
UXBRIDGE
ARTS & CULTURE

Strategic Plan 2016 - 2020

UXBRIDGE ARTS & CULTURE

UXBRIDGE Arts & Culture is an independent incorporated society legally known as The Uxbridge Community Projects Incorporated. It was founded 35 years ago in 1981 and has operated in the Howick area since then. Charitable status was granted in 2008.

UXBRIDGE leases buildings which were owned by Howick Borough Council. Ownership was subsequently transferred to Manukau City Council in 1989 when local government in the Manukau area was restructured. Subsequently the local territorial authorities and Auckland regional authority were amalgamated in 2010 and all assets were transferred to the new body, Auckland Council. A \$6.5m redevelopment programme of the buildings by Auckland Council was completed in 2016.

The new facilities now comprise:

- Public Exhibition Gallery
- Theatre
- Studios (3)
- Meeting Room
- Large open Concourse area
- Café / Bistro

Existing facilities:

- Hall
- Small Meeting Room (Green Room)
- Te Whare Ora - a stand-alone community facility, previously the senior citizen's hall.

Under the terms of its lease with Manukau City Council, and previously with Howick Local Board, UXBRIDGE paid a peppercorn rent (if requested) and was not required to cover the costs of maintenance, power and water. The new lease with Auckland Council requires that UXBRIDGE now meets these costs.

UXBRIDGE has a service contract of approximately \$306,000 (2017/18) with Auckland Council to deliver:

- 250 Classes/Workshops a year (the majority of which are 8-10 weeks duration)
- 52 Events
- 8 Exhibitions with 12 associated public programmes

It is also required to deliver on specific targets around age, ethnicity and ability and to offer community space for hire. The cost of delivering the above programme is approximately \$967,000 per annum.

Under the terms of the lease UXBRIDGE may deliver its own programme of activity. It does deliver around 450 classes/workshops a year. The revenue from additional classes/workshops supports the events and exhibitions programmes which are delivered under the terms of the lease. The resources available are inadequate to further extend the programme and to deliver on other aspirations.

UXBRIDGE has the equivalent of 6 full time employees, Centre Director, 3 Programme Managers + 5 part time staff equating to 2 full time positions.

There is a Board of up to 10 members (minimum 6) which is elected annually.

UXBRIDGE ARTS & CULTURE

Vision

- To be the vibrant art and culture heart of the Howick Ward

Mission

- Provide enriching arts and culture experiences.

Values

- Embracing diversity
- Accessible and receptive
- Celebrating creativity
- Respectful and Professional

Objectives

- To offer a wider range of activities
- To increase participant numbers
- To grow the diversity of participants
- To grow the cultural spectrum of activities
- To increase usage of our facilities
- To improve our performance in the community.

Operating Principles

Programme Quality

We support and stimulate excellence in the arts. The quality of the offering we present, and the delivery, are our primary consideration when choosing theatre performances, organising events and tours, selecting films for the cinema, identifying arts, culture and lifestyle tutors and curating our exhibitions in the Malcolm Smith Gallery.

Programme Access

We ensure that our programme is accessible to all residents in the Howick Local Board area and the wider region regardless of race, age, gender, income, disability or any other barrier that inhibits participation.

Cultural Diversity

We acknowledge the cultural diversity of the area, tangata whenua, pasifika and the very high proportion of people in the Howick Local Board area who are of Asian ethnic identity as well as those of NZ and European descent. We deliver a broad programme to celebrate and engage with the diverse cultures in our community.

Assistance to Emerging Artists and Talent

We support local and emerging talent as an investment in the cultural heritage and economic wellbeing of the community, by providing opportunities for performance and for the display of quality works of art. Such opportunities showcase the work of emerging artists and talent helping to stimulate interest and demand in the community.

Education and Advocacy

We believe that arts, culture and lifestyle opportunities enrich our lives. Art in its broadest sense, and its interpretation, serves to develop critical thinking and analytical skills. Our goal is to provide outlets for creativity by cultivating and inspiring individual expression.

