

# 2023-2024 Business Plan.



211a Wills St  
Hampsted  
Ashburton

Phone 03-3072010

Fax 03-3082665

Mobile 0274168299

Email

[admin@asheventcentre.co.nz](mailto:admin@asheventcentre.co.nz)

Website [www.ateventcentre.co.nz](http://www.ateventcentre.co.nz)

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## Executive Summary

### **VISION:**

**AEC: The Event And Performing Arts Hub of the District**

### **Goals & Objectives:**

- 1. AEC is valued and actively supported by the District.**
  - We understand our community and strive to meet their live performance needs
  - Our community know what facilities and services AEC has to offer as a performance, conference and meeting venue
- 2. We operate with professionalism to drive the Event Centre forward.**
  - We foster mutually beneficial relationships with our key stakeholders
  - We ensure the facility evolves to meet future needs
  - Our staff continue to be pivotal to our success
- 3. We host outstanding entertainment for the community.**
  - Local community groups utilise AEC
  - We are recognised as a top-class venue by touring promoters
  - We continually seek to enhance the service we provide

#### **4. AEC is renowned as a great venue for meetings and conferences**

- Our local business community think of us first for meetings and events
- We work with the local stakeholders to attract conferences

## **Introduction**

Now in its 14th year, the Ashburton Event Centre formerly the Ashburton Trust Event Centre opened its doors on the 8<sup>th</sup> May 2008. The name was changed following a rebranding of the former Ashburton Trust who have a ten-year contract on the naming rights. It is a true success story for not only the instigators of the project, but also the community of Ashburton who have proved numerous times, that if you really want something, and can prove the benefits of it to the community, you can succeed in having your dream realised.

Born out of the necessity to have a performing arts venue in town, a small group of proactive, community minded individuals and the Ashburton Operatic Society began what was to be a ten-year project, to plan for, and implement the construction of what is now a world class venue that has received applause from those who have been fortunate enough to perform or host an event here.

Numerous times it sat on a knife edge between success and failure, but with true determination and the tremendous support of the community, major donors, and the business sectors of Mid Canterbury, we now have a venue that has been praised by such international stars as Dame Malvina Major, Simon O-Neil and Gerry Marsden (Gerry and the Pacemakers), The Ten Tenors and Kevin Bloody Wilson. It is from their endorsements and word of mouth we can now boast an occupancy rate that would be the envy of many regional venues throughout New Zealand.

This is truly a community venue, built by the community, for the community.

Owned and operated by the **Ashburton Performing Arts Theatre Trust**, the Event Centre was established to service the performing Arts sector of the community by providing them a modern up to date facility capable of hosting an audience of a suitable for the district and fitting within the construction budget restraints. The Event Centre was designed as a multi purpose venue with the ability to host conferences, meetings, and trade shows as well as stage-shows and related performing arts. It incorporates the latest in Sound, Lighting and Audio-Visual equipment and has complete in house catering services.

Situated just an hour's drive South of Christchurch International Airport, its location is ideal for the conference market where the delegates wish to be away from the distractions of the main centres in an idyllic rural setting. Situated within the township of Ashburton, it is a short distance to the CBD and has accommodation providers within a short walk.

#### **Foyer Areas**

Upon entering via the main entrance, you will immediately notice the large foyer areas. Complete with bar and catering facilities, these areas are suitable for entertaining clients or maybe having preshow drinks with friends and family prior to attending one of the many performances.

The acoustics are well suited to the smaller music ensembles whether it be vocal or instrumental with room for up to 100 people.

#### **O-Reilly Auditorium**

The 500 seat O-Reilly Auditorium has a twelve-metre-wide Proscenium-Arch and a nine-metre-deep stage with the ability to add another three metres by raising the Stage Thrust to stage level.

The stage thrust can also be lowered to form an orchestra pit suitable for 15 members.

It has a 48-line fly tower and a full selection of stage drapes and lighting bars.

A comprehensive range of Sound, lighting, data projectors, and technical equipment are available on site along with technical assistance to operate.

Seating options include the ability to remove rows A to row F giving you a flat floor option suitable for tables and chairs or a variety of other events.

The close proximity and exceptional sight lines make this an ideal venue for the intimate performance, rock concert or conference.

Back stage has four well-appointed dressing rooms, a Green room with kitchen facilities, two showers and four toilets. Laundry facilities are also available in the loading dock area.

