

2024 - 2027

**Arts Capital
Strategic Plan**





We acknowledge the Ngunnawal and Ngambri 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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Our Mission

To nurture safe and vibrant community spaces for creativity to thrive.



Our Vision

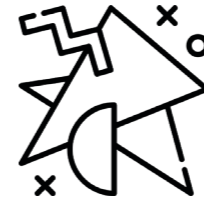
A home for creativity that reflects the diversity and passion of the local community, supports artistic development and helps build connections.

About Us

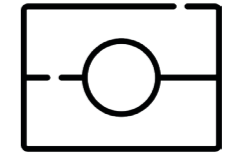
Ainslie+Gorman is a not-for-profit company limited by guarantee and a registered charity substantially funded by the ACT Government to manage the operations of two heritage-listed facilities, Ainslie Arts Centre and Gorman Arts Centres. Both centres are owned by the ACT Government and are collectively home to the capital's largest community of multi-disciplinary artists and artist organisations.

With Gorman's Centenary Upgrade Project commencing in July 2024, Ainslie+Gorman is regenerating towards a stronger, sustainable future for the communities we serve.

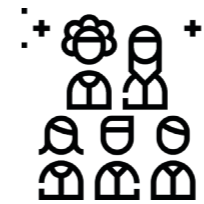
Our Principles



We **centre** our actions around resident artists, organisations and the local creative sector.



We **embrace** First Nations artists and communities.



We **collaborate, adapt** and **respond** positively to change.



We **value** diversity in skills and perspectives, staying open to new ideas.



We **prioritise** wellbeing and looking out for one another.



We **ensure** our spaces are welcoming, safe and enabling for everyone.



CREATIVE COMMUNITY

Ainslie Arts Centre and Gorman Arts Centre (Ainslie+Gorman) are pivotal institutions in Canberra, each playing a crucial role in the development and enrichment of the local community.

Ainslie Arts Centre (originally Ainslie Public School circa 1927) came under our wing in 2009 and has since been transformed to become one of Canberra's most diverse music hubs, offering spaces where rehearsals, jam sessions, gigs and concerts come to life.

Gorman Arts Centre (previously known as Gorman House) was established as a community arts centre in 1981. Its designation on the Register of the National Estate in 1983 then the ACT Heritage Register in 2005 highlights its architectural and historical importance, preserving its legacy as both a cultural hub and heritage site.

Together, Ainslie+Gorman are home to the capital's largest and longest-standing community of multi-disciplinary artists and arts organisations. For a full list of our residents, see Appendix A.

OPERATING CONTEXT

The last four years have seen some fundamentally significant challenges and changes for the centres, the broader arts sector, our organisation and team.

In 2020 the organisation underwent a governance restructure, transitioning from an Incorporated Association (GHAC Inc) to a Company Limited by Guarantee (Arts Capital Limited). This restructure brought with it considerable change over the subsequent years including: charity registration through the Australian Charities and Not-for-profits Commission (ACNC), board recalibration, changes to executive leadership, successful application for artsACT Arts Centre Investment funding, and more recently, endorsement as a deductible gift recipient by the ATO.

Amidst all this change were several financial pressures outside of Arts Capital's control including: impacts of the COVID-19 Pandemic, rising inflation and cost of living impacts, attrition of long-term resident organisations (2021-2022) and a reduction to key income streams such

as venue hire. These compounding pressures culminated in 2023, a very difficult year for the organisation. As a result, it was necessary for Arts Capital to undertake a significant organisational restructure to ensure we could continue to support and improve services for residents and the local, creative community sector.

GORMAN CENTENARY UPGRADE PROJECT

Over the last four years, Arts Capital has been working closely with the ACT Government to plan for major renovations at Gorman Arts Centre that are set to commence July 2024 and are expected to continue until late 2026.

The renovations represent significant investment in the centre from both Territory and Federal Governments and will secure a bright future for the community and the sector.

The ACT Government are taking a staged approach to the works to ensure the centre can remain open throughout and we will be working closely with them to help minimise the disruption to our residents, hirers and visitors.

Whilst we navigate the changes and challenges of these centenary renovations, we will be taking the opportunity to continue to review our operations and improve our processes as we prepare for the exciting future that awaits on the other side of these significant upgrades.