STRATEGIC PLAN: 2016 – 2020

The Strategic Plan is divided into two areas as below

Section 1: Purpose Elements:

What we need in place to deliver our overall programme

Board + Centre Director

- Facilities & Infrastructure
- Leadership
- Finance
- Grants & Fundraising
- Business Development

Section 2: Programme Elements:

Programmes which we deliver on behalf of Howick Local Board

Programme Managers + Centre Director

- Programmes & Events
- Classes & Workshops
- Malcolm Smith Gallery
- Trading Activities

SECTION 1: PURPOSE ELEMENTS

PURPOSE ELEMENT: FACILITIES & INFRASTRUCTURE

Commentary:

In addition to physical facilities, this section incorporates strategies and initiatives in respect of technology, human resources and equipment – the infrastructure which allows UXBRIDGE to operate effectively and efficiently

Critical Areas:

- The new facilities provide a better quality environment but do not significantly increase the amount of usable programme space
- New building represents 100% increase in footprint
- Terms & Conditions of Lease with Auckland Council
- Re-classification of land
- Shortfall in human resources
- Integrated and fit for purpose IT – hardware/software

FACILITIES & INFRASTRUCTURE GOAL:

To provide an effective, sustainable and staff-friendly working environment

Strategy

- **Secure a long term and favourable community lease agreement with Auckland Council to ensure the future sustainability of the Centre**

Initiatives:

- Negotiate a favourable long-term community lease with Auckland Council
- Reject any attempt Auckland to charge for services or commission on cafe/bar sales

Strategy

- Establish maintenance procedures for the Centre's physical resources and equipment and ensure that necessary 'fit for purpose' equipment, particularly acoustics and air conditioning, is available to deliver advertised programmes.

Initiatives

- Develop short and long term maintenance procedures for the Centre's physical resources and equipment
- Project future maintenance needs and equipment replacement cycles
- Maintain checks of facilities and equipment to maintain quality
- Retain a 'fix it when it breaks' maintenance attitude

Strategy

- **Optimise the popularity, revenue and use of space to deliver programmes which contribute to the long term financial viability of the Centre**

Initiatives

- Keep abreast of and resolve space challenges.
- Maintain and utilize space efficiently and review space utilisation regularly to ensure optimum use.

- Seek to improve facilities and equipment within available resources.

Strategy

- **Maximise the use of technology and adopt new systems and processes which increase the efficiency and effectiveness of operations**

Initiatives

- Adopt online payment for ticketing, purchasing and class registration
- Establish integrated systems for the customer database, event management, analytics and financial management
- Maintain a user friendly website
- Keep abreast of technological developments, review systems regularly and upgrade where feasible
- Develop system for baseline analysis of ethnicities as required by Auckland Council

Strategy

- **Ensure that there are adequate resources to operate facilities and programmes effectively and efficiently with regard to health and safety of visitors and staff**

Initiatives

- Exercise all reasonable endeavours to ensure that there is a paid member of staff on duty at all times that the Centre is operational
- Develop standard procedures and criteria for duty management

PURPOSE ELEMENT: LEADERSHIP

Commentary: Responsibility for this area lies jointly with the Board and the Centre Director. Effective leadership delivers an environment where they are directly engaged with developing the strategic direction and policies of the Centre and staff have clear direction and a supportive operating environment.

Critical areas:

- Sustain the leadership commitment of Board members who receive no recompense and have limited time available outside their own work and family commitments
- Aim for continuity through succession planning where possible for both Board and staff

LEADERSHIP GOAL:

To attract and nurture a competent, committed, and motivated Board to deliver on the vision and mission of the Centre.

Strategy

- **Attract suitably skilled people who will bring diverse talents, interests, resources, and perspectives to UXBRIDGE.**

Initiatives:

- In conjunction with the Chair, develop Board orientation packs for new members comprising Constitution, Policies and Guidelines, Annual Report including Auditor's Report, Background Information, Contact Lists etc
- In conjunction with the Chair, develop "job descriptions" for Board positions and establish guidelines and remits for sub-groups.
- Nurture and encourage connectivity between Board members and the Centre through attendance at Centre events (refer Board and Staff Synergy below).
- Enhance productivity of Board members and Board meetings by ensuring that agendas, reports and relevant information is distributed in good time and that meeting minutes, including note of action items, are available within one week of the date of the meeting.
- Impress upon potential Board members, and voting members, that selection for the Board should be based on relevant skills and experience.
- Undertake a yearly evaluation of the Board's performance at no cost.

