

2023

**Arts Capital
Annual Report**





**We reside on Ngunnawal Country.
We acknowledge the Ngunnawal people
as traditional custodians and recognise
all other First Nations peoples and families
with connection to the ACT.
We honour and pay our respects
to Elders past, present and future.**

Sovereignty was never ceded.



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About Us



Arts Capital Limited is Ainslie+Gorman. We manage both Ainslie Arts Centre and Gorman Arts Centre, iconic heritage-listed ACT Government-owned facilities.

Ainslie Arts Centre, established in 1927 initially as a school, stands today as Canberra's go-to hub for community and music-oriented activities, offering a variety of spaces perfect for rehearsals, collaborative jam sessions and live performances.

Gorman Arts Centre, built in 1924 to house Commonwealth public servants, has been thoughtfully repurposed into a significant historical site that supports a vibrant multifaceted arts community. This centre serves as a meeting place for both seasoned and emerging artists in Canberra, featuring a range of public and private facilities such as studio residencies, intimate performance areas, dance studios and an exhibition space historically characterised by its focus on innovation and development.

Together, Ainslie+Gorman are home to the capital's largest multi-disciplinary community of artists.



Arts Capital Limited (ACN 639 255 815), a not-for-profit company limited by guarantee and a registered charity, operates under the registered trading name Ainslie and Gorman Arts Centres. Supported by the ACT Government through the ACT Arts Organisation Investment Program, these facilities benefit from dedicated governmental backing, ensuring the ongoing enrichment and preservation of Canberra's oldest and largest arts community.

Our Purpose

We cultivate inspiring places that enable creative encounters to happen.



Our Vision

To sustain vibrant arts centres as supportive and stimulating places for artists and arts organisations who are committed to excellence.



At the time of writing, Arts Capital was in the process of developing a new strategic plan which will present refined mission and vision statements. This initiative reflects our commitment to stronger alignment with present realities and our aspirations for a sustainable future.

Chair's Letter



Arts Capital inhabits and integrates operational and strategic management across two arts centres, creating one creative precinct. These two centres are already treasured places for making art and engaging with local communities and businesses through residencies and venue hire.

As I write this message, the Board and staff of Arts Capital are well into 2024, the year in which the building called Gorman Arts Centre reaches 100 years of age and the year in which much anticipated renovations — the Gorman Centenary Upgrade Project (CUP) — will commence. This is the place to thank my predecessor Mark van Veen and the previous Board for the huge effort they made from 2018—2022 to secure ACT and Commonwealth funding for the renovations. Fantastic effort and a round of applause is deserved!

In 2023, we continued to imagine what it will be like to have modern heating and cooling, modern plumbing and a whole lot of built environment and material improvements

to this stimulating and atmospheric building. Gorman's rich history of so many people — living, working, creating within its walls embodies Canberra's diverse cultural heritage. From its time as a home for newly arrived public servants in 1924 to its times as an arts centre from 1981 to date and in the future — I applaud the ACT and Commonwealth Government's tangible investment in our shared cultural heritage. By this time next year, 2025, the renovations will have progressed, and we will be in advanced planning for the re-launch of the beautiful home that Gorman is, renovated, for all kinds of arts making and artists. Looking further into our future, Ainslie Art Centre approaches its centenary in 2027 and we look forward to exploring its own centenary upgrade.

2023 is the year in which Arts Capital came to grips with the financial impact of receiving an annual grant which did not meet our hopes or our application in September 2022. Our sense is that Arts Capital is not alone in finding that the grants made in late 2022, whilst admirably secure in their length and clear in their KPIs, nevertheless did not meet applicants' expectations. It is possible that the broad arts sector's assumption of available funding was unrealistic, coming off the back of the ACT Government's generous and supportive response to the pandemic's devastating impacts. And it could be that the sector read too much into and assumed too much about ambitious government statements about Canberra being more than a political capital but an arts capital respected around Australia.

Arts Capital is incredibly appreciative to have the support of the ACT Government through artsACT. Our trading environment in 2023 — “post-pandemic” and pre-renovations — was challenging, so artsACT’s increase in 2023 of 10% on the 2022 grant has been appreciated. It is also, of course, very good to have the certainty (subject to acquittal) of that annual amount for the next 4 years (5-year grant in total). So, thank you, ACT Government.

