



# Bendigo Venues & Events Programming Policy

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# B&VE Programming Policy

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## 1. Acknowledgement

We acknowledge that the City of Greater Bendigo is on Dja Dja Wurrung and Taungurung Country. We would like to acknowledge and extend our appreciation to the Dja Dja Wurrung People and Taungurung People, the Traditional Owners of this land.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung and Taungurung People.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

## 2. Policy Background

Bendigo Venues and Events (BV&E), a business unit of the City of Greater Bendigo, operate a suite of venues and performing arts facilities including, the Capital Theatre, Ulumbarra Theatre, the Engine Room, Dudley House exhibition space and the Bendigo Town Hall. These facilities are available and used for a wide range of arts and entertainment events, productions, conferences, workshops, meetings, exhibitions and a variety of other uses throughout the year.

The team at Bendigo Venues and Events produce, promote and deliver various performing arts productions, festivals, regional tours, community arts programs and special functions on behalf of the City of Greater Bendigo.

Through this activity BV&E engages with stakeholders, community, artists and performance companies from around Victoria, Australia and internationally, providing world class spaces and resources to tell their stories, facilitating and enabling opportunities for the Bendigo community to reflect and deepen their identity, uniqueness and understanding of what makes the City of Greater Bendigo unique.

## 3. Purpose

The BV&E Programming Policy has been developed as an internal document to provide transparency and clear processes for BV&E programming decisions. It has been established to manage the significant demand, level and range of performing arts activity and within the budget parameters currently experienced by BV&E and expected into the future. The Policy supports BV&E's role in contributing to the growth of a thriving local arts ecology by providing guidance for the development of vibrant and sustainable relationships with the local, state and national performing arts sector and the Greater Bendigo community.

### 3.1. Principles

The Programming Policy will contribute to Bendigo's arts ecology in program decision making in the following ways

- **Strategy** – What we promote
- **Program** – What we present
- **Audience** – Who we serve
- **Stakeholders** – Who we work with
- **Relationship (internal and external)** – What we value

BV&E program development operates in a consistent and ethical way to serve and support:

Greater CREATIVE Bendigo	BV&E supports the Greater CREATIVE Bendigo strategy and ensures the major themes of this strategy are delivered on through the implementation of the BV&E Programming Policy
Bendigo arts ecology	<p>BV&amp;E contributes to and exists within Bendigo's flourishing arts ecology</p> <p>BV&amp;E undertakes to engage actively in entrepreneurial program development and in-bound hiring operations in a manner that is complimentary and supportive to local artists and arts organisations essential in ensuring a positive local arts eco system.</p>
Relationship development and management	<p>All dealings in developing program content will be based on mutual respect, transparency and reciprocity</p> <p>BV&amp;E is seen as a key participant in Bendigo's cultural offerings and is aware that all presentations (in BV&amp;E venues) reflect on BV&amp;E regardless of the level of involvement BV&amp;E may have in the presentation and content.</p>
Transparency	BV&E supports open dialogue with all, ensuring consistency within decision making processes and the best community outcomes
Supporting values	<p>Creating community connections - Belonging and inclusive</p> <p>Providing a sense of pride and ownership for those that work and visit</p> <p>Building positive experiences through activated spaces</p>
Staff engagement	Staff are engaged with the program development process, deriving a sense of ownership in BV&E presentations
Sustainability	<p>Delivery of the Greater CREATIVE Bendigo Strategy and alignment with the City of Greater Bendigo Community Plan</p> <p>Responsible budget control</p> <p>Positive contribution to local arts ecology</p>

	Responsible leadership and guidance Honest and accountable operations, Positive and valued outcomes for BV&E and Bendigo community
Evaluation and review	BV&E will regularly evaluate the outcomes of the programs presented and collate this quantitative and qualitative data  BV&E will regularly review the levels of success of the overall program and track this against the fulfillment of the Program Strategic Agenda

The Policy Implementation Framework identifies procedures and goals that can be communicated with BV&E staff, Council, stakeholders, external producers and artists providing context for BV&E program decisions, including the various pathways for work to be selected in BV&E's annual program.

By generating a shared vision, the Programming Policy provides

- connection to the policies of the City of Greater Bendigo and the Greater CREATIVE Bendigo strategy
- context and direction for BV&E's role in audience and artist development
- aligns the aims and ambitions of the BV&E team, and
- contributes to a deeper and more relevant engagement with community

## 4. Scope

The Programming Policy has been adopted to support staff in the curation of BV&E's annual cultural program including the presentation and promotion of community and artist engagement activities, and strategic and business development.

