

Strategic Business Plan 2014-2016

Our purpose: Writers Victoria supports and connects writers at all stages of development.

Writers Victoria is all about writing. With approximately 3,000 members, we are the state's largest organisation supporting Victorian writers.

For more than two decades Writers Victoria has been a leading provider of information, resources and skills development for our members and the broader writing community.

Executive Summary

Writers Victoria will celebrate its 25th anniversary in 2014. We have emerged from a recent period of change with a clear understanding of our place within the Melbourne and Victorian literary scenes and a re-energised approach to supporting Victoria's writers and the literary work they produce.

Over the next three-year period, our new leadership team will drive the organisation into the next stage of its development. Our five key goals for this period are:

- **Writers:** Provide writers with craft development, writing skills and industry knowledge.
- **Members:** Retain, grow and diversify our membership base.
- **Community:** Support writing communities across Victoria.
- **Industry:** Strengthen our profile and increase our contribution to the literary sector.
- **Operations:** Be an effective and sustainable organisation.

Since our move to the Wheeler Centre in 2009, Writers Victoria has adjusted from working within a traditional building-based writers' centre model to a unique 'one-stop-shop', delivering our program and services in different venues (and remotely) for Victorian writers working across all genres, at all stages of their careers and from all parts of the state.

Between 2014 and 2016 we will continue to grow our membership and extend the reach of our program, participants and audiences.

We will continue to extend our high-quality literary program that provides effective and relevant professional development opportunities, with a particular focus on emerging writers.

We will increase our focus on the needs of regional writers and writers of diverse communities, demonstrating our commitment to access, equality and inclusion through the delivery of community-led initiatives in partnership with regional organisations as well as those organisations working with people with disability and culturally diverse groups.

We will further develop our digitisation and explore new approaches to having thematic conversations across diverse media platforms in order to lead on issues-based sector debate, advocate on behalf of writers and better contribute to the profile of the Victorian literary and cultural scene.

Writers Victoria will deepen its cross-sector partnerships, creating new initiatives and working on complementary programming in order to achieve the best possible outcomes for Victoria's writers.

We will also use the next three years to move towards meeting and exceeding industry best practice and remuneration standards for writers, to continue to lead by example across the sector.

We will undertake a process of ongoing review and improvement to ensure that Writers Victoria continues to progress as an effective and sustainable organisation and is fully equipped to support our significant and diverse constituency.

Context

History

Writers Victoria (formerly 'the Victorian Writers' Centre') was created in 1989 by a group of writers who saw the need for a professional organisation to support the Victorian writing community. Writers Victoria has had many homes among Melbourne's literary community and has been the largest resident organisation within the Wheeler Centre for Books, Writing and Ideas since it opened in 2009.

Over the last 25 years Writers Victoria has developed a reputation as a strong advocate and resource for early career, emerging and established writers. We now represent more than 3,000 members and provide a comprehensive program of professional services and skills development activities for writers from all parts of Victoria. We also provide employment opportunities for authors through delivery of our workshops and seminars, as well as through our manuscript assessment and mentoring services. The organisation receives support from state, federal and philanthropic arts funding bodies.

Our annual program is developed in response to the needs of our members and includes a diverse range of seminars, workshops, discussions, presentations and studio residencies. We work in partnership with other literary and non-arts organisations and festivals including the State Library of Victoria, the Wheeler Centre, Arts Access Victoria, Melbourne Writers Festival, the Emerging Writers' Festival, the National Trust (Vic) and Clunes Booktown.

We have a history of supporting writers who face barriers in the development of their writing careers, such as regional writers, writers with disability, and writers from culturally and linguistically diverse communities. With our targeted support, many of our members have gone on to publication or to receive public recognition for their literary work.

Internal Situation

Writers Victoria is an established and respected organisation with a long history of delivering programs and services designed to engage and develop writers at all stages of their careers.