#### **Bradford Room**

Suitable for the medium size function the Bradford Room has been designed with the business meeting, annual general meeting, seminars and promotional meetings in mind.

Located on the first floor with stair and lift access, the Bradford Room is situated in a quiet area of the building.

It can be accessed through the main foyers which lead in from the car park or from a separate outside entry door.

Its décor, seating and sound system are of a very high standard and it has air conditioning for your comfort.

Sound and lighting equipment, data projectors, lectern, microphones and whiteboards are all available on site.

A small servery kitchen is attached and has dummy waiter service from the commercial kitchen on the ground floor.

A bar is available and operated by the venues contract caterer. Toilet facilities are available on this level.

### **Green Room**

The Green Room is the ideal place for that brain storming session or smaller board meeting. Its sprung floor lends itself well towards a dance studio or rehearsal space. Complete with its own Kitchen facilities, seating and tables it is a low-cost solution to finding a quiet location with no disturbances

### **Venue Access**

A drive through car parking area is situated immediately behind the Event Centre. A loading dock door allows access to stage level from the car park and is at a suitable height to suit most trucks.

### **Other Amenities**

The Event centre has a large inventory of lighting and sound equipment available for hire and experienced technicians to assist with set up.

A personnel lift is available for focusing lights and other equipment.

Wireless internet is available throughout the building and can be arranged for multiple users.

## **The Ashburton Event Centre in Our District**



### **Key Stakeholders-**

1. **Performing Arts Groups**
2. **Education Providers**
3. **Business, Conference**
4. **Community Wedding, Funeral**

**Performing Arts** – are essential to the wellbeing of any community. It develops a means for people to express themselves vocally, dramatically and instrumentally. It provides a place for the community to have social interaction and creates the opportunity for discussion at many different levels.

Mid Canterbury has an incredibly strong performing arts sector that allows the opportunity for those interested to acquire skills in their chosen area of the performing arts. It provides a solid platform for the development of an individual's confidence and skills, while providing the necessary support and mechanisms for them to progress through the varying areas and levels of performance, to the point where they may progress to tertiary level education and eventually a career within the industry.

**Big Little Theatre Company** – Established in 2005, it has developed into a very reputable training organisation for those aged from seven through to eighteen to develop their Dramatic performing arts skills. Not only does it provide training from some of the best local performing arts teachers, it makes use of the teaching resources available from the likes of Court Theatre in Christchurch. Annually they will stage at least two shows within the community. The AEC is used weekly by the Jace Drama group who provide training in performance to the 7-18 age groups

**Mid Canterbury Children's Theatre** - The Mid Canterbury Children's Theatre Inc has a number of aims.

- 1) To foster and encourage opportunities for the furtherance of theatre skills and stage craft amongst children aged seven to seventeen in the Mid Canterbury region.
- 2) To foster and encourage self-confidence and self-esteem amongst children aged seven to seventeen in the Mid Canterbury region by providing opportunities for the children to learn theatre skills and stage craft.
- 3) To promote and/or hold live theatre productions involving children in the Mid Canterbury region.
- 4) To generally promote good fellowship, friendliness and understanding among all members of the Society and between the Society and the community of Mid Canterbury.

**Variety Theatre Ashburton (Ashburton Operatic Society)** – Established 1960. VTA provides a stepping stone for those wishing to further develop the performing skills. They annually stage one major show using professional directors and usually the better-known musicals e.g. Joseph, Jesus Christ Superstar, Grease etc with a greater capacity to stage big budget shows over longer seasons. They were instrumental in developing the Ashburton Event Centre and continue to be a backbone for us.

AEC provides the technical management of all VTAs AEC based productions, including stage plans, hanging plots, lighting designs and light plotting.

**Mid Canterbury Summer Singing School** – This year will be their twelfth season with us after originally performing in the Ashburton College Auditorium. Following a desire to lift the productions to an even higher level, producer, director and well-known singing tutor Jo Castelov decided that with the Event Centre's expertise, she could improve on what was already a very popular programme with waiting lists for attendance.

**Community Based Dance Studios** – Dance Worx and Julie Hawke School of Dance are also regular users of our venue. Julie Hawke holds an annual Christmas Highland Dance performance while Dance Worx performs excerpts from their years training. The Local Highland Dancing organisation holds annual regional dance competitions and from time to time hosts the national competitions.

**Opportunities** – Exist to continue to advise and assist local community-based productions to ensure they make the best use of the facilities and can see the true value in holding their production at the Event Centre.

