

VILLA ALBA MUSEUM INC

A case for the development of a *Centre of Excellence in Decorative Arts and Heritage Practice* at Villa Alba

Prepared for the Villa Alba Museum Committee of Management by Lateral Projects and Development Pty Ltd

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1.0 Executive summary

Villa Alba Museum Incorporated has undertaken the task of determining the long-term purpose and functionality of the Villa Alba property and collection, in an ultimately sustainable way that will ensure its ongoing conservation and engagement with the public.

Villa Alba is a building with no equal in Australia for the quality and significance of its interior decorations, murals and paintings. This interior and its potential is the key to the strategy proposed in this document, in developing a unique cultural asset, a gift for future generations.

Years of tireless work and effort by the Committee of Management has already been contributed to the restoration of the Villa Alba property, collection and to fundraising in general. This document seeks to pave a way to build on the many aspirations for the future of this building and its extraordinary interiors.

The purpose of this document is to present a unique organisational model and business case for the development of Villa Alba through an innovative, achievable, and sustainable process. The model for Villa Alba's development generally reflects the Committee's existing aspirations for Villa Alba, specifically with respect to the overriding purpose for Villa Alba's development as set out by the Committee of Management, being "*to ensure the protection of Villa Alba's cultural and heritage value for future generations*".

The business case for a ¹*Centre of Excellence or innovation in Decorative Arts and Heritage Practice* for Villa Alba (the *Centre*) has been informed through extensive consultation with the Committee of Management as well as external institutions and individuals whom have provided the inspiration, content and requirements for this plan.

The document sets out the following:

- The guiding principles for the development of Villa Alba (being the key guidelines driving this business case).
- An initial vision statement for the development of a *Centre of Excellence in Decorative Arts and Heritage Practice*.
- Key business requirements for a *Centre of Excellence in Decorative Arts and Heritage Practice* in order to ensure future sustainability.
- Proposed core business activity based on business requirements.

¹ The name of the Centre describing Villa Alba as an organisation is a subject of debate. The principle that should be upheld is that Villa Alba should be a Centre incorporating conservation, public access, and commercial revenue opportunities through innovation and interpretation of the 'collection' (interior decorations of the house). The proposal outlined in this document could easily be adapted to a different name / brand than that proposed here, providing that the guiding principles and key business requirements are maintained.

- A delivery plan outlining key objectives, strategies and outcomes required for the short, medium and long term development of Villa Alba as a *Centre of Excellence in Decorative Arts and Heritage Practice*.
- Proposed organisational model for the development and initiation of a *Centre of Excellence in Decorative Arts and Heritage Practice*.
- Proposed financial model and indicative budget for the development and initiation of a *Centre of Excellence in Decorative Arts and Heritage Practice*.
- An indicative action plan detailing the initial process proposed for the development and initiation of the *Centre of Excellence in Decorative Arts and Heritage Practice* over the first fifteen months.

The concept for a *Centre of Excellence in Decorative Arts and Heritage Practice* and the associated structure and core business activity proposed in this document is a proposal only, as developed by the consultative process undertaken. It is anticipated that the exact name, shape, purpose and content of Villa Alba in the future will be further refined and articulated based on the Committee's final consensus regarding this proposal as well the outcomes arising from actions undertaken (as recommended in this business case) for the initial start up phase of the *Centre*.

In the short term, the development of Villa Alba will seek to set the grounding for development of a new *Centre*, develop key projects and programs in line with the proposal for the *Centre*, build strategic partners with cultural organisations and educational institutions, develop an independent revenue raising arm through commercial hire whilst continuing the conservation of the interior.

The ultimate success of Villa Alba for the future relies on the development of a sustainable and innovative model, that will engage a variety of 'audiences' through meaningful and proactive projects and programs. Equally, the Board must reflect the drive, passion and expertise required for the new model – in order to ensure and advocate for Villa Alba's long term sustainability.

This document sets out the transition plan for Villa Alba, from its current status to a new *Centre* by way of: identification of key business requirements and core functions, an action plan for transition and implementation reflecting identified goals and strategies, supported by an indicative budget showing an achievable project delivery target over a three year period.

2.0 Purpose of this document

As detailed above, this document presents an option for the development of Villa Alba in a way that will enable the engagement of new audiences, create opportunities for revenue raising and funding, contribute to the building's future sustainability whilst enabling the gradual conservation of Villa Alba.

Indeed, this proposal notes the conservation of Villa Alba as a key opportunity in itself, for engagement of audiences through the development of key projects and programs.

This document is intended to be used as a transition plan for Villa Alba's current Committee of Management, towards establishing a new Centre. It is noted that the exact nature of this Centre is still to be determined and agreed by the Committee of management, however, the recommended approach outlined in this document could easily be adapted provided the key revenue opportunities are not compromised – as this is key to the proposal's success and ongoing sustainability.

3.0 Key recommendations arising from this plan

- 3.1 The guiding principles are adopted and agreed by the Committee of management.
- 3.2 That the vision and establishment of a Centre be clearly defined by the Committee of Management and an agreed direction adopted. (It is noted that a clear direction is set out in this document).
- 3.3 The proposed business requirements and core functions for the new *Centre* be further developed into project opportunities, in line with the action plan identified. (Refer to interpretative opportunities listed in attached A for examples).
- 3.4 The key outputs identified under each business requirement are agreed and expertise sought to develop and deliver these outcomes.
- 3.5 The organisation and governance structure proposed for transition be implemented, and that the current Committee continue to act as guardians of this national treasure, for future generations.
- 3.6 The action plan outlined in this document be implemented, in accordance with the indicative budget.