This significant experience, along with overwhelmingly positive feedback (our average rating for 2012 Program attendance was 8.7 out of 10) and our ongoing development of services, shows that Writers Victoria is a well-utilised and relevant resource that is meeting a high level of demand from the state's writing community.

The organisation supports and works on behalf of more than 3,000 members, as well as providing services to the broader Victorian writing community. This gives us unique insight into the needs and aspirations of Victoria's writers and a singular authority to speak and advocate on their behalf.

The last four years have seen the organisation implement key strategic changes, including our move to the Wheeler Centre in 2009, and the launch of our new name and brand in 2011, which saw the Victorian Writers' Centre become Writers Victoria. The start of 2013 brought the appointment of a new Director to lead the organisation and will see staggered renewal of the Chair and Deputy Chair position holders on our Committee of Management.

Writers Victoria is emerging from a period of change with renewed strength and resilience, clearer understanding of our place within the Melbourne and Victorian literary scenes, and a re-energised approach to supporting the state's writers and the work they produce.

Our ongoing program is developed in response to the needs of our members, collated through an annual survey conducted in August each year. The organisation has a comprehensive strategy to identify ways to improve and develop our programs and services in response to the needs and interests of our membership and the broader writing community.

The support of Arts Victoria and the Australia Council for the Arts, as well as philanthropic funders like the Grace Marion Wilson Trust, has given Writers Victoria a strong foundation. We hope to continue to develop our relationships with these partners and use this to leverage funding from other sources.

As detailed in our most recent Annual Report, Writers Victoria has strong reserves of over \$80,000. The organisation is in the process of re-confirming Arts Victoria and Australia Council funding for 2014 and beyond.

Writers Victoria's departure from Writing Australia means that any federal support will need to come through project funding. More than ever, the organisation will be required to demonstrate value on the merits of each funded project. This will allow us to evaluate the success and relevance of our programs and services on an ongoing basis and help us to be more proactive and responsive to the needs of the community.

At the same time, Writers Victoria will work to increase its core funding and support, both through our program and membership services and by strategically reviewing our intention to apply for triennial funding through the National Centre for Excellence model from 2017. This process will focus on establishing the conditions for organisational sustainability in a changing funding landscape, and ensuring that we continue to achieve the best possible outcomes for Victoria's writers.

The changes to our funding landscape have also led to further investigation of community-driven projects and new approaches to sponsors, donors and philanthropic bodies. The success of recent collaborations with writers with disability and writers from diverse communities, along with a combined approach to increasing access to all of our programs from each of the resident organisations within the Wheeler Centre, means that Writers Victoria is well placed to extend our community cultural development work and obtain support from new funders.

A major employer of literary professionals, Writers Victoria provided employment opportunities for more than 190 writers in 2012. The organisation will use the next three years to move towards meeting and exceeding industry best practice and remuneration standards, and to being recognised as the state's peak advocacy body for writers and writing.

A greater online presence and recently updated Customer Relationship Management (CRM) system will allow us to report on and track member engagement more efficiently, and we will continue to respond to the increasingly digitised literary landscape in new and productive ways, including the development of online courses.

While we are currently working with limited marketing resources, we will use our program to create broader conversations with Victorian writers and the wider writing community on a range of themes through the use of diverse transmedia platforms. We will continue to contribute to relevant policy issues and debates, as well as to the ongoing development of capacity building within the sector.

External Situation

The launch of the new National Cultural Policy in 2013 reaffirms our plans to explore digital and transmedia platforms to enhance and extend the work that we do. The policy only briefly touched on the impact that the digital revolution is having on writers, readers and the publishing industry, but Writers Victoria recognises this as one of the main concerns in our current literary climate and will continue to feed into sector debate on the issue and prepare our members accordingly. Our strong connections to the publishing industry will hold us in good stead as we continue to provide pathways for emerging writers.

The National Cultural Policy also acknowledged the social dividends of community-based projects within a national framework for the very first time. Our work with writers with disability and writers from diverse communities is strongly aligned with this model, as well as with the social inclusion and creative partnership agendas of state and federal governments. With no further resources forthcoming for the National Arts and Disability Strategy, we will need to work with industry partners to find innovative ways to continue our work in this area.