Looking for opportunities to involve the local performing arts and cultural organisations in local productions that serve a need e.g., school holiday periods, ANZAC, Christmas.

## **Education Providers**

**Education** – Our encouragement of the local schools to make better use of the venue and its facilities is now starting to come to fruition.

**Ashburton College** - currently holding their annual Yr13 College Ball, competitions and their end of the year 12 & 13 prize giving at the Event Centre.

**Christian School and Longbeach School** – Annual Productions.

**Primary School Music Festival** - is an annual fixture on our calendar.

**Ashburton Intermediate, Wakanui, Tinwald and Longbeach School** for their end of year assembly.

**Opportunities** - to continue to work closer with the schools and provide assistance to their performing arts co-ordinators when staging their productions.

Establish a theatre technician training opportunity. Discussions have been had with the Ashburton College in regards to on the job training for students in pursuing this path.

### **Business, Conference, Meeting**



A growing number of local and national businesses use our venue for conferences, trade shows and day meetings. We also work with them when they require technical support at other venues around the district.

They use a variety of rooms from large meetings in the O-Reilly Auditorium to day meetings in the Bradford Room. Most will require some form of catering and on occasions will require bar facilities.

**Opportunities** – To continue to develop relationships with conference organisers and business groups.. There is the opportunity to develop this sector of our business further with targeted marketing. We currently have a presence on a number of websites including the Event Venue Associations and the Experience Mid Canterbury website.

This however relies on conference organisers to have already made the decision to come to Ashburton where they are now looking for suitable venues.

It does not promote the district as a conference destination with some of the best facilities in the country.

This would require additional funding in order to develop a marketing programme. It needs to be kept in mind, what our capacity is to host additional conference events in what is already a very busy calendar. Three major (3day) conferences of up to 250 people should be our target and marketing investment should be comparable to achieving this number.

### **Community Wedding, Funeral, Fundraising**

Having successfully hosted a number of weddings, we continue to promote the venue for weddings. These are held in the auditorium after the removal of the seat bleachers. The stage area is silk lined and can be themed to suit the client's requests. We believe we are a comparable option to the use of a marquee but with more options to deliver an event that is individual and unique for the client's special



day.

Due to our seating capacity of five hundred, and ability to show audio visual with a quality sound system, we have now hosted a number of funerals.

A number of fundraising events have now been held at the event centre, all receiving positive feedback from the organisers.

#### **Opportunities –**

To promote our ability to host weddings and other celebratory functions.

Having successfully hosted weddings and having obtained photos for marketing, we can now show the possibilities and provide testimonial as to the suitability of the Auditorium for such events.



#### **Current position.**

The use of the Event Centre has grown hugely with community events now accounting for approximately 60% of venue bookings. The effects of Covid are still being felt through the industry with promoters still risk adverse. There has also been a major change in the workforce with a huge number of technicians leaving the industry across the country. The Event Centre has also been affected with both our experienced technicians with a combined service of fourteen years, leaving us in 2022. We have since been able to replace one technician and will shortly begin advertising for another in what is a very depleted market.

We now have a core base of promoters who continue to bring a variety of performances to us, as well as approaches from promoters from Australia who are looking for venues to tour through.

When these periods are added to the annual bookings from the local performing arts community groups e.g., Variety Theatre Ashburton, Mid Canterbury Children's Theatre and Big Little Theatre Company, a strong base is being developed around which other bookings can be placed. This gives some certainty to the venue hire looking forward.

A steady increase in functions and live performances over recent years has been halted currently due to Covid and a general feeling of uncertainty amongst promoters. This should be a short-term problem with a recovery predicted over the next twelve months.

### **Competitive advantage**

The Event Centre operates in five distinctly separate areas.

- Patron Base Mid Canterbury (Ticket Sales)
- Entertainment, Live and Cinema
- Conference and Meeting.
- External Service and Equipment Hire
- Bar and Catering Service

The Event Centre operates its own Box Office with ticket sales processed through the Patron Base Ticketing system.

This allows us to set our own insider and outsider charges. I consider this to be very important for a community-based venue with a huge number of community events taking place. It allows us to negotiate fees suitable to the individual.

We are also actively looking towards selling tickets to other local events held outside our venue with the advantage of them being available through our online platform 24hrs a day and seven days a week..