By extension, this Policy shall be applied to activity that is generated by, or is the responsibility of BV&E which includes, but is not limited to, all onsite and offsite activities which involve the artistic, promotional, technical, community, educational, box office and/or front of house services.

## 5. Policy

The BV&E Programming Policy and its connection to the community is balanced through three lenses providing weight, context and transparency for program selection.

### 5.1. Presentation Program

The sum of all performance, event, workshop and skills development programs

#### 5.1.1. Annual Program

BV&E will program, present and deliver a diverse range of annual programs featuring local, national and international performing arts consistent with the Principles (3.1 above) across a range of performances, events and ancillary activities.

The Annual Program will include those that are current (Theatre Season, Cushion Concert, Soul Food, Morning Music, First Stages, Parlour Session, Engine Room Presents) and other performance and ancillary programs that may be developed over time.

The Program may include performances, events and ancillary activity and contain a mix of entrepreneurial, hire and partnership based arrangements focused on delivering excellence, diverse content and best value for the Bendigo community and broader audiences.

#### 5.1.2. Program Additions

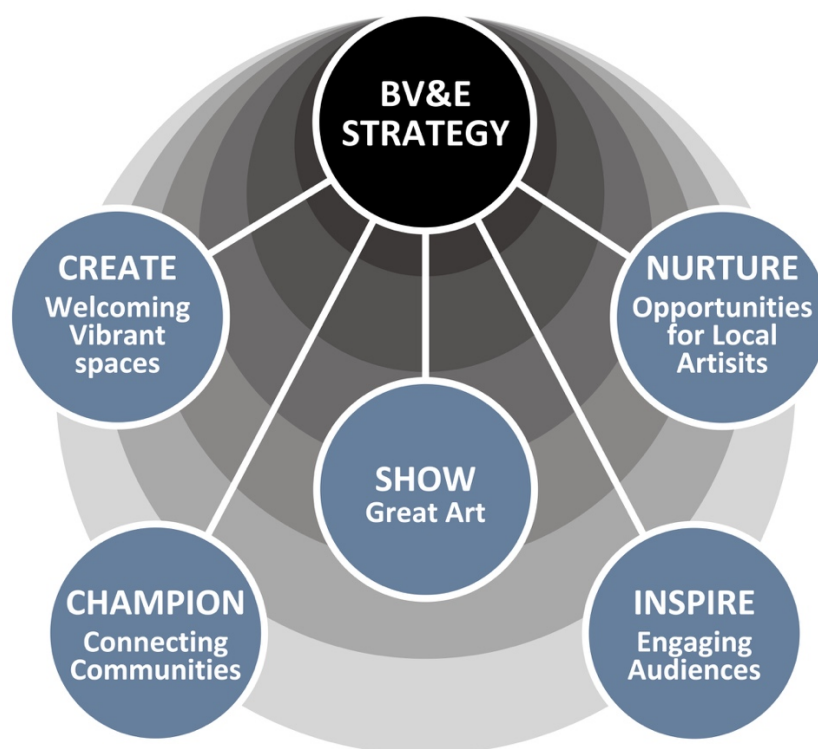
Throughout the year, BV&E will also program, present and deliver Program Additions, program opportunities that arise outside of the regular pattern of programming for the Annual Program, or those that do not fit into Annual Program categories. Program Additions will also be developed consistent with the Principles (3.1 above).

The Program Additions may include performances, events and ancillary activity and contain a mix of entrepreneurial, hire and partnership based arrangements focused on delivering excellence, diverse content and best value for the Bendigo community and broader audiences.