4.0 Key statements

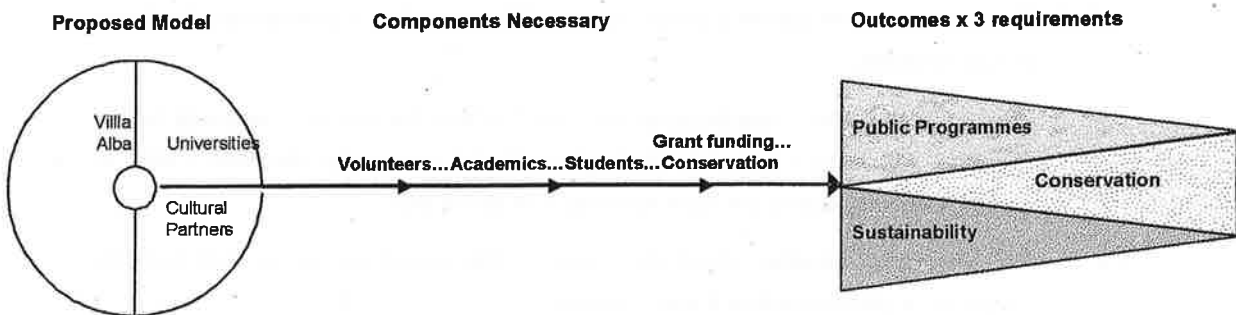
4.1 Guiding principles

The Villa Alba Museum Inc Committee of Management has identified the following principles that have guided the development of this business case:

1. Villa Alba sustainability is dependant on conservation, restoration and preservation and interpretation for future generations. This is dependant on the ability of the second guiding principal;
2. To establish continued public interest and access to the Villa Alba is fundamental for its long terms sustainability and provides the vehicle for;
3. Sustainable revenue streams ensuring Villa Alba's independence and innovation
4. The above principles are reflected by the dynamic composition of the organisation, expertise and most importantly its governance to realise the agreed Vision.

4.2 Vision

The Vision for Villa Alba overlaps these guiding principles with the collection of Villa Alba and informs the establishment of a *Centre of Excellence in Decorative Arts & Heritage Practice*.



In the big picture, it is intended that the principles of conservation (based on the Burra Charter) will inform and guide the application of Villa Alba as a *Centre of Excellence in Decorative Arts & Heritage Practice* through interpretation of its decorative content (the collection) and associated practical applications in both a historical and contemporary context.

Interpretation and conservation provides the content and direction for the development of cultural projects and public programming for Villa Alba as a *Centre of Excellence in Decorative Arts & Heritage Practice*.

5.0 Core functions, key business requirements and outputs

In order for Villa Alba to be sustainable for the future, it needs to have a public interface – in that it needs to engage with new audiences.

The challenge of developing a Villa Alba that interacts with new audiences can be met through the proposed *Centre of Excellence*, as this model paves the way for development of an organisation that that engages with volunteers, academics, students and the wider community, through a variety of dynamic strategies and outcomes, for example:

- *a library /collection resource centre;*
- *a facility presenting seminars / workshops / lectures;*
- *initiation of research projects in decorative arts;*
- *alignment with a conservation / history curriculum stream;*
- *interpretative exhibitions and events;*
- *development and presentation of the interiors (Villa Alba's core collection).*

The *Centre of Excellence in Decorative Arts and Heritage Practice* sets out three key business requirements with the purpose of developing multidisciplinary projects through collaboration – that will use Villa Alba as a **core component** of research, interpretation and presentation of public programs as well as the development of a collection working within the parameters of the guiding principles as set out by the Committee of Management.

The key business requirements are as follows:

Business requirement 1:

Cultural & Public Programming based on the interiors of Villa Alba – the collection)

Core functions proposed:

- Educational Resource Centre – with identified programs, projects and partners
- Stakeholder Interest and Partnerships
- Open Houses
- Seminars, Lectures, and Workshops
- Exhibitions
- Events
- Friends of VAMI
- Competitions
- Commercial
- Educational
- Room Hire
- Business Partnerships
- Promotion through public programs

Business requirement 2:

Conservation techniques and interpretation (based on the interiors of Villa Alba – the collection)

Core functions proposed:

- Interpretation
- Adaptation
- Maintenance
- Restoration
- Preservation
- Reconstruction

Business requirement 3:

Foundation & partnership development (based on the interiors of Villa Alba – the collection)

Core sources proposed:

- Government
 - Grants and Fellowships
- Philanthropic
 - Private Donations
 - Grants and Fellowships
- Educational Fund
- Friends of VAMI Membership
- Commercial
- Educational
- Room Hire
- Business Partnerships
- Public programs

The three business requirements represent core business activity, goals and outputs that might look like the summary table outlined below, in the short to medium term (1- 2 yrs) (by way of example only):

