



Arts NSW Funding Program 2009

Negotiated Program Fund

Australia Dance Council – Ausdance Inc

Business Plan 2009-11

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Executive Summary

mission statement

To create, support and promote opportunities for dance in NSW and invest in its ongoing development.

goals

1. To champion innovation, creativity and diversity in dance
2. To advocate and demonstrate high standards of professionalism in the dance industry
3. To mobilise cooperation in support of dance development
4. To promote dance creation, presentation and participation
5. To promote the interaction of NSW dance within the national and international arenas
6. Ensure the stability and sustainability of the organisation

To achieve these overarching goals, Ausdance NSW has identified three key priority areas for 2009-2011, providing a focus for Ausdance NSW activity and valuable contribution to the broader Arts NSW objectives and policy directions for arts and cultural development. The Strategic Framework and program of activities, outlined in this Business Plan, reflects the outcomes of a comprehensive industry consultation, *Speak Up! Campaign* (Appendix 1), conducted by the Australian Dance Council - Ausdance NSW Inc in May 2008. The research study resulted in 175 total respondents with a 17.5% response rate and aimed to gather information to assist in defining the critical issues within the sector and establish urgent priority areas to be addressed.

The identified **key priority areas** for 2009 -11 are as follows:

- 1. Enhancing NSW Professional Dance Practice and Innovation**
- 2. Developing NSW Regional and Indigenous Dance**
- 3. Increasing the Profile of Dance in NSW and Audience Development**

Contemporary dance in NSW has reached a most critical stage. Maintaining the current levels of investment and provision of infrastructure for the small to medium subsidised dance sector will almost certainly result in static audience numbers, lack of opportunities for NSW artists, drain of the state's most talented professional artists and rapidly decreasing numbers of fully produced work and touring opportunities.

Acknowledging the sectors vast potential Ausdance NSW, as the peak professional body for dance in NSW, proposes to implement an innovative program that will immediately set about increasing the visibility of dance and establishing NSW as a contemporary dance hub. The Business Plan 2009-11 articulates five strategies to deliver effective outcomes informed by the broader strategic key policy directions of Arts NSW and the NSW state government.

Dance provides powerful opportunities for people to engage in the arts throughout their lives, supporting physical participation, well-being, cultural development and social harmony in communities.¹ The establishment of a Regional and Indigenous Dance Program is an important new initiative for the NSW dance sector and is a key focus for the organisation in 2009-11. Throughout 2009 Ausdance NSW will actively seek external project investment for the Regional and Indigenous program, through various funding avenues, to enable the development and delivery of this dance initiative in 2010 -11.

Ausdance NSW is well positioned to implement and achieve tangible outcomes for Regional and Indigenous dance development and aims to provide a vital and centralised network and infrastructure to develop and deliver the *Dance Connections Program – Regional and Indigenous Dance Strategy 2009-11* (Appendix 2). The Dance Connections Program will importantly support the engagement of Indigenous and non-Indigenous young people in regional communities with high calibre dance artists and regional arts leaders and mentors, create training and employment opportunities for regional and metropolitan artists, build

¹ NSW Department of Arts, Sport and Recreation Corporate Plan 2007-11, Corporate result 1: Stronger community cohesion and capacity and Corporate result 1: Improved health and well-being.

audiences for dance and educate youth in Regional NSW. Additionally, the program will deliver significant results contributing to the successful implementation of the NSW State Plan with particular reference to:

- Increased participation and integration in community activities.²
- More people participating in education and training through their life.³
- More people participating in the arts and cultural activities.⁴

Sourcing additional and external funding will be a key focus for the organisation, and in 2009 Ausdance NSW will launch a *Fundraising Program* aimed at improving industry capacity and providing an alternative income stream for identified Ausdance NSW programs and the sector by securing philanthropic donations, corporate sponsors and funds from appropriate foundations.

Results collated from the *Speak Up! Campaign* reflected the need for current research into the social and economic value of dance to provide a solid basis for future investment in the dance sector, especially the small to medium contemporary dance sector. Subsequently, Ausdance NSW will submit a proposal to Arts NSW to conduct this research project in partnership with Ausdance NSW and in consultation with the NSW dance sector. Additionally, Ausdance NSW has developed a suite of audience development initiatives outlined in Priority 3, aimed at increasing appreciation and participation in dance⁵, with particular emphasis on supporting regional dance development in 2010-11.

Ausdance NSW has provided leadership for the NSW dance sector and delivered landmark programs for more than 30 years and has received a static level of core funding of \$180,000 from the state government since 2003. In demonstration of its financial stability and its future commitment towards improved industry capacity and long term sustainability of the sector, the organisation achieved an accumulated reserve surplus of \$63,732 in 2007. This accumulated reserve surplus has enabled Ausdance NSW to attain a stronger position to develop an exciting innovative program of activities for 2009-11 informed by a comprehensive industry consultation.⁶

To achieve the subsequent increased levels of program activity in 2010 -11 for the Regional and Indigenous Dance Program as detailed in this Business Plan, Ausdance NSW will be actively seek the external funding amount of \$50,000 to enable the implementation of key Priority 2 (*Developing Regional and Indigenous Dance in NSW* (Appendix 2)). The 3 year strategic program will secure identified outcomes which will be recognised by the community as important, tangible contributions by government and Ausdance NSW to regional and indigenous dance development.

² NSW State Plan, Chapter 2 Rights, Respect and Responsibility Priority R4: 2006 p. 35.

