



TUGGERANONG COMMUNITY ARTS ASSOCIATION

STRATEGIC PLAN 2023-2027



Supported by



ACT
Government



Fresh Funk, The Glass Slipper,
Erindale Theatre
Photo: Martin Ollman, 2022

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Poet Zoe Anderson at Interpose
Mount Taylor, 2019

FOREWORD

The Tuggeranong Community Arts Association (TCAA) has successfully delivered artistic programs to the Tuggeranong community for more than 30 years. Focusing on participation and accessibility, the Tuggeranong Arts Centre (TAC) offers free exhibitions across three gallery spaces, a live performance program, community engagement activities and a range of workshops and classes.

The programs centre on building audiences to engage and participate in the arts so that TAC is a place where everyone is welcome. A diverse program of activities covers several artforms including dance, visual arts, theatre and music and places TAC at the heart of the Tuggeranong community engaging professional and community artists alike. Our program is based on four strategic priorities:

- **CREATE:** Develop inclusive and engaging programs for the whole community
- **CONNECT:** Foster and strengthen TCAA's community relationships, networks and partnerships
- **SUPPORT:** Support ACT artists and arts workers through promotion, creative collaboration and skill development
- **GOVERN:** Provide sound and effective corporate governance to ensure a sustainable and fiscally responsible organisation

Our ongoing management of this incredible diversity reflects the high level of skill and experience that our team and core partnerships provide to Tuggeranong's community development. We consider our key resources to be a focussed yet flexible approach to management, a creative and committed attitude to our work, the staff and boards' collective knowledge and experience, and of course the strong relationship with our stakeholders, partners and funding body, artsACT.

Open six days a week, Tuggeranong Arts Centre is a creative hub and gathering place in South Canberra which connects people, creates new experiences and celebrates the arts. Delivering over 320 workshops a term, and over 100 events in a year, Tuggeranong Community Arts Association is a leader in the ACT arts ecosystem. Its future is bright, and with sufficient resources, it is positioned to make a substantial contribution to the arts and cultural landscape of Tuggeranong and the ACT.

**CAROLINE DOWNER OAM,
CEO**

VISION, MISSION, VALUES

OUR VISION:

A vibrant connected and creative Tuggeranong community.

OUR MISSION:

To be an inclusive and welcoming organisation which promotes and fosters diverse creative opportunities, connecting and engaging our community and visitors with the arts.

VALUES

- Ethical
- Inclusive
- Respectful
- Collaborative

STRATEGIC PRIORITIES

These strategic priorities were developed by TCAA Staff and Board in consultation with our key stakeholders and the Tuggeranong community. They respond directly to the ACT Arts Minister's Statement of Ambition 2021-2026.

CREATE:

Develop inclusive, engaging and quality programs for the whole community

CONNECT:

Foster and strengthen TCAA's community relationships, networks and partnerships

SUPPORT:

Invigorate ACT artists and arts workers through promotion, creative collaboration and skills development

GOVERN:

Provide sound and effective corporate governance to ensure a sustainable and fiscally responsible organisation