### **Our advantages.**

- It is stipulated within our venue contract, that all ticketed events held within the Event Centre, must sell their tickets through our web-based ticketing system.
- Regular shows within the Event Centre results in a greater awareness our ticketing platform and brand.
- Ownership of the data base belongs to the Event Centre, allowing us the opportunity to market directly to these client's, events of similar genre as they may have attended in the past.
- The ability to set fees as determined by us and the ability to negotiate a fee structure.
- We can design the ticket print locally in conjunction with the client.
- Simple contract structure and the ability to have tickets on sale the same day.
- Web Site – [www.asheventcentre.co.nz](http://www.asheventcentre.co.nz).
- Subsidised advertising of the client's event through our marketing contracts and Upcoming Event advertisement in the local paper and on the radio.
- E-newsletter and promotion to our ever-increasing data base with Early-bird offers and Group/Member discount offers.
- Promotion through our Facebook page.

Our data base will be ever increasing and a very important part of our future marketing plan.

A considerable amount of work is needed to make this information more user friendly by breaking it down into those clients who have attended particular performance genres. There is little point in marketing a rock band to someone who has attended every Ballet and NZSO concert.

### **Growth plan**

- Continual approaches to promoters to tour through our venue.
- Partnership deals with promoters on touring products.
- Increased capacity to service outside hire requests for equipment and expertise.
- Theatre Student Ambassadors, designed to promote live theatre to their peers.
- Corporate Networking functions on stage. Stage dressed/themed.

I believe as our district grows, so will our audience base. There is a continual number of first-time attendees coming to the theatre, many from outside the district and commenting not only on the shows but also the venue.

Word of mouth is also increasingly putting us in touch with new promoters with new product.

Our ability to provide quality service and amenities to conference and meeting delegates is also providing us with positive testimonials for our product.

Every business has different expectations from a conference venue. We may not be the cheapest venue in town, but I believe our venue and services justify this. We do however have the ability to cater for the more budget minded client.



## Financial Stability

The Ashburton Performing Arts Theatre Trust is extremely grateful to the following funding organisations who we rely heavily on to provide financial assistance .

Ashburton District Council:

Lions Foundation:

Trust Mid-South Canterbury:

Braided River Community

Business Partners: Heartland Bank, EA Network,

**Ashburton District Council** - A major contributor to the financial success of the Event Centre, an application to the Ashburton District Council for funding to assist with the operational costs of running the Ashburton Event Centre is made annually. This requires APATT to enter into a Service Level Agreement that gives detail into the level of services supplied and the outcome expected by the ADC. This document is available for viewing.

Service	Standard Targets	Measure
Ensuring the Ashburton Trust Event Centre facility complies with all legal requirements regarding the building and its operation.	Complies with Building Act 2004 and Food & Safety Act 2012 requirements	Building warrant of fitness achieved Health licenses maintained
Developing and maintaining effective relationships with local performing arts organisations.	10 events produced by AEC	Number of events produced by AEC
Developing and maintaining effective relationships with local, regional and national entertainment promoters.	20 bookings for national touring shows	Number of national touring shows booked at AEC
Promoting the venue to potential local, regional and national users of the facility.	130 community events each year 55 conferences/ meetings each year	Number of community events each year Number of conferences/meetings booked at AEC

Lion Foundation – has long been a supporter of the Ashburton Performing Arts Theatre Trust. An annual application to the Lions Foundation is made for the repair/replacement of vital technical equipment that ensures the Event Centre remains up to date with changes to technical equipment and resources.

Business Partners – A core group of Business Partners has been established with the aim of contributing funding into a Trust Account that can be distributed to local, non-profit. community performing arts organisations to assist them with covering the costs of using AEC and the technical expertise they can offer.

## Business Planner

The following planner lays down goals and objectives with a time frame for their completion.

### GOAL 1

**Goal 1 – AEC is valued and actively supported by the Ashburton District**

Objective 1 – AEC is valued and actively supported by the District	Responsibility	Time Frame	Completed By
<b>Tasks</b> <p>Short = 1 year                      Medium = 2-3 years Long = 4+ years</p>			
Develop a Sponsorship relationship with a major business supporter. <ul style="list-style-type: none"> <li>Seek a major sponsor who will become a sponsor for the procurement of a set number of AEC sourced events per year.</li> <li>Develop a sponsorship proposal that offers the sponsor a marketing opportunity for their business while supporting the performing arts within our community.</li> </ul>	Roger/Casey	Short	On going

