



LOUIS
JOEL
ARTS & COMMUNITY

Strategic Plan
2015 – 2018

1	Contents	
2	Executive Summary.....	2
3	Background.....	2
4	Our Vision.....	2
5	Our Mission.....	2
6	Our Values.....	3
7	Our Behaviours.....	3
8	Our Community Model.....	3
9	Environmental Scan.....	4
10	Competitor Analysis.....	4
11	Three (3) Year Strategic Overview (Fiscal Year).....	5
12	Three (3) Year Strategic Objectives.....	5
13	SWOT analysis.....	6
14	Financial Plan.....	6
15	Revenue Strategy.....	6
16	Expenditure Strategy.....	7
17	Financial Budgets.....	7
17.1	2015 Income Statement.....	7
17.2	Revenue.....	7
17.3	Expenses.....	7
17.4	2015 Balance Sheet.....	7
18	Marketing strategy.....	7
18.1	Marketing Mix.....	8
18.2	Marketing Communication Strategy.....	8
18.3	Brand Audit Actions.....	8
19	Professionalism through our People Strategy.....	8
20	Current Practices Review.....	9
21	Environmental Strategy.....	9
22	Risk Management.....	9
23	Quality and Compliance.....	10
24	Information Technology.....	10
25	Security.....	10
26	Timelines.....	10
27	Key Performance Indicators.....	10

2 Executive Summary

The Louis Joel Arts and Community Centre will mark its 10th anniversary this year. It has a proud history of involvement, creativity, innovation and service to the Hobson Bay community.

We are also the proud recipient of the Hobsons Bay City Council 2015 Business Excellence Award in the Not for Profit category.

3 Background

From its humble beginnings in 1932, a small, self-funded, bush hospital was created with the vision and commitment of Dr Louis Joel and the local Altona community. In 1997 the original hospital building was saved, purchased and repurposed by the Hobsons Bay Community Advancement Co-Operative (HBCAC) with the emphasis on supporting arts and community resources. It's new name The Louis Joel Arts and Community Centre honours it's founder. This major redevelopment would not have been possible without the State Government grant of \$425,850 in 2001 and two additional grants in 2004.

The Louis Joel Arts and Community Centre is a community owned, not for profit organization located in the heart of Altona opening in 2005 to provide diverse community programs supporting Arts, Community Information, Recreational and Cultural Services to Hobsons Bay. Over the years Altona has gone through significant changes, becoming more diverse and vibrant. The Louis Joel Centre has to continually adapt to this changing environment and support the ever-changing needs of the people.

We are home to the Hobsons Bay Art Society, Community Information Centre, LLENS, Hobsons Bay NILS and the Hobsons Bay Chess Club. The Centre holds a variety of weekly classes in art, craft, drama, education, health and well being as well as a number of support groups. We hold fortnightly exhibitions in the Joel Gallery for artists and community groups and have recently begun awarding an annual Joel Gallery Emerging Artist Award to a graduating university student.

Having operated successfully for ten years we are now planning our next ten. Our vision is to increase our profitability to allow for building and program expansion and to become a preeminent Arts & Community Centre within the Western Region.

It is with this commitment that we have developed our Three Year Strategic Plan.

4 Our Vision

To be a unique Arts and Community Centre.

5 Our Mission

To provide a dynamic and vibrant community owned managed multi-functional meeting place that encompasses a broad range of social enterprises supporting arts, community information, recreational and cultural services to Hobsons Bay.

6 Our Values

- Trust
- Integrity
- Respect
- Support
- Diversity
- Ingenuity
- Connectivity
- Empathy/Kindness

7 Our Behaviours

Trust	We build trust by ensuring that our programs, events and initiatives support and meet the growing needs of our community.
Integrity	The Board and Management work openly and ethically.
Respect	We respect all members of our community.
Support	We support creativity, self-determination and collaboration.
Diversity	We recognise and encourage our diverse community in everything we do.
Ingenuity	We are committed to creating new ideas and innovative solutions.
Connectivity	Our place and people connect our communities through listening, leading, sharing and creating.
Empathy	We treat people with kindness, compassion and support.