³ NSW State Plan, Chapter 5 Growing Prosperity across NSW, Priority R4: 2006 p.99.

⁴ NSW State Plan Chapter 6 Environment for Living, Priority E8: 2006 p.135.

⁵ NSW State Plan Chapter 6 Environment for Living, Priority E8: 2006 p.135.

⁶ Ausdance NSW Speak Up! Campaign, May 2008.

Organisational History

The Ausdance Network grew out of a 1977 conference by leading dance artists and educators, who determined that the future of dance in Australia should be guided by understanding about the art form at all levels: political, economic, artistic, in communities and in education systems. At the time there was no organisation that embraced professional practitioners and dance educators, and all forms of dance and cultural diversity. Ausdance National worked to 'professionalise' the state networks across Australia through lobbying for funding, formalising policies and procedures and providing ongoing advice and support. In 1986 the state office of Australian Dance Council – Ausdance NSW Inc was supported by the NSW Ministry for the Arts.

Ausdance NSW is the peak professional body for dance in NSW. Over the last six years the organisation has evolved, establishing itself as a leader for the dance sector by developing infrastructure and partnerships, increasing opportunities for professional dance practitioners, and creating new opportunities for the dance sector across the state.

Ausdance NSW's own projects and program of activities continue to contribute to the professional dance environment through a range of initiatives. Landmark programs include:

- ***Critical Path***
- ***Western Sydney Dance Action***
- ***Outreach Educational Program***
- ***Northern Rivers Performing Arts Dance Action***
- ***Metro Moves***
- ***Australian Dance Awards***
- ***The Dance Space Residency Program***



Situational Analysis

internal situation

strengths

Ausdance NSW has identified the organisation's key strengths are in its credibility as a peak body and its role in leading on initiatives that support improved industry capacity and long term sustainability for the sector. The organisation has the facility to build fundamental strategic partnerships that bring new resources and additional funding avenues to the field and offers essential marketing capabilities to increase the profile and value of dance throughout NSW. Other strengths lie in a strong management and governance structure, staff members and the extent of corporate knowledge.

weaknesses and threats

Ausdance NSW has identified that for the state to compete effectively in talent attraction and retention, additional and external funding sources are required to build industry capacity and enhance NSW professional dance practice and innovation. This Business Plan reflects the need to focus our limited resources on establishing sustainable programs and foundations for future investment in the contemporary dance sector in NSW.

opportunities

With the raised profile of dance, through the recent programs such as *So You think You Can Dance* and *Dancing With the Stars*, a key opportunity exists to enhance the profile and professional practice of dance. Other opportunities are reflected in our articulated strategies and program of activities outlined in this Business Plan, but their effective delivery will depend on improved resources for the establishment of programs identified as an important element of the funding requested for 2009.

external situation

One of the most important external events to impact on the organisation and, in particular to the NSW dance sector, were recommendations made in the Report of the Review Panel into the NSW Cultural Grants Program in March 2008. Resulting from these recommendations, new guidelines for the NSW Cultural Grants Program identified key objectives and policy directions that have been clearly addressed in this Business Plan.

Other external issues which impact on the Business Plan include the election of a new Federal Government in 2007 and the 2020 Summit where relevant priorities were noted: arts education and the issues of health and obesity and Indigenous identity (*both addressed in Priority 2 Developing Regional and Indigenous Dance*). The economic and social issues of career development and sustainability in the arts are addressed in this Business Plan (*both addressed in Priority 1 Enhancing NSW Professional Dance Practice and Innovation*).

Target Markets

dance markets	breakdown	definition
practitioner		A person practicing a profession or art
ARTIST	Company member (E.g. Major Performing Arts)	Artist in full-time employment within the framework of a normal company structure
	Independent / Freelance	Artist choosing to work outside the framework or normal company structures
	Established	Mature aged dance artists with national/international recognition for their work
	Emerging	Professional, practicing artists who are in the early stages of their careers
	Young and Emerging	Artists is aged up to and including 26 years of age
	Choreographer / Director	Professional artist responsible for creating, developing and directing new dance productions
TEACHER	Educational Institutions (Tertiary, Secondary, Primary)	A professional who has been trained and explicitly educated on how to teach; one who delivers instruction
	Principal/Studio teacher	Private owner of dance school
	Freelance	Employed on a contract basis
	Facilitator/Educator	Qualified Certificate IV
STUDENT (AND PARENTS)	Tertiary/Secondary/Primary education	Qualified in these specific education sectors
producer/presenter		Individual or organisation whose business supports the production and touring of dance through administrative and promotional services⁷
ORGANISATIONS		Groups receiving annual, multi/triennial, project funding (Federal, State, Local) with the intent on producing dance works/seasons (Dance Board recipients, Performance Space, De Quincey Co.)
CULTURAL/COMMUNITY BASED ORGANISATIONS (and their members)		Community groups/venues whose business includes the programming and presentation of dance work.
INDEPENDENT		Producers contracted for specific projects/seasons

⁷ Australia Council (2004) Resourcing Dance: An analysis of the subsidised Australian Dance Sector. Pg 8.