Key outputs: Cultural & Public Programming	Key outputs: Conservation techniques and interpretation	Key outputs: Foundation & partnership development
<ul style="list-style-type: none"> • Identify key heritage, cultural, and educational partners – through overlaying the interpretive opportunities and strategic directives with relevant curriculum / programs / organisations. This will also assist in the establishment of likely funding partners. • Ensure that Villa Alba's restoration activities are integrated into public programs that look at conservation techniques and history interpretation that celebrate the estate's significance and history linking to contemporary thoughts and dialogue through exhibitions, open days, and other public forums. • Development of a marketing and communications strategy that identifies launches / events that showcase the products, projects and programs unique to Villa Alba as a Centre of Excellence. • Seek funding from the Community Support Fund for marketing and research to brand and establish positioning of the Centre of Excellence in Decorative Arts and Heritage Practice. 	<ul style="list-style-type: none"> • Development of a staged plan for the restoration of Villa (over a medium – long-term period). • Identification and implementation of major restoration packages and linking them both academically and technically with the educational curriculum. • Define other opportunities in development of a collection that compliments the core collection – Vila Alba interiors) 	<ul style="list-style-type: none"> • Identify appropriate funding partners and develop links – in particular through educational opportunities. • Identify 3 key projects that reflect the strategic directives being conservation, public interest / access and revenue streams. • Utilise rooms in Villa Alba for seminar hire as part of the Centre for Excellence in Decorative Arts. • Align with philanthropic organisations that are focused on educational excellence within the cultural sector.

6.0 Organisation and governance structure proposed for the Centre

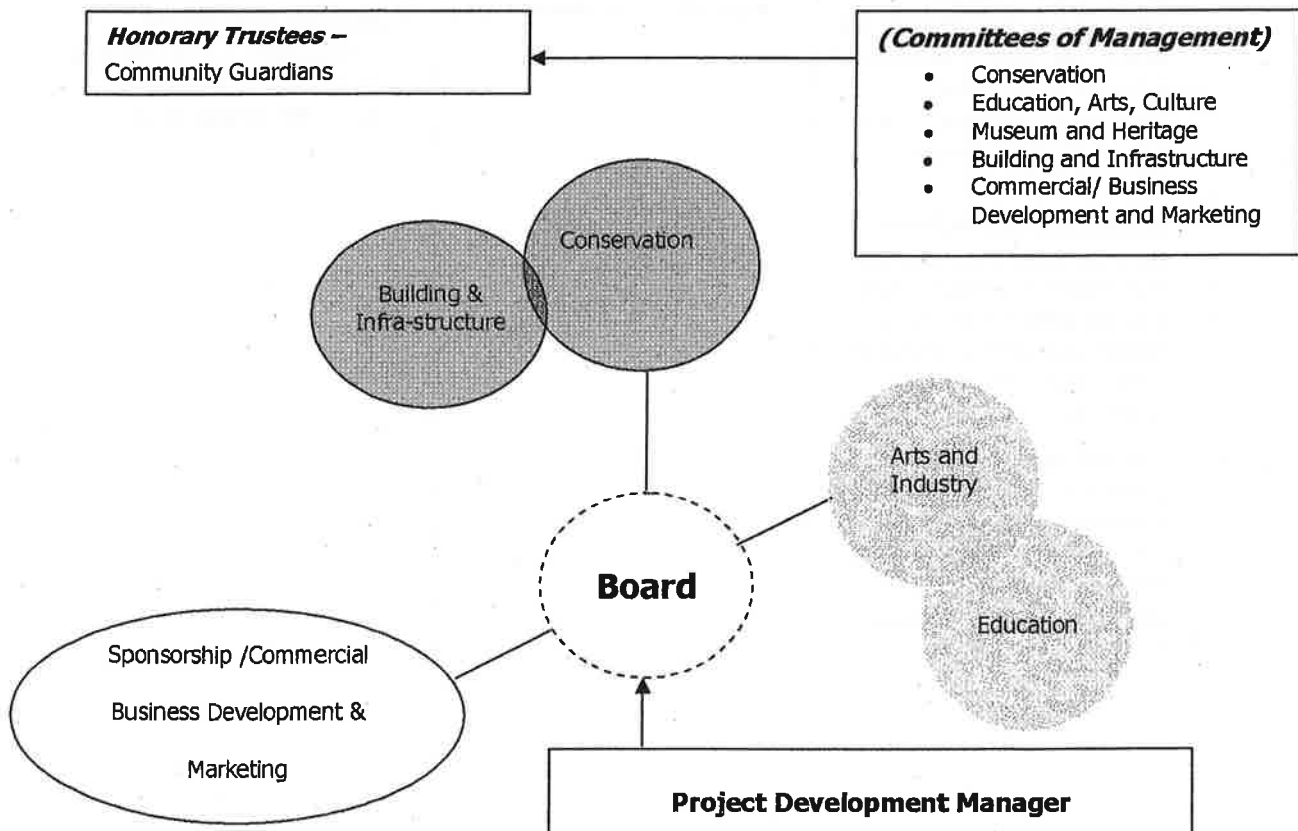
The proposed organisational and governance structure outlined below has been developed to as a structure that will facilitate the transition and development phase of Vila Alba towards the strategic directives and vision identified in this document.

Irrespective of whatever form and direction Villa Alba eventually takes, it is imperative that the governance structure and Board are not compromised.

