style-type: none"> <li>Increase indigenous participation and membership</li> <li>Cultural events program</li> </ul>

## APPENDIX 1: VPCA Planning Engagement Survey Results



### Demographics

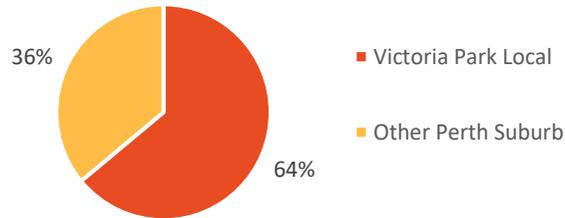
- 66% of all respondents were current members of the VPCA
- 84% of respondents were female
- 57% are over 56 years of age, and 91% were over 36 years. There were no respondents under 21 years engaged

VPCA recognises of the opportunity to improve diversity and inclusion for gender and age.

Data related to cultural background or disability were not collected, however the Centre provides a number of services for the Culturally and Linguistically Diverse (CaLD) community and is recognised for its disability arts access and inclusion.

The VPCA is keen to diversify its membership and engagement, and recognises it has significant opportunities for art and cultural programs for disability, indigenous and youth diversity groups.

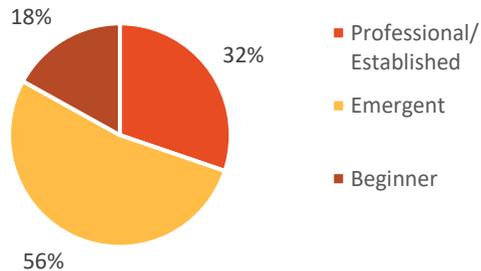
### Respondent Residence



- 64% reported living within the Victoria Park municipality. The remainder reside in other Perth suburbs, some more than 30km from Victoria Park

The high level of local-residents responding the survey highlights the value of community-based arts centres. The quality and range of services provided is indicative of the numbers of those prepared to travel to Victoria Park for the Centres services.

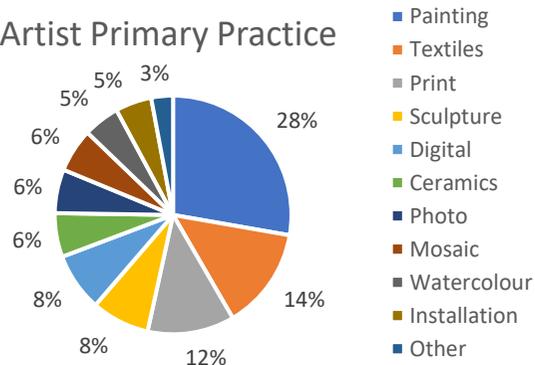
### Artist Status

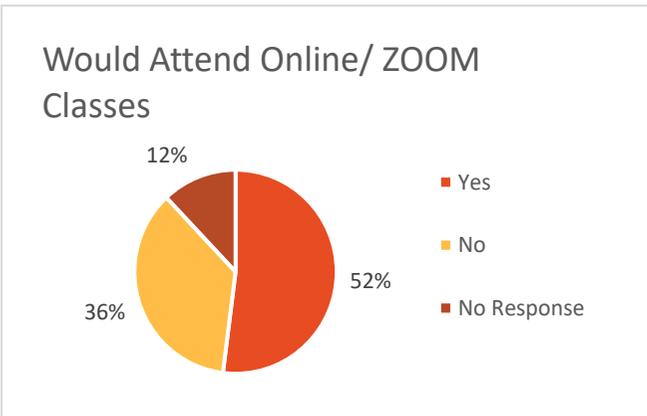
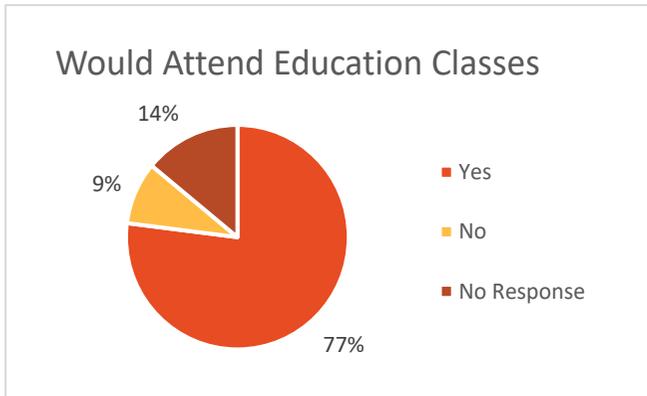


### Art Practice

- 32% identify as a current Professional/ Established Artist, 56% as Emergent and 18% as a beginner
- Over 11 art forms were reported, with selecting 28% painting, 14% textiles and 18% printing as their primary art practice

### Artist Primary Practice





#### *Learning Methods*

- 77% of respondents reported they support and would attend education classes
- Face to face education classes remain popular with 52% stating they would attend through online classes

#### *Desires to See*

More detailed responses regarding “desires” for the Centre services were discussed in the planning process. A summary of these responses includes:

- Support for shows and exhibitions
- More publicity on what is happening at the Centre and galleries
- Centre to be an overarching place for all art forms
- Social nights
- Art/craft programs for old and young – Art as a therapy
- Room space hire
- Shared specialist facilities with other organisations (kiln, projections etc)
- Ongoing groups not just short-term classes
- More activation of the Centre, not just arts related
- Music, theatre, and dance

The Centre continues to attract professional and experienced artists, while offering even greater attraction to those developing skills. Demand for learning through face to face or online workshops remains very popular. The ongoing workshop program, school holiday programs.