VENUES		Venues whose business includes the programming or presentation of dance work (Eg. Sydney Opera House, CarriageWorks, Riverside Theatres)
consumer		
MEMBERS OF THE GENERAL PUBLIC		Audience; parents of dance students; members of the general public exposed to dance activities through presentation or education
DANCE ENTHUSIASTS		Fan, lover of dance (participant / audience of dance activity)
affiliates		
GOVERNMENT DEPARTEMENTS/ AGENCIES	NSW Ministry for the Arts; NSW Department of Education; Peak organisations (Music NSW, Regional Arts NSW, Museums & Galleries NSW)	Departments and agencies that are stakeholders to Ausdance NSW or have an affiliation with our products and services
FUNDING BODIES	Government/Private	A source of financial support
AUSDANCE NATIONAL PARTNERS/ALLIANCES	Tertiary Dance Council (Universities); National Library of Australia; Australian Sports Commission; AON Risk Services; Arts Peak; Council for Humanities, Art and Social Sciences (CHASS); National Affiliation of Arts Educators; World Dance Alliance (WDA); DanceUK; Dance USA; DANZ	Partners identified by Ausdance National in the development/presentation of programs and initiatives
ASSOCIATED PROFESSIONALS	Allied Healthcare/health Management (e.g. Physiotherapy)	Individuals working in a related profession, with strong affiliation to the dance sector
	Dance Writers/Critics	A person engaged in the analysis, interpretation and judgment of dance work
	Scholars/Academics	Teachers and researchers in the field of dance
	Arts Administrators/Managers	Individuals working in supporting roles to the creation of dance work/dance practice
	Related Creative/Artistic disciplines	Physical/Musical/Dramatic/Film Theatre; Stage/Costume/Sound design

Please also see attached Appendix 3: Marketing and Communications Strategy 2009-11

Strategic Framework 2009-11

Ausdance NSW has identified three major priority areas for the dance profession in NSW, supported by five strategies. The actions are further developed in the Program of Activities for 2009.

priority 1

ENHANCING NSW PROFESSIONAL DANCE PRACTICE AND INNOVATION

<p>PRIORITY 1 Addressing Arts NSW objectives and policy directions</p> <ul style="list-style-type: none"> • Supports individual professional and artistic development • Stimulates arts and cultural development in NSW • Contributes to innovation within and /or across art forms • Improves performance and production standards 	<ul style="list-style-type: none"> • Improves industry capacity and sustainability • Promotes and support Aboriginal arts and cultural activities • Promotes and supports arts in a culturally diverse society • Support regional arts development • Support for arts in Western Sydney
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strategy 1.1

provide programs and managerial assistance to support dance development

activity	outcomes	kpi's	timeframe
Deliver and expand the <i>Dance Space Residency Program (Appendix 4)</i> in metropolitan Sydney.	Provision of an increased number of affordable spaces for project development, rehearsals, showing of new work and work in development.	<u>B2</u> 6 residencies undertaken pa 7 residencies undertaken pa 8 residencies undertaken pa	2009 2010 2011
Work in partnership with Sydney Dance Company to deliver the <i>Standby Space Program</i> for independent artists.	Provision of appropriate and affordable dance facilities for the independent dance sector.	<u>A5.2</u> 10 artists receive free space per annum. 12 artists 15 artists	2009 2010 2011
Provide support in an auspicing capacity for the independent dance sector to apply for, receive and administer grant funding and deliver projects.	Efficient financial management of program and project government grants for NSW artists.	<u>B6.4</u> 3 grants administered for NSW artists. (Arts NSW, City of Sydney or Australia Council for the Arts). 4 grants 5 grants	2009 2010 2011

Development of a program season in partnership with Sydney Dance Company, <i>Dance After Dark</i> , (Appendix 5) providing independent artists and SDC members with a 'platform' for development and presentation of new work.	Strengthened profile and credibility for NSW as a contemporary dance hub.	B6.4 Advisory committee appointed and Program proposal completed. Funding sources and partner agreements finalised. B8.1 2NSW based choreographers commissioned 5 dancers employed	2009 2010 2010 2010
Hold consultations with state, federal and local government decision makers on a six monthly basis. Conduct face-to-face meetings with professional dance artists and collate information to assess industry needs and inform future programs.	Provide input to decision makers and offer leadership and <i>Industry Representation</i> . Improved communication with the sector and provision of a strong foundation for future program development.	C3 One presentation per annum to decision makers to outline industry needs and make recommendations. (e.g. Minister for the Arts)	2009 -11
Implement pilot <i>Fundraising Program</i> for Ausdance NSW to generate additional income. Deliver a Fundraising training seminar in partnership with Australian Business Arts Foundation for independent practitioners.	An additional source of funding for Ausdance NSW programs and, in particular, the small to medium dance sector. Provide opportunities for independent artists to secure additional income for projects.	B6.4 One Ausdance NSW program independently funded per annum A5.2 10 attendees at a dance dedicated industry function held with ABAF and Ausdance NSW.	2009 -11 2009

strategy 1.2

provide art form development and training opportunities for artists

activity	outcomes	kpi's	timeframe
Develop and deliver a series of short skills and development programs, <i>Basic Business Series</i> , supporting tertiary dance graduates and professional practitioners to include: grant writing, marketing, finance, contracts, insurance, business skills and fundraising.	NSW based artists gaining career management skills.	B6.3 4 short courses delivered in <i>Basic Business</i> per annum A5.1 10 attendees to the program A5.1 10% increase in attendees per annum	2009 -11 2009 2010 -11
Continue to advocate for the establishment of a world class tertiary dance performance course in metropolitan Sydney.	Establish a hub for dance education in metropolitan Sydney attracting local, national and international students, rivaling leading institutions in other states - QUT, VCA and WAPPA.	C3 Status report submitted to Arts NSW on recommendations from UNSW review.	2009
Provide marketing and administrative support for the	Increased employment opportunities for tertiary	B8.1 2 NSW based choreographers	2009-11

