



## *BURRINJA STRATEGIC PLAN 2014-2017*

*VISION, GOALS, OUTCOMES & INDICATORS, PROGRAM PLAN, MARKETING*

DANDENONG RANGES COMMUNITY CULTURAL CENTRE INC.

*BUILDING COMMUNITY THROUGH ARTS*  
[www.burrinja.org.au](http://www.burrinja.org.au)



## PURPOSE

### Vision Statement:

*Building Community through Arts*

### Mission Statement:

*Burrinja is a living, vibrant and welcoming community cultural centre providing opportunities for artistic, cultural and environmental experiences.*

### Aims

Burrinja's function, purpose and programming are built on a multi-element vision that seeks to enable and encourage experiential and extended programs that integrate *arts, performance, education and community*. It aims to program holistically, engaging multiple art practices and cultural activities within the region.

Burrinja will strengthen existing cultural practices, as well as identify and actively engage those sectors of the community who do not traditionally engage with the arts. It will establish dialogue and partnerships across a wide range of cross-sector organisations.

### Burrinja Gallery & Collection Vision Statement

*Burrinja will be identified as a significant, national public gallery of excellence for the development and presentation of Indigenous (Aboriginal, Torres Strait Islander and Oceanic) exhibitions, programs, awareness and education (by 2017).*

Burrinja will provide programs that stimulate cross-cultural awareness and promote respect for Indigenous and contemporary art and culture. We will provide exhibitions and education programs that offer broad opportunities for learning and research. Burrinja will: facilitate partnerships with the Koorie community and cultural/ educational organisations, promote touring opportunities, and provide community access to the McLeod Gift Collection.



Secret Ingiets | Mysterious stone carvings of the Tolai, PNG  
From the McLeod Gift Collection

## EXECUTIVE SUMMARY

Situated in the urban-rural interface zone of the Dandenong Ranges, Burrinja brings arts, culture and community together in participatory programs that work toward building creative, stronger and resilient communities through active engagement. It engages across more than 50 townships within the Shire of Yarra Ranges, as well as Melbourne's outer Eastern suburbs.

14 years of development at Burrinja has seen strong organisational growth in all areas including capacity – facilities, financial, resources, staff – and program delivery. Burrinja works to 'build community through arts', with Arts, Performance, Education and Community as its key program platforms. Programs range from curated world-class indigenous Collection-based exhibitions and touring theatre programs to regional visual and performing arts, major community cultural events, workshops, music and programs targeted to specific sectors.

In 2011 the centre took a major operational, capacity and programming step up with the opening of a new 400 seat theatre and substantial redevelopment. This expanded on the existing 3 gallery spaces, artist studios, collection management activities, café and workshop venues. It provided the region with a purpose-built performing arts venue for professional, community and school use. Having taken full advantage of this opportunity, the organisation is now looking toward its next phase; expanding its cultural development, artistic and community engagement programs.

Burrinja has developed a three year program that seeks to strengthen existing cultural and arts practices, as well as identify and actively engage those sectors of the community who do not traditionally engage with the arts. It seeks to establish dialogue and partnerships across a wide range of cross-sector organisations.

Working within its 'Five E's Strategic Framework' - enable, event, extend, engage, educate – are a range of targeted, measurable strategies designed to achieve the organisation's goals. Key among these is that Burrinja be identified as a significant, national gallery of excellence for the development and presentation of Indigenous exhibitions, programs, awareness and education by 2017. Burrinja also seeks to extend its reach into and engagement with the region's community at all levels through a range of programming across art forms, and to enable and encourage experiential and extended programs that integrate arts, performance, education and community.

In order to enable the organisation and its facilities to achieve these outcomes, Burrinja is looking to increase its capacity to deliver, enhancing resources across Community Cultural Development (CCD), programming, 'venues' such as Art of Place and education programs. Resource building will be pursued variously through new targeted marketing strategies to increase earned revenue and venue utilisation, through seeking expanded sponsorship, fundraising and partnerships, and by looking to new external funding opportunities.