In early-mid 2023, it became clear that Arts Capital needed a smaller workforce and to make other savings, if we were to meet our company governance obligations as well as the expectations of artsACT and other stakeholders. We started 2023 with 18 staff and ended the year with 11. It was an incredibly difficult process to undertake and very challenging for those directly affected, as well as those who remained with Arts Capital. The one comfort was that the release happened at a time of ongoing high economic activity in the ACT with a solid demand for employees. We thank every person who worked with passion and skill for Arts Capital over the years. May they all flourish wherever they have moved to, and will no doubt contribute to, with solid professional acumen.

Despite the unsettling experience of downsizing the workforce, the remaining staff have come together with wonderful commitment to each other, the company, the residents and hirers, and the future of arts practice in the venues we are privileged to manage.

We would not have been as well-placed financially as we were by the end of 2023, were it not for the intelligence, skill, flair, and dedication of every single team member. This team’s energy and talents are superb, and it is a privilege to chair the Board of such a dynamic not-for profit! In future, we will be investing more into our role as placemakers, further improving our support for the arts, cultural and business practitioners that contribute to our ecosystem.

In closing, I want to thank every team member and every Board member for their valuable contributions to the work of Arts Capital. Board members are, of course, volunteers and each of them (apart from myself) also has full-time paid roles and private lives, into which they fit their work for Arts Capital. They are truly generous and amazing. I am so delighted to work with them.

And I want to thank you, the reader, for your interest in Arts Capital. We hope to see you in any or both arts centres we collectively call Ainslie+Gorman.

Sincerely,



Lauren Honcope
Chair, Arts Capital

CEO Letter



As we reflect on the past year, I'm excited to share our annual report with you all. 2023 was quite the ride, and with immense pride, I share some of the significant strides made by the Arts Capital team and Board in our ongoing commitment to house, nurture and amplify Canberra's creatives.

Amidst the backdrop of some very tough financial challenges and a significant company restructure, our organisation demonstrated incredible resilience, navigating operational and financial change management with grace and agility.

It has been heartening to work alongside such a positive, innovative, humorous team, who came through the year even stronger, resulting in a more integrated and dynamic crew ready to take on anything!

Across the year we collaborated with artsACT in planning towards the artsACT managed Centenary Upgrade Project, which included comprehensive site audits in preparation for commencement of capital works in 2024. In a spirit of transparency and collaboration, we continued to engage

in consultation with artsACT and Gorman residents regarding renovations and relocation plans.

With work health and safety (WHS) and the wellbeing of all A+G stakeholders being our top priority, our Facilities Team implemented a new WHS system which is set for resident roll out and training in 2024. Their continued care of two large heritage-listed facilities remains an outstanding feat, and I gratefully acknowledge the tireless efforts they put in every day.

Behind the scenes, our new CFO Pedro Ribas, alongside bookkeeping service provider Gingerbooks, rebuilt our financial management approach. Through the establishment of a Finance and Risk Management Committee, we undertook a comprehensive overhaul of governance, business, accounting, and administration processes, optimising efficiencies and enhancing our ability to better serve our purpose: cultivating spaces that amplify the impacts of a multi-disciplinary arts community. Our conscious change management approach gathered speed in 2023 and is constantly evolving, whilst we navigate the upcoming renovations project.

Across the organisation we reaffirmed our commitment to supporting the creative community. Spearheaded by the Creative Development Team, we focussed on fostering LGBTQIA+ allyship and promoting inclusive practice, intercultural engagement, social and cultural cohesion

by facilitating free professional development workshops.

Late in the year, Business Administration Team started overhauling our venue hire operations with the aim of streamlining processes and improving the user experience for residents and patrons.

The Marketing team strengthened our online presence and engagement significantly. Our search engine optimisation and channel usage were successfully aligned with our branding identity as Ainslie+Gorman. Communications with residents were improved by internal process efficiencies and the reinforcement of our Resident Portal.

None of these achievements would have been possible without the dedication and hard work of our talented team and insightful Board members. Their unwavering commitment to our mission is truly commendable, and I am deeply grateful for all their contributions.