Objective 2 – Ensure our community know and understand the facilities and services offered by the Event Centre in the key areas of live performance, conference and meeting, wedding and funeral.	Responsibility	Time Frame	Completed By
<b>Tasks</b>			
Review our marketing plan annually, once community needs are understood. Evaluate the needs of the community by understanding – <ol style="list-style-type: none"> <li>Preferences for the genre of live performances.</li> <li>Size and type of conference most likely needed from within our community and at a regional level.</li> <li>Work with funeral providers to develop an effective policy on funeral Services and the various options and rooms available.</li> </ol>	Roger	On going	1.6.2020
Implement and review the marketing plan as set by budget.	Roger	Annually	
Meeting Room and catering options are developed/revised to give user choice. <ul style="list-style-type: none"> <li>Revue catering menus and suppliers to ensure maximum efficiencies are maintained</li> <li>Develop Package deals that incorporates venue hire, catering options and Technical services.</li> </ul>	Roger Casey	Continual	
Fees and charges schedule are reviewed. <ul style="list-style-type: none"> <li>Evaluate where we currently sit in the market in regards to our hire and service fees in all categories.</li> <li>Review guidelines for Joint Venture proposals to offer promoters another option for venue hire.</li> <li>Revaluate the actual cost of opening the doors and the various levels of service we provide while maintaining a professional service.</li> <li>Review community rates.</li> </ul>	Roger	Continual	
A focus is made to hold events that encourage all residents to feel part of the AEC family. E.g., Cultural, Sporting, Hobby Groups. <ul style="list-style-type: none"> <li>Develop a list of all community cultural, sporting and hobby groups.</li> <li>Look for opportunities to assist cultural, sporting and hobby groups to make use of the Venue.</li> </ul> Cultural – Newcomers Group. Develop annual Christmas Around the World Concert. Cultural Performance groups. Sporting – Prize Giving, end of season functions, AGM, regional	Roger	Continual	

meetings.  
Hobby Groups – Demonstration Days, Workshops, Craft Shows.

**Goal 2** – A totally professional approach is taken towards all events hosted by the Event Centre in an effort to maintain a very high standard of performance/event. Develop a brand/image people can rely on to be a quality/professional event every time.

<b>Objective 1</b> - To ensure the Venues facilities and technical infrastructure keeps pace with trends and developments within the industry.	<b>Responsibility</b>	<b>Time Frame</b>	<b>Completed By</b>
<b>Tasks</b>			
Develop a hire department that is suitable to the needs of the community and promote to outside users. Promote our ability to provide professional Sound and Audio-Visual equipment and services for events outside of the Event Centre.	Roger Farr  Continuing to develop Hire Department	Ongoing	
A Facility management plan is developed which ensures future upgrades are budgeted for. <ul style="list-style-type: none"> <li>Investigate our current ability to deliver a high level of Technical ability and where we will be in one, two, three-year time</li> <li>Maintain an up-to-date replacement/upgrade schedule.</li> <li>Investigate funding options e.g., Grant applications, budgeted in council grant.</li> </ul>	Roger Farr	Short	1.12.2023
Ensure that within our financial ability, technical equipment stays current with developing technology within the industry. <ul style="list-style-type: none"> <li>Attend ETNZ meetings bi annually to learn and see changes within the industry that relate to technology advances, health and safety requirements.</li> </ul>	Roger Farr  Technician		Continual

<b>Objective 2</b> - Foster mutually beneficial relationships with key stakeholders.	<b>Responsibility</b>	<b>Time Frame</b>	<b>Completed By</b>
<b>Tasks</b>			
Facilitate a closer working relationship with the many performing arts groups in the district. <ul style="list-style-type: none"> <li>Instigate a meeting with key Performing Arts Groups with the aim of developing a platform where by the organisations can work closer together to shear in trained operators, lighting sound equipment and theatrical experience/advice from those who have experience within the industry with an aim of reducing production costs.</li> <li>Provide ongoing training opportunities for voluntary personnel to become qualified in operating the technical systems at the Event Centre</li> </ul>	Roger		On going
Six monthly meetings are had with key council staff to develop mutual understanding of ATCs direction and performance.	Roger		Continuing