Burrinja is creating the vision and supporting structures to see it not only strengthen its existing role as the region's cultural hub, but to expand that role further into both its immediate regions and onto the wider cultural map, contributing positively to creative outcomes for all communities.

## GOALS AND KPI'S

Goal	KPI	Annual Targets			
		Current 2016-17	2014-15	2015-16	
<b>1. Making great arts &amp; culture</b>  <i>a) To enable, facilitate and develop innovative and experiential programs of excellence that integrate arts, performance, education and community;</i> <i>b) recognised locally and nationally for Community Cultural Development (CCD) &amp; arts outcomes.</i>	Increase CCD & creative artist prof resources	1.9 FTE	2.4 EFT	3 EFT	3.5 EFT
	Develop cross platform/partnered, innovative programs	4 per annum	5 per annum	8 per annum	10 per annum
	Provide PD opportunities for region's artists	4 per annum	6 per annum	8 per annum	10 per annum
	Annual survey increases identification as arts/cultural hub by 10% annually	Not measured	20% of surveyed	30%	40%
<b>2. Indigenous arts leader</b>  <i>That Burrinja be identified as a significant, national gallery of excellence for the development and presentation of Indigenous exhibitions, programs, awareness and education.</i>	Increase audiences from outside region by 10% per annum	15% of audience share	25%	35%	45%
	Arts media editorial and peer publish / recognition	Infrequent	Bi-annual	Quarterly	Quarterly
	Annual survey increases identification by 10% annually	Not measured	20% of surveyed	30%	40%
	Indigenous community has active program engagement formal & informal.	Minimum ten Indigenous arts workers engaged in program delivery	Minimum ten Indigenous arts workers engaged in program delivery	Plus 25%	Plus 25%
	Increase Indigenous education tours/ workshops: Number schools engaged	5	10	15	20
<b>3. Community engagement</b>  <i>To extend Burrinja's cultural reach into and engagement with the community at all levels including non-traditional arts audiences &amp; demographics such as youth; including volunteers, artists and stakeholders: regional and beyond region.</i>	Increase attendances by 10% per annum	51k	56k	61.5k	67k
	Regular Qualitative program participation surveys, collated annually	Report June	Report June	Report June	Report June
	Increase first time visitation and repeat visitation	Benchmarking data 59%: repeat	+10% 1st 65% repeat	+5% 1st 70% r.	+5% 1st 70% r.
	Expanded, regular stakeholder engagement	Joint program/ auspice/ facilitate	New stakeholders engaged	New stakeholders engaged	New stakeholders engaged
	Brand & values recognition increased	25% by survey	35% by survey	40% by survey	50% by survey
	Membership retention rate (& diversification); maintain & grow strong Volunteer base	51%	60%	65%	70%
<b>4. Good governance</b>  <i>A healthy and sustainable organisation that enables goals and strategies to be achieved and exceeded, valuing creativity and innovation.</i>	Board governance & Skills reviews	Annual	Annual	Annual	Annual
	Professional & creative development – Staff, volunteers, board	Occasional PD	PD x 2 all staff/ vols	PD x 4 all staff / vols. Board	PD x 5 all staff/ vols Board
	Generate a minimum 2.5% surplus each year	14k	20k	25k	30k

