



**Strategic Plan
2019-2021**





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Introduction

This Strategic Plan sets out Gasworks' new mission, vision and strategic approach for 2019-2021 (**Strategic Plan Period**). As the largest Arts Hub in the City of Port Phillip, Gasworks aims to grow its role as a leader within the Arts Sector in the City and beyond.

This Strategic Plan will help set priorities and focus the energy and resources of Gasworks' Board of Management, executives and staff during the Strategic Plan Period.

In particular, this Strategic Plan will:

- Articulate the updated mission, vision and values of Gasworks;
- Outline 5 Key Goals for the Strategic Plan Period;
- Identify Strategic Initiatives to help fulfill each of the 5 Key Goals;
- Refer to and support the City of Port Phillip's Council Plan and *Art and Soul* Creative and Prosperous City Strategy 2018-2022;
- Inform Gasworks' Annual Budgets during the Strategic Plan Period;
- Be responsive to a range of external factors during the Strategic Plan Period, including the ongoing artistic landscape, community expectations and desires and trends in visitor attraction and experience; and
- Be referred to and reviewed on an ongoing basis by Gasworks' Board of Management and its Strategic Planning Committee in conjunction with the Director/CEO.



Gasworks' Board of Management respectfully acknowledges the Yalukut Willam Clan of the Boon Wurrung. We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.



Mission, Vision and Values

Mission and Vision

As part of its strategic planning process, Gasworks has updated its Mission and Vision Statements:

Mission:

To enrich our local community and precinct and to engage the people of our City through a thriving year-round arts and cultural program.

Vision:

To be a leader in the Victorian Arts sector by creating a vibrant arts and culture hub in the City of Port Phillip which contributes to a dynamic, creative and thriving local community.

Organisational Values

Gasworks has also updated its Organisational Values:

A vibrant, sustainable arts and culture sector is crucial to the development of a liveable community

Arts organisations can enable local community members to become creative participants in a process of ongoing learning and self-development

Community members are entitled to an arts and culture program which is inclusive, participatory, diverse, innovative and responsive to their needs and interests

Communities thrive by harnessing creativity

Arts, culture and creative expression are part of everyday life

A community-managed arts organisation is best placed to be a direct link between the arts, the artists and communities they serve, providing an intimate and close connection

Arts and cultural activities are integral to the life of the City of Port Phillip and every resident should know about opportunities to participate in these activities



5 Key Goals





Goal 1: Enhance Artistic and Cultural Outputs

Enhance Artistic and Cultural Outputs through dynamic and innovative programming, artistic development and community engagement.

Strategic Initiatives

1.1 Programming

Continue to develop and expand Gasworks’ dynamic and innovative programming in each of the following areas: Performing Arts, Visual Arts, Workshops, Events and Food Culture. Foster and grow strategic partnerships locally, nationally and internationally to enrich programming.

1.2 Artistic Development

Support development of art and artists from idea incubation through to performance and exhibition outcomes at Gasworks and beyond. Provide mentorship, promote collaborations and facilitate other career development opportunities for artists.

1.3 Community Engagement

Provide opportunities for the local community to engage with art and cultural activities in an accessible manner fostering direct, intimate connections between artists and the local community.





Goal 2: Raise our Profile

Raise our profile in the local community and beyond.

Strategic Initiatives

2.1 Sector Leadership

Demonstrate leadership in the Arts Sector in Victoria by producing new work, trialling new and pop-up initiatives and collaborating on arts and culture projects with partners in the sector.

2.2 Brand Awareness

Raise brand awareness via brand marketing initiatives to ensure a strong presence and understanding of Gasworks in the local community and beyond. Establish strategic partnerships to enhance brand awareness.

2.3 Audience Growth

Grow Gasworks' audiences across various target audience segments and program offerings including performance, visual arts, workshops, events and food culture.

2.4 Audience Engagement

Deepen audience engagement both in-venue and through ongoing digital communication and engagement efforts.



Goal 3: Buildings and Infrastructure

Improve and maintain the Gasworks Arts Precinct and its surrounds to ensure a welcoming and rewarding experience for the community in which it lives.

Strategic Initiatives

3.1 Building Use and Maintenance

Utilise and maintain newly refurbished and heritage buildings in a highly effective manner to ensure a safe, accessible and rewarding experience.