In closing, I also extend my heartfelt gratitude to each of you (A+G's resident artists and resident organisations, partners, consultants) for your unwavering support of Arts Capital in 2023's year of 'resetting to regenerate'. Together, we have made a profound impact on strengthening the foundations of the organisation, with tangible and intangible benefits to our community and the heritage facilities that we share. I am confident that with your

continued support, feedback, and faith - we will achieve collaborative activation and placemaking outcomes to ensure that creativity remains open to all Canberrans and visitors in the years to come.

Warm regards,



Carly Davenport Acker
CEO, Arts Capital Limited
Director Ainslie+Gorman



2023 Highlights

FIRST NATIONS COMMUNITY ENGAGEMENT WORKSHOP

In June, Arts Capital had the honour of facilitating a First Nations community engagement workshop at Gorman, inviting our arts sector peers. Led by Geoff Richardson PSM, the workshop, with close to fifty in attendance, addressed the history, challenges, current contexts and complexities pre-Referendum, and opportunities from an Aboriginal and Torres Strait Islander Peoples (First Nations') worldview including best-practice approaches to engagement with genuine exchange and long-lasting impacts important to First Nations peoples, organisations, communities.

GORMAN OPEN HOUSE REIMAGINED

In September, Gorman Arts Centre opened its doors over a meticulously curated two-day event. Performances included live DJing, storytelling, dancing, poetry and comic book reading under our heritage-listed Hawthorn trees. The F Block Gallery showcased work by our residents alongside the Gorman 100 Project, a placemaking initiative curated by Arts Capital, which presented cherished historical memories from the centre's then-99-year history. Residents opened their studios for tours, showcasing their works. Workshops and classes included yoga, dance, theatre, chromatography, and walnuts (yes,

walnuts!) and all throughout, we had the support of a diversity of local market stalls, creatives, food, beverages and nourishing offerings.

After a long hiatus over the pandemic, the event was warmly received by residents and the wider Ainslie+Gorman community, especially those nostalgic about the highly acclaimed Gorman Markets.

AINSLIE SALON CELEBRATES INNOVATION

In July, Arts Capital kickstarted Events ACT's new arts and innovation festival, Uncharted Territory, with another iteration of Ainslie Salon called Midpoint. The show was a celebration of the growth of experimental music practices in the region. With a full house on both days, the live music performances involved sound worlds that moved between pop minimalism, textured ambience, and electronic-jazz hybrids.

LGBTIQ+[AI] FOUNDATION AWARENESS AND ALLYSHIP

In October, Meridian ACT, in partnership with Arts Capital and with support from Capital of Equality, presented the LGBTIQ+[Ai] Foundation workshops to the Ainslie+Gorman community, marking a pivotal step towards inclusivity and diversity.

The program, featuring awareness and allyship modules, equipped participants with insights into LGBTIQ+ experiences and the importance of embracing diversity within the workplace. It aimed to foster a culture where proactive allyship can thrive, enabling participants to support vulnerable and marginalised individuals effectively.

NEW YOUTH HUB WITH CYT

In November, decades long-standing Gorman resident organisation Canberra Youth Theatre (CYT) turned 50 and in partnership with Arts Capital, moved their HQ to the northern end of B Block. The shared vision is to transform and reactivate the area into a vibrant and inclusive Youth Hub, creating safe and inspiring spaces for young people's education and building new professional development pathways and opportunities with them.

ARTISTIC DEVELOPMENT SUPPORT

In-House (Cultural Access Program), Emerging Artist Studio Program and an artist support partnership with Melbourne-based performance makers Chamber Made all paved the way for financial, in-kind, and creative support for a total of 14 artists throughout 2023. 10 of these artists continue their practice as residents of the Ainslie+Gorman community today.

EXPANDING HORIZONS: +160% SOCIAL VISIBILITY

Active re-curation and management of social media channels was simplified, streamlined, and strengthened to ensure location clarity and consistency of service to all residents. In 2023, our Facebook and Instagram accounts reached a total of 242,007 impressions. This breaks down to an average growth of +160.3%, with the largest being Gorman's Instagram page's, indicating +414.8% growth.

Building our mailing list came in the form of reviewing the existing stakeholder's list and improving the conversion quality of our newsletter content. Compared to the first half of 2023, the last two quarters show a +48% click rate growth for our external community newsletter and +180% for our resident broadcasts.



Reset to Regenerate

In late 2022 and early 2023, Arts Capital identified operational and financial challenges. In response, AC started on a program to reform and improve all our systems and be ready to respond to the difficulties.