**STRATEGIES**  
**GOALS & STRATEGIES MATRIX**

Strategies	Goals	2. Indigenous arts leader	3. Community engagement	4. Good governance	Responsible	Resources	Timeline / KPI	Progress %
	1. Making great arts & culture a) To enable, facilitate and develop innovative and experiential programs of excellence that integrate arts, performance, education and community; b) recognised locally and nationally for CCD & arts outcomes.	That Burrinja be identified as a significant national gallery of excellence for the development and presentation of indigenous exhibitions, programs, awareness and education.	To extend Burrinja's cultural reach into and community at all levels including non-traditional arts audiences & demographics including youth: regional and wider.	A healthy and sustainable organisation that enables goals and strategies to be achieved and exceeded.	Who	What	When	Where are we now?
1	Program holistically and innovatively across art forms	YES	YES	YES	ALL. EO.	Program strategically across all art forms	50% - 2015	30%
2	Further existing, develop new multi-stakeholder community-based art events	YES	YES	YES	EO, CCD, VoM	Stakeholder / community relationships developed further.	2014-16	30%
3	Further develop innovative, engaging public programs for visual, performing and community arts programs. Enhanced experiences	YES	YES	YES	EO; CCD, Visual Arts; VoM	Program strategically/seek funds/ stakeholders	current - 2016	50%
4	Complete Museum Accreditation Program	YES	YES	YES	Visual Arts, EO.		Current - 2014	90%
5	Develop community theatre and all abilities programs and workshops	YES	YES			Allocated from Theatre Program / Venue/ Budget	Active by 2015	10%
6	Curate & present 4 feature Indigenous / Collection exhibitions per annum	YES	YES		EO, CCD, VoM	Available but limited	Current	100%
7	Expand alternative, innovative theatre / performance programming	YES	YES		EO, VoM, Marketing, CCD	Allocated from Theatre Program Budget. Ext Independent producer/network relationships	current - 2017 ; 30% by 2016	10%

**STRATEGIES**  
**GOALS & STRATEGIES MATRIX**

Strategies	Goals	2. Making great arts & culture	2. Indigenous arts leader	3. Community engagement	4. Good governance	Responsible	Resources	Timeline / KPI	Progress %
8	Increase youth engagement, programming, participation, membership	YES	YES	YES		ALL. EO.	targeted engagement / programs need re-sources	2014-17	15%
9	Create sustainable Indigenous Education and expanded CCD positions	YES	YES	YES	YES	EO / Board	To be sourced. EO to identify and source. Eg. Arts Vic Orgs funds	2014-15	20%
10	Revised marketing strategies/ resources to support new strategic priorities		YES	YES	YES	EO, Marketing	Re-allocation of current resources to strategies	2014-15	25%
11	Re-engage and develop Schools Education Program	YES	YES	YES		EO; CCD, Visual Arts; Indigenous Education	Limited available now. Needs further re-sources	See Goals KPI	25%
12	Develop Internships/ mentoring/ contributors/ studios/ artists in residence/ volunteering	YES		YES		EO, YoM, CCD, Visual Arts	Create new program capacity & resources plus spaces / Sponsors/ Funding	current - 2017	25%
13	Develop collection-based resources for public		YES	YES		Visual Arts, EO.	Internal - Volunteers; External - Museums Aust, other. Database review/ On-line	current - 2017	10%
14	Build organisation's creative depth and engagement at critical / peak industry level	YES	YES	YES	YES	EO, Board; staff & vols	Professional Development budget/ time/ resources/ information flow	current - 2015	20%
15	Increase and broaden Jarambi & Association Membership base; lower churn. Repeat experiences.			YES	YES	EO, Marketing, Board	CRM & other targeted marketing tools/ strategies	current - 2017	25%

**STRATEGIES**  
**GOALS & STRATEGIES MATRIX**

Strategies	Goals 1. Making great arts & culture	2. Indigenous arts leader	3. Community engagement	4. Good governance	Responsible	Resources	Timeline / KPI	Progress %
16	Activate Art of Place Indigenous Education Garden; programs/ resources/ environmental	YES	YES		EO; CCD; Indigenous Education	to be sourced. EO to identify/ source. Programming/ engagement/ promotion	funding dependent	0%
17	Sustainable operations, venues and programs, environmental programs	YES		YES	Board, EO; All	Environmental auditing/ efficient infrastructure/ best practices	current - 2017	20%
18	Increase Burrinja profile at supported / auspiced regional events	YES	YES		CCD, Marketing, EO	Policy, Process, follow up	24 months	50%
19	Work with all stakeholders / user groups to maximise venue use and revenue		YES	YES	EO, VoM, Marketing, VR-Council	Planning restrictions reviewed / Venues modified/ Uses identified	current - 2017	25%
20	Recruit new board members as per skills matrix needs		YES	YES	Board, EO.	Identify gaps. Board PDs & documentation; active recruitment process.	current - 2016	10%
21	Develop fund raising; philanthropic ; charity status; NFP funding sources	YES		YES	Board, EO.	Work with ATO, Public Fund; Board Bank, Philanthropy; develop strategy	current - 2016	0%