<b>Objective 3</b> – Our staff continue to be pivotal to our success	<b>Responsibility</b>	<b>Time Frame</b>	<b>Completed By</b>
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Tasks			
Professional development opportunities are pursued for staff in their area of expertise. <ul style="list-style-type: none"> <li>Investigate and enrol where appropriate in newly developed NZQA training for technicians.</li> <li>Investigate training opportunities for administration to develop in their role e.g. MYOB, small business management.</li> <li>Food and Beverage training (Host Responsibility &amp; Safe Food Handling) provided to all F&amp;B staff</li> </ul>	Roger Farr		On going
Employees feel involved in the operation and decision-making process. <ul style="list-style-type: none"> <li>Continue with weekly meetings and work closely with bar and catering operations, technical and administration staff to encourage input.</li> <li>Where possible implement suggestions or apply to budget for future development.</li> <li>Provide feedback regularly on progress and advise reasons for not having progressed with suggested initiatives.</li> </ul>	Roger Farr	Short	On going
Evaluation of staff roles is undertaken periodically. <ul style="list-style-type: none"> <li>Continually monitor staff roles and look for opportunities for roles to be developed further where experience and expertise has demonstrated an ability to take on more responsibility for the betterment of staff satisfaction within their role and the overall operation of the Event Centre.</li> </ul>	Roger Farr Regularly work in each department and observe operations and staff levels		On going
Volunteers are supported and involved in decision making processes that affect them in their roles.  Volunteer Roles –  Back stage Lighting Sound Staging Wardrobe Gardening and Maintenance Front of House Ushering. <ul style="list-style-type: none"> <li>Ensure all volunteers are compliant and are aware of all Health and safety policies.</li> <li>Provide support to Front of House Manager in their role of organising the volunteers.</li> <li>Provide assistance in obtaining new volunteers.</li> <li>Ensure all volunteers feel appreciated and rewarded.</li> <li>Provide opportunities for regular feedback from our volunteers.</li> <li>Continue to look for and train new volunteers.</li> <li>Provide appropriate uniform and ensure dress standards are adhered to.</li> <li>Continue to enrol volunteers who wish to support our venue in the various areas of operation.</li> </ul>	Roger Farr  Meet with volunteers on a regular basis to address any issues.		On going

### GOAL 3

**Goal 3** - To assist to the best of our ability in the development of outstanding entertainment for the community

Objective 1 - Local Community groups utilise AEC	Responsibility	Time Frame	Completed By
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Tasks			
NFP Community groups are made aware of the AEC grant fund application.	Roger Farr		Ongoing
AEC offers outstanding support, advice, and industry related training to local organisations			
Offer support and guidance to community organisations who wish to use the AEC.			

#### **GOAL 4**

**Goal 4 – AEC is recognised as Mid Canterbury's best venue for hosting meetings and conferences.**

Objective 1 - Our local business community think of us first for meetings, trade shows, conferences.	Responsibility	Time Frame	Completed By
Tasks			
Develop, implement, and review a marketing plan specific to the conference and meeting market at a local and national level, targeting the up to 200pax size event.	Roger Farr	Medium	completed

**Goal 5 – Investigate Options for funding that enables AEC to maintain our technical capabilities.**

Objective 1 - To raise sufficient funds to enable us to remain up to date with our technical capabilities	Responsibility	Time Frame	Completed By
Tasks			
To look for opportunities to produce performances where the goal is to provide funding in support of the venue and facilities, we currently offer			
<ul style="list-style-type: none"> <li>Rock N Pop – continue to work with Jo Castelow to provide for and stage an annual production for an adult cast.</li> <li>Anniversary Productions e.g., Anzac, Paddy's Day, Christmas.</li> <li>Arts on Tour Performances.</li> <li>Joint Venture proposals</li> <li>Applications to Lion Foundation, Braided Rivers Community Trust, Community Trust Mid/South Canterbury</li> </ul>	Roger Farr	Medium	Ongoing

#### **Threats to Achieving Results**

It is essential the annual grant received from the Ashburton District Council continues in order to maintain the level of services currently provided. Any reduction in this grant, can only be made up by a reduction in staff levels and/or the increase in income from venue and services hire. A reduction in staff levels will ultimately lead to a reduction in the services provided and our ability to implement initiatives.

Successful funding applications to other organisations are needed in order to implement the proposed educational programmes and to increase our abilities in the technical areas of sound, lighting, and audio-visual equipment.

There is also a fine balance needed in programming the number of performances per month/year and at particular times during the year.  
The community's ability to fully support the large number of performances, currently on the calendar, can be stretched.

