

Hobsons Bay Community Advancement Co-operative

Strategic Plan



2018-2021

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Introduction

The 2018-2021 Strategic Plan for Hobsons Bay Community Advancement Co-operative (trading as Louis Joel Arts and Community Centre and Joel Gallery) builds on the 2015-2018 Strategic Plan and incorporates planning and activities related to the future direction of the Co-operative, community arts, community development and governance.

Background

This Strategic Plan has been developed against a backdrop of a subtle shift in the direction of the organisation.

Our previous vision was to be a unique arts and community centre with the focus on the delivery of community-based services. This has now evolved into a broader vision for the promotion of community arts.

The new vision will be delivered using the principles of community development which fit well with the founding vision of the Co-operative established over 20 years ago – *‘to be community led, community driven.’*

The history and heritage of the bricks and mortar are integral to the future development and direction of our centre, just as they were to the transition from being a community-based hospital to becoming a community-based centre for the arts and general community.

The identity of the centre is transitioning from a base of trying to provide everything for everybody to becoming a specific, purposeful centre. It will cater for the community’s need to be engaged in the arts, which in turn leads to a more vibrant, empowered, connected and cohesive community.

Our Vision

The Louis Joel Art and Community Centre will be known as a community arts centre delivering an outstanding program to meet the needs of the community through accessible arts programs, events and arts development.

We will be recognised as the artistic hub of Melbourne’s West – bringing people together through the enjoyment of the arts.

We will do this by creating:

- an exceptional community destination with the spaces, facilities and resources to unlock the potential of arts in our community
- a space that welcomes diversity and nurtures the soul
- a place where artistic excellence and endeavour is celebrated, supported and welcomed.

Our Purpose

To strengthen and connect the Hobsons Bay community through sharing and participation in arts and cultural activities. We are built on a legacy of community ownership delivering innovation, arts and community service.

Our Values

We hold these values dear to us, and demonstrate them in our work with each other, the way in which we work with the community, and the way in which we govern our organisation.

- Diversity
- Integrity
- Respect
- Enterprise
- Community connectedness
- Trust
- Sustainability

Our Strategies

To bring our Vision to life, there are five strategy areas with specific goals and key focus areas:

Strategy One: Our Space

Strengthen our space as accessible, welcoming, safe and more artist-oriented. Initiate a future directions strategy for the development and use of our unique home.

- Facilities
- Hub – Place of Excellence
- Services
- Gallery space
- Physical building

Strategy Two: Arts and Cultural Program

Place Joel Gallery on the map as a destination for arts, culture and community exhibitions, programs and events.

- Marketing and Promotion
- Arts and Culture Program
- Fundraising and Grants

Strategy Three: Finances and Resources

Enhance the financial health of the centre to provide additional arts and culture for and with the community.

- Staff
- Technology
- Resources – identify potential funding streams/grants

Strategy Four: Relationships, Partnerships and Networks

Develop a solid foundation of knowledge, participation in and connection with arts organisations, arts grants opportunities, partnerships and networks and all levels of government.

- Partnerships and relationships
- Knowledge and expertise
- Credibility and reputation

Strategy Five: Governance

Have a strong and stable board that demonstrates good governance, that is compliant with relevant laws, that keeps developing sound governance foundations, and effectively manages identified risks

- Staffing and recruitment
- Succession
- Insurance
- Risk management
- Policies and procedures

Strategic Directions

Our Vision:

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Action Plan

Strategic Direction One: Our Space

Goal: Strengthen our space as accessible, welcoming, safe and more artist-oriented. Initiate a future directions strategy for the development and use of our unique home.

Key Outcomes:

- A space that is professional in appearance, without compromising our culture of openness, acceptance and fun
- Environmental and financial sustainability as far as possible within our capacity and the restrictions of the current physical building
- Development of a future directions strategic plan for our physical space