## PROGRAM PLAN

### Artistic Program Statement

The aim, purpose and rationale of Burrinja's annual artistic and cultural development programming is, in the broadest sense, to fulfil the mission of *'Building Community through Arts'*. Burrinja aims to achieve this by programming effective, diverse and sustainable world-class arts, cultural and education programs that actively engage a wide, inclusive and growing audience across all demographics in the region and beyond.

The annual program needs to engage across all four of Burrinja's key identified programming areas: *Arts, Performance, Education, and Community*.

The program seeks to strengthen existing cultural practices, as well as identify and actively engage those sectors of the community who do not traditionally engage with the arts. It seeks to establish dialogue and partnerships across a wide range of cross-sector organisations.

The program works to fulfil its essential roles within Burrinja's **'Five E's Strategic Framework'**:

**ENABLE:** *venue; operational; resources; governance; staff.*

**EVENT:** *ticketing; marketing; programming holistically across sectors/ mediums/ audiences*

**EXTEND:** *build capacity; sustainability; develop audiences; community partnerships*

**ENGAGE:** *existing audiences; new audiences; enhance experience; repeat experience; quality program; partnerships in programs; diversity.*

**EDUCATE:** *resources; workshops; public programs; Art of Place; training; seminars; behind the scenes; work experience.*

The artistic program seeks to fulfil also the Vision statement and Aims of the Centre (p.3), as well as the specific **Burrinja Gallery and Collection Vision**:

*Burrinja will be identified as a significant, national public gallery of excellence for the development and presentation of Indigenous (Aboriginal, Torres Strait Islander and Oceanic) exhibitions, programs, awareness and education (by 2017).*

Programs are curated and designed to provide cross-cultural awareness and promote respect for Indigenous and contemporary art and culture. We aim to provide exhibitions and education programs that offer broad opportunities for learning and research.

The annual program design is also aligned to and reinforced by the KPI targets as set in our Partnering Agreement with Yarra Ranges Council. These performance indicators are set in consultation with council to ensure a correlation with the aims of the cultural centre.

Burrinja aims to increase the level, depth and innovation of public programs and engagement within its programming, with the desired outcome of facilitating the development of new audiences and a wider audience reach, as well as increasing experiential learning through arts and culture. There are direct links in this strategy to the Marketing Plan.

Increased visitation through quality programming develops the potential for Burrinja to increase available resources, building the capacity to offer new activities and events.



## PROGRAM OVERVIEW

	Visual Arts	Performing Arts	Community Cultural Development	Education Public Programs
<b>GOALS</b>	Develop an innovative visual arts program across all mediums incorporating indigenous, contemporary and local arts, and utilising the McLeod Gift Collection, with touring and curated exhibitions.	Encourage wider engagement with and participation in performing arts in the region by combining professional touring presentation with community theatre, schools and workshop programs.	To be the cultural hub for the community of the Dandenong Ranges, extending experience, providing, facilitating and partnering cross platform programs at and beyond the centre in the community.	Incorporate nationally recognised, engaging and experiential public and education programs into all elements of arts and cultural programming.