We await with interest the announcement of the new Australia Council legislation and subsequent restructure of the organisation, and its art form boards and funding programs. Along with the recent restructure of Arts Victoria's funding models, these changes will have a broad impact across the entire literary and cultural sector.

We have a long history of partnership work with Arts Victoria and the Australia Council, and trust that our unique place within Victoria's literary scene, our position within the Wheeler Centre and our role as one of the key cultural organisations supporting the status of Melbourne as a UNESCO City of Literature together provide strong support for Writers Victoria's continuation. Our work will also be informed by the Federal Election in 2013.

Approximately 25% of Writers Victoria's 3000 members are based in regional areas. Between 2014 and 2016 Writers Victoria will continue to service and grow this significant membership, and to garner from it the feedback required to enhance our program and advocacy work.

We will expand our presence in regional Victoria; ensuring regional members have access to as much support as those in Melbourne, and find new ways to connect with regional members, partners and communities. This will also help us explore potential new markets in response to the increased availability of other offerings within the Melbourne CBD.

Following our departure from Writing Australia, Writers Victoria needs to rebuild its relationships with other state writers' centres and find new ways to work together in the future. We recognise the value of these partnerships and will look for opportunities to develop and produce programs and services on a national scale.

Writers Victoria's office is based on the traditional lands of the Wurundjeri people of the Kulin Nation and our work takes us all over Victoria. We will continue to acknowledge the traditional owners at all of our public activities and to proactively engage with Indigenous writers, participants and audiences.

Key achievements in 2012

- 2891 subscribed members.
- 11 writers' studios with 100% occupancy across the year accommodating 37 writers.
- 88 manuscripts assessed.
- 35 mentorships and 13 fellowship recipients.
- 49 writers' workshops and courses engaging 34 professional writers for workshop delivery.
- 1800 workshop attendees.
- 87% average satisfaction for work shop attendees.
- 12 public events with over 70 professional authors and industry representatives.
- 2500 public event attendees.
- 42 active volunteers.
- Ten issues of 'The Victorian Writer' published.
- Over 70 writers with disability assisted through the Write-ability program.
- Eight events held in partnership with regional writers' groups.
- 310 participants at events held in regional Victoria.

Key strengths

- Our 25-year legacy and experience.
- The engagement, reach and loyal support of our 3,000 members.
- Unique 'one-stop-shop' that delivers our program and services in different venues (and remotely).
- We are the only organisation that works with writers all year round, across all genres, at all stages of their careers and in all parts of the state.
- Major employer of industry professionals.
- Established relationships with partners and funders.
- Access to high-profile authors and sector experts.
- New, dynamic leadership team, and active and experienced staff and Committee of Management.

Key challenges

- Changes in arts funding programs and relationships.
- Diversifying our funding beyond government programs.
- Response to outcomes of 2013 Federal Election.
- Cost of delivering equitable services in regional areas.
- Increasing competition from other providers.
- Responding to changes in the digital landscape.

Markets and audiences

Our program and communications target a number of different markets and audience groups.

Writers

We work to support and develop Victorian writers (all ages, all genres, all stages of their careers, all parts of the state), with a particular focus on emerging writers – to whom we offer support, development and networking opportunities. We connect with writers outside of Victoria through our program, website, magazine and advocacy work, and offer a diverse range of free and fee-paying arts activities and events to the literary-loving public at large. Our focus areas in 2014 to 2016 include:

- Regional writers.
- Diverse writers (including writers with disability and writers of culturally and linguistically diverse groups).
- Online platforms in order to increase our reach to members and the public.

Members

In addition to the services we offer to all Victorian writers, we provide our 3,000 members with membership benefits such as a regular e-news and literary magazine, as well as discounts on all our services and programs. To support our aim to retain current members and increase our membership base we will investigate a Membership Loyalty Program to acknowledge and reward members who have been with us for five and ten years (or longer).