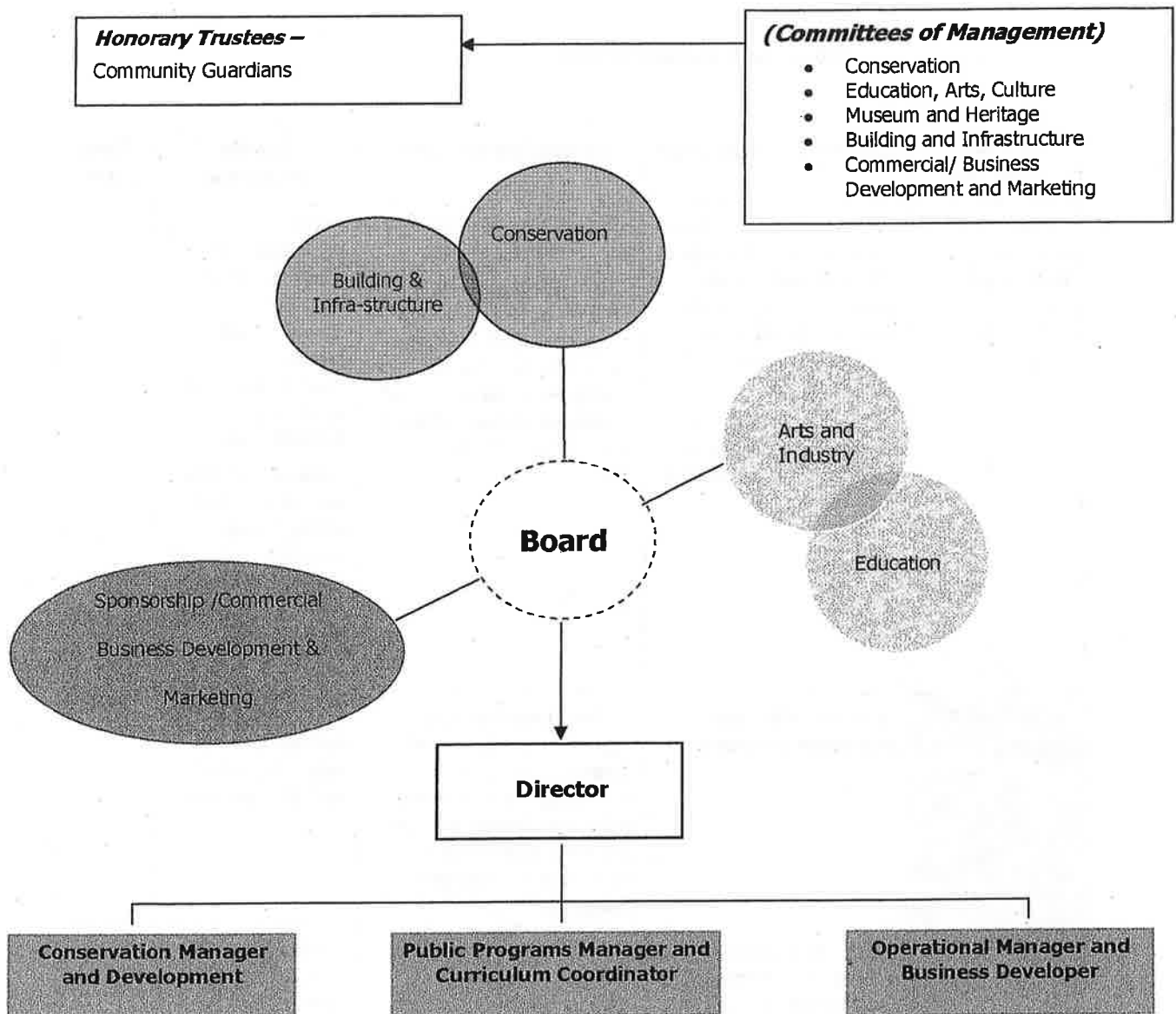
The Board should reflect the strategic directives of Villa Alba's new organisation in both expertise and ability to develop cultural and industry partnerships. Accordingly, we have created a mechanism by which the current Committee of Management can champion this transition.

It is proposed that the current Committee be transferred to the position of Honorary Trustee or Guardian for the purpose of providing moral guidance only to enable the board to make necessary decisions and provide project leadership to the sole (proposed) employee whom would be the development manager responsible for establishing the short to medium term directives and core business activity. This employee would require experience in establishment of processes and projects.

Short - Medium Term (Transition)



Medium – Long Term



- Oversees technical and academic staff concerning all conservation issues.

Public Programs:

- Exhibitions
- Public Access
- Resource Centre
- Lectures, Seminars, Workshops
- Membership Programs

Curriculum Developer:

- Fine Arts
- Decorative Arts
- Public Art
- Conservation
- Museums and Heritage Studies

- Financial and Business Development
- Maintenance of the House and other relevant content
- General Administrative Duties

7.0 Delivery plan

7.1 Identified goals and strategies

Strategic directive	Short term objective	Identified strategy	Outcome / Indicator	Time frame
Conservation, restoration, preservation and interpretation	<ul style="list-style-type: none"> - Prioritise the restoration and maintenance needs to Villa Alba, aligned with revenue raising / public program opportunities such as room hire, exhibitions etc. - Establish Centre of Excellence in Decorative Arts and Heritage Practice. 	<ul style="list-style-type: none"> - Develop a staged plan for the restoration of Villa. - Seek funding from the Community Support Fund for marketing and research to brand and establish positioning of the Centre of Excellence in Decorative Arts and Heritage Practice. 	<ul style="list-style-type: none"> - Realistic restoration plan completed aligned with revenue raising / public program opportunities such as room hire, exhibitions etc. - Branding of Villa Alba as the Centre of Excellence in Decorative Arts and Heritage Practice, based on strategic business plan. 	1-3 years
Public interest and access	<ul style="list-style-type: none"> - Link Villa Alba with educational excellence. 	<ul style="list-style-type: none"> - Identify key heritage, cultural, and educational partners – through overlaying the interpretive opportunities and strategic directives with relevant curriculum / programs / organisations. 	<ul style="list-style-type: none"> - Build relationships and opportunities with educational and other partners. 	
Sustainable revenue streams	<ul style="list-style-type: none"> - Ascertain a reliable revenue stream through philanthropic, educational (educational, government grants), and internal (memberships, room hire) means for development of key projects and acquisition of key resource required. 	<ul style="list-style-type: none"> - Identify appropriate funding partners and develop links – in particular through educational opportunities. - Identify 3 key projects that reflect the strategic directives being conservation, public interest / access and revenue streams. - Utilise rooms in Villa Alba for seminar hire as part of the Centre for Excellence in Decorative Arts. 	<ul style="list-style-type: none"> - Build relationship with funding partners. - Attract funding for development of key projects identified, including required resource. 	