Strategy

- **Recruit and retain competent staff who contribute to and implement the vision and mission UXBRIDGE and reflect its values.**

Initiatives:

- Provide appropriate work space, technology and equipment to allow staff to work effectively and productively.
- Ensure that there is a balance between staffing capacity and the ability to deliver on

business development goals.

- Provide resources to enhance the knowledge and skill of staff.
- Encourage staff to take up self-help training opportunities
- Conduct annual performance evaluations.
- Conduct annual goal setting sessions.
- Develop Personnel Policies, Procedures and Job Descriptions.
- Review salaries to ensure that they remain comparable with similar roles

Strategy

- **Strengthen UXBRIDGE leadership by enhancing teamwork between the Board and staff.**

Initiatives:

- Assure continuing interaction among Board and staff through formal and informal activities and projects
- Actively involve staff in strategic planning sessions and regular Board and meetings of sub-groups
- Develop a Board Charter

PURPOSE ELEMENT - FINANCE

Commentary: In terms of managing its financial resources the UXBRIDGE Board and management has shown great prudence over the years in order to build up capital reserves to support the fit-out of the new facilities. However, with spend in excess of \$600k, these capital reserves have been depleted. This needs to be addressed in financial planning to ensure future re-investment in facilities and equipment.

Operation of the newly developed facilities, together with raising service levels, building the strategic profile and increased marketing spend will stretch operational income. Additional revenue streams need to be identified and activated.

FINANCIAL GOAL:

To develop and manage financial policies and resources to achieve the UXBRIDGE vision and ensure the organisation's long-term financial security

Strategy

- **Ensure Uxbridge operates within a balanced annual budget approved by the Board**

Initiatives:

- Meet annual operating expenses without drawing on cash reserves.
- Maintain an effective mixture of income sources working toward a 1/3 earned income, 1/3 grants and 1/3 contributed income goal.

Strategy

- **Evaluate all components of UXBRIDGE for cost effectiveness and ensure that financial and other resources are properly allocated to support the strategic priorities of UXBRIDGE**

Initiatives:

- Ensure the optimum use of best practices and Centre resources
- Align the annual budget to the strategic priorities
- Begin a programme of setting aside funds for future capital improvements and repairs/replacement of equipment

Strategy

- **Generate annual increases in earned income.**

Initiatives:

- Deliver programmes that increase audiences and generate additional earned income and net profit after all direct costs.
- Increase prices across all programmes as and when necessary to recover costs while achieving an acceptable level of income as required by the annual budget.
- Develop new products and services that can generate a profit and provide a new source of revenue

PURPOSE ELEMENT: GRANTS & FUNDRAISING

Commentary:

This section is intended as a framework leading to the development of a future programme around Grants & Fundraising. Currently, as indicated in previous reports to the Board, there is not the staffing capacity to develop a sustainable Grants & Fundraising Programme. This would initially require dedicated personnel, engaging an external contractor or the programme being led by a Board member or sub-group. It would take a minimum of a year to develop the baseline contacts and commence the initial implementation. After that, the time commitment would possibly be less but it would still require a dedicated resource.

Background

Currently UXBRIDGE receives annual operational funding from Auckland Council through Howick Local Board. This is in the form of a service contract with associated KPIs. These KPIs are identified under the relevant sections of this draft 2016-2020 Strategic Plan.

In addition to the core grant funding through Howick Local Board UXBRIDGE has received specific operational grants from a variety of other sources such as Howick Local Board, Lion Foundation, Foundation North, Creative New Zealand as well as others.

More grant applications are being made than in previous years but funding rounds are very competitive. Usually there is a stand-down period of one year between successful grant applications.

An initiative identified in our financial strategy is that we should aim to secure 1/3 of our operational income from contributed sources ie, bequests, gifting etc

To increase our funding UXBRIDGE it will be necessary to establish and implement a grants and fundraising programme.

The strategy would be built around the following types of grant and fundraising programmes:

Annual Grants Programme

Grants from Government and Trusts for specific programmes, operations, staffing or capital items.

Annual Gifting Programme

This fund would contribute towards operating expenses. The target for annual gifting should be about 10% of the operating budget. It will include income from individuals, corporate entities and trusts and should account for about 10% of operating budget. Annual gifting maybe aligned to certain outcomes but is not tied to sponsorship.

Major Gifting Programme (Foundation Sponsors)

Comprising significant one-off gifts earmarked for specific capital projects.