### Core values

- To establish an audience following who recognises and has trust in the quality of the performances, and increases the number of people who engage in the performing arts at all levels.
- To provide services that not only meets, but exceeds both conference organisers and promoters' expectations, for the level of service in a regional venue.
- Provide a clean, fully operational venue to touring groups with experienced technicians available to assist in all areas of performance.
- Promote touring shows through our own marketing channels and assist promoters by advising of marketing opportunities.
- Assist conference organisers in all areas of their event and assist in advising on accommodation and outside activities in conjunction with Ashburton District Tourism.
- Provide educational opportunities in all aspects of the performing arts.

The ethos of our staff and organisation is to provide, exceptional services and opportunities that allow for the community to become engaged in the performing arts at a community level, as well as provide a venue for the performing of national and international acts at affordable prices. We have a **whatever it takes attitude** to the requirements of hirers and will assist them in all areas, to ensure the best possible result is achieved.

### Credibility and risk reduction

By ensuring the quality of the events held at the Event Centre are of the highest standard and are at ticket prices that relate to the level of the performance, we will begin to build a positive brand image that gives our clients confidence that the performance or event they are investing in, is value for money.

A close working relationship with promoters enables us to give an indication on appropriate ticket prices for the proposed production. By doing so, we can reduce the risk to our clients of disappointment from substandard performances or over-priced shows.

We aim to be a credible regional venue that can provide the most up to date facilities for the entertainment industry and for the conference and meeting market.

## 4. Team and management structure

### Key Staff

Manager (40+ hrs)

#### Responsibilities

- Oversee and maintain an effective and motivated team of four full time and one part time staff plus addition casual staff in roles of cleaning and Food and Beverage.
- Maintain close relationships with all clients.
- Provide advice and assistance to community groups wishing to hold events.
- Provide leadership and offer advice to staff in all areas of operation.
- Maintain an effective budget and operate within these boundaries.
- Provide timely feedback and reports to Council, Management Board and Performing Arts Trust.
- Provide quotes on venue and services hire.

Administration (40hrs)

#### Responsibilities

The administrator is responsible for the efficient running of the Box Office Sales incorporating the Patron Base Ticketing System and all the requirements from within. They will assist with preparing promoter contracts and settlement reports, end of month creditors/debtors accounts, PAYE, sort daily mail, bank both AEC and Ticket related banking, respond to booking enquiries, maintain confectionary supplies and



all other duties as requested by AEC management including assisting in function room set up and cleaning.

#### Head Technician (40 hrs)

##### Responsibilities

The head technician is responsible for fully managing and ensuring the safe and efficient running of the AEC 'back of house' for clients that hire the facility for events and services. They must also ensure they are 'coordinated with' and work as a 'team player' across all functions of the AEC to ensure the well-being and productiveness of the AEC as a whole. The position requires the appointee to be available 24/7, but particularly always available during conferences and events of all types, or by agreement with the venue manager have made alternative arrangements.

#### Technician

The Technician is responsible for supporting the head technician in a learning role developing the skills necessary to become a competent technician capable of working in a team or on his own. They will assist in the efficient running of the Box Office Sales incorporating the Ticketing System and all the requirements from within. Bank both AEC and Ticket funds, maintain confectionary supplies and office stationery. Carry out House Tech duties including overseeing pack-in/pack-out by venue clients. Arrange function set up and liaise with clients regarding technical issues and all other duties as requested by ATEC management.

#### Bar/Catering (Casual)

We currently have five casual bar and catering staff who are available to staff business and performance events that require bar and or catering services.

There are three people who currently hold their bar managers licence and it is intended that all staff become certified in safe food handling.

#### Marketing (Part Time)

Develop an effective marketing plan that fits within budget in conjunction with management. Maintain relationship with all media outlets, foster and engage with local businesses to build beneficial relationships for both parties. Organise event marketing. Maintain accurate database and Social Media presence. Look at future options for promoting the venue and events.

#### Staff Training

All staff members are currently qualified for basic first aid and we have two staff members and six volunteers qualified as Fire Safety Officers.

A budget of \$9000 has been allowed for the programming of future staff training.

Progress has been made in the development of a training programme by EVANZ in association with Skills Active and NZQA.

#### **Management systems**

- Code of Compliance Manual (Volunteers)
- Code of Compliance Manual (Paid staff)
- Health and Safety (Reporting)
- Health and Safety (Accident Register)

- Health and Safety (Audit Report)
- Administration Library
- MYOB & Ace Payroll

#### MANAGEMENT/STAFFING DIAGRAM