Strategic directive	Medium term objective	Identified strategy	Outcome / Indicator	Time frame
Conservation, restoration, preservation and interpretation	- Commence staged restoration of Villa Alba in line with established priorities.	- <i>Identification and implementation of major restoration packages and linking them both academically and technically with the educational curriculum.</i>	- <i>Staged restoration of Villa Alba underway, with programmed public access to parts of the building.</i>	
Public interest and access	- Establish Villa Alba as a hub of excellence in the decorative arts and conservation of heritage buildings.	<p>- <i>Ensure that Villa Alba's restoration activities are integrated into public programs that look at conservation techniques and history interpretation that celebrate the estate's significance and history linking to contemporary thoughts and dialogue through exhibitions, open days, and other public forums.</i></p> <p>- <i>Marketing and communications strategy that identifies launches / events that showcase the products, projects and programs unique to Villa Alba as a Centre of Excellence. In particular an understanding of proposed audiences should be developed.</i></p>	- <i>Public access to Villa Alba through exhibitions, open days, and other public events.</i>	3-6 years
Sustainable revenue streams	- Establish membership program and foundation for scholarship / public programs.	- <i>Align with philanthropic organisations that are focused on educational excellence within the cultural sector.</i>	- <i>The prestige and revenue potential for Villa Alba will increase with the foundation of a well-received public program that assures future generations' interest and support.</i>	

Strategic directive	Long term objective	Identified strategy	Outcome / Indicator	Time frame
Conservation, restoration, preservation and interpretation	- Centre of Excellence in Decorative Arts becomes a central body for advocating and developing building with unique heritage appeal into innovative public or educational venues (flagship!)	- <i>Restore Villa Alba to its former glory as a significant example of decorative arts.</i>	- <i>Restoration of Villa Alba achieved.</i>	6-12 years
Public interest and access	- Villa Alba as a flagship in research and conservation studies with an innovative Centre of Excellence in Decorative Arts for public access and decorative arts, conservation, and heritage studies.	- <i>Centre for Excellence in Decorative Arts develops and administers scholarship projects that innovatively adapt heritage buildings and fund research projects investing the arts, heritage, and conservation practice.</i>	- <i>Villa Alba becomes not only a centre of excellence but also an advocate of decorative arts and heritage buildings.</i>	
Sustainable revenue streams	- Ensure sustainability through ongoing revenue streams that reflect the Centre of Excellence key strategic directives.	- <i>Align strategic directives of Villa Alba as a Centre of Excellence with key funding partners and ensure that a range of short, medium and long terms funding commitments are secured.</i>	- <i>The Centre of Excellence is independent and sustainable, producing a range of projects and programs related to its core business activity.</i>	

7.2 Action plan for establishment (short term workplan)

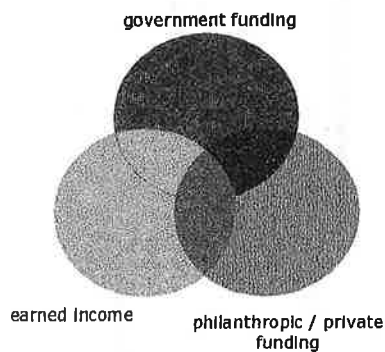
The action plan detailed on the following page outlines the key tasks to be undertaken in the process of transition to, and establishment of the new *Centre*. This action plan is intended as a broad guide that should be further refined into a comprehensive workplan for the committee as well as any consultants and staff engaged by the committee in year 1 of establishing the *Centre*.

The action plan is supported by an indicative budget outlined in section 8.0.