Sponsorship Gifting Programme

Comprising annual gifting or gifting tied to event or programme sponsorship. Potential sponsors should be screened to ensure that their mission, objectives and values are aligned appropriately to any sponsorship opportunity.

Endowment Gifting Programme

Comprising capital gifting which is tax deductible to the donor. Capital is invested, earns interest and the interest can then be withdrawn for ongoing operations or other specified purposes.

Gifting may come from current, past and prospective donors which could include local government, trusts, corporate entities, individuals, past and present trustees, honorary members, friends of UXBRIDGE, friends of the Malcolm Smith Gallery, members, tutors, artists, staff, volunteers, ticket subscription buyers etc. Board members and staff would need to have the capacity to be fully engaged in identifying, attracting and retaining donors and in managing the relationships with current, past and prospective donors.

PROPOSED GRANTS & FUNDRAISING GOAL

The Centre will seek funds through grants and fundraising, special events, and annual and capital giving in order to meet the needs for rising operating costs, specific programme expenses, and equipment renewals.

Strategy

- **Develop the infrastructure to support a Grants & Fundraising Programme**

Initiatives

- Explore opportunities to provide appropriate resources to enable the development of a robust and sustainable grants and fundraising programme.
- Develop strong marketing collateral and branding that reflects the organisation's vision, mission and objectives
- Create a webpage with information on gifting options and options for secured gifting through the website
- Maintain a relational database of current, past and prospective funders
- Evaluate and join organisations such as Philanthropy NZ etc
- Provide staff training in fundraising practices
- Incorporate grants and funding as a separate item within the Annual Report and not just as an inclusion in the financial reporting
- Research trusts and organisations that support the arts
- Create and sustain a comprehensive list of prospective annual grant sources, maintaining a calendar of grant deadlines
- Begin work to establish an Endowment Fund and the elements needed for successful implementation in 3-5 years.
- Research trusts, grant sources and individuals who are interested in naming and sponsorship opportunities
- Grants & Fundraising as an agenda item for each Board meeting with the purpose of identifying and qualifying prospective donors
- Create a Board sub-group to lead the Grants & Fundraising Programme
- Recruit volunteers with knowledge of fundraising practices and interest in supporting UXBRIDGE

Strategy

- **Raise income from the following sources: annual grants, annual gifting, major gifting, sponsorship gifting and endowment gifting to meet the goal of gifted income accounting for one third of the operational budget.**

Initiatives:

- Tailor grant applications and gifting requests to align with the prospective funder's interests/objectives
- Re-apply to existing grant sources but target increased funding
- Develop list of qualified prospective funders and initiate funding campaign
- Board Members and senior staff to begin conversations with prospective individuals around options for bequests and major gifts
- Place suggestion and donation boxes in the main area and in the Malcolm Smith Gallery

Strategy

- **Develop strong relationship management practices with past, current and prospective funders**

Initiatives:

- Publish an annual list of gifts and grants with the permission of those making the gift
- Maintain an ongoing relationship with gifting individuals and organisations and ensure that they receive invites to social events and functions and that appropriate letters of thanks are sent on receipt of monies
- Create and develop a plan for one major fundraising event each year to include past, current and potential funders – this could align with the Annual Festival and the Opening Festival for the new Centre.

PURPOSE ELEMENT: BUSINESS DEVELOPMENT

Commentary:

UXBRIDGE is not strong in Business Development primarily because there is no one person dedicated this role. Each of the Programme Managers has responsibility for their own area of activity – events, classes/workshops, exhibitions but there is no one person with dedicated responsibility for overall business development, positioning of the organisation, customer service and building organisational profile.

Critical Areas:

- Inadequate staffing resources to deliver an effective business development programme
- Developing, maintaining and building brand awareness

BUSINESS DEVELOPMENT GOAL:

To increase awareness of and support for the Centre through effectively communicating the Centre's mission and values, its offerings to audiences and building customer loyalty and positive experiences

Our Markets

Our aim should be to deliver the widest programme possible within existing resources to:

- Families with Children
- Children
- Teenagers
- Young professionals
- Mid-age
- Seniors
- People who have disability or are disadvantaged in some way

We recognise that each of these groups has specific needs and that there is a significant Asian population within the Howick Ward. Furthermore, some of the above groups are under represented in our programmes. Therefore we seek to tailor future programmes, subject to resource constraints, to deliver to those groups and also to deliver programmes which accommodate the cultural diversity of our community.