3.2 Venue Hire

Enhance the venue hire experience for external companies and independent artists so that our venues achieve increasing levels of capacity use due to new demand.

3.3 Infrastructure and Systems

Strengthen and maintain infrastructure and systems to ensure best practices including technological infrastructure, theatre seating, equipment technology upgrades and communications, event management and ticketing systems.

3.4 Gasworks Park Upgrade

Become an integral part of the new park vision, design and delivery process so that the resulting park space connects deeply to the local community around the themes of Play, Performance and Art and:

- Integrates sensitively with existing Gasworks green spaces;
- Creates a unique and imaginative children's space;
- Highlights the unique talents of the Gasworks artistic community;
- Feels inclusive for the community which it serves; and
- Connects flexibly with Gasworks arts programming so that the space is better physically equipped to deliver future outdoor art and events.

3.5 Planning for a proposed new theatre building

Be a collaborative and involved partner to Gasworks Park neighbours to represent the interests of the wider Gasworks community, while advocating for additional artistic assets to be integrated into future plans.



Goal 4: Financial and Operational Management

Deliver sound and effective Financial and Operational Management.

Strategic Initiatives

4.1 Diversify revenue

Diversify and measure revenue generation including ticket sales, venue hire, fee-paying cultural programs, government/not-for-profit/cultural grants, philanthropy, corporate partnerships, artistic endeavours and in-kind services and goodwill, such as board contributions.

4.2 Appropriate systems and risk management

Ensure sound financial and operational management by maintaining appropriate systems, risk management procedures and organisational management processes and documentation.

4.3 High quality staff and executives

Recruit, retain and engage high-quality staff and executives incorporating a positive culture and a professional development program to meet the goals of the staff and the organisation.

4.4 Ensure Good Governance

Maintain a Board of Management with the appropriate skills necessary to advise the organisation on financial, operational and governance matters, including a review of the Board Charter, Board and Board sub-committees and providing board development as needed.



Goal 5: Help Council deliver its *Art and Soul Strategy*

Help Council deliver its *Art and Soul Creative and Prosperous City Strategy 2018-2020*.

Strategic Initiatives

5.1 Enhance relationship and leverage investment

Work closely with Council to enhance our relationship and leverage Council's investment in Gasworks by ensuring open, ongoing and collaborative dialogue between Council, Council staff, Gasworks Board and Gasworks staff. Agree a long-term lease for Gasworks which enhances both Council's and Gasworks' productivity and future planning.

5.2 Contribute to *Art and Soul Outcome 1: Dynamic and Distinctive Places and Precincts*

Directly contribute to *Art and Soul Outcome 1* by:

- furthering Gasworks' newly established vision of being a leader in the Victorian Arts sector via maintaining a vibrant arts hub in the City of Port Phillip;
- developing and implementing an activation program...to try new ideas (Action 2); and
- engaging and collaborating...to co-create place activation(s) in the City of Port Phillip (Action 3).



Goal 5: Help Council deliver its *Art and Soul Strategy* (Cont)

Help Council deliver its *Art and Soul* Creative and Prosperous City Strategy 2018-2020.

Strategic Initiatives

5.3 Contribute to *Art and Soul* Outcome 2: Connect and Grow Businesses

Directly contribute to *Art and Soul* Outcome 2, particularly assisting with “access to affordable, suitable space for the creative sector” and collaborating on a number of Actions including:

- Action 9 (map the innovation and creative ecosystem including infrastructure assets);
- Action 14 (identify, connect and regularly engage with creative clusters...to understand and support their needs);
- Action 15 (explore opportunities to facilitate Fishermans Bend as a creative innovative district);
- Action 17 (publish a Creative Sector Prospectus); and
- Action 19 (develop and implement a marketing and communications plan to promote visitation).

5.4 Contribute to *Art and Soul* Outcome 3: Arts and Culture as part of everyday life

Directly contribute to *Art and Soul* Outcome 3 by:

- providing ongoing activities to engage the community;
- acting as a Festival Hub for the City of Port Phillip;
- supporting the community to plan and produce their own festivals, events and cultural projects (Action 21);
- using markets...as a key activation of public space (Action 31); and
- producing public art (Action 33).



Gasworks Strategic Plan 2019-2021

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