



VENUE MANAGEMENT SERVICES

[www.venuemanagement.com.au](http://www.venuemanagement.com.au)



# 1300 304 200

**CONTACT VMS**

to learn how we can  
help boost community  
engagement and revenue  
for your venue/s

**info@venuemanagement.com.au**

PRINCES WHARF  
NO1 SHED

**Saxon Mitchell**  
Managing Director VMS

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Venue Management Services (VMS) is proud of its work with local councils and state governments. We view our relationship with our council and government clients and their communities as a true partnership – a collaboration to connect the community, revitalise the civic venues and facilities, and provide a morale boost and financial return on investment to the local region.

## CONTACT DETAILS

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**Jackie Di Giorgio**  
Executive Assistant to  
Director Corporate Services  
Moonee Valley City Council

“

I would like to say a big thank you for all your hard work last Friday evening. After speaking with many guests and the executive team I have had nothing but positive remarks, including the catering, waiting staff and room set up, the theatre setup and just in general on how the evening presented. The Mayor was very happy with how the evening ran.

Please say a big thank you to the numerous Venue Management Services staff that helped. Without them the evening would not have ran as smoothly as it did.

**Judith Ferber**  
General Manager  
Gold Coast Eisteddfod

“

Our Team have been absolutely thrilled to find the venue sparkling clean well equipped and said that Ed from VMS could not have been more helpful both before and during the Concert. She said that in all the years of being at the Centre, it was absolutely the best experience she could possibly wish for.

Would you please therefore, pass on to Ed and the VMS team, sincere congratulations on their commitment and dedication to the clients at Albert Waterways Community Centre.



# ? How to connect your community, revitalise local talent and make your venue thrive.

Why the management of your venue can make or break return on investment on your community's biggest asset.



Managing an events centre of any kind is challenging. It requires:

- ➔ specialist knowledge in public venue operations, venue specific technology, human resources management and best practice marketing techniques
- ➔ up-to-date knowledge of risk management and work health and safety strategies to avoid public accidents and financial risks to council/government
- ➔ maintaining the highest standards from service providers such as caterers, audio visual personnel, event styling and security
- ➔ complete financial management to foster continued growth
- ➔ commitment to ensure the centre reflects the distinctive culture of its locality and community
- ➔ years of industry-specific experience to continually get this mix right for both clients and vendors

In a time when government budgets and resources are stretched and there is continued pressure to stimulate the local economy, the need to operate your community assets in an efficient and effective way is more prevalent than ever.



Let me ask...

- ➔ Do you know, or can you easily ascertain, the current booking figures and schedule of events for your venue?
- ➔ Do you continually research your target markets to find out what they think about your venue and why they might choose the hotel or function centre down the street for an event instead of your venue?
- ➔ Have you identified certain knowledge gaps for either you or your staff when it comes to venue management and operations?
- ➔ Are you collecting relevant data to enable for better management decisions to be made – do you even have the right software in place to facilitate this?
- ➔ Do you find yourself spending excessive hours inducting, training and managing a temporary and/or seasonal workforce?
- ➔ Do you have a list of local, quality service providers you can confidently rely on?
- ➔ Are you actively searching for new ways to engage local talent, suppliers and businesses with your venue?
- ➔ Do you even have the time or capacity to address any or all of these questions?
- ➔ Do you ever wonder if there is an easy solution to increasing the return on investment whilst contributing to the community agenda?

IT IS POSSIBLE TO  
INCREASE  
VISITATION ON AVERAGE BY  
**95%**



# How a new approach to Local Council venue and facility management maximised a community asset and drove revenues up

IT IS POSSIBLE TO  
INCREASE  
AVERAGE MONTHLY REVENUE BY  
**109%**

## Problem:

Located in the heart of the Banana Shire in central Queensland, the Biloela Civic Centre is a council-owned venue facility, which includes an auditorium, foyer, supper room, courtyard and bar lounge.

Despite its great facilities, and extensive remodelling undertaken in 2000 by Banana Shire Council, the centre was suffering a gradual but steady decline in popularity, and usage was at an all-time low. Unsurprisingly, the centre was losing a considerable amount of money.

Banana Shire Council recognised that the decline in the utilisation of the centre was largely due to their "caretaker" approach to management. Lacking all-round expertise in venue marketing, the council was struggling to provide genuine and professional hospitality and was failing to meet the needs of corporate and community clients.

## Solution:

In 2007, The Banana Shire Council decided to look for a better approach to the management of the civic centre. Its primary objective was to re-engage the community in order to increase venue utilisation, and to improve the fiscal return to the council and therefore the community, via sustainable commercial activities.

After consultation with the local community, Banana Shire Council decided to put the running of the civic centre out to tender. After a comprehensive, nationwide tender process, the council selected Venue Management Services (VMS) to manage and market the venue.

VMS already had a successful track record in providing comprehensive venue management and marketing solutions to local councils and Government venues. Its dedicated and experienced team had achieved successes with its proven management and marketing methodologies in venues such as town halls, civic centres, art galleries and performing arts centres.