Through the establishment of a Financial Audit and Risk Management (FARM) sub-committee of the Board, Arts Capital overhauled its entire financial and accounting systems, ensuring collective, transparent assessments, acquittals and reporting processes.

This coincided with the hiring of then Finance Officer and Chief Financial Officer Pedro Ribas and securing Gingerbooks' Phil van Zomeren. Combined with Lachlan Johnson's move into the Business Manager role, the process of creating high quality internal operational systems began.

Meeting monthly, FARM focused on reviewing budgetary performance and ensuring the entire Arts Capital management team's agency and understanding in managing monthly, quarterly, and annual profit and loss.

In late 2023 Arts Capital collaborated with RSM Australia to review our financial position and ongoing external threats. Their report has given AC affirmation of both external and internal challenges and provided practical frameworks to measure our income streams. We are especially

grateful to artsACT's support for RSM's consultancy.

With a focus on the financial wellbeing of the company and assessment of wide-ranging external threats and risks, the Business Administration Team worked closely with the Arts Capital Board and the ACT Government to further identify both external and internal threats and risks more broadly and the likely impacts of the Centenary Upgrade Project renovations on residents.

Arts Capital facilitated a major staff restructure in late 2023, transitioning from a medium-sized, part-time structure to a small, increasingly full-time staff base. Venue hire operations were moved into the Business Administration Team and with it, the beginning of a comprehensive policy and process review that will continue in 2024. This review will further streamline the booking processes, increase access to the venues and improve customer experiences at all stages of enquiry.

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Residents

Ainslie+Gorman is home to the largest community of multi-disciplinary artist residents in the capital. They are the creative pulse of these heritagaged-listed buildings and we are proud to support their diverse practices.

Gorman Arts Centre

Andrew Sikorski
Ausdance ACT
Australian Dance Party
Baha Agency***
Becky Houston*
Bryn Evans
Cameron Smith***
Canberra Youth Theatre Inc.
Cassandra Dove*
Cathy Mauk***
Cherylynn Holmes
Cliff Woodward*
Franki Sparke
Eleri Harris
Elio Robertson*
Eve Hunter*
Franki Sparke
Genie Stuart*
Halstead Press
Ham Darroch
Hangama Obaidullah**
Kirsten Biven
KV Productions
Liz Lea
Lucy Alexander
Marco Romero *
Mark Cranfield***
Michael Desmond
Michelle Dickerson
Musicale Pty Ltd
Nicci Haynes
Pat Campbell
Paul Summerfield

Phoebe Porter
QL2 Dance
Rebus Theatre
Sage Dining Rooms***
Sonic Light
Stuart McMillen
Tributary Projects
Weft Studio
Yamile Tafur Rios**
Zhi Cham*

Ainslie Arts Centre

Australian National Eisteddfod
Canberra International Music Festival
Girls Rock! Canberra
Luminescence Chamber Singers
Music for Canberra
Musica Viva
Patrice Soward

**Emerging Artist Studio Program*

***In-House (Cultural Access Program)*

**** Left 2023*



Venue Hirers

In 2023, we held a total of 4,447 venue hire sessions across both Ainslie Arts Centre and Gorman Arts Centre. The Ainslie+Gorman ecosystem is enlivened by its diversity of regular hirers — we thank each and every one of you.

Music for Canberra
Music Classes Canberra
Deaf Connect
Barbara's Music Circle
Impro ACT
Vaidehi Subramanyan
Luminescence Chamber Singers Inc.
Arnan Wiesel
Shortis and Simpson
National Capital Orchestra
Canberra Recorder & Early Music Society
Tracy Bourne
Mt Ainslie Music Club
JST Dance
Shannah Cady
Ainslie School
Screen Canberra
Anthroposophical Society in Australia
Hit'n'Miss
Patrice Soward
Australian National Eisteddfod
Canberra International Music Festival
Ethos CRS
Yolande Norris
Art of Living
Australian Dance Party
James Batchelor
Wildbear Entertainment
National Opera
Fonda Mexican
Ukelele Republic of Canberra
Consensus Education
Wild Voices Music Theatre
Visit Canberra
Ekletika Vocal Ensemble