ID	Task Name	Predecessors	Resource Names	Qtr 1, 2005			Qtr 2, 2005			Qtr 3, 2005			Qtr 4, 2005		
				Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	Base Action Plan - Villa Alba 'Centre of Excellence in Decorative Arts & Heritage Practice'														
2															
3	Task 1 - Establishment of 'Centre'														
4	Develop project models for each key business requirement (see examples)		Committee												
5	Confirm and formalise key statements and core business activity	4	Committee												
6	Identify key sponsorship and philanthropic / government funding opportunities and prioritise applications	5	Committee												
7	Reconfigure COM to proposed structure that will ensure the Board is reflective the agreed direction	5	Committee / Coordinator												
8	Seek funding from the Community Support Fund for marketing	5	Committee												
9	Marketing and research exercise to brand and establish positioning of the Centre	8	Ext Consultant												
10	Establish partners in the educational and cultural sectors in alignment with project models / funding opportunities	5	Committee / Coordinator												
11	Establish guiding principles relating to funding and revenue sources	5	Committee / Project Worker												
12	Develop a collections management and acquisitions policy (that reflects core business activity)	5	Committee												
13	Develop a Risk Management Plan for delivery of the Centre and its identified core business activity	5	Coordinator												
14															
15	Task 2 - Continue conservation of Villa Alba														
16	Identify conservation activity in order of priority, to enable hire of spaces	5	Committee												
17	Identify conservation activity that can be linked with cultural and educational programs	5	Committee / Coordinator												
18	Finalise a conservation plan and procurement strategy, including priorities, revenue sources, budget	16,17	Committee / Coordinator												
19															
20	Task 3 - Public programming														
21	Develop public access project for conservation activity	4,5,17	Coordinator												
22	Establish interpretive opportunities that will inform public programs and strategic partnerships	4	Coordinator												
23	Overlay program opportunities with Melbourne's cultural calendar	4	Coordinator												
24	Develop scholarship / internship programs	4	Coordinator												
25	Implement public programs	24,23,22,21	Coordinator												
26															
27	Task 4 - Develop revenue streams														
28	Develop a sponsorship strategy that identifies return on investment for donors and sponsors	5	Committee / Coordinator												
29	Revue membership criteria and develop strategy for increasing paid Villa Alba membership by 300% in 1-3 years	5	Coordinator												
30	Ensure funding opportunities are pursued	6	Coordinator												
31															
32	Task 5 - Commercial hire of Villa Alba														
33	Develop guiding principles for commercial use of the building and a house use plan	5	Committee / Coordinator												
34	Benchmark commercial hire of the rooms in terms of cost, facility requirements to meet market standards	33	Coordinator												
35	Establish type of contractual arrangement	33,34	Coordinator												
36	Cost required for changes for commercial use and overlay with impact on conservation requirements	33,34	Coordinator												
37	Establish risk management strategy for above with risk mitigation measures identified	35	Coordinator												
38	Identify a suitable commercial partner and pursue opportunities	35	Coordinator												
39	Request business plan from commercial operator that indicates cost benefit to VA	38	Coordinator												
40	Implement commercial plan	39	Committee / Coordinator												

8.0 Financial model

8.1 Revenue streams



Based on the model proposed for Villa Alba's future – it is anticipated that the following revenue streams will need to be accessed and developed to ensure the organisation's sustainability:

Government funding

Core activity of the *Centre of Excellence* that will be eligible for State and Federal government grants include education program grants, conservation grants and seeding funding for establishment of the *Centre*.

Earned income

Earned income sources for the proposed Centre of Excellence is primarily via venue hire, in partnership with a commercial operator.

Philanthropic / private funding

Core activity of the *Centre of Excellence* that will be targeted towards deriving philanthropic / private funding includes foundation memberships, individual project grants and corporate sponsorships.

8.2 Indicative budget

The budget outlined on the pages to follow should provide strategic guidance in forecast costs and revenue requirements for project establishment of the new *Centre*. It should be noted that where cash for professional services or materials cannot be provided directly, in kind sponsorship policy should be developed.

In summary, the budget shows the following outcomes over a three year start-up period:

Item	Year 1	Year 2	Year 3
<i>Running Expenses</i>	\$ 28,790	\$ 39,260	\$ 11,460
<i>Project Expenses</i>	\$ 73,133	\$ 144,133	\$ 283,333
Total Expenses	\$ 101,923	\$ 183,393	\$ 294,793
Total Income	\$ 105,000	\$ 243,577	\$ 475,683
Cash Balance	\$ 3,077	\$ 60,183	\$ 180,890

INDICATIVE BUDGET

Requirements

RUNNING EXPENSES

	No.	Unit Cost	Sub-total	Year 1	Year 2	Year 3
Legal						
Amendments to Legal entity	5	\$ 400	\$ 2,000	\$ 1,000.00	\$ 500.00	\$ 500.00
Final tax deductibility status	5	\$ 400	\$ 2,000	\$ 1,500.00	\$ 250.00	\$ 250.00
License agreements & contracts as required	5	\$ 400	\$ 2,000	\$ -	\$ 1,000.00	\$ 1,000.00
Accounting						
Foundation management	10	\$ 120	\$ 1,200	\$ 500.00	\$ 500.00	\$ 200.00
Advice	10	\$ 120	\$ 1,200	\$ 500.00	\$ 500.00	\$ 200.00
Marketing						
Graphic design	1	\$ 1,880	\$ 1,880	\$ 1,880.00	\$ -	\$ -
Supplies - printing	1	\$ 1,500	\$ 1,500	\$ 500.00	\$ 500.00	\$ 500.00
Sponsorship functions	3	\$ 875	\$ 2,625	\$ 875.00	\$ 875.00	\$ 875.00
Stamps	1500	\$ 0.35	\$ 525	\$ 175.00	\$ 175.00	\$ 175.00
Advertising	5	\$ 400	\$ 2,000	\$ 1,000.00	\$ 500.00	\$ 500.00
Signage			\$ 3,000	\$ -	\$ 1,500.00	\$ 1,500.00
Start-up Consultancies						
Project Development manager - part time (including overheads)	1		\$ 27,900	\$ 7,900.00	\$ 20,000.00	\$ -
Consultant - research marketing & public programme est. & advice	30	\$ 120	\$ 3,600	\$ 1,800.00	\$ 1,800.00	\$ -
Consultant - research conservation advice	50	\$ 120	\$ 6,000	\$ 3,000.00	\$ 3,000.00	\$ -
Consultant - education, cultural interpretative opportunities and partnering	40	\$ 120	\$ 4,800	\$ 2,400.00	\$ 2,400.00	\$ -
Basic maintenance						
Interior	144	\$ 90	\$ 12,960	\$ 4,320.00	\$ 4,320.00	\$ 4,320.00
Exterior	72	\$ 60	\$ 4,320	\$ 1,440.00	\$ 1,440.00	\$ 1,440.00
Equipment (FF&E)						
Office Furniture			\$ 1,200	\$ -	\$ -	\$ -
Computer & software			\$ 2,500	\$ -	\$ -	\$ -
Cable upgrade			\$ 1,000	\$ -	\$ -	\$ -
Running Expenses			\$ 84,210	\$ 28,790	\$ 39,260	\$ 11,460