8 Our Community Model



9 Environmental Scan

Greater Melbourne is expected to grow to 7 million people by 2031, particularly across the Western suburbs of Melbourne.¹ With over 130 cultural groups and 150 languages already represented. The West has found its voice through its diverse culture.

Creative Victoria is seeking input from the sector into strategy.creative.vic.gov.au and Greg Andrews heads the Arts Sector Investment branch.² There are opportunities for organisations like us to put forward submissions and ideas on how we can support our local and diverse community in a way that maximises it's potential, as well as seek funding from the State of Victoria. The 2015 Victorian budget has committed \$202 million over 4 years in addition to \$470 million in 2015-2016.

The Hobsons Bay City Council³ has a four year plan that has been developed through the establishment of the Arts and Culture Plan Reference Group of 11 local identities. It will be important that Louis Joel continues to have a presence in this group to influence the agenda within the Hobsons Bay area for arts and community. There are currently 88,000 people in the Hobsons Bay municipality of which 22% are from non-English backgrounds.

Louis Joel Arts and Community Centre is one of six organisations within the Hobsons Bay Municipality, the others are The Substation, Altona Laverton Historical Society, Williamstown Historical Society, Hobsons Bay Art Society and Hobsons Bay Band. It also has the Community Theatre, Altona City Theatre, Williamstown Little Theatre and Williamstown Musical Theatre Company Inc. In addition to these are various festivals that occur year round within the community that celebrate diversity.

10 Competitor Analysis

The Western Region of Metropolitan and Greater Melbourne is a significant growth area. The Louis Joel Art and Community Centre is one of a multitude of arts, community and festival organisations within the Hobsons Bay Municipality and the broader Western Region competing for funding and grants from local and state Governments. It is important that the Centre meets the needs of our growing community.

At a time when Governments are reducing funding on a range of issues, the philanthropic corporate dollar will become more competitive for not for profit organisations. There is clearly an upside. If we are strategic in our marketing we can tap into large organisations that have a commitment to **"Corporate Social Responsibility,"** organisations that seek to align their values with their customer and employees by engaging and supporting local communities such as ours.

¹ Plan Melbourne 2014

² Creative Victoria 2015

³ Hobsons Bay City Council Arts and Culture Plan 2011-2015

11 Three (3) Year Strategic Overview (Fiscal Year)

Year 1		Year 2		Year 3	
2015	Consolidation	2016	Growth	2017	Innovation

12 Three (3) Year Strategic Objectives

Year 1		Year 2		Year 3	
2015	Consolidation	2016	Growth	2017	Innovation
<ul style="list-style-type: none"> • Staff, board & volunteer recruitment plus upgrade of inductions, handbooks & agreements • Funding - Implementing our DGR facilities through ANHLC or by creating own DGR status • CASHFLOW - Budget & finances clear presentation – Consolidation of expenses and income streams (understanding cost of doing business) – review pricing • BRANDING - Revise branding including web-site • Review Constitution, membership and latest Co-Op Membership rules • Review policies and procedures • Review building layout & Maintenance schedule/OHS Review • Review of Gallery's performance & processes • Leasing 100% occupancy 		<ul style="list-style-type: none"> • Optimise Funding and Grants • Expand our Corporate Partnerships • Establish a Friends of the Gallery • Maximise Art Gallery • Develop a Joel Gallery Art Prize • Maximise Venue Hire & classes • Increase patronage of Centre • Develop The Gallery's online potential for publicity and sales • Expand our network of local and State Organisations we work with • Develop a Louis Joel newsletter • Building a low carbon footprint and utilize sustainability principles • Develop and implement a risk management system • Expand the Centres social media profile • Be profitable 		<ul style="list-style-type: none"> • Create new innovations • Develop a long-term Building master plan. • Start Building Development Fund • Become the pre-eminent Arts and Community Centre within Western Region of Metropolitan Melbourne • Be Profitable • Expand the Arts into Music, Film, Drama, Comedy etc • Develop an Arts & Crafts monthly market 	