<i>Dance Compass (Appendix 6)</i> career development program, linking tertiary graduates across Australia with NSW based industry professionals.	graduates. NSW based choreographers gaining exposure to a pool of recent graduates.	commissioned to facilitate in the program per annum. <u>B6</u> 1 proposal to a foundation to be supported for Dance Compass per annum	2009-11
Deliver the <i>Master Series Program</i> attracting interstate and International facilitators.	Increased exposure for NSW dance practitioners to Interstate and International artists/companies.	<u>A5.1</u> 20 artists attend the Master Series per annum	2009-11
Deliver the <i>Contemporary Dance Classes program</i> for professional dancers.	Increased linkage of tertiary graduates and professional dancers with established NSW dance practitioners within a comprehensive training context.	<u>A5.1</u> Increase average class attendance to 10 per class with 10% increase pa	2009-11
Provide accredited training in the <i>Dance Connections – Training Component</i> for professional artists to deliver regional, educational and community based initiatives.	Increased employment opportunities for professional artists.	<u>A5.2</u> 10 artists to participate in the <i>Dance Connections</i> training program.	2009-11

priority 2

DEVELOPING REGIONAL AND INDIGENOUS DANCE

<p>PRIORITY 2 Addressing Arts NSW objectives and policy directions</p> <ul style="list-style-type: none"> • Supports individual professional and artistic development • Stimulates arts and cultural development in NSW • Contributes to innovation within and/or across art forms • Improves performance and production standards 	<ul style="list-style-type: none"> • Improves industry capacity and sustainability • Promotes and support Aboriginal arts and cultural activities • Promotes and supports arts in a culturally diverse society • Support regional arts development • Support for arts in Western Sydney
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strategy 2.1

establish a sustainable Regional and Indigenous Dance Program for NSW

activity	outcomes	kpi's	timeframe
Implementation of <i>Dance Connections – Regional and Indigenous Dance Program</i> : a sustainable Regional outreach dance program including: training program, 'artists in residence' for primary and secondary schools, Indigenous training and mentoring program, and community dance projects.	Solid regional dance program, creating employment opportunities for regional talent, building audiences for dance, educating youth, training for professional artists to deliver quality and sustainable dance programs.	<u>B7(1-7), B6.3, C3, C5</u> 2 'artist in residence' programs delivered in Regional NSW per annum	2010-11
		<u>B8.1</u> 3 regional artists employed in the program per annum	2010-11
		<u>B8.1</u> 1 professional artist from Western Sydney to participate in the training program per annum	2010-11
Appointment of a Program Manager within the organisational structure of Ausdance NSW to deliver <i>Dance Connections – Regional</i>	A well resourced program ensuring long term sustainability for Regional and Indigenous dance development throughout the state.	<u>C3</u> Dance connections program funding secured	2009

<p><i>and Indigenous Dance Program.</i></p> <p>Election of indigenous professional artists and tertiary graduates to participate in <i>Dance Connections – Regional and Indigenous Dance Program.</i></p> <p>Appointment of an Indigenous representative to the board of Ausdance NSW.</p> <p>Enhanced partnerships with stakeholders in regional areas to support the 3 year strategy.</p>	<p>Increased employment opportunities and career pathways for Indigenous artists and tertiary graduates.</p> <p>Delivery of appropriate culturally diverse programs.</p> <p>Increase dance development opportunities in Regional NSW and increased external funding sources for future programs.</p>	<p><u>B8.1</u> 1 indigenous artist to be employed in the Dance Connections program per annum</p> <p><u>C3</u> 1 Indigenous representative on the board of Ausdance NSW.</p> <p><u>C3</u> 1 new partnership developed for Dance Connections per annum</p>	<p>2010- 2011</p> <p>2010</p> <p>2010-11</p>
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priority 3

INCREASING THE PROFILE OF DANCE IN NSW AND AUDIENCE DEVELOPMENT

<p>PRIORITY 3 Addressing Arts NSW objectives and policy directions</p> <ul style="list-style-type: none"> • Supports individual professional and artistic development • Stimulates arts and cultural development in NSW • Improves industry capacity and sustainability • Promotes and support Aboriginal arts and cultural activities 	<ul style="list-style-type: none"> • Promotes and supports arts in a culturally diverse society • Support regional arts development • Support for arts in Western Sydney
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strategy 3.1

profile NSW dance and dance makers

activity	outcomes	kpi's	timeframe
<p>Continue to utilise and grow visitation to the Ausdance NSW website www.ausdancensw.com.au and online communication.</p>	<p>Improved communication and information sharing with the dance sector and wider community.</p>	<p><u>B4.3</u> 10% increase in website unique visits pa</p>	<p>2009-11</p>
<p>Publish and distribute fortnightly <i>e-newsletters</i> and build subscriber base.</p>	<p>Provides industry information and news and enables regular communication with the dance sector.</p>	<p><u>A7</u> 5% increase in e-newsletter subscriber base pa.</p>	<p>2009-11</p>
<p>Produce <i>Dance NSW online</i> magazine quarterly and grow circulation especially in regional NSW.</p>	<p>Provides a platform for critical debate and promotes and profiles artists/companies in NSW.</p>	<p><u>B4.3</u> 10% increase circulation in Regional NSW for Dance NSW online pa</p>	<p>2009-11</p>