Strategy

- **Develop and implement a clear, contemporary brand identity that is fit for purpose and which reflects the diversity of the overall programme and reflects a creative and professional image**

Initiatives

- Brand is vibrant and flexible – adapts to various uses, accommodates sponsorship branding and the different programme elements which UXBRIDGE delivers
- Key messages are developed to basic questions such as 'What is UXBRIDGE?' - the 'elevator' pitch
- Integrity of brand identity is maintained

Strategy

- **Ensure all those who visit the Centre have a positive experience**

Initiatives

- Provide quality customer service by ensuring staff and volunteers have good customer service skills
- Recognize staff and volunteers for exceptional service.
- Subject to resource constraints, a staff member should be on duty when there are activities within the Centre.
- Continually generate ways in which to enhance the customer experience
- Ensure that there is adequate, informative well-designed signage
- Implement, monitor and adjust programmes, if required, to reflect outcomes of customer surveys.

Strategy

- **Use targeted channels to promote the Centre's brand, mission and programmes recognising the diversity of the audience**

Initiatives:

- Media Relations: Create a basic media kit online, linked to website with fact sheets, history, CD with photos – to be ready for Stage 1 opening
- Individualise the media kit for specific promotions and target markets
- Develop, commission hard news stories as well as feature stories and push out to the media
- Plan a major media event each year which coincides with the proposed Annual Festival
- Identify a high profile advocate to champion the Centre
- Advertising: Use limited advertising spend on specific events. To supplement the traditional 'programme' based advertising approach create more general UXBRIDGE brand advertising campaigns targeted at specific markets
- Publications: Upgrade the current programmes brochure to be more informative, user friendly and allow for programme expansion
- Where appropriate, create individual publications, eg Exhibition catalogues
- Identify more public place distribution points for marketing literature,
- Website: Maximise the use of the website and social media
- Improve search engine listing and links to other websites
- Increase the use of social media and further develop social network presence using social media to announce events, advertise and keep the community informed
- Investigate options for external promotional signage

Strategy

- **Maintain and grow the customer marketing database reviewing categories and mailing groups to deliver more accurately targeted marketing**

Initiatives

- Plan initiatives for gathering additional names through website, referrals, onsite and possibly purchasing lists

- Continue to use banners, flyers, posters, display cases etc to educate visitors on vision, mission and upcoming events and programmes
- Encourage Centre staff and Board members to go out to businesses and community organisations to gain exposure and support
- Produce a Centre video or CD for speaking presentations, donor and board meetings
- Use community events to highlight Centre offerings and distribute marketing materials

Strategy

- **Connectivity - Engage former Board members, Honorary members and Foundation Sponsors, where appropriate, to continue their sense of involvement and support**
- **Initiatives:**
 - Establish a process of ongoing communications with former Board, Honorary members and Foundation Sponsors to maintain their interest, advocacy and involvement.
 - Invite former Board, Honorary members and Foundation Sponsors to UXBRIDGE functions. Consider an annual function in recognition of their contribution.
 - Support and encourage former Board, Honorary members and Foundation Sponsors to engage and build relationships with potential partners and stakeholders and to advocate on behalf of UXBRIDGE.
 - In Conjunction with The Chair, establish a process of ongoing communications and briefing sessions with elected members of Howick Local Board and appropriate committees of the Auckland Council.
 - Connect with and maintain relationships with other local organisations

SECTION 2: PROGRAMME ELEMENTS

PROGRAMME ELEMENT: CLASSES & WORKSHOPS

Commentary

The Classes and Workshops programme is our main revenue earner. The programme is highly successful. UXBRIDGE runs over 400 Classes/Workshops a year. The terms of its service contract with Howick Local Board require delivery of 250 classes/workshops a year (mostl of 8-10 weeks duration). In order to cover costs associated with non-profit making activities such as events and exhibitions, UXBRIDGE delivers an additional programme of 150+ classes/workshops. Demand outstrips current provision but we are restricted because of suitable timeslots in the calendar and facilities.