Broader literary, arts and cultural sector

We are well connected to the broader literary, arts and cultural sector, to which we offer sector development, collaborations and connections to our networks, members and writers. We aim to develop and deepen our cross-sector partnerships, creating new initiatives and working on complementary program ideas in order to achieve the best possible outcomes for Victoria's writers. This will include working in collaboration with other literary organisations such as the Melbourne Writers Festival and Poetry Australia, and strengthening our work with diverse communities through partnering with organisations like Arts Access Victoria and the Footscray Community Arts Centre.

Funders and stakeholders

We provide our state and federal government funders, philanthropic funders and partners with mutually beneficial partnerships and opportunities for collaboration.

We are closely aligned with the current cultural and social inclusion policies and skills agendas of our state and federal government funding partners, and with the priorities of our philanthropic supporters. We aim to continue our relationship with Arts Victoria and the Australia Council and to continue to diversify our partnerships and income streams.

Media

Writers Victoria is a voice of authority on writers and writing and offers media organisations valuable and reliable information, opinion and analysis. A priority within our marketing plan is to strengthen our relationship with the media through the use of broad thematic messages (starting with 'place' in 2014) in addition to promotion of our programs and services. This will ultimately increase the presence of Victorian writers in the media, promoting the important social contributions made by the Victorian writing community on a broader scale.

Our goals

Writers Victoria is all about writing. Our goals are:

1. **Writers:** Provide writers with craft development, writing skills and industry knowledge.
2. **Members:** Retain, grow and diversify our membership base.
3. **Community:** Support writing communities across Victoria.
4. **Industry:** Strengthen our profile and grow our contribution to the literary sector.
5. **Operations:** Be an effective and sustainable organisation.

The table on the next page outlines the strategies and activities we will adopt in order to meet these goals, as well as indicative program activities and key performance indicators (KPIs) we will use to measure them.

Actual KPIs will be set as part of the Business Planning process each year, in collaboration with our funders and partners.

Our strategies, activities and KPIs

Goal 1 (Writers): provide writers with craft development, writing skills and industry knowledge.

Strategies	Activities	Key Performance Indicators (KPIs)			Strategic Links
		2014	2015	2016	
Provide high-quality professional development opportunities for early career, emerging and established writers.	<ul style="list-style-type: none"> Deliver an annual program of courses, workshops and services Activities in inner and outer Melbourne, regional communities and online Professional services (including manuscript assessment and mentorships) Annual competitor analysis and work with colleagues to develop complementary programs 	<ul style="list-style-type: none"> 50 inner Melbourne activities Launch outer metro program/two activities Trial correspondence course/s Develop residential course model 80% positive feedback 100 manuscript assessments 20 writers in mentorships 	<ul style="list-style-type: none"> 55 inner Melbourne activities Three outer Melbourne activities Trial online course/s 80% positive feedback 110 manuscript assessments Develop accredited training for manuscript assessors (2015) 25 writers in mentorships 	<ul style="list-style-type: none"> 55 inner Melbourne activities Four outer Melbourne activities 80% positive feedback 120 manuscript assessments 30 writers in mentorships 	Members Community Industry Sustainability
Provide professional development and networking opportunities for regional writers and communities.	<ul style="list-style-type: none"> Consult with regional members and communities Extend our workshop program into regional communities Regional Professional Development Program (RPDP) 	<ul style="list-style-type: none"> Launch regional program/two courses 12 RPDP activities 	<ul style="list-style-type: none"> Three regional courses 12 RPDP activities 	<ul style="list-style-type: none"> Four regional courses 12 RPDP activities 	Members Community Industry Sustainability
Provide professional development and networking opportunities for diverse writers and communities.	<ul style="list-style-type: none"> Continuation of Write-ability project for writers with disability Continuation of D-Writer project for culturally and linguistically diverse writers Improve the overall accessibility of our program 	<ul style="list-style-type: none"> Mental Health Poetry project with Write-ability and Australian Poetry D-Writer project: West Writers Group 70 writers with disability 	<ul style="list-style-type: none"> New projects with diverse writers and communities (TBC) 75 writers with disability assisted through Write-ability 15 diverse writers 	<ul style="list-style-type: none"> New projects with diverse writers and communities (TBC) 80 writers with disability assisted through Write-ability 18 diverse writers 	Members Community