PROJECT EXPENSES

Wages

Project Development manager - full time	1		\$ 45,000	\$ -	\$ -	\$ 45,000.00
Project officer - part time	1		\$ 15,000	\$ -	\$ -	\$ 15,000.00
Workcover 3%			\$ 1,800	\$ -	\$ -	\$ 1,800.00
Super -9%			\$ 5,400	\$ -	\$ -	\$ 5,400.00

Over heads

Power / water			\$ 5,000	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67
ph/fax/copier rental			\$ 9,000	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00

Fit out - maintenance

Conservation maintenance - dependant on independent assessment as per strategic directives			\$ 25,000	\$ 25,000.00	\$ -	\$ -
Garden maintenance and improvements for use of out door functions			\$ 10,000	\$ 2,000.00	\$ 8,000.00	\$ -

Insurance

Public Liability	3	\$ 1,800	\$ 5,400	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00
Professional indemnity	3	\$ 2,500	\$ 7,500	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00

****Projects - Conservation restoration, preservation**

Develop staged plan for restoration that reflects agreed strategic directives			\$ 25,000	\$ 5,000.00	\$ 20,000.00	\$ -
Restoration and development of three core business functions (conservation, public programs and revenue opportunities) partnering cost - subject to funding.			\$ 180,000	\$ -	\$ 40,000.00	\$140,000.00
Scholarship & research projects			\$ 50,000	\$ -	\$ 25,000.00	\$ 25,000.00

****Projects - Public Interest & access**

Establish Villa Alba as a flag ship in research and conservation studies with focus on innovation and decorative arts			\$ 50,000	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00
Development and implementation of public programs - seed funding			\$ 25,000	\$ -	\$ -	\$ -
Marketing & communication strategy			\$ 30,000	\$ -	\$ -	\$ -

**** Projects - Sustainable revenue streams (for every \$2 dollars in kind costs \$1 to administer)**

Establish membership by 2008 - increase by 500%			\$ 5,000	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67
Identify appropriate funding partners & links -			\$ 1,500	\$ 500.00	\$ 500.00	\$ 500.00
Development of three projects over three years-seed funding			\$ 45,000	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Develop rooms for seminar hire in partnership with commercial operator - seed funding			\$ 15,000	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00

Project Expenses			\$ 555,600	\$ 73,133	\$ 144,133	\$ 283,333
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TOTAL EXPENSES			\$ 639,810	\$ 101,923	\$ 183,393	\$ 294,793
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INCOME

Start - up assets

Cash Balance (Assuming continued support of single donor)			\$ 50,000	\$ 50,000.00	\$ 53,076.67	\$ 110,183.33
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Income

Foundation membership	500	\$ 50	\$ 25,000	\$ 5,000.00	\$ 20,000.00	\$ 25,000.00
Community Support Grant - establishment of communication and marketing strategy			\$ 50,000	\$ 20,000.00	\$ 30,000.00	\$ -
Heritage grant for conservation & maintenance (incorporated as part of a scholarship program)			\$ 220,000	\$ 10,000.00	\$ 40,000.00	\$ 180,000.00
Corporate sponsorship (target \$50K per year)			\$ 50,000	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00
Philanthropic grant funding for public programs			\$ 50,000	\$ -	\$ 25,000.00	\$ 25,000.00
Major donors - sponsoring specific projects from core business activity & strategic directives	6	\$ 15,000	\$ 90,000	\$ 10,000.00	\$ 25,000.00	\$ 55,000.00
Grant funding for education programs(department of education & training)	2	\$ 15,000	\$ 30,000		\$ 5,000.00	\$ 25,000.00
Lease of seminar space - return on initial investment @ 6% of \$250,000 plus rate on use space.	3	\$ 25,500	\$ 76,500	\$ -	\$ 25,500.00	\$ 25,500.00

Total Income			\$ 641,500	\$ 105,000	\$ 243,577	\$ 475,683
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Cash Balance			\$ 1,690	\$ 3,077	\$ 60,183	\$ 180,890
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VILLA ALBA

**WORKSHOP 1:
DEVELOPMENT OF STRATEGIC DIRECTIVES**

Presentation to the Villa Alba Committee – Villa Alba Museum Inc
Lateral Projects and Development Pty Ltd
11th August 2004

Acknowledgements

In undertaking this consultancy we appreciate the enormous commitment and dedication of Committee Members.

LPD consultancy – aims and objectives

Part A.

- Establish agreed strategic directives that will provide the framework for a business plan.
- Issues to be considered are:
 - Constraints of heritage building
 - Public access & interest
 - Strategic partners for funding project development
 - Issues impacting sustainability

Part B.