The programme could be expanded to offer more opportunity for teenagers, families, people from different cultures and for men. Currently UXBRIDGE has over 100 school age children participating in after school art classes

Critical Areas

- Differing rates paid to instructors/tutors are not necessarily based on skills, experience or market factors
- Perception amongst users that it is 'UXBRIDGE taking the money'
- Suitable timeslots – people want convenient times and although there is plenty of capacity in the day it is not at times that people want.
- The early enrolment for existing customers means there is limited opportunity for new customers to join classes
- There is a need to deliver to wider age range, different cultures and gender – increased offering for seniors and teenagers
- Restricted staff capacity to develop and expand the programme further

PROGRAMME GOAL

Deliver minimum of 250 classes/workshops in accordance with the service contract with Howick Local Board. Develop additional classes/workshops which contribute and support other programmes in the service contract which do not generate revenue.

Strategy

- **Conduct evaluation of all current classes/ programmes and their financial return to UXBRIDGE**

Initiatives

- Evaluate performance through surveys and focus groups
- Undertake financial analysis of individual course
- Evaluate cost and opportunity cost
- Establish criteria for tutor contracts and payment of fees

Strategy

- **Establish ongoing evaluation programmes to assess student satisfaction**

Initiatives

- Use online systems such as Survey Monkey

Strategy

- **Ensure that ongoing and new classes meet standard criteria in respect of quality, price, tutor, class size, revenue generation**

Initiatives

- Review/analyse performance of existing classes

Strategy

- **Develop classes that meet the needs of specific target audiences: Teenagers, Families, Men**

Initiatives

- Assess the feasibility and implement, as appropriate, more offerings which deliver opportunities to the target audiences
- Pilot at least 2 new classes and workshops each semester

Strategy

- **Assess feasibility of outreach programmes**

Initiatives

- Investigate availability of external facilities

Strategy

- **Maintain and increase financial return**

Initiatives

- Continue with existing popular elements of the classes/workshops programme

PROGRAMME ELEMENT: MALCOLM SMITH GALLERY

Commentary

The Malcolm Smith Gallery is an addition to the UXBRIDGE facilities. Part of the 2016 Auckland Council redevelopment it is a public non commercial gallery and equipped with air conditioning and Hydestor racking system for storage of exhibitors' artworks. Under the terms of being a public art gallery it is a non-selling space and similar to Pah Homestead, Mangere Arts Centre, Papakura Art Gallery etc.

The gallery has a commitment under the terms of its service contract with Howick Local Board to deliver 8 exhibitions a year, together with 12 associated public programmes.

The gallery strives to encourage dialogue, foster creativity and explore meaningful new ideas with insight, imagination and intelligence. Public engagement with contemporary art, artists and ideas are at the core of the Gallery's exhibition-making practice.

Malcolm Smith Gallery will seek synergies between the local and the global, and aims to put local artists and ideas in conversation with international developments in contemporary art practice. It aims to present a balanced programme of curated contemporary art exhibitions with associated public programmes that engage and inspire the community.

UXBRIDGE itself is a non-collecting gallery as it does not have the appropriate staff, resources or environment to be a collecting institution.

Critical Areas

- Sustaining a leading contemporary art programme in a challenging economic climate with competition for funds
- Sponsorship and partnership require time and care to ensure, trust, commitment, and mutual benefit

PROGRAMME GOAL

Deliver 8 exhibitions a year, together with 12 associated public programmes. Position the gallery as contemporary art gallery showcasing the work of emerging artists in the community.

Strategy

- **Develop creative practice that engages with contemporary discourses in art, and related fields, in order to develop the practice and appreciation of contemporary art in all its creative diversity**

Initiatives

- Develop socially responsive projects that are informed by or respond to contemporary social, political and economic issues of significance to the local community
- Develop an exhibition programme that explores local histories within a contemporary context and activates the surrounding East Auckland region
- Work in partnership with local, national and international artists and galleries to bring inspiring contemporary art to East Auckland

Strategy

- **Visitor experience and audience engagement**

Initiatives

- Expand use of digital media
- Create a place where people feel welcome, inspired and challenged
- Ensure the exhibitions longevity

Strategy

- **Support significant and emerging contemporary artists based in, working from, or related to East Auckland to share new and innovative ideas**

Initiatives

- Investigate funding and sponsorship opportunities to remunerate exhibitors

Strategy

- **Promote diversity and inclusivity in culture, gender and race, including celebrating those based in local and wider Auckland communities**