	Strategies	Actions	Responsibility	By When
	1.1 Investigate the processes for development of a future directions plan	1.1.1 Future Development Strategy Day which will identify the goals, key outcomes and actions required.	BOM Centre Manager Consultant	March 2020
	1.2 Ensure Centre is presented professionally	1.2.1 Centre (including Gallery) professionally painted (including behind glass panels)	Centre Manager in consultation with Building and Finance Sub-Committees	June 2019
		1.2.2 Signage installed		
		1.2.3 Extensive, deep clean is completed		
		1.2.4 Replace carpet in foyer		June 2020
		1.2.5 Purchase new chairs (foyer and for general use)		
	1.3 Feasibility study of decking	1.3.1 Investigate the feasibility and options available to achieve this strategy, eg solid roof, close in the area	Centre Manager in consultation with Building and Finance Sub-Committees	June 2020
		1.3.2 Identify costs and impact on Centre operations and identify budget options		
		1.3.3 Apply for infrastructure grants to fund works.		
	1.4 Undertake an environmental audit and review outcomes in reference to: <ul style="list-style-type: none"> • Energy • Recycling • Water usage • Cleaning 	1.4.1 Investigate solar options	Centre Manager in consultation with Building and Finance Sub-Committees	June 2019

	Strategies	Actions	Responsibility	By When
		1.4.2 Review hot water service in art room to determine if a less costly option is available		
		1.4.3 Review recycling practices in the Centre – consult with Centre users and cleaner		
		1.4.4 Review cleaning products used in the Centre		
		1.4.5 Purchase and install pump on water tank to reduce the use of mains water on gardens and outdoor cleaning		
		1.4.6 Review current practices of art groups in reference to fumes, disposal of materials and washing of equipment with the aim of implementing environmentally friendly alternatives		

Strategic Direction Two: Arts and Cultural Program

Goal: Place Joel Gallery on the map as a destination for arts, culture and community exhibitions, programs and events.

Key Outcomes:

- High quality programs that maintain accessibility to all genres of art and artistic endeavour
- Provision of the resources artists need to achieve high quality exhibitions and events
- Consultation with local artists, artisans and HBCC to provide direction for a specific Joel Gallery strategy
- Development of a specific Joel Gallery Strategic Plan
- Marketing, fundraising, grants and public funding plan
- A gallery program published every 6 months

How we will achieve this:

- Develop an expanded culturally diverse arts program including classes, workshops and activities
- Develop an effective marketing and advertising campaign that delivers increased foot traffic and attendance at programs, and that brings community members not already engaged with the centre through the door
- Consult with the community to determine what the community needs, wants and desires in terms of the Joel Gallery and Centre
- Maximise space available for arts and community programs
- Utilise garden space and pizza oven more
- Establish a calendar of social events
- Improve gallery infrastructure and increase utilisation of activity rooms
- Be a program provider
- Identify funding opportunities to support programs and events
- Confirm Gallery program and events 6-12 months in advance

	Strategies	Actions	Responsibility	By When
2	2.1 Arts Community engaged in consultation process	2.1.1 Develop a consultation process for artists and key stakeholders to determine the needs of local artists.	Centre Manager in consultation with HBCC and Arts & Culture Sub-Committee	December 2018
	2.2 Develop an Arts & Culture Program that is 1 year, 2 years, 3 years	2.2.1 Write a draft plan that has confirmed events, programs and exhibitions allowing for spontaneity and fluidity.	Centre Manager in consultation with Arts & Culture Sub-Committee	February 2019
		2.2.2 Develop, publish and distribute an Arts & Culture program 6 months in advance.		August 2019

	Strategies	Actions	Responsibility	By When
		2.2.3 Plan an Arts & Culture program for the next 1 year, 2 years and 3 years.		
	2.3 Raise the profile of Joel Gallery & LJACC in the area of the arts within the general community	2.3.1 Engage the services of a professional marketing and promotions organisation to mentor/oversee a campaign for the Centre (incl. Activity Rooms) and Joel Gallery (include social media coverage and profile)	Centre Manager in consultation with Arts & Culture Sub-Committee Consultant	April 2019
	2.4 Increase our financial capacity to develop and deliver programs and events	2.4.1 Develop Fundraising/Grants/Public Fund donations campaign	Centre Manager in consultation with Arts & Culture Sub-Committee	April 2019
	2.5 Calendar of social events for stakeholders and volunteers	2.4.3 Develop a calendar of social events to maximise usage of decking and garden area	Centre Manager	August 2018

Strategic Direction Three: Finances and Resources

Goal: Enhance the financial health of the centre, while continuing to provide sufficient funding to allow arts and culture to grow within the community.