### Measuring Outcomes

The success of each year’s program is measured in a number of ways, including but not limited to:

- Performance versus KPIs
- Performance versus Strategic Plan
- Regular Visitor Feedback surveys – Qualitative Evaluation (see below\*)
- Attendance figures – participation: Quantitative Monitoring. Collected daily
- New and returning paid Membership
- Media coverage, monitored weekly
- Burrinja web data: usage, pages accessed, pages searched, hits, referrals, links.
- Burrinja Social media: views, reposting, feedback, commentary, engagement
- Direct feedback from visitors
- Direct feedback from peers
- Volunteer feedback – surveyed annually

While it is the role of each program coordinator to ensure evaluation and monitoring is undertaken as per the reporting structure attached, the data is collated by the Marketing Coordinator and Cultural Development Coordinator.

## MARKETING GOALS & STRATEGIES

Goal	KPI	Annual Targets			
		Current	2014-15	2015-16	2016-17
<b>1. Customer Relationship Marketing</b> Increased customer interaction in both the physical and on-line spheres: local, regional, national. Targeted marketing to audience segmentation	Increase open rates & click throughs for e-list; targeted emails; engaging content. Averaged Inc Jarmbi.	26% - Open CT – 2.5%	30% + 2.5% (5%)	35% 6%	35% plus 6% or over
	Increase regular return visitation: (3 visits or more p/a)	59%	65%	70%	70%
	Increase Jarmbi membership including retention rate	140 members 51% retention	200 m 60% r	250 65% r	300 m 70% r
	Increase social media reach and interaction. <i>Interaction measures TBC</i>	1200 Likes Facebook. Engaged comments/ Shares	Engaged comments/ Shares increase	Engaged comments/ Shares increase	Engaged comments/ Shares increase
	Segment marketing to different target audience groups	Segmented strategies established	Continued & Extended	Continued & Extended	Continued & Extended
<b>2. Branding / Positioning</b> Successfully build Burrinja's Brand as a Gallery and Cultural centre of National significance	National coverage of Burrinja's exhibitions in Arts Magazines,	Infrequent	Bi-annual	Quarterly	Quarterly plus
	Increased awareness with public gallery sector, peers, visual arts patrons	<i>Measurement TBC</i>			
	Recognition as one of the leading exhibitors of Aboriginal art in Australia	Not measured	20% of surveyed	25%	30%
	Brand & values recognition increased	Not measured Anecdotal	25% by survey	35% by survey	50% by survey
<b>3. Diversify &amp; Expand Audiences</b> Utilising CRM and other marketing strategies, combined with programming outcomes.	Increase attendances by 10% per annum	51k	56k	61.5k	67k
	Increase youth (Under 25) visitation/ engagement	Under 10%	10% or above	15% total	20% total
	Increase first time visitation.	Benchmarking data due	+10%	+5%	+5%
	Establish positive partnerships, engage new stakeholders.	Benchmark school/ club/ org engagement	New stakeholders engaged	New stakeholders engaged	New stakeholders engaged
	Establish Burrinja as an Itinerary Destination. Cultural tourism icon.	Benchmark tourist % of visitation 2014	+10%	+5%	+5%
<b>4. Build Sponsorship</b> Including by individuals, organisations and businesses	Build successful sponsorship partnerships with business / (Not inc Govt. / Local Govt.)	2 total \$13,000 total	4 total \$17,000 total	6 total \$20,000 + total	8 total \$25,000 + total
	Increase business engagement with Burrinja and its artists.	Occasional	Regular	Regular	Regular
	Re-engage Foundation Donors – Burrinja public fund	Non-financial	\$5,000	\$8,000	\$10,000

**COMMITTEE**

**Kieran Dennis** President  
**Paul O'Halloran** Vice President  
**Sue Amico** Treasurer  
**Sid Lawrence** Secretary  
**Elizabeth Conolly**  
**Louis Delacretaz**  
**Mary Fitz-Gerald**  
**Matthew Posetti**  
**Rachel Burke**  
**Cr Noel Cliff and Cr Samantha Dunn—YRC**

**BURRINJA**

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In Partnership