"We knew from our previous experience and proven systems, that we could turn this venue around," explains VMS' Managing Director, Saxon Mitchell.

"What it needed was a new approach to the way it was being managed and some standard operating procedures as well as some clever marketing put in place."

## Results:

Since it took over the management of the venue in 2007, VMS has revitalised the Biloela Civic Centre, whose image has improved beyond all expectations in both the local community and corporate sector. VMS achieved this by using best practice hospitality standards, competent and experienced consultancy for corporate events and creative in-house designed entertainment and theatrical productions using local community talent.

It has provided Banana Shire Council with structured performance monitoring systems for visitation and revenue, and given council officers within the shire a greatly improved accountability to ratepayers for the use of council funds and community facilities.

"VMS has brought a level of service to a regional centre that would normally be only experienced in large coastal regions," says Director of Environment and Community Services at Banana Shire Council, Andrew Reid.

THE PROFESSIONALISM THAT THE COUNCIL HAS EXPERIENCED IN ITS RELATIONS WITH VMS IN MANAGING THE SHIRE'S CENTRAL ENTERTAINMENT CENTRE HAS BEEN EXCEPTIONAL.

Furthermore the Centre is now returning a more significant financial contribution to the council coffers and is a deserving source of pride for the community.





# Local Council and Government Facility Management

## VMS specialises

in the management of council/ government owned facilities and assets including:

- Civic and Entertainment Centres
- Town Halls
- Art Galleries
- Public Halls
- Sporting Facilities

VMS understands the importance of community venues in reflecting the distinctive culture of the local citizens. Our dedicated team believes that each community is unique and that local venues require different cultural programs to ensure each community's vision is realised. VMS is qualified in creating programs, activities and events that connect your community, which revitalise the local talent and add a morale and financial return on investment to the region.

VMS appreciates the commitment of local councils through civic asset ownerships and the cultural importance that a venue represents to the local constituents.

## Human Resources

- Access to the in-house expert VMS personnel team (venue coordinators, food and beverage managers, graphic designers, public relations coordinators, audio visual consultants and event producers)
- Up-to-date awareness of employment policies/ awards

## Operations

- Expertise in venue and event marketing
- Enhanced facility end user service standards
- Increased financial return from the facility
- Centralised operational management practices, including stock control, payroll, financial and budgeting
- Timely and accurate reports on facility usage, financial returns and operational expenses
- Overall facility operational efficiency gains
- Retail food and beverage operations including on-site event catering and bar operations



## Benefits to Council

- An innate understanding of ways in which communities, both large and small, operate
- A dedication to ensuring the continuation or implementation of local constituents' vision for the facility
- Complete comprehension of our role as asset manager and the need to protect and build the goodwill, reputation and financial return of publicly owned assets
- Reduction in Council fees associated with facility operations (e.g. reductions in costs associated with in-house human resources to manage and supervise facility operations)
- Detailed knowledge of local government systems and practices
- Increased community satisfaction with your civic venues
- Increased venue utilisation from community groups
- Increased revenue and return on investment from community venue assets

## Technology

- Professional and customised venue and event management software programs
- Personnel rostering software
- Integrated payroll systems for venue staff





# Venue Industry Consulting – What we Do

VMS has extensive experience in consulting to venue owners and operators in a range of disciplines aimed at increasing the overall return on investment or community satisfaction with a venue or range of community assets. Our project capabilities are built on years of experience in venue hospitality and management operations. Our focus is the justification for and the overall feasibility of a community-centred venue and the clear economic and intrinsic benefits that the venue will bring to the community.



## Financial

- In-depth financial analysis of past, current and projected financial returns to venue operator - a tailored 'internal rate of return' breakdown
- Financial comparisons of various venue management models and the best ROI model for the venue operator
- Cost competitiveness studies
- Overall financial modelling and long-term feasibility analysis
- Review and expansion of revenue streams to venue operator

## Operations

- Development of holistic venue management plans
- Analysis of current facility management policies and procedures
- Development of venue specific 'core values'
- Sub-contractor and vendor analysis and review
- Staff allocation reviews
- Review of venue facilities and 'civic' characteristics and recommendations for possible amendments

## Policy Development

- Development and implementation support for venue policies including but not limited to:
  - Environmental management policy
  - Customer service policy
  - Human resources policy
  - Vendor procurement policy
  - Marketing policy
  - Financial policies



## Venue Planning and Design

- Venue master planning
- Venue design/ venue 'audit'/ refurbishment advice
- Venue operations and systems design
- Project management and planning

## Marketing

- Social Media/ E-mail/ Online/ Website Venue Marketing:
  - Development of social media/ marketing plans
  - Day-to day venue marketing
  - Online and offline campaign management
- Design and implement a strategic end to end marketing strategy tailored to specific venues and communities using proven and effective methodologies including but not limited to:
  - Review and analysis of the venues market
  - Market research – e.g. perceived image of the venue
  - Client interviews and satisfaction surveys
  - Venue programming and utilisation reviews
  - Venue communications and public relations strategies and implementation
- Program planning and management including trend analysis, venue 'visibility' in the community and cultural impact on the community