Limitless Strategies
Canberra Youth Theatre
Tom Sherringham
Rebus Theatre
Mr Tim Choirs
Girls Rock! Canberra
Chris Carroll
Mixtape Chorus
Australian Music Examination Board (NSW)
Matt Ellis
Ausdance ACT
Gurdjieff Society of Canberra
QL2 Dance
Australian Childhood Foundation
Canberra Symphony Orchestra
Jazida Productions
International Committee of the Red Cross
Hannah de Feyter
Meditate in Canberra
Jasmine Guffond
Relationships Australia
Canberra PhotoConnect
Canberra Contemporary Art Space
You Are Here
SIMA
Canberra Institute of Technology
Rochelle Whyte
Laura Brown
The Art of Process
Pilates with Brittney
A Gender Agenda
Leafy Sea Dragon Artwork
Yona Su
Omega Ensemble
Australian Parliament House

CFO Financial Overview



The focus of 2023 was to drive sustainable growth, which began with rolling out strategic initiatives to manage operational efficiency and equip our teams with robust risk management tools to apply across their departments.

However, the year presented formidable financial challenges, characterised by unexpected disruptions and economic uncertainties.

Our financial statements reflect a \$271,446 loss for the year, attributed to factors including the loss of revenue from the Ainslie Arts Centre car park and the decline in sub-licence fee and venue hire income at Gorman Arts Centre. Overall sub-licence fee income dropped from \$248,680 in 2022 to \$212,011 in 2023, mainly due to an attrition of residents including the loss of a major commercial tenant Sage Restaurant. This was – and remains – challenging to replace, particularly given the upcoming renovations limiting our ability to secure new partnerships. Additionally, venue hire income at Gorman decreased from \$198,809 in 2022 to \$111,647 in 2023, due to the Centenary Upgrade Project (CUP) construction timeline uncertainties and the constantly shifting commencement date.

In response to these difficulties, we adopted a new organisational structure in late 2023, aimed at optimising the allocation of our staff and resources to continue our delivery of services to the Ainslie+Gorman community. Unfortunately, this meant we were unable to retain the full staff team who began the year with us. Other significant cost-saving measures were focussed primarily on optimising our operational processes leading to improved staff capacity. Whilst this has been a period of significant operational shift, this restructuring is expected to have a positive impact on our finances in 2024, mitigating the financial pressures faced in the previous year.

Looking forward, we remain cautiously optimistic. While challenges and uncertainties persist, especially through the artsACT CUP, we are confident in our ability to adapt and thrive. Our continued commitment to improve systems and services ensures value to our residents, customers, and stakeholders. I extend my heartfelt gratitude to all stakeholders of Ainslie+Gorman, particularly the Arts Capital staff and Board for their support and dedication. Together, we have overcome significant financial and structural challenges and positioned our company for a promising future.

Warm regards,

Pedro Costa *Caroline Ribas*

Pedro Ribas
CFO, Arts Capital Limited



Profit/Loss Statement

Income	2022	2023
Core grant	\$697,899	\$845,000
Sub-licence fees	\$248,680	\$212,011
Project grants and tenders	\$273,148	\$ 83,028
Venue hire	\$375,140	\$294,179
Public program and events	\$75,011	\$32,629
Ainslie car park	\$79,358	\$34,871
Fundraising & donations	\$15	\$11,228
Cost recovery	\$22,800	\$4,368
Admin services	\$109,031	\$104,878
Interest income	\$2,213	\$7,119
Total Income	\$1,883,295	\$1,629,311

Expenses	2022	2023
Employment	\$1,125,361	\$1,179,567
Building services	\$134,961	\$122,100
Utilities	\$115,335	\$108,220
Administration	\$187,605	\$216,705
Marketing and programs	\$331,669	\$158,852
Depreciation and amortisation	\$34,504	\$43,249
Equipment costs	\$12,026	\$20,179
Cost of sales	\$9,707	\$6,885
Total Expenses	\$1,951,168	\$1,900,757

NET PROFIT / LOSS	(\$67,873)	(\$271,446)
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Arts Capital Board

Lauren Honcope, Chair

Our Chair and Director brings over 40 years of legal and academic experience, including tenure as senior executive lawyer at the Australian Government Solicitor and a lecturer at ANU's College of Law. With more than 40 years of connection to Gorman Arts Centre, she has been in numerous leadership roles since 1980s, including the chairing of Ausdance and the establishment of contemporary dance programs with internationally acclaimed Meryl Tankard.