Key Outcomes:

- Financial solvency
- Enhanced financial health
- Funding for development
- Financially literate board

How we will achieve this:

- Produce and adhere to achievable budgets
- Provide funds to promote the advancement of the centre
- Provide funds to promote arts in the community
- Develop additional income streams
- Obtain additional funding
- Implement cost saving strategies
- Become a listed organisation on the Register of Cultural Organisations allowing the centre to benefit from additional, tax deductible donations
- Provide additional training opportunities for Board members to improve their financial literacy

	Strategies	Actions	Responsibility	By When
3	3.1 Develop and monitor well-balanced achievable budgets that provide surpluses which can be drawn upon to develop the centre.	3.1.1 Develop an achievable budget surplus for 2018 – 2019	Finance Subcommittee	June 2018
		3.1.2 Monitor and stick to planned budgets		Ongoing
		3.1.3 Use budget developed for 2018 – 2019 to develop further 1, 3 & 5 year budgets, to: <ul style="list-style-type: none"> • Add further / improved budget surpluses • Act as a tool for future planning 		June 2019
	3.2 Improvement of financial literacy of board members.	3.2.1 Provide aids to the financial reports including development of a finance dashboard to explain the financial reports.	Finance Subcommittee	June 2018
		3.2.2 Provide/organise training sessions		December 2018
		3.3.3 Simplify financial reports, make the reports easy to understand.		June 2019

	Strategies	Actions	Responsibility	By When
	3.3 Improve financial health	3.3.1 Add / improve income streams. <ul style="list-style-type: none"> • Renegotiate leases • Source additional grants • Get DGR for additional donations • Addition of gallery manager to improve gallery hire opportunities • Review other opportunities to add additional revenues streams 	Whole Board	June 2021
		3.3.2 Implement cost saving exercises: <ul style="list-style-type: none"> • Solar panels to reduce utilities • Renegotiate mortgage • Review other opportunities to put additional cost saving measures in place 		
	3.4 Investigate options to fund further redevelopment of the centre.	3.4.1 Investigate borrowing capacity of organisation.	Finance Subcommittee	December 2018 (Initial) Update as conditions change.
		3.4.2 Investigate potential partnerships	Whole Board	June 2021
		3.4.3 Investigate potential funding		

Strategic Direction Four: Relationships, Partnerships and Networks

Goal: Develop a solid foundation of knowledge, participation in and connection with arts organisations, arts grants opportunities, partnerships and networks and all levels of government.

Key Outcomes:

- Strong partnerships and relationships with selected people and organisations
- Increased knowledge and expertise in delivering programs
- Increased exposure and positioning of HBCAC and LJACC as a key provider of community arts services in the West

How we will achieve this:

- Maintain our relationships with Our Community, Collins and Co, and others
- Build on our relationship with Hobsons Bay Arts Society
- Continue to develop relationships with professional artists and other exhibitors
- Build relationships with Federal and State Members of Parliament
- Maintain a productive relationship with Local Council and Councillors
- Build relationships with Creative Victoria, Australian Arts Council, Arts West, Creative Partnerships Australia and other State and Federal organisations
- Build relationships with at least three key like-minded Australian and international arts organisations
- Identify community organisations to partner with and build relationships to increase our knowledge of delivering programs, increase our exposure, and build our credibility as a key provider of community arts and services in the West
- List of potential donor contacts from staff, board members and volunteers

	Strategies	Actions	Responsibility	By When
4	4.1 Build and maintain effective working relationships and partnerships with identified people and organisations	4.1.1 Conduct background research on people and organisations who are relevant to LJACC, Joel Gallery and HBCAC.	Centre Manager	Dec 2018
		4.1.2 Create calendar of meet and greet opportunities with people and organisations: Local Councillors and Council staff; State and Federal MP's; Hobsons Bay Arts Society.	Chair/Members of the Board Centre Manager	Continuous process – start September 2018
		4.1.3 Build skills base by attending Conferences and workshops where practicable through peak bodies.	Centre Manager Staff Board Members	Continuous process in reference to budget allocation
	4.2 Identify potential donors within our community and share our direction with this group to build a relationship to attract funding and support	4.2.1 Build a case for financial support through a HBCAC private donor program, LJACC arts and culture program and potentially a building program by developing and producing a fundraising campaign.	Centre Manager Board members External expertise when required	April 2019, 2020, 2021