	<ul style="list-style-type: none"> • Work in partnership to ensure projects are community-led 	<p>assisted through Write-ability</p> <ul style="list-style-type: none"> • 12 diverse writers assisted through D-Writer project 	<p>assisted through D-Writer project</p>	<p>assisted through D-Writer project</p>	
<p>Provide up-to-date, targeted information on the craft of writing and sector issues.</p>	<ul style="list-style-type: none"> • ‘The Victorian Writer’ publication (print and digital versions) • Website, blog and enews (including industry jobs, opportunities, competitions and fellowships) and cross-promotions with partners • Foster new and existing relationships with marketing partners for cross-promotion of events 	<ul style="list-style-type: none"> • Ten editions of ‘The Victorian Writer’/ distribution of 3,250 • Launch digital version of ‘The Victorian Writer’ • Research potential development of ‘The Victorian Writer’ as commercial publication for sale • Develop online and transmedia platforms • Fortnightly enews 	<ul style="list-style-type: none"> • Ten editions of ‘The Victorian Writer’/ distribution of 3,500 • Fortnightly enews 	<ul style="list-style-type: none"> • Ten editions of ‘The Victorian Writer’/ distribution of 3,750 • Fortnightly enews 	<p>Members Community Industry Sustainability</p>
<p>Provide a range of ongoing, pilot and one-off projects in collaboration with writers, partners and communities.</p>	<ul style="list-style-type: none"> • Doris Leadbetter Poetry Cup • Writers’ Journey (writing workshops on regional commuter trains) • Wryclists (writers’ cycling tour) 	<ul style="list-style-type: none"> • Poetry Cup event • Develop and trial Writers’ Journey course/s 	<ul style="list-style-type: none"> • Poetry Cup event • Develop and trial Wryclists course/s 	<ul style="list-style-type: none"> • Poetry Cup event • Writers’ Journey course/s 	<p>Members Community Industry</p>

Goal 2 (Members): retain, grow and diversify our membership base

Strategies	Activities	Key Performance Indicators (KPIs)			Strategic Links
		2014	2015	2016	
Provide unique opportunities, services and support for our members.	<ul style="list-style-type: none"> • Fellowships (free studios, mentoring, etc) • Personal Patrons (matching writers to philanthropists) • Information, advice and guidance (ongoing) • Develop a members-only section of our website 	<ul style="list-style-type: none"> • Eight writers supported by fellowships • Launch Personal Patrons/two writers • 8,600 enquiries 	<ul style="list-style-type: none"> • Nine writers supported by fellowships • five Personal Patrons • 8,700 enquiries • Launch members-only section of website 	<ul style="list-style-type: none"> • Ten writers supported by fellowships • Five Personal Patrons • 8,800 enquiries 	Writers Community Sustainability
Better understand our existing members in order to increase membership renewal and retention.	<ul style="list-style-type: none"> • Use upgraded CRM to target renewing members based on age, interests, joining reasons • Membership Loyalty Program • Annual membership survey 	<ul style="list-style-type: none"> • Launch Membership Loyalty Program • Annual survey (including questions about their online needs) 	<ul style="list-style-type: none"> • Annual survey 	<ul style="list-style-type: none"> • Annual survey 	Writers Community Sustainability
Attract new members to the organisation.	<ul style="list-style-type: none"> • Lapsed member survey • Reciprocal and affiliate membership partners (other literary orgs, tertiary orgs, etc) 	<ul style="list-style-type: none"> • Two reciprocal/affiliate member partner/s • 3,000 members 	<ul style="list-style-type: none"> • Lapsed member survey • Three reciprocal/affiliate member partner/s • 3,100 members 	<ul style="list-style-type: none"> • Four reciprocal/affiliate member partner/s • 3,200 members 	Writers Community Sustainability