- Business Plan that provides key milestones and requirements to achieve the agreed strategic directives over a 2-3 year period and will include:
 - Agreed vision & strategic priorities
 - Start up and operational considerations and costs
 - Strategic partnerships that need to be established

Workshop 1. Outcomes

- Agreed strategic directives to further investigate requirements for the development of a draft business plan

- ***Agenda for next Workshop 2.***

- Presentation of strategic directives and business plan priorities

- ***The timeframe***

- Workshop 1. 11th August, 2004
- Workshop 2. End of August, 2004 (actual date TBC)
- Final Presentation. Mid September, 2004 (actual date TBC)

Our methodology and approach

- ***Consultation***

- Individual and group consultation of Committee of Management & relevant sub-committees
- Potential or interested parties
- Other *research of funding and educational partners*

- ***Key documents providing the guiding principles for the development of agreed strategic directives and business plan, including but not limited to:***

- Dulux Report (1989)
- Interim Garden Notes (2004)
- Conservation Management Plan
- Burra Charter
- Villa Alba, Preliminary Cost Plan (1988) A.S Zoller & Partners Pty Ltd
- Kosinova Thorn Schedules (1998)
- Mockridge Stahle & Mitchell Pty Ltd

Where to from here... ???

Is Villa Alba a “live” concern in the minds of the public & stakeholders ???

What action is required... ???

- ***Issues that need to be addressed in developing strategic directives and business plan***
 - Existing concepts
 - Issues impacting sustainability
 - Constraints of heritage building
 - Public access & interest
 - Strategic partners

Existing Concepts – starting point

- The intentions of the Committee were established in a workshop in late 2000 identifying a number of future directions / uses, these include in order of preference;
 - Villa Alba as decorative arts resource centre with active links with leading cultural institutions and industry practitioners
 - a significant historic site, reflecting the diversity and quality of its interiors decorations
 - a venue for specialist exhibitions and other educational and cultural activities
 - a catalyst for greater public appreciation of, access to the important heritage and history of the precinct in which Villa Alba is located, and
 - a venue for social occasions, events functions which could serve to generate ancillary revenue.

Previous & current activities at Villa Alba include:

- House shows
- Ongoing conservation and restoration of building as funding allows
- Open house
- Floral events
- Hire of venue for special occasions
- Meetings of Villa Alba Committee

Issues identified impacting sustainability & conservation of Villa Alba

- How to raise money to restore Villa Alba back to its former glory
- What type of sponsors would be appropriate and why would they sponsor Villa Alba
- Currently only have single benefactor
- Require other funding & financial partnerships to acquire collection or sustain the requirements of a resource centre collection
- Access to funding partners & network that would be interested in supporting Vila Alba development
- No environmental or close control to house collection.
- Mediocre building

Issues identified impacting sustainability & conservation of Villa Alba

- Garden restored however concerns regarding practicality -limited use for public access
- Access to younger generation
- Advocates in government & the corporate sector to support Villa Alba sustainability
- No consistent agreement on commercial use of house to raise revenue
- Tax deductibility status
- Relevance of being a museum

Constraints of heritage building

- Cost or restoration over \$ 2 million
- Relevant management structure would be required to manage day to day activity proposed and including restoration
- Ability to translate the conservation management plan into realistic scope of works
- Disagreement between members on range of issues including development of key documents, conservation and procedures for use of house
- Inconsistent agreement between members on use of house or to the extent of house use

a) Limited public access due to fear of damaging the building

CATCH 22 !! or !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

b) To raise revenue need to open building to pay for conservation.

Management issues

- Capacity to sustain ongoing events
- Limited expertise and capacity of management to develop and oversee proposed museum directives
- Require clear strategic directives to ensure leadership, to make decisions when there is disagreement between members
- Too many committee's and not enough clear direction causing a perception that personal agendas are conflicting with long term sustainability requirements of Villa Alba

Public access & strategic partners

- Who is Villa Alba's audience?
- How do we create new audiences that ensure long term sustainability / return visitation?
- Therefore difficulty in working as a team due to disagreements between members slowing the process of moving forward.
- Limited public infrastructure for public access and to meet insurance requirements, i.e. amenities.

VILLA ALBA – Development of strategic directives for the purpose of developing a three year business plan

Future Directions that attract necessary funding

1. VILA ALBA SUSTAINABILITY

CONSERVATION & PRESERVATION FOR FUTURE GENERATIONS!

- Identify interpretative opportunities of decorative interiors and history of Villa Alba to translate to general public and future generations to ensure accessibility through a range of projects.

2. PUBLIC INTEREST & ACCESS

- Interpretation of decorative arts and conservation of heritage building through Exhibitions, Seminars, Practical workshops
- Conservation and restoration process & application supported through educational institutions & government.
- Provide academic and educational resource of conservation management of heritage sites that attracts a wide range of gov, philanthropic and corporate sponsorship for restoration.

EDUCATIONAL / INSTITUTE PARTNER

**4. ORGANISATIONAL RESTRUCTURE TO REFLECT
STRATEGIC DIRECTIVES AND
LONG TERM SUSTAINABILITY**

3. SUSTAINABLE REVENUE STREAMS:

- Use two front rooms for functions seminars with commercial partner
- Encourage use of gardens and building for events and special programs linking with cultural tourism strategies

Workshop outcomes, in summary:

- Finalisation of agreed strategic directives, matched with proposed functional requirements of the organisation
- Defined parameters and use of rooms over a ten year development period
- Establishment of a matrix of opportunities for funding and stakeholder partnerships

