



more stories  
to more people  
in more relevant ways

# STRATEGIC PLAN SUMMARY

## twenty twenty

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PHOTO: Hello, Goodby, Happy Birthday; Roslyn Oades & Collaborators; IMAGE: Amy Brown

# Who Are We?

01

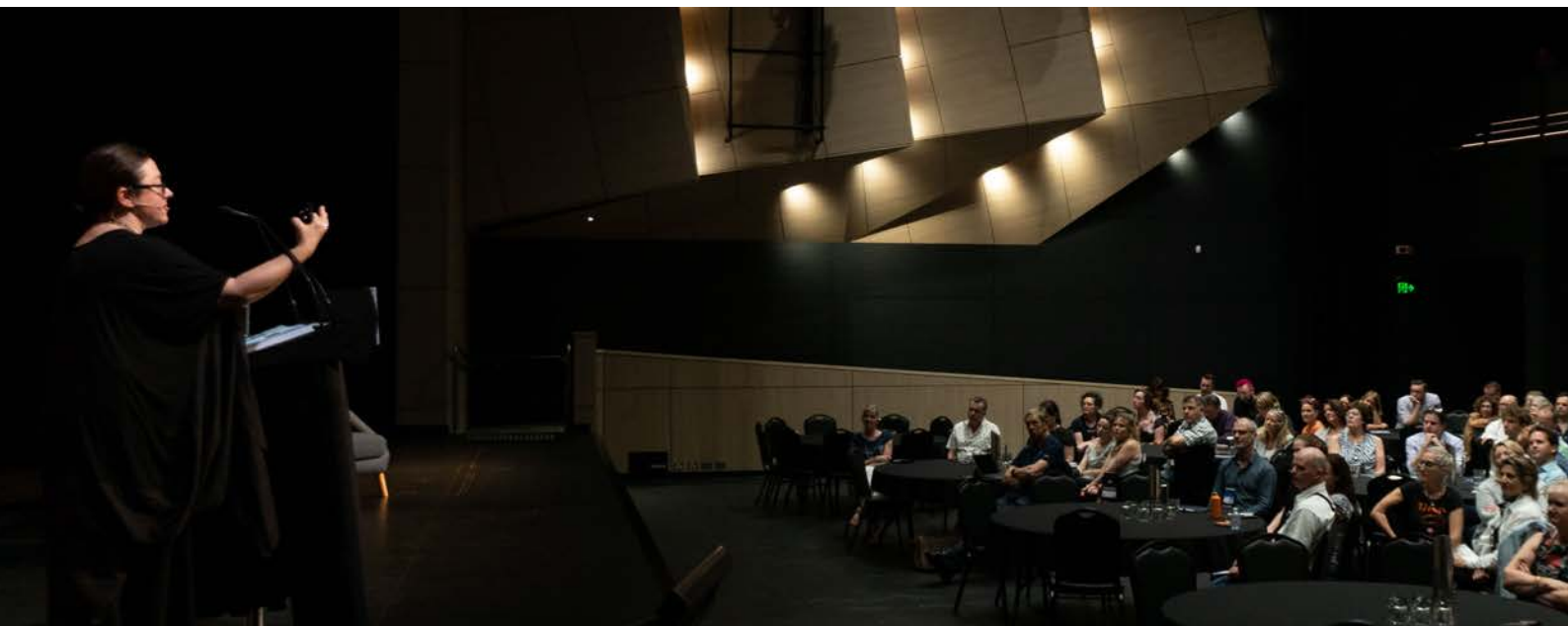
We're a national membership association that's been around for over 30 years. We have about 250 arts organisations as members including producers and presenters.

We focus on providing leadership, building capacity, and connecting the industry.

One of the main things we do to achieve this is to run an annual conference and national market that brings together around 400 arts leaders.

## 3 Year Target

To drive earned revenue to create a sustainable association which can deliver effective services to its members, without reliance on government subsidy.



# 02

## Purpose, Vision, Values...

### PURPOSE

To unlock the potential of performing arts presenters and creators to transform and expand opportunities for audiences across Australia.

### VISION

All Australian communities are connected to stories that shape and reflect their lives, their culture and the places in which they live.

### VALUES

We are collaborative, fearless, progressive and inclusive and we act with integrity in everything we do.



# 03

## Roles...

### 1 CONNECTION

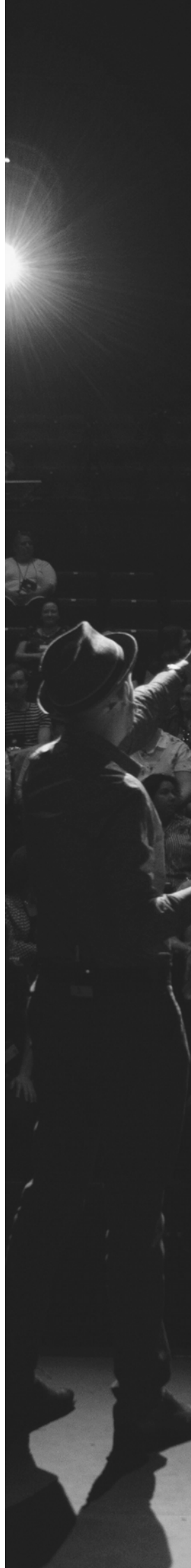
We connect performance makers and presenters to create shared understanding, collective impact and mutually beneficial outcomes that support and extend the presentation and mobility of performing arts activity.

### 2 LEADERSHIP

We identify members' key issues and set the agenda to progress those issues, both independently and through collaborative action with strategic allies. We represent the value of our members, and promote the value they contribute to community well-being and cultural identity.

### 3 BEST PRACTICE DEVELOPMENT

We provide information for our members and the industry to develop best practice in presenting and audience development.



# 04

## ...& Goals

**1** To lead the development of touring systems and associated market development in the subsidised performing arts sector.

Positively influence the outcomes of the national touring scan to support the implementation of the TTS.

Enable the development of audiences by driving courageous, diverse programming across artforms, voices and scale.

Broaden attendance of, and drive engagement between, performing arts makers and presenters at the annual PAC Conference & PAX (renamed APAX).

**2** Build the network and mutual respect, and develop best practice, for performing arts presenting.

Provide a year round learning and development program, consistent with the APAX theme.

Deliver and facilitate engagement with the benchmarking dashboard, and build survey participation.





# 05

## ...& Goals

**3** Be a valued and respected authority for the subsidised performing arts sector.

Maintain effective working relationships with key national and state-based sector organisations.

Undertake applicable and relevant research which directly benefits members.

Participate in national strategic sector initiatives (eg policy discussions and submissions).

Drive new and more earned revenue through aggressive marketing of valued and attractive PACA services.

**4** Be a strong and sustainable organisation.

Strengthen critical human resources.

Organise and mobilise the PAC Australia 'family' (members, Board, stakeholders) to increase loyalty, conference attendance, membership, and support.

Strongly market APAX.

Strengthen leadership through a brave, forward-looking Board.



# 06

## Strategic Map