## 5.2. Programming Curation

### 5.2.1. Strategy Lens

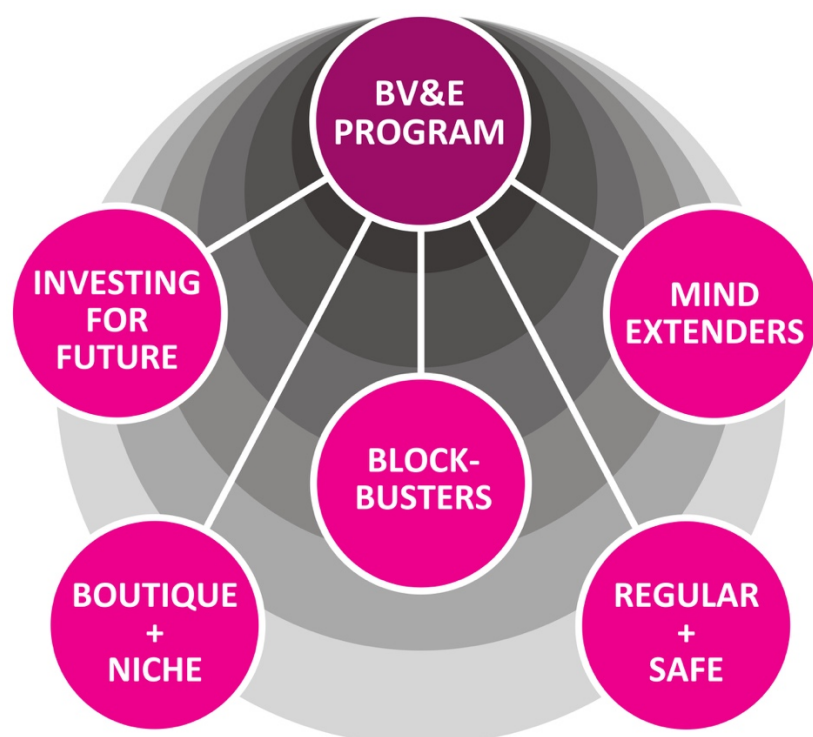
The BV&E Program is guided by the Program Strategy (Strategy Lens), through which it demonstrates how BV&E delivers on the Greater CREATIVE Bendigo Strategy and aligns with the City of Greater Bendigo Community Plan.



Greater CREATIVE Bendigo Strategy	BV&E Strategy
Inspire	Engaging Audiences
Create	Welcoming Vibrant Spaces
Nurture	Opportunities for Local Artists
Champion	Connecting Communities
Show	Great Art

### 5.2.2. Program Lens

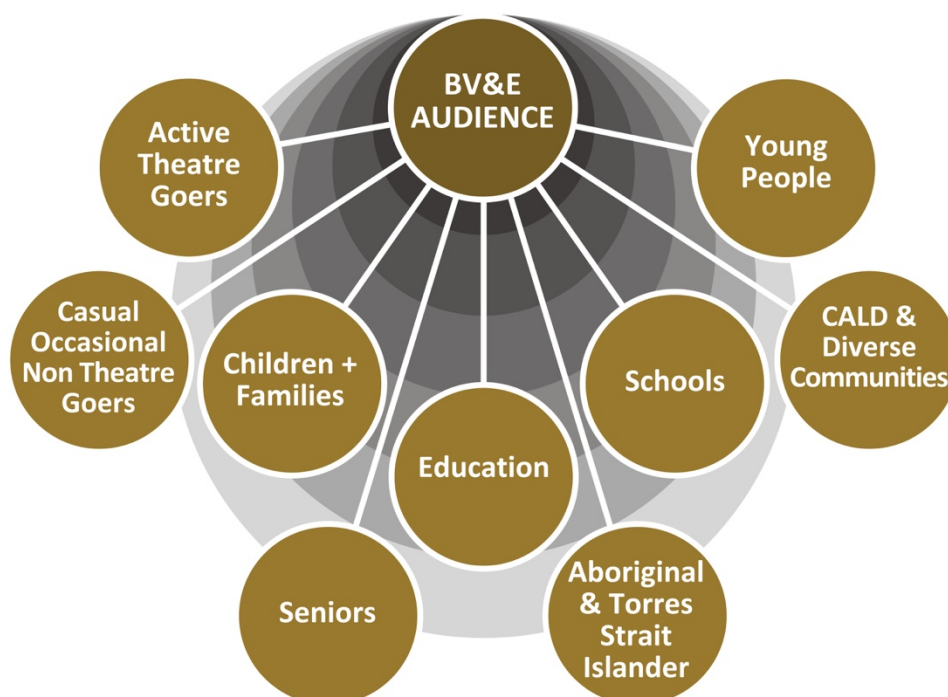
The Program Lens provides high level categories to build and assess the program, providing capacity to develop relationship with BV&E audiences and participants based on an understanding of program designs rather than performance types.