	Strategies	Actions	Responsibility	By When
	4.3 Promote our profile as a 'leading provider of community arts in the West'	4.3.1 Build the organisation's profile. Engage artists, locally and from further afield, to participate in a community engagement and feedback process. Consult with arts organisations and stakeholders. Engage professional support when needed.	Arts & Culture SC Centre Manager	Dec 2018

Strategic Direction Five: Governance

Goal: Have a strong and stable board that demonstrates good governance, that is compliant with relevant laws, that keeps developing sound governance foundations and that effectively manages identified risks

Key Outcomes:

- Put in place and maintain a strong and stable Board of Management
- Establishment of an annual review of the Board’s skills and training to ensure an effective succession plan is in place
- Development and implementation of a Governance Calendar that establishes a foundation of strong governance and assists with monitoring compliance with relevant regulations and legislation
- Development of sound governance foundations by putting into place Policies and procedures with periodical reviews of Policies and Procedures that will support the organisation in demonstrating sound governance and risk management
- Development and implementation of a risk management plan that will assist the BOM with the management of risks of conducting HBCAC’s business and comply with AS30000 and obligations under policies of insurance provided by VMIA and third party insurers
- The BOM and the business of HBCAC is supported by staff with appropriate skills and job responsibilities

	Strategies	Actions	Responsibility	By When
5	5.1 Have a strong and stable Board	5.1.1 Develop a regular recruitment process in order to have candidates for BOM positions at each AGM in October	Chair, Deputy Chair and Governance SC	Dec 2018
		5.1.2 Develop a Board training program to teach new BOM members including: <ul style="list-style-type: none"> • Financial literacy for reading the financial reports • Property management and tenancy for understanding the leasing aspect of HBCAC • Risk management for understanding our insurance arrangements with VMIA and external insurers 		July 2019
		5.1.3 Develop and implement Board succession planning, including a skills assessment and development process	Chair, Deputy Chair and Governance SC	July 2019
		5.1.4 Conduct a Board Strategy Day each year to build a common vision	Chair, Deputy Chair and Governance SC	Annually in March

	Strategies	Actions	Responsibility	By When
5.2	Ensure the Board employs good governance	5.2.1 Develop foundation documents with appropriate rules for the work of the Board and its Sub-committees and the communication between the Board and the staff and review these annually.	Chair, Deputy Chair, and Governance SC	July each year
		5.2.2 Prepare a report to the Board about compliance with the reporting requirements	Secretary	Each August BOM meeting
5.3	Ensure the Board is compliant with relevant laws	5.3.1 Develop and utilise a Compliance Calendar for monitoring the regulatory obligations of the HBCAC and LJACC along with a response process for following the calendar and reporting to the BOM	Chair, Deputy Chair, Governance SC and Centre Manager	June 2019
5.4	Developing sound governance foundations is an ongoing goal of the Board of HBCAC	5.4.1 Put into place Policies and Procedures	Chair, Deputy Chair, Governance SC and Centre Manager	June 2019
		5.4.2 Have a schedule for progressive review of the Policies and Procedures		
5.5	Ensure the Board can mitigate the risks associated with managing HBCAC and LJACC	5.5.1 Develop a risk management plan for regulatory compliance with AS30000 and VMIA	Chair, Deputy Chair, Governance SC and Centre Manager	June 2019
		5.5.2 Include all risk management controls in the Compliance Calendar		
5.6	Ensure the Board is supported by staff with appropriate skills and job responsibilities	5.6.1 Develop and implement staff planning, staff recruitment and job descriptions, staff succession planning and professional development plans.	Chair, Deputy Chair, Governance SC and Centre Manager	Dec 2018
		5.6.2 When looking at new staff positions, involve the Centre Manager in planning and recruitment, involve professionals in preparing Position Descriptions and recruitment. Prepare a staff plan at the beginning of each FY in conjunction with the budget	Chair, Deputy Chair, Governance SC and Centre Manager Centre Manager (for Board approval)	Ongoing
		5.6.3 Implement a performance evaluation program for staff	Centre Manager (for staff) Chair, Deputy Chair, Governance SC (for Centre Manager)	Each May July 2019

Review Monitoring Process

Hobsons Bay Community Advancement Cooperative will undertake regular reviews and monitoring processes in order to continually update and refresh this Strategic Plan. Monitoring will involve tracking the progress of actions and reporting updates quarterly to Board meetings.