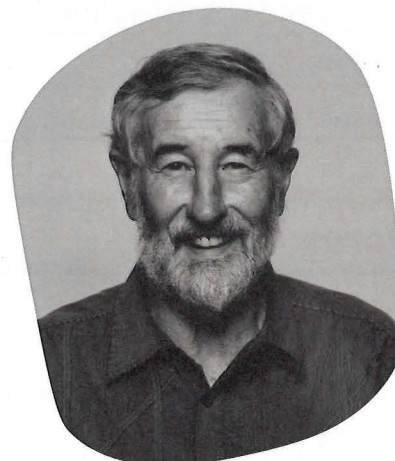
Sheridan Burnett, Secretary

A dynamic multidisciplinary professional who transitioned from law to the GLAM (Galleries, Libraries, Archives and Museums) sector as the Assistant Director of Corporate Governance at the National Archives of Australia. This role integrates her legal expertise with arts development, risk management and governance skills. Her experience is enriched by previous similar positions at the NPG and the NFSA.



Eric Martin AM

A practicing architect acclaimed for his globally recognised expertise in heritage conservation and disability access, Eric's dedication to universal access in building design is pivotal in managing two heritage-listed facilities. A Life Fellow of the Australian Institute of Architects, Eric has been a key figure on our Board since 2002, contributing significantly to the preservation and accessibility of our historic centres.





Jeremy Christian

As the Technical Director at Canberra Theatre Centre, Jeremy brings extensive production management, theatre and live sound expertise to our Board. His hands-on roles, including here at Ainslie+Gorman and over a decade at the Sydney Opera House, give him unique insights into the technical intricacies of arts productions as well as major renovations project management.



Leslie Pan

A seasoned chartered accountant, Leslie brings over 15 years of experience in financial and management consulting. Having advised a diverse portfolio of clients across government, not-for-profit, and private sectors, Leslie's expertise is invaluable. His background includes significant roles at KPMG U.S., Deloitte, and the Department of Defence.



Claudia Santangelo

Currently with the National Centre for Aboriginal and Torres Strait Islander Wellbeing Research at the Australian National University, Claudia brings a wealth of experience to our Board. Her background in fundraising and partnerships, combined with extensive involvement in the arts sector, is invaluable. She's played pivotal roles in various music and film festivals, including directing and producing at the Sydney Fringe Festival.



Arts Capital Staff

Core Staff

CEO + Director	Carly Davenport Acker
CFO	Pedro Ribas
Business Manager	Lachlan Johnson
Business Administration Assistant	Isabelle Sheppard
Venue Hire and Community Engagement Coordinator	Kylie Walsh
Creative Development Manager	Sia Ahmad
Events and Partnerships Coordinator	Claudia Hogan
Marketing and Partnerships Manager	Andreo Esguerra
Lead Digital Storyteller and Content Coordinator	Rebecca Worth
Facilities Manager	Mauro Aviles
Facilities Coordinator	Jason Burgess

Total FTE = 9.33

Casual Staff

Camille Struzina	Henry Condon	Lea Collins	Nicholas Schmidt
Emily Leslie	Janhavi Niranjana Salvi	Miriam Ellen Barwell	Talisha Jackson
Georgia Barlett	Julia Higgs	Timothy Austin	Tanner Clark



We thank all staff and Board who have been part of the Arts Capital team. Their efforts towards realising our vision and purpose have been immense, and we wish them all the best moving forward.

Outgoing Staff

Venue and Technical Support Officer	John Carberry
Interim CEO and Business Manager	Adelin Chin
Venue and Operations Manager	Elizabeth Curry
Partnerships and Communications Liaison	Jenni Curry
Administration and Finance Officer	Ami Kothari
Maintenance Officer	Matthew Kristaly
Venue Hire and Operations Officer	Mia Lykissas
Finance Officer	Dolly Prajapati
Programs Manager	Rochelle Whyte

Outgoing Board

Chair	Mark van Veen
Secretary	John MacCulloch
Deputy Chair	Dr Jodie-lee Trembath
Director	Mowenna Collett GF GAICD

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artsACT (ACT Government)
Brightstone Productions Pty Ltd
BYTES+COLOURS
Chamber Made
Geoff Richardson PSM
Gingerbooks
Meridian ACT
RSW Australia
Wise Workplace
Wolf Lab
Work Happy



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