strategy 3.2

promote the value of and increase participation in dance

activity	outcomes	kpi's	timeframe
<p>Funded research into the social and economic value of dance in NSW in partnership with Arts NSW and in consultation with the NSW dance sector.</p> <p>Collaborate and share resources with NSW state peak arts bodies on audience development research projects.</p>	<p>Solid basis for future investment in the dance sector, with particular emphasis on the small to medium contemporary dance sector.</p> <p>Cost effective audience data to support the dance sector in NSW.</p>	<p><u>B7, C3, B6</u> Research project development underway.</p> <p><u>C3</u> Attend 2 state peak arts meetings per annum.</p> <p><u>C3, B6</u> Develop collaboratively with state peak arts bodies, one project supporting audience development.</p>	<p>2009</p> <p>2009-11</p> <p>2010</p>
<p>Deliver Ausdance NSW initiatives such as <i>Dance Connections</i> and <i>Dance After Dark</i> ensuring community participation.</p>	<p>Increased appreciation, participation and audience numbers for NSW contemporary dance.</p> <p>Attract sponsors and philanthropic donations to support the development of the art form and promote the value of dance to the wider community.</p>	<p><u>C3, B7(1-7), B6</u></p> <p>One program or initiative that promotes increased appreciation and participation in dance to be independently funded and delivered.</p>	<p>2010-11</p>

Detailed Program of Activities 2009

priority 1

ENHANCING NSW PROFESSIONAL DANCE PRACTICE AND INNOVATION

strategy 1.1

provide programs and managerial assistance to support dance development

1.1 detailed program of activities 2009	actions
<p>Dance Space Residency Program The Ausdance NSW Dance Space Residency Program is funded by the City of Sydney and provides up to 11 weeks of studio time for selected dance artists to use in the development of work (creative development periods), development of their dance practice or the rehearsal and showing of work. Ausdance NSW members only.</p>	<ul style="list-style-type: none"> ⇒ Continue to deliver the program in 2009 in partnership with host venue. ⇒ Proposal for designated budget to provide appropriate award wages to successful artists in 2010.
<p>StandBy Dance Space Program This program is in partnership with Sydney Dance Company and offers free studio space at SDC studios on a stand-by basis. Members are emailed available studio times and recipients are selected via lottery. Ausdance NSW members only.</p>	<ul style="list-style-type: none"> ⇒ Launch the StandBy program and encourage dialogue with Sydney Dance Company and the small to medium dance sector. ⇒ Review processes and conduct regular evaluation of the program.
<p>Auspicing Assistance in administering government grants. Ausdance NSW members only.</p>	<ul style="list-style-type: none"> ⇒ Continue to develop appropriate systems to assist artists in program and project delivery.
<p>Dance After Dark Development of a program season in partnership with Sydney Dance Company, <i>Dance After Dark</i>, providing independent artists and SDC members with a 'platform' for development and presentation of new work. (program to source external funding)</p>	<ul style="list-style-type: none"> ⇒ Appoint advisory committee to develop program model with Ausdance NSW. ⇒ Actively seek funding sources and secure external funding support to deliver program. ⇒ Appoint appropriate creative producer and artistic personnel. ⇒ Develop a comprehensive marketing and media campaign raising the profile of participating artists and creating a media buzz for contemporary dance in NSW.

<p>Industry Representation Communicate with key decision makers on industry issues and needs and conduct advocacy campaigns when appropriate.</p>	<ul style="list-style-type: none"> ⇒ Hold consultations with state, federal and local government decision makers on a six monthly basis. ⇒ Conduct face- to- face meetings with professional dance artists and collate information to assess industry needs and inform future programs. ⇒ Communicate outcomes to the sector and invite comment from the sector.
<p>Fundraising Program Develop and implement pilot fundraising program to attract additional funding for Ausdance NSW programs and, in particular, the small to medium dance sector.</p>	<ul style="list-style-type: none"> ⇒ Develop campaign with specialist fundraising board representative. ⇒ Identify programs that offer scope to attract foundation, corporate sponsorship and philanthropic support. ⇒ Appoint fundraising sub- committee to drive fundraising campaign and maximize opportunities. ⇒ Work in partnership with Australian Business Arts Foundation to host networking and training opportunities for NSW based artists seeking additional philanthropic support.

strategy 1.2

provide art form development and training opportunities for artists

1.2 detailed program of activities 2009	actions
<p>Basic Business Series <i>Basic Business Series</i> is a series of short skills and development programs, <i>Basic Business</i>, aimed at supporting tertiary dance graduates and professional practitioners in: grant writing, marketing, finance and budgets, fundraising, contracts and insurance.</p>	<ul style="list-style-type: none"> ⇒ Develop program content and schedule annual series. ⇒ Contract presenters in relevant Basic Business Series: <i>basicBudgets</i>, <i>basicMarketing</i>, <i>basicGrantwriting etc</i> ⇒ Market program through Ausdance NSW communication channels. ⇒ Evaluate program and gain written feedback from participants.
<p>Advocacy Tertiary Dance Advocate for the establishment of a hub for dance education in metropolitan Sydney attracting local, national and international students, rivaling leading institutions in other states - QUT, VCA and WAPPA.</p>	<ul style="list-style-type: none"> ⇒ Provision of a status report addressing the recommendations outlined in the UNSW review of current course. ⇒ Conduct one face-to-face meeting with appropriate representative at UNSW in relation to the dance performance course. ⇒ Investigate holding a state summit for dance education.
<p>Dance Compass Ausdance NSW will work in partnership with independent project organisers to deliver a career development program for tertiary graduates presented as an annual program in Sydney.</p>	<ul style="list-style-type: none"> ⇒ Evaluate the 2008 program and incorporate outcomes into the 2009 program. ⇒ Develop Memorandum of Understanding and roles and responsibilities with organisers to ensure long term sustainability and effective delivery of the program. ⇒ Develop a comprehensive marketing campaign to profile the program and NSW