PROGRAM DESIGN	DESCRIPTION
Blockbusters	Well known or recognisable work where the quality or reputation of the product proposed is clear, evident and desirable with strong commercial potential
Mind Extenders	Dynamic/Adventurous, innovative in form that may provide an aspirational example for local artists and audiences. Work that challenges artistic paradigms. Productions demonstrate high artistic merit, and potential to enrich audience artistic experiences and expectations.
Regular and safe	Standard program options, providing for BV&E attendees looking for entertaining or familiar and expected programming
Niche and boutique	Work of quality that extends the experience and appreciation of an artform promoting developed and diverse origins or applications of performing arts practice
Investing in the future	Pathway opportunities for strategic partnerships, local artists and developing audiences. May include workshops and other audience enrichment activities

### 5.2.3. Audience Lens

The Audience Lens gives consideration to the potential for the Program to be marketed and/or presented to the following key audience sectors.



AUDIENCE	DESCRIPTION
Active theatre goers	People committed to regular theatre attendance
Casual / Occasional / Non Theatre Goers	General public who do not regularly attend or do not attend at all
Young People	Young people able to make independent choices about theatre attendance 12 – 25 yo (consistent with Creative Victoria definition)
CALD + Diverse	People of or identifying as being culturally and linguistically diverse and/or having a range of associations within race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies
Schools	School students attending as part of a school group
Aboriginal and Torres Strait Islanders	People of or identifying as having Aboriginal or Torres Strait Islander heritage
Education	People seeking deeper engagement through tailored productions, workshops and programs



Seniors	Typically classified as retirement aged people looking to attend theatre away from regular evening hours
Children + Family	Children up to 11 yo (consistent with Creative Victoria definition) attending with their families and carers

### 5.3. Stakeholders

In developing the program, BV&E has identified the following primary Stakeholders with whom the program is built. The development of respectful and sustainable relations with these groups and organisations is a priority.