Strategic Focus

Goal 1 - Vibrancy

Foster the creative communities of both centres and increase vibrancy onsite.

Objectives

Strategies

Minimise the impacts of the renovations to the creative community

1. Collaborate with the ACT Government to manage the onsite relocation of the Gorman resident community.
2. Provide clear and regular updates to Gorman residents and users regarding the impacts of renovations on site access and operations.
3. Proactively assess the needs of the existing community during periods of reduced venue access and identify suitable alternative venues.
4. Strategically adapt to changes in site access to ensure residents have consistent access to services throughout the project.
5. Regularly create opportunities for residents to connect, fostering creative collaboration and strengthening community ties.

Ensure service offerings are competitive and relevant for changing community needs

1. Undertake market research and benchmarking of arts centres across the territory and the nation.
2. Review and redefine our service offerings to better align with modern customer needs.
3. Further develop the resident portal as centralised repository of key information for all residents.

Increase community use of facilities

1. Invest in a new venue booking platform that accommodates direct user access and allows self-management of bookings.
2. Undertake historic analysis of venue usage to identify opportunities for new activities onsite that won't compete with existing community use.
3. Establish a new community focused café onsite at Gorman.
4. Reduce barriers of access for community groups to host events at venues onsite.

Strategic Focus

Goal 2 - Safety

Increase the safety and security of the centres and the creative communities that they house.

Objectives	Strategies
Proactively plan for changing maintenance needs through renovation changes	<ol style="list-style-type: none">1. Update physical asset register and streamline asset tracking and management processes.2. Develop long term maintenance plan and schedule for each centre.3. Undertake significant network infrastructure upgrades to accommodate changing digital needs onsite.4. Improve response times for reactive maintenance requests.

Foster a culture of safety amongst staff and users	<ol style="list-style-type: none">1. Refine presentation of WHS policies and obligations to reduce barriers to understanding and encourage compliance.2. Improve incident reporting mechanisms, ensuring accurate and timely reporting.3. Establish a Work, Health and Safety representative working group and hold regular meetings and training to proactively consider safety on site.
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Improve security onsite

1. Invest in upgrades to security camera infrastructure across both centres.
2. Update security protocols to fit changes to infrastructure and operations throughout the renovations.
3. Continue to facilitate the Emergency Planning Committee and action the committee's advice to ensure preparedness for emergency situations.

Increase cultural safety of centres and ensure the spaces are welcoming to diverse users

1. Develop a First Nations Engagement Strategy towards the development of a Reconciliation Action Plan.
2. Enact the Disability, Inclusion and Action Plan and conduct annual review.
3. Actively promote the Employee Assistance Program to all staff and residents to increase proactive engagement in mental health and wellbeing.

Strategic Focus

Goal 3 - Sustainability

Build organisational sustainability to secure the future of the centres.

Objectives	Strategies
Future-proof our processes in preparation for the launch of a renovated Gorman Arts Centre	<ol style="list-style-type: none">1. Undertake comprehensive insurance review, ensuring adequate coverage for changes to operating reality.2. Update finance policy and processes to match current and expected operating realities.3. Update tenancy and venue hire processes to integrate changes to infrastructure. (e.g. swipe card access)

Continuously improve governance and leadership across the organisation	<ol style="list-style-type: none">1. Develop annual KPIs with managers and senior staff to ensure coordination across business.2. Develop data gathering processes to make acquittal processes and annual reporting smoother and ensure accuracy of information.3. Utilise the Finance, Audit and Risk Management committee to review and assess operations on a monthly basis.4. Ensure Board diversity is inclusive of cultural groups representative of contemporary Australian culture and prioritises First Nations participation.
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Ensure informed decision making is driving operations	<ol style="list-style-type: none">1. Develop robust budget development process with comprehensive management input to ensure accurate annual budgeting.2. Implement thorough data collection and analysis across all business areas to drive board reporting.
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Build organisational capacity to address the realities of operating two heritage-listed arts centres	<ol style="list-style-type: none">1. Research and implement new tools to streamline processes across all business areas.2. Conduct regular reviews of processes to identify and minimise bottlenecks and ensure smooth workflows.3. Develop an organisational growth plan to build capacity and skills across the team.4. Develop a fundraising plan that aligns with our constitutional objects.5. Facilitate strategic annual campaigns to diversify and generate supplementary income.
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COMPLIANCE

Entity type: Australian public company, limited by guarantee, registered on 10 March 2020, transitioning from *Gorman House Arts Centre Incorporated*, which was formed on 24 May 1984, prior to this it was known as *Gorman House Community Arts Centre*.