Goal 3 (Community): support writing communities across Victoria

Strategies	Activities	Key Performance Indicators (KPIs)			Strategic Links
		2014	2015	2016	
Provide events and activities that showcase, celebrate and support the Victorian writing community.	<ul style="list-style-type: none"> Community events (The Salon) Melbourne and regional program launch events The Write Way (online resource for Writers' Groups) 	<ul style="list-style-type: none"> Six events Two program launches Launch The Write Way 	<ul style="list-style-type: none"> Six events Two program launches New The Write Way resources 	<ul style="list-style-type: none"> Six events Two program launches New The Write Way resources 	Writers Members Industry
Provide space for writers to work, meet and connect.	<ul style="list-style-type: none"> Writers' studios (Glenfern, Old Melbourne Gaol, Mooramong, hot desks, etc) Writers' groups in the Wheeler Centre Writers Victoria library Extend our online platforms and interactivity (measured through our Klout score) 	<ul style="list-style-type: none"> Ten studios 50% of room use within the Wheeler Centre allocated to writers' groups 1,500 library visits 50,000 unique website visitors 7,000 social media followers Klout score of 60 	<ul style="list-style-type: none"> 12 studios 50% of room use within the Wheeler Centre allocated to writers' groups 1,550 library visits 55,000 unique website visitors 7,500 social media followers Klout score of 62 	<ul style="list-style-type: none"> 12 studios 50% of room use within the Wheeler Centre allocated to writers' groups 1,600 library visits 60,000 unique website visitors 8,000 social media followers Klout score of 64 	Writers Members Sustainability
Build audiences and capacity within regional communities.	<ul style="list-style-type: none"> Regional Community Assistance Program (RCAP) Biannual Regional writers forum Support regional tours (with Melbourne Writers Festival) 	<ul style="list-style-type: none"> Six RCAP activities Regional MWF program 	<ul style="list-style-type: none"> Six RCAP activities Regional writers forum Regional MWF program 	<ul style="list-style-type: none"> Six RCAP activities Regional MWF program 	Writers Members

Goal 4 (Industry): strengthen our profile and grow our contribution to the literary industry

Strategies	Activities	Key Performance Indicators (KPIs)			Strategic Links
		2014	2015	2016	
Create new partnerships, connections and resources to contribute to sector development and capacity building.	<ul style="list-style-type: none"> Develop new partnerships and collaborations Develop best practice resources Intern and Volunteer program Staff professional development program 	<ul style="list-style-type: none"> Three partnerships Two new resources Two interns 40 registered volunteers 	<ul style="list-style-type: none"> Four partnerships Two new resources Two interns 45 registered volunteers 	<ul style="list-style-type: none"> Five partnerships Two resources Two interns 50 registered volunteers 	Writers Members Community
Provide employment opportunities for writers through our program.	<ul style="list-style-type: none"> Employ professional writers as course leaders, manuscript assessors and mentors Commission work for 'The Victorian Writer' Move towards meeting and exceeding industry best practice and remuneration standards (ASA) 	<ul style="list-style-type: none"> 90 course leaders 30 manuscript assessors Ten mentors 60 commissions for 'The Victorian Writer' Fee increase 	<ul style="list-style-type: none"> 90 course leaders 30 manuscript assessors Ten mentors 60 commissions for 'The Victorian Writer' Fee increase 	<ul style="list-style-type: none"> 90 course leaders 30 manuscript assessors Ten mentors 60 commissions for 'The Victorian Writer' Fee increase 	Writers Members Community
Advocate and lobby on behalf of Victoria's writing community.	<ul style="list-style-type: none"> WV attendance at literary sector events Participate in sector conversation and debate Respond to relevant policy issues Strengthen government and stakeholder relations 	<ul style="list-style-type: none"> Event, conversation, debate, policy and relationship work (ongoing) 	<ul style="list-style-type: none"> Event, conversation, debate, policy and relationship work (ongoing) 	<ul style="list-style-type: none"> Event, conversation, debate, policy and relationship work (ongoing) 	Writers Members Industry