Initiatives

- Develop public programmes to achieve 'barrier-free access,' to exhibitions, including physical, intellectual and cultural
- Extend exhibition engagement and learning opportunities across all areas: schools, family learning, community engagement and lifelong learning
- The exhibition programme reflects the diversity of ethnicities and culture in Auckland
- At least 2 exhibitions per year include Maori artists and/or reflect Maori world view (Auckland Council)

Strategy

- **Partner with external groups and schools to engage them with the process or presentation of projects that may activate local sites and conversations of significance**

Initiatives

- Foster and encourage development of the creative sector: Contribute to a balanced network of cultural exhibitions across Auckland
- The exhibitions programme contributes to Auckland's vibrancy, sense of community and economy

PROGRAMME ELEMENT: THEATRE & EVENTS

Commentary

The newly refurbished theatre will have 126 tiered theatre style seating (15 with very limited legroom) and the option of around 50-60 flat floored seats. There is a full lighting grid and sound system. The Theatre provides an intimate space for theatrical, music or dance performances as well as public lectures and presentations. The space will also be well suited to small business seminars and conferences generate a daytime income.

The theatre programme is supported by offsite events, our seniors programme, and events in conjunction with other organisations.

The terms and conditions of the service contract with Howick Local Board require delivery of 52 events per annum.

Critical Areas:

- Developing a programme which offers opportunities and experiences to a very broad customer base noting that 40% of the Howick & Pakuranga population identify with an Asian ethnicity
- Diversifying the event programme to bring in more variety whilst maintaining income levels
- Increasing event audiences and the number of events
- Improving the income stream from events, either by increasing the audiences and/or increased pricing

PROGRAMME GOAL

Encourage creativity, spark innovative thinking, and enhance quality of life by developing and directing a multi-disciplinary programme of arts, culture, lifestyle and entertainment for the community at large

Strategy:

- **Develop programmes featuring local, regional and national talent**

Initiatives

- Develop a balanced and diverse calendar of events each year which includes a mix of music, theatre, comedy and dance, etc
 - Music – regional/national touring acts (orchestras, quartets, rock, country, blues, folk, Big Band etc).
 - Theatre – regional/national touring theatrical production (drama, musicals, cabaret, musical review etc)
 - Comedy
 - Dance
- Determine the ideal mix of each discipline, theatre, dance, music, that is appropriate for serving the Centre's core audiences and adhere to that mix when planning performances.

Strategy:

- **Enhance and diversify the events programme**

Initiatives

- Annually extend the programme to introduce a wider and enhanced programme of events ensuring that the programme remains fresh and appealing to potential audiences
- Ensure that at least half of the calendar of events incorporates new talent or talent which has not appeared in the last 2 years (excludes series)

Strategy:

- **Create a centre sponsored, regionally significant annual signature celebration**

Initiatives

- Develop plans to introduce an annual event to be held at the same timeframe every year to involve professional, outreach and community events. Determine the appropriate type of celebration, provide multiple events during the celebration to include educational offerings and coordinate with other programme areas such as the Malcolm Smith Gallery, Classes & Workshops and external stakeholders.

Strategy:

- **Provide support for local artists/artistes and opportunities for skills development**

Initiatives

- Continue and expand Xtreme Talent Conquest and Next Step Programme
- Provide opportunities for local talent, dance and music schools to make use of the facilities
- Encourage use by schools during the day
- Continue Classic at Twelve series
- Extend Xtreme Talent Conquest into a 2 day event

Strategy:

- **Enhance partnerships and strategic relationships**

Initiatives

- Identify opportunities for local businesses to sponsor event programmes and series
- Work with local organisations and schools to develop collaborative initiatives
- Develop a minimum of 2 new collaborative events initiatives each year

Strategy:

- **Develop a programme to deliver to specific targeted groups**

Initiatives

- Events offered by the centre are inclusive and accessible to all

- Present 2 events per year that include the work of young people (Auckland Council)
- Present 2 events per year that are inter-generational (family events) (Auckland Council)
- Proactively target a minimum of 5 events a year for disadvantaged and/or disabled groups (eg. IHC, brain injury, retirement villages, rest homes) – Auckland Council.