ABN: 71 209 954 098

ACN: 639 255 815

Endorsed for these tax concessions:

- GST Concession: 10 March 2020
- Income Tax Exemption: 10 March 2020
- FBT Exemption: 10 March 2020
- Deductible Gift Recipient: 13 June 2024

GOVERNANCE

Arts Capital Limited (ACN 639 255 815) is a not-for-profit company limited by guarantee and a registered charity. It is the head licensee established for the charitable purpose of advancing culture through the operation and management of both Ainslie Arts Centre and Gorman Arts Centre, ACT Government heritage-listed facilities collectively known as Ainslie+Gorman.

Arts Capital Limited is substantially funded by the ACT Government.

For detailed information about our not-for-profit character, meetings, board information, rights and obligations, see a copy of our constitution on the ACNC website: <https://www.acnc.gov.au/charity/charities/b7b820f5-f00c-eb11-a812-000d3ad1f9f4/documents/>

For more detailed information about our team, you can find:

- staff profiles at <https://ainslieandgorman.com.au/our-team/> and;
- board profiles at <https://ainslieandgorman.com.au/our-board/>

POLICY ALIGNMENT

Arts Capital is a core contributor to the Minister's groundbreaking [Statement of Ambition 2021-2026 - artsACT](#); recognising the potential of Canberra as Australia's arts capital; the Canberra: [Australia's Arts Capital, Culture and Creative Policy 2022-2026 - artsACT](#) and the [ACT's Wellbeing Framework](#); embedding wellbeing into our organisational strategy, values, policies, practice and service delivery.



Acknowledgements

IN GRATITUDE

Arts Capital is grateful to artsACT and the ACT Government for inclusion in the *ACT Arts Organisation Investment Program (2023-2027)* and inclusion in the 2024 ACT Budget – with additional funding in recognition that Arts Capital’s ability to increase revenue during the Gorman Centenary Upgrade Project is limited.

We acknowledge the ACT and Federal Governments for their investment in Ainslie Arts Centre’s maintenance and the Gorman Centenary Upgrade Project, and artsACT for their project management, along with Philip Leeson Architects and Complete Constructions.

This strategic plan would not be possible without the help of many strategic contributors over the years - thank you. And we are especially grateful for artsACT’s pro-bono support of RSM’s engagement with our management team in late 2023 and early 2024, to affirm Arts Capital’s necessary restructure and reforms to sustain our business throughout the Centenary Upgrade Project.

DISCLAIMER

This strategy is founded on the recently published artsACT Centenary Renovation Project (30 January 2024). Arts Capital’s management and priorities may be subject to change pending delays to the proposed construction and need to secure viability through the renovation’s disruption period (2024-2027).

For residents seeking more information of the Centenary Renovation Project see Resident Portal <https://ainslieandgorman.com.au/resident-portal/>

Appendix A: Residents

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

Gorman Arts Centre

Andrew Sikorski
Ausdance ACT
Australian Dance Party
Bryn Evans
Canberra Youth Theatre Inc.
Cassandra Dove
Cherylynn Holmes
Cliff Woodward
Halstead Press
Ham Darroch
Kirsten Biven
KV Productions
Liz Lea
Lucy Alexander
Michael Desmond
Michelle Dickerson
Musicale Pty Ltd
Nicci Haynes
Pat Campbell
Paul Summerfield
Phoebe Porter
QL2 Dance

Rebus Theatre
Sonic Light
Stuart McMillen
Weft Studio
Zhi Cham

Ainslie Arts Centre

Australian National Eisteddfod
Barbara Jerjen
Canberra International Music Festival
Dan Cusack
Eleri Harris
Girls Rock! Canberra
Luminescence Chamber Singers
Music for Canberra
Musica Viva
Patrice Soward

* List of the current residents as of October 2024.

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Supported by



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