Goal 5 (Operations): be an effective and sustainable organisation

Strategies	Activities	Key Performance Indicators (KPIs)			Strategic Links
		2014	2015	2016	
<p>Increase and diversify income streams to ensure that Writers Victoria is adequately resourced.</p>	<ul style="list-style-type: none"> Extend existing relationships with funding bodies Meet all funding requirements New Development Plan (including trusts, philanthropy and commercial projects) Launch 'Personal Patrons' individual giving model Research and develop income-generating programs 	<ul style="list-style-type: none"> Manage relationships and meet funding requirements (ongoing) New Development Plan in place Launch 'Personal Patrons' 	<ul style="list-style-type: none"> Manage relationships and meet funding requirements (ongoing) 	<ul style="list-style-type: none"> Manage relationships and meet funding requirements (ongoing) 	Community Industry
<p>Ensure the organisation is fit for purpose by maintaining effective financial and business models, policies and procedures.</p>	<ul style="list-style-type: none"> Robust systems in place Range of expertise on Committee Internal review (2013) and potential restructure (2014) Review volunteering processes Annual review of Committee of Management 	<ul style="list-style-type: none"> New staff structure reviewed New volunteer framework implemented Annual review 	<ul style="list-style-type: none"> New staff structure implemented Annual review 	<ul style="list-style-type: none"> Annual review 	Industry
<p>Ensure the organisation markets and communicates its program, services and key messages effectively.</p>	<ul style="list-style-type: none"> Extend the reach of our marketing and communications and increase media coverage New Marketing and Communications Plan Contribute to the profile of Melbourne as a City of Literature 	<ul style="list-style-type: none"> Develop new Marketing, Communications and Media Plan Launch 'City of Literature' series in 'The Victorian Writer' Marketing and communications (ongoing) 	<ul style="list-style-type: none"> Marketing and communications (ongoing) 	<ul style="list-style-type: none"> Marketing and communications (ongoing) 	Writers Members Community Industry

Our program (2014 to 2016)

Writers Victoria delivers a diverse annual program and a range of different services for our members and beyond. This includes:

- **Writing workshops, courses, masterclasses and industry events in inner Melbourne.** This will be expanded into outer Melbourne, regional, online and residential delivery over the next three years.
- **Manuscript Assessment service** for writers are seeking an objective, professional appraisal of their work.
- **Mentorship** opportunities for early career and emerging writers to learn from an industry professional on a one-to-one basis.
- **Regional professional development program**, bringing author tours, presentations and customised professional development events to regional audiences.
- **'The Victorian Writer' publication and enews** featuring articles on all aspects of writing and publishing, up-to-date news and information on events and opportunities. Following member feedback we will investigate e-publishing options and reducing enews frequency from 2014.
- **Targeted projects with a range of partners and communities** (such as Write-ability with Arts Access Victoria and Writing the Refugee Experience with the Ecumenical Migration Centre).
- **Fellowships** for emerging and established writers through the provision of free studio space, residential writing retreats, mentoring or funding for major writing projects.
- **Writers Studios** offering secluded, dedicated and private writing spaces at subsidised rates (in partnership with the National Trust Victoria).
- **Community events.**
- **Membership services and support.**
- **Information, advice and guidance** from our experienced team, access to industry experts, website and blog.
- **Sector development** through the development of resources, capacity development through our program and partnership initiatives, as well as representation and advocacy on behalf of Victoria's writing community.

Artistic rationale

Our annual program is underpinned by our commitment to support writers working across all genres, at all stages of their careers and in all parts of the state.