Strategy:

- **Build cultural diversity into the Theatre programme**

Initiatives

- Develop events which support and contribute to Maori values, kaupapa Maori or Maturanga Maori considerations that allow participants to experience Maori traditions and world views with Maori participating in the event.
- The theatre programme reflects the diversity of culture in Auckland
- At least 2 event a year showcase cultural diversity particularly Asian ethnicities – Auckland Council
- At least 1 event a year includes Maori artists and/or reflects the Maori world – Auckland Council

Strategy

- **Contribute to Auckland's vibrancy, sense of community and economy**

Initiatives

- The theatre programme reflects the Auckland Arts & Culture Plan and contributes to Auckland's vibrancy, sense of community and economy
- A minimum of 52 performances per year – Auckland Council
- A minimum of 2,500 attendees at performances per year – Auckland Council

Strategy

- **Sector Development / Support**

Initiatives

- Foster and encourage development of the creative sector: Contribute to a balanced network of cultural events across Auckland
- Develop a formal schedule of engagement with other venues of a similar size to exchange information, ideas and professional knowledge
- Engage with and maintain membership of the New Zealand Association of Event Professionals to grow and support the sector – Auckland Council

PROGRAMME ELEMENT: TRADING ACTIVITIES

Commentary

UXBRIDGE engages in the trading activities for the purpose of income generation and meeting community needs:

- Venue hire
- Conference & Meeting Events
- Uxbridge Showcase
- Café / Bistro

The Uxbridge shop has not been re-instated following the redevelopment. The open plan nature of the building compromises security. It was also considered that the revenue generated previously from the shop did not optimise on the use of limited resources.

PROGRAMME GOAL

To develop trading activities which deliver a positive financial return and which complement the overall UXBRIDGE offering

Venue Hire

UXBRIDGE has a long standing programme of venue hire which has developed over the years. It is largely unstructured in that there are different hirers on different rates for the same areas. Furthermore, the hire may be intermittent, eg: 3rd Friday of every second month. This presents problems in making regular dates available to other hirers or using the facilities to grow the classes and workshops programme.

There needs to be some rationalisation of the existing hire programme to increase income and avoid hire which prevents other and more lucrative business.

Strategy

- **Develop a structured hire programme which generates additional income without compromising other core activities of the centre**

Initiatives

- Review the existing programme, identify heavily discounted hire and irregular use which has a negative impact on revenue and opportunities for other activities.
- Establish clear guidelines for staff in respect of future venue hire
- A clear and structure venue hire programme is established by X

Strategy

- **Attract venue hire by arts organisations which contributes to income and to the UXBRIDGE events programme**

Initiatives

- Outsource more of arts programming to hirers. Balance community and professional offerings but stress quality and diversity of offerings.

- Determine which programmes the Centre should produce itself and outsource remainder. Give Centre programming preference in scheduling dates
- Continue to partner with local and regional groups to engender a broad appeal throughout the region
- Actively seek quality renters for disciplines in which there is a current shortage

Conference & Meeting Events

The theatre will be a dedicated facility for events and performances. It no longer doubles as an exhibition gallery. The entertainment programme will increase but it is likely that the theatre will be empty during the daytime. To fill this space we will look to develop its use for small seminars and meetings.

Strategy

- **Develop a new income stream using spare capacity in the theatre for meetings and seminar business**

Initiatives

- Establish a database of potential organisers of meetings and seminars: Corporate, Non-profit making etc.
- Identify and resolve resource requirements including event management software and integrated administration and financial management systems
- Develop 'delegate packages' to assist event organisers

Uxbridge Showcase

Strategy

- **Maximise use of the Concourse area to display saleable art produced by students and the local community with a commission on sales of 30% payable to Uxbridge.**

Initiatives

- Identify display systems and seek funding
- Encourage use by student groups and local community
- Seek funding to support a part-time position to develop and manage a full schedule of Showcase events in the Concourse area

Café / Bistro

Strategy

- **Maximise revenue generation from the café / bistro lease by developing co-operative partnerships and initiatives**

Initiatives

- Enter into a contractual agreement with the café / bistro operators which delivers full market rental rates for the café space
- Ensure that the café is open at all times when Uxbridge is operational
- Develop clear KPIs for the café / bistro operator to ensure quality of service, product and alignment with the Uxbridge offering
- Encourage the café /bistro operator to develop new products and services which integrate with Uxbridge programmes
- Evaluate and source providers which meet the criteria of a proven and effective food and The provider must also hold a full On Licence for the sale of alcohol
- The provider must also be able to offer an attractive, varied and appealing menu