	<p>based contributors.</p> <ul style="list-style-type: none"> ⇒ Assist project organisers in sourcing external funding for the project working with ABAF.
<p>Master Series Program Master Series is an ongoing program presented by Ausdance NSW, designed to provide professional development opportunities for local professional dancers. Workshops are presented in a variety of formats and facilitated by interstate and international artists and companies.</p>	<ul style="list-style-type: none"> ⇒ Continue to program interstate and International facilitators. ⇒ Conduct regular evaluation of the Master Series to inform future programming. ⇒ Utilise Ausdance NSW communication channels to market program.
<p>Contemporary Dance Classes The Contemporary dance classes are held 2 days a week aimed at professional dancers and led by established NSW based choreographers.</p>	<ul style="list-style-type: none"> ⇒ Continue to conduct regular evaluation of the classes to determine needs of participants. ⇒ Program primarily local independent established artists and on occasion interstate and International guest teachers. ⇒ Investigate new appropriate venue to ensure longevity of program with key stakeholders such as Macquarie University and Sydney Dance Company.
<p>Dance Connections – Training Program A 10 day facilitated training program to provide independent artists with opportunities to broaden and contribute skills as teacher/artist and offer nationally –recognised accreditation to those who wish to pursue this option.</p>	<ul style="list-style-type: none"> ⇒ Appoint consultant to develop training program content and selection criteria. ⇒ Work with program partners to develop and approve content. ⇒ Call for proposals to professional artists to participate in the program. ⇒ Market and promote program to regional and indigenous networks. ⇒ Appoint selection panel and select participants. ⇒ Commission partners presenters for specialised training component. ⇒ Launch program and create media buzz throughout NSW. ⇒ Deliver, document and evaluate program. ⇒ Work with partners throughout 2009 and Ausdance National to establish nationally-accredited teaching course for independent artists and dance educators. (Ausdance Skills Set). ⇒ Provide the Ausdance Skills Set as a professional development program for independent artists, enabling them to work as accredited artists in schools. ⇒ Develop and make accessible a list of dance education resources.

priority 2 DEVELOPING REGIONAL AND INDIGENOUS DANCE

strategy 2.1 establish a sustainable Regional and Indigenous Dance Program for NSW

2.1 detailed program of activities 2009	actions
<p>Dance Connections – Regional and Indigenous Dance Development Program Implementation of <i>Dance Connections</i>, a sustainable Regional outreach dance program including: ‘artists in residence’ for primary and secondary schools, Indigenous training and mentoring program, and community dance projects.</p>	<ul style="list-style-type: none"> ⇒ Submit all applications to secure funding for the program in 2009. ⇒ Pending results of external funding applications: ⇒ Program planning, Phase One, liaise with program partners to finalise artistic program, budgets and delivery timeframes. ⇒ Finalise Artistic Program and establish evaluation mechanisms and documentation of projects. ⇒ Program delivery and evaluation. <p>(please also see Appendix 2 for full program details)</p>

priority 3 INCREASING THE PROFILE OF DANCE IN NSW AND AUDIENCE DEVELOPMENT

strategy 3.1 profile NSW dance and dance makers

3.1 detailed program of activities 2009	actions
<p>Dance in the Media This program provides opportunities for NSW based artists to become spokespeople for the dance industry.</p>	<ul style="list-style-type: none"> ⇒ Appoint three NSW based artists as ambassadors for the dance industry. ⇒ Identify milestones to create media buzz around NSW dance. ⇒ Secure media opportunities and profile NSW based artists as spokespeople.
<p>Ausdance NSW website ausdancenew.com.au is Ausdance NSW’s website, dedicated to keeping the dance community informed and providing a first point of contact for Ausdance to the general dance public.</p>	<ul style="list-style-type: none"> ⇒ Re-brand the Ausdance NSW website to reflect key priority areas of business for the organisation in 2009. ⇒ Continue to utilise the website as a vital communication tool and evaluation mechanism.
<p>Ausdance NSW e-newsletter The Ausdance NSW e-newsletter is distributed fortnightly to over 2000 subscribers. The e-newsletter includes industry news, special ticket offers and jobs and opportunities.</p>	<ul style="list-style-type: none"> ⇒ Continue to provide marketing opportunities to NSW based artists/companies with fortnightly news, offers and opportunities. ⇒ Work to increase subscriber base in Regional NSW.
<p>DANCENSW online magazine DANCENSW is the Ausdance NSW online magazine and is published quarterly www.dance.net.au.</p>	<ul style="list-style-type: none"> ⇒ Publish DANCENSW quarterly online and provide a platform for critical debate. ⇒ Ensure Regional and Indigenous dance is represented through profiling programs and artists involved. ⇒ Work to build distribution of DANCENSW online to Regional NSW.

strategy 3.2

promote the value of and increase participation in dance

3.2 detailed program of activities 2009	actions
<p>Research Study – Dance in NSW Funded research into the social and economic value of dance in NSW.</p>	<ul style="list-style-type: none">⇒ Submit proposal to Arts NSW to conduct a research study in 2009.⇒ Work collaboratively with Arts NSW to conduct and engage in a research project, providing a Solid basis for future investment in the dance sector, with particular emphasis on the small to medium contemporary dance sector.