13 SWOT analysis

Strength	Weakness
<ul style="list-style-type: none"> Established for 10 years Strong brand recognition Strong Community support Ownership of building assets Strong local connections 	<ul style="list-style-type: none"> Heavily reliant on Government Grants Not financially independent New management team Weak local/state/Federal Government exposure Weak Business/Corporate exposure/partnership Low marketing visibility Minimal current Policies and Procedures
Opportunities	Threats
<ul style="list-style-type: none"> New management team Marketing strength & exposure Grow Business/Corporate Partnerships Build relationships with local/State/Federal Governments Expand our support network & consulting team Increase the number and diversity of groups at the Centre 	<ul style="list-style-type: none"> Heavily reliant on Government Grants/Funding Not currently financially independent Other Arts and Community Groups

14 Financial Plan

In the first year our aims are to consolidate our finances. This means reviewing and maximizing our sales, rental capabilities and at the same time reviewing and streamlining our outgoing expenditure.

In year two and three we intend to maintain our strong hold on expenditure while expanding our events, sponsors and grants.

15 Revenue Strategy

The HBCAC Board and Management to develop and implement strategies that will improve revenue opportunities that allows the Centre by June 30th 2016 to improve its Revenue by \$25,000 per annum.

Strategy	KPI	Timeline
Maximize office rentals	100% occupancy	June 2016
Maximize Venue/Event Hire	10 events per month	Dec 2016
Maximise workshops	2 workshops per month	Dec 2016
Maximise classroom potential	90% occupancy of activity rooms	Sept 2016
Maximize Gallery Use	26 rented exhibitions	Dec 2015
Maximise evening hire of Gallery	1 night event per week	Dec 2016
Identify opportunities to increase the number of grants	↑Grant revenue by 50%	Dec 2016
Hold fundraising events	\$10,000 additional revenue	Dec 2016

16 Expenditure Strategy

Reduce expenditure costs where possible and practical.

Strategy	KPI	Timeline
Property Managers costs currently \$6504 And review Property Manager role	Reduce to \$3,000	April 2016
Cleaning Costs	Reduce to \$15,000 per year	Feb – April 2016
Reduce energy costs	Reduce by \$5,000 per year	June 2017

17 Financial Budgets

17.1 2015 Income Statement

The Louis Joel Centre continues to meet all of its financial obligations including staff salaries, mortgage repayments and Centre running costs. The building mortgage is on target to be paid off early, by 2023.

Revenue is expected to grow steadily over the next few years with our expenses being closely monitored as we implement more of our 2015-2017 Strategic Plan.

17.2 Revenue

\$357,201

17.3 Expenses

\$326,890

17.4 2015 Balance Sheet

\$30,311

- **Assets** **\$1,892,421**
- **Liabilities** **\$336,499**
- **Equity** **\$1,555,921**

18 Marketing strategy

The HBCAC Board and Management are to develop and implement a marketing strategy which allows the Centre to become a familiar name and venue within the Western Region. Consulting with marketing experts in the arts, community development and social media will increase usage and revenue of the Centre.

Marketing Strategy		Timeline
Develop marketing strategy		Dec 2016
Brand development		ongoing
Advertise centre, programs, gallery, venue hire & rental space		ongoing
Identify target markets		ongoing
Create networking opportunities		Ongoing
Engage with business & Corporations		Ongoing
Develop Business & Corporate Partnership strategy	↑ by \$10,000	30 th September 2016
Identify key networking events to promote Centre	Comprehensive calendar of networking events for 2015-2016 (fiscal)	21 st Dec 2015

18.1 Marketing Mix



18.2 Marketing Communication Strategy

- Advertise using revised logo
- Create new website
- Identify networking opportunities to build brand and business
- Engage with Businesses and Corporations

18.3 Brand Audit Actions

The Board and Management have reviewed their current branding. A Louis Joel Arts and Community Centre logo more consistent with the Joel Gallery logo has been created. These two logos now make up our branding.



19 Professionalism through our People Strategy

The aim is to add more professionalism and expertise to our organization, to build good systems, processes and decision making. There are many areas to develop and bring in new people as board members, volunteers, staff and paid consultants.