Our artistic and program decisions are informed by the diversity of our membership. Of the 96.5% of our members that are writers, 43% are in the early stages of their careers, 37% are emerging, and 16.5% are established writers. The program includes presentation of literary events and delivery of professional development opportunities on a range of topics and formats. We will continue to focus on high-quality programs delivered by professional authors and industry experts that are offered at a range of price points.

Writers Victoria is committed to supporting all of our members and other writers throughout the state. We value the contribution of Victoria's regional writers and recognise the difficulties they face in accessing opportunities for professional development, inspiration and engagement. This will be a key focus of our artistic and program decision-making over the next three years.

Writers Victoria has trialled various approaches to supporting regional writers and audiences. Our Regional Professional Development and Community Assistance programs use innovative new models to address the needs of regional writers, groups and organisations by presenting author and industry events in communities across Victoria and sharing their expertise through courses and workshops.

Working in partnership with regional writers' groups and festivals to deliver relevant activities for their members and communities has led to more effective use of resources and guaranteed that the subject matter and visiting authors are appropriate for the needs of each writing community.

We will continue to enhance partnering opportunities and cross-promotional opportunities to increase the reach of our work, our member and audience base, and our stakeholder relationships.

The development of digital platforms for 'The Victorian Writer', as well as new correspondence and online courses, are other initiatives that we will use to promote access to our program and professional development opportunities for writers and communities across Victoria.

Evaluating our work

Writers Victoria takes an integrated approach to measuring and evaluating our work.

Our evaluation framework allows us to review all activities and services within our program for their effectiveness, artistic vibrancy, cultural engagement and the outcomes they have for writers.

This includes:

- Internal review of our projects and services.
- Attendance and participation figures (including income targets).
- Membership renewal and growth.
- Annual member consultation.
- Biannual regional writers' forum (2013, 2015).
- Feedback from participants.
- Stakeholder forums and events.
- Online engagement.
- External opinion and critique.

Program overview (2014 to 2016)

Program area	Initiative	2014	2015	2016
Writers (ongoing program) A diverse annual program of high-quality professional development activities, courses and services for early career, emerging and established writers.	Courses and workshops (inner Melbourne)			
	Courses and workshops (outer Melbourne)			
	Courses and workshops (regional)			
	Courses and workshops (digital)			
	Courses and workshops (residential)			
	Manuscript assessment			
	Mentorships			
	Regional Professional Development Program			
	'The Victorian Writer' magazine (print version)			
	'The Victorian Writer' magazine (digital version)			
Writers (projects and initiatives) A range of ongoing, pilot and one-off projects in collaboration with writers, partners and communities.	Doris Leadbetter Poetry Cup			
	Partnerships and collaborations: <ul style="list-style-type: none"> Write-ability projects for writers with disability (with Arts Access Victoria) 			
	<ul style="list-style-type: none"> D-Writers projects for culturally and linguistically diverse writers (with Footscray Community Arts Centre) 			
	<ul style="list-style-type: none"> Writers' Journey workshops on commuter trains 			
	<ul style="list-style-type: none"> Wryclists (a writers' cycling tour of regional Victoria) 			
Members Ongoing support and development of Writers Victoria members	Fellowships			
	Personal Patrons (matching writers to philanthropists)			
	Information, advice and guidance	Ongoing		
Community Events and activities that showcase, celebrate and support the Victorian writing community.	Community events (eg The Salon)			
	Program launch events (Melbourne and regional Victoria)			
	'The Write Way' (online resource for writers' groups)			
	Writers' studios (Glenfern, Old)			

	Melbourne Gaol, Mooramong, with National Trust Victoria)			
	Writers' groups at the Wheeler Centre			
	Writers Victoria's library			
	Regional Community Assistance Program			
	Biannual regional writers' forum			
	Support regional tours (with Melbourne Writers Festival)			
Industry Create new partnerships, connections and resources to contribute to sector development and capacity building.	New partnerships and collaborations			
	Develop best practice resources			
	WV attendance at literary sector events			
	WV participation in sector conversations and debates			
	Intern and volunteer program	Ongoing		
	Representation, advocacy and lobbying	Ongoing		