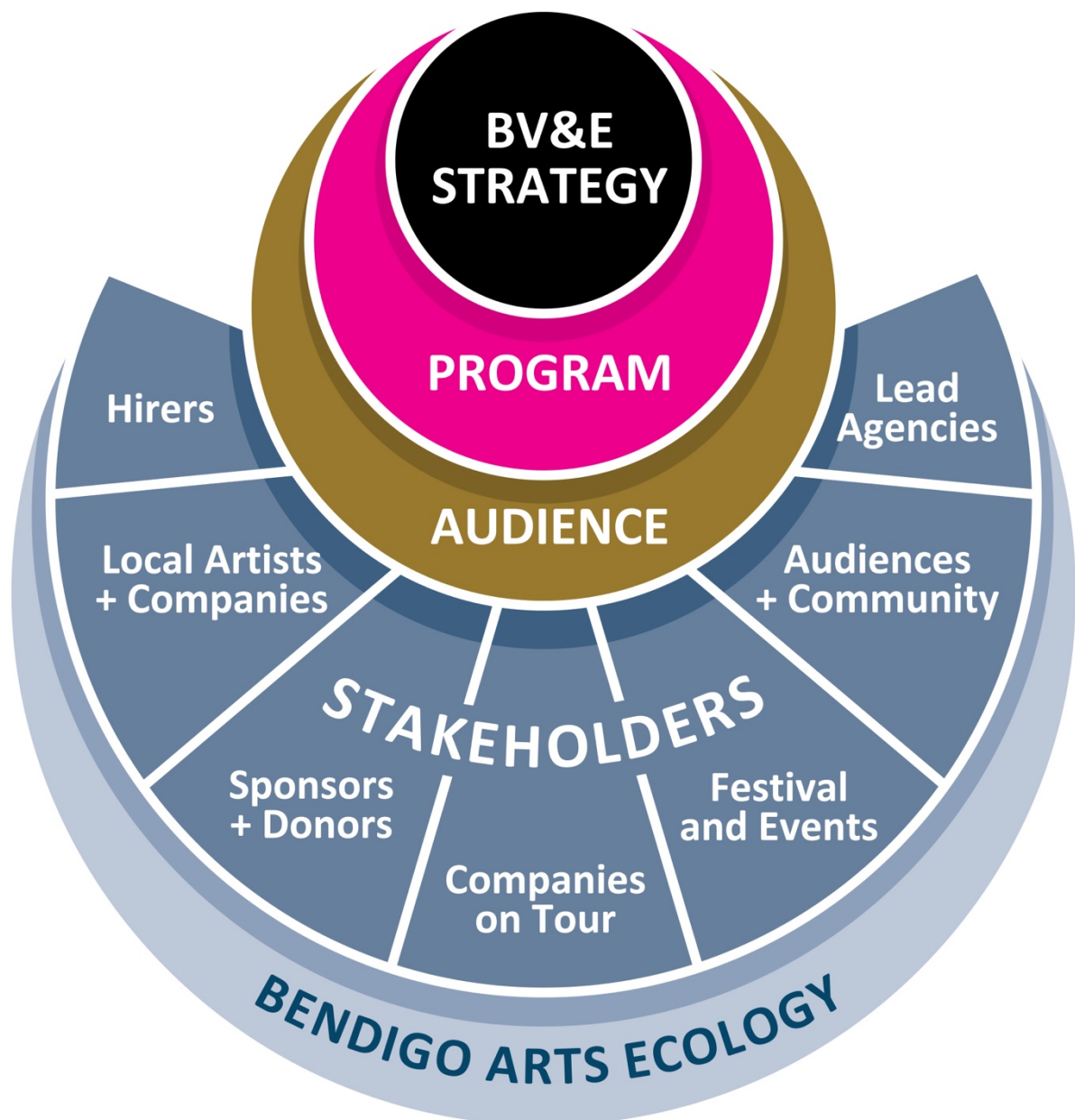


Audiences and Community	Patrons, residents, visitors and other people who may participate with the BV&E program or be otherwise engaged by BV&E
Local Artists and Companies	Local artists and arts companies seeking to sell their work to, partner or hire BV&E facilities to present performances and programs
Festivals and Events	Local and inbound festivals and events that create umbrella promotional or partnership opportunities for performances and programs at BV&E
Hirers	Artists, producers, individuals and organisations seeking to hire BV&E facilities to present performances, programs and events
Sponsors and Donors	Local and non local individuals and entities able to provide sponsorship, philanthropy and donations through mutually beneficial partnerships
Lead Agencies	Key funding and advocacy bodies able to contribute to BV&E's program, resources and outreach
Companies on Tour	Artists and arts companies from other places seeking to sell or partner with BV&E to present performances and programs

## 6. Policy Implementation

Implementation of the policy will be the responsibility of all BV&E staff under the guidance of the Manager Bendigo Venues & Events and with reference to relevant Council guidelines, policies and strategies.

In some cases programmatic decisions may fall outside of this policy scope for example Temporary Public Art, Hire Subsidy and granting programs where decision making is made by community panels, expert panels, assessment panels or by Council .



Refer Programming Policy Implementation Framework

## 7. Review and Evaluation

Program review will take place on a regular basis at appropriate intervals (nominally 3 or 4 months) to review outcomes, recalibrate strategic priorities and guide the decision making going forward.

### 7.1. Data Collection

In order to make good decisions for future programs, an evaluation of the previous year's activities will be undertaken including collation of information on the outcomes of the program relating to

- Strategy
- Program
- Audience
- Engagement

### 7.2. Internal Review

Annual Review of the Program Strategic Agenda will be led by the Executive Team

### 7.3. Environmental Review

Examination and attention will be given to changes in expectations and/or opportunities presented by Stakeholders (refer 5.3)

Consideration including but not limited to:

- Changes in Council expectations
- Opportunities on offer through sponsor, donor and/or philanthropic networks
- Changes or opportunities on offer through festivals and events partnerships
- Opportunities available through local artist and local company initiatives
- Key themes in audience and community feedback
- Opportunities offered by national touring companies and lead agencies
- Local/National/International arts sector initiatives and trends

### 7.4. Progress of Program Strategic Agenda

An analysis will be taken on the progress of achieving the outcomes of the Program Strategic Agenda including the relevance of the initiatives and the timelines set for success

- Fulfilling key indicators set through the Program Strategic Agenda
- Measuring the effectiveness of the performance program's engagement with the Bendigo community and broader audiences
- Alignment of the Program Strategic Agenda with the vision of Greater CREATIVE Bendigo and BV&E success
- Effectiveness of marketing and communication initiatives to support the Program Strategic Agenda
- Annual re-setting of goals to continue to support the Program Strategic Agenda

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