- Legal – employ lawyers for all legal matters
- Logo – graphic designers
- Important publications – graphic designers or typesetters
- Photographers for images (can belong to clubs)
- Landscaping – professional landscapers & gardeners
- Banking – financial planners, financial advice
- Strategic Planning – Strategic planners
- Budgeting – Business Experts
- Marketing – marketing consultants
- Building management – professional property managers & building advisers

20 Current Practices Review

A number of practices have been in place for many years. It is time to review how we do business in these areas, assess and make changes if need be.

- Accounting / Bookkeeping practices review
- Property Management review
- Policies & Procedures review
- Volunteer Recruitment & Development review

21 Environmental Strategy

HBCAC will identify strategies to reduce the Centre's carbon footprint. The Management and Board will develop a program of actions to identify opportunities to increase usage of green energy within its facility, including research into solar, wind and water collection.

Strategy	KPI	Timeline
Reduce energy consumption by	10%	1 st quarter 2016
Reduce carbon footprint	10%	1 st quarter 2016
Increase green energy 100% through solar panels	Centres electricity supply from solar panels with future overnight storage abilities	2 nd quarter 2017

22 Risk Management

HBCAC will complete a risk assessment through its internal audit process. The table below identifies some of the risks and the mitigation actions.

Risk	Risk Rating	Mitigation Action
1. Financial viability	high	Transparent accounting practices Continue to build new streams of revenue and streamline outgoing expenses
2. Information technology	medium	Monthly IT checklist review for performance, upgrades and information security
3. Project Management	medium	Introduction of consistent project management principles
4. Maintaining rental occupancy of office space	medium	Identify threats & opportunities which effect maximisation of office space
5. Function suitability	medium	Identify threats & opportunities which effect maximization of holding functions to grow business
6. Classes, workshops, events	medium/high	Identify threats & opportunities which effect maximisation of appropriate classes, workshops and events at the LJC
7. Loss of key personnel	low risk but high impact if occurred	Develop a Business Continuity Plan Eg Centre Manager Handbook Admin Handbook
8. Compliance with regulations and legislation	medium	Development of a manual that addresses all key regulations and legislation covering this organisation.
9. Policies & Procedures	medium	Establish a comprehensive policy and procedures manual to be implemented
10. Volunteer turnover	medium	Establish a continual recruitment process & orientation & training program

23 Quality and Compliance

HBCAC is committed to compliance with all the quality standards, frameworks and federal and state legislation that we operate under.

24 Information Technology

HBCAC identified the need to review its existing information system and installed a new server, computer and upgraded computer system. It will require further review and potential investment as we grow. This will assist in keeping the Louis Joel Art and Community up to speed with IT technologies, web-site/social media platforms, booking and accounting systems.

An annual review of our computer needs will be conducted annually every June.

25 Security

The Centre has installed cameras to cover entrances from inside the building as well as setting in place a clearer emergency exit protocol and green emergency exit button.

26 Timelines

To assist in the management of the numerous tasks described in this plan, a comprehensive schedule of programs is under development.

27 Key Performance Indicators

Objective	KPI	Timeline
Increase revenue	\$25,000 another \$50,000 another \$75,000	30 th June 2016 30 th June 2017 30 th June 2018
Maintain positive operating cash flow	Monthly reporting to Board	Ongoing
Risk management	Remove or reduce risks in compliance with regulations & internal audits	Ongoing
Increase numbers of traffic through Centre weekly	↑10% ↑30% ↑50%	30 th June 2016 30 th June 2017 30 th June 2018
Increase website hits - monthly	200 hits 500 hits 1000 hits	30 th June 2016 30 th June 2017 30 th June 2018
Increase mailing list to	100 1000 2000	30 th June 2016 30 th June 2017 30 th June 2018
Reduce expenditure	\$20000	30 th June 2016
Income to Expenditure Ratio	87% exp : 13% profit 70% exp : 30% profit 65% exp : 35% profit 60% exp : 40% profit	30 th June 2015 30 th June 2016 30 th June 2017 30 th June 2018