# Managing Venues



## Somerset Civic Centre

Esk, Queensland

[www.somersetciviccentre.com.au](http://www.somersetciviccentre.com.au)

Nestled in the charming township of Esk, the Somerset Civic Centre captures the ambience and warmth of the region in an innovative event complex. This brand new complex has three fully air-conditioned multipurpose spaces and a commercial kitchen. The large stage and well equipped back stage facilities are perfect for high quality performance productions. With a guest capacity for over 900, and a cosy room available on an hourly hire rate, ample parking and the latest in sound and lighting technology, Somerset Civic Centre can cater for just about any event.



## Albert Waterways Community Centre

Gold Coast QLD

The Albert Waterways Community Centre is located directly opposite Pacific Fair in Broadbeach and is ideal for a variety of uses including community events, concerts, private celebrations and corporate conferences, meetings and social events

## City of Gold Coast

- ➔ Facility and Venue Management Services
- ➔ Venue hirer hospitality solutions
- ➔ Catering services
- ➔ Venue cleaning contract



## Southport Community Centre

Gold Coast QLD

Located in the heart of Southport close to public transport, the Southport Community Centre is a two-level facility available for community and corporate hire.



## Biloea Civic Centre

Queensland

The Biloea Civic Centre is located within the Banana Shire in central Queensland and is a versatile entertainment centre located in the heart of Biloea, Queensland.

## Robina Community Centre and Auditorium

Gold Coast QLD

The Robina Community Centre was designed to augment the existing Robina Auditorium and Library by providing an integrated mix of community spaces within two levels of building with internal lift access. The Auditorium is located within the Library and Art Gallery building and is an ideal venue for functions, concerts, meetings and community events.







# Managing Venues

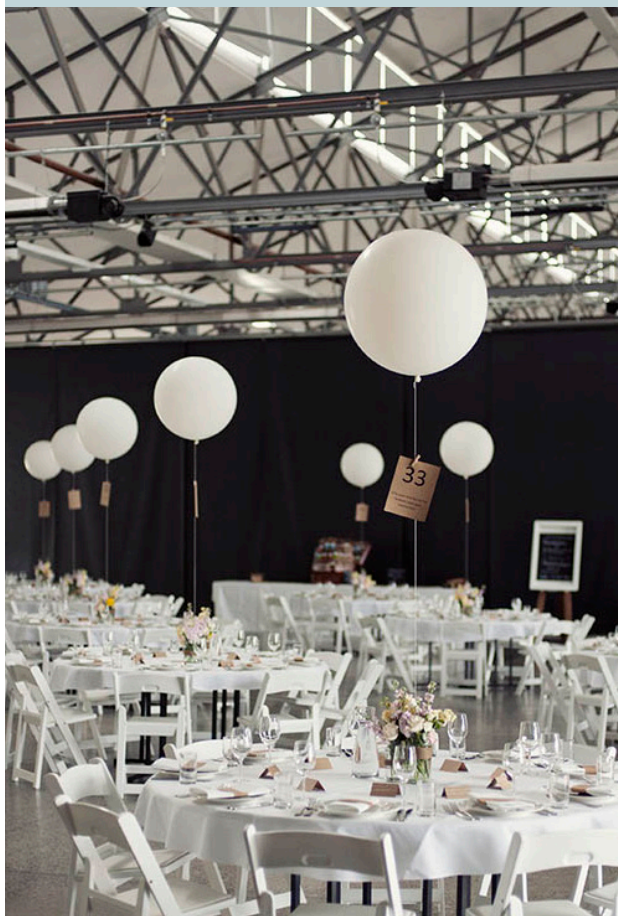


**Princes Wharf No.1**  
Tasmania  
[www.princeswharf.com](http://www.princeswharf.com)

The historic Princes Wharf No.1 (circa 1939) has now been fully refurbished into Hobart's premier multi-purpose events centre in the heart of the historic Salamanca precinct with VMS providing professional management solutions to the Tasmanian State Government.



- VMS provides Princes Wharf No.1 with a range of services
  - Venue and facility management
  - Venue marketing
  - Venue programming/ Hire sales
  - Event management services
  - Audio visual solutions
  - Catering services
- Refurbished historic wharf shed venue owned by the Tasmanian State Government
- Princes Wharf No.1 is a multi-purpose venue of some 3800 square metres
- Following a national tender process VMS was awarded an on-going exclusive venue management contract
- VMS developed an on-going business and marketing plan
- Established venue 'brand' including logo/ website/ marketing collateral
- Employed local team of personnel to manage all aspects of the venue
- Created all venue hire documentation/ policies and procedures
- Venue hosts community events and festivals/ corporate conferences and gala dinners/ public exhibitions and concerts



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