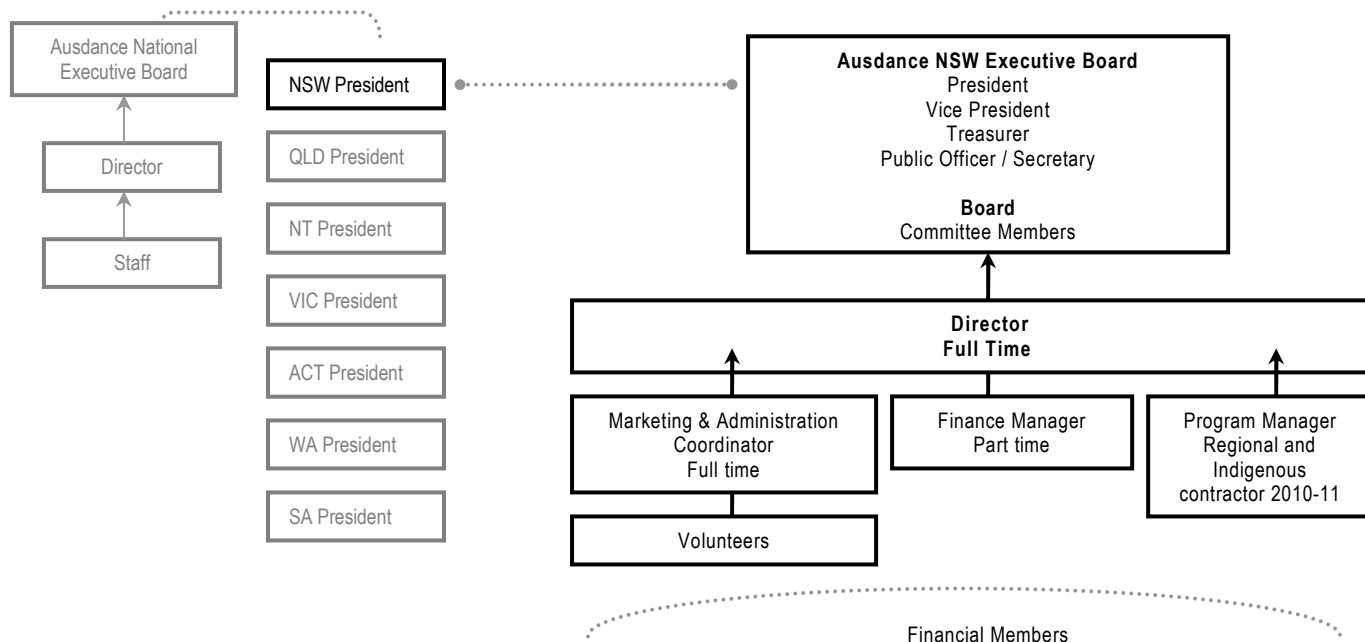
Strategic Partnerships

strategic partnerships – program activity		
cultural relationship	organisation	program
local government	City of Sydney	Dance Space Residency Program
federal government	Community Partnerships	Dance Connections Program
federal government	Australia Council for the Arts	Dance Connections Program, Dance Space Residency Program
federal government	Australia Business Arts Foundation	Fundraising Program, Basic Business Series
government agency	Department of Health and Ageing	Dance Connections Program
government agency	Arts NSW	NSW Dance Sector Review, Dance Made in NSW, Research Study into social and economic value of dance in NSW
government agency	Department of Education and Training	Dance Connections Program
resources co-operative	Sydney Dance Company	Dance After Dark, Stand By Program
venue	Queen Street Studio	Dance Space Residency Program
venue	Northern Rivers Performing Arts	Dance Connections Program
tertiary institute	UNSW	Dance Connections Program, Advocacy Tertiary Dance
tertiary institute	Macquarie University	Dance Space Residency Program, Contemporary Dance Classes
tertiary institute	NAISDA Dance College	Dance Connections Program, Dance Compass, Basic Business Series
philanthropy/corporate/sponsors	Dance Compass Organisers	Dance Compass
philanthropy/corporate/sponsors	Australia Business Arts Foundation	Fundraising Program
arts organisation	State Peak Arts Bodies	Research Study – Dance in NSW, Dance Connections Program - Music NSW - Museums and Galleries NSW - Accessible Arts - Arts on Tour - Local Government and Shires Association - Community and Cultural Development NSW
arts organisation	Accessible Arts	Dance Connections Program, Dance Made in NSW
arts organisation	Regional Arts NSW	Dance Connections Program, Dance Made in NSW
arts organisation	Regional Arts Development Offices	Dance Connections Program
arts organisation	Ausdance National	Dance Connections Program

Management and Governance

organisational structure

The presidents of each State & Territory Ausdance organisation form the Ausdance National Board



Australian Dance Council – Ausdance, one network, eight separate organisations

role of the board and governance

The Board of Ausdance NSW maintains a balance of new and experienced members, all of whom bring a perspective which builds the business and management capacity of the organisation and provides vital industry representation. Current Board members (Appendix 8) demonstrates their broad range of skills and experience and reflects the necessary artistic, legal, financial management, fundraising, business and government expertise. The Board meets six times annually and responds to discussion and reporting papers prepared by the Director of Ausdance NSW. Ausdance NSW prides itself on its inclusive culture. The staff and Board undertake an annual strategic planning day each year. The Chair facilitates board evaluation, to be measured annually by:

- Number of meetings attended.
- Level of contribution to programs undertaken by the organisation.
- Number of attendance at relevant dance events.
- At the conclusion of the year the board Chair conducts a self-evaluation with board members on the effectiveness of the meetings held throughout the year.

board members qualifications and expertise

name and position	qualifications	expertise	years on board
Prof Elizabeth More AM <i>Chair</i>	BA Hons 1 (UNSW) Grad Dip Public Mgt (UCQ) M Commercial Law (Deakin) PhD (UNSW)	Academic Director of Macquarie City Campus, Macquarie University Professor of Management, MGSM, Macquarie University. <i>Prior Experience:</i> Australian Universities Quality Agency Auditor President of the Australian and New Zealand Academy of Management & Australian Communication Association Professional dancer Board member Sydney Dance Company and NIDA Board member	Elected 2007
Neil Adams <i>Treasurer</i>	B.Bus (Accy) LLB FCPA CIA FIIA MAICD	Director, Adams Consulting & Training Pty Ltd <i>Prior Experience:</i> Senior roles in government and private sector General Manager, Transfield Holdings/Asia	Elected 2007
Pamela Edwards <i>Public Officer</i>	BA / LLB	Legal consultant specialising in the investment funds management industry within Europe.	Elected 2007
Peter Leunig <i>Committee Member</i>	Bachelor Pathology and Music (UWA)	Executive Director of Institutional Advancement, Macquarie University.	Elected June 2008
Emma Saunders <i>Committee Member</i>	Bachelor of Arts (Dance) Grad Dip Ed (Dance/Drama) (UWS)	Choreographer The Fondue Set Tertiary facilitator - dance	Re-elected June 2008 for second term (2 years)
Rebecca Taylor <i>Committee Member</i>	Bachelor of Social Science (BSoc Sc) Macquarie University, Sydney Certificate IV in Training and Assessment – TAA40104	Policy Review Officer, Sydney Opera House <i>Prior Experience:</i> Professional Dancer	Elected June 2008
Dean Walsh <i>Committee Member</i>		Robert Helpmann Scholarship recipient Renowned Choreographer, Dance and Yoga practitioner	Elected 2007

(Please also see attached Appendix 8: Board Biographies)

Risk Management Plan

dimension	identified risk	level of risk	control measures/strategies
External	Change of Arts NSW funding policies	High	→ Regular meetings with Arts NSW.
	Change of Government	Low	→ Regular meetings and consultation with Arts NSW, Ausdance National and Australia Council.
Financial	Loss of triennial funding	Medium	<ul style="list-style-type: none"> → Ensure timely reporting and fulfill acquittal requirements. → Continuous disclosure to key funding partners of significant staff and strategic changes or results. → Six monthly meetings with key decision makers and funding partners. → Ensure participation when key funding partners consult on changes to strategic directions.
	Failure to secure additional funding to deliver new programs	Medium	<ul style="list-style-type: none"> → Reconfigure plan to deliver what is possible within existing resources. → Market programs to compatible government departments. e.g. Education, Health. → Partnerships formed to deliver programs.
	Decrease in membership/income generation	Medium	<ul style="list-style-type: none"> → Produce marketing collateral to promote membership benefits to the sector. → Develop and implement programs that generate additional income. → Implement the Fundraising program.
	Liability claim against the organisation	Medium	→ Implement internal controls and strategies. Regular communication and feedback mechanisms in place with the community.
Operational	Termination of lease	Medium	<ul style="list-style-type: none"> → Ongoing dialogue with landlord → Review lease contract termination requirements and renewal options.
	Inability to effectively complete key projects/services	Medium	<ul style="list-style-type: none"> → Regular progress meetings. → Develop contingency plans. → Develop a robust business plan.
Staff & retention	Inability to maintain skilled staff to deliver specialist areas of the Business Plan	Medium	<ul style="list-style-type: none"> → Provide access and flexibility to professional development opportunities. → Maintain wages parity with appropriate Public Services levels.

			<ul style="list-style-type: none"> → Provide new opportunities for staff development. → Bi- annual performance reviews for staff.
	Resources required to recruit and train new staff members	Medium	<ul style="list-style-type: none"> → Detailed handover procedure manuals prepared.
	Cost of updating and upgrading technology/office equipment	Medium	<ul style="list-style-type: none"> → Ensure sufficient funds are budgeted for maintaining up-to-date office technology. → Ensure staff has sufficient training to manage new technology. → Monitor new products that may contribute to efficiency.
Government & succession	Board member turnover	Medium	<ul style="list-style-type: none"> → Annual Board performance review → Monitor qualifications of the board to ensure there are no gaps in skill base → Ensure that skills are utilized in aspects of the organisation's business.
	Resources to recruit new board members	Low	<ul style="list-style-type: none"> → Continual dialogue with Australian Business Arts Foundation for board recruitment.
	Liability claim against the organisation and potential reputation impact	Medium	<ul style="list-style-type: none"> → Regularly monitor insurance policies and adjust to reflect organisation's current activities.
Branding	Lack of brand recognition from the wider dance community	Medium	<ul style="list-style-type: none"> → Monitor effectiveness of Marketing Plan and adjust strategies accordingly. → Ensure Ausdance NSW profile is maintained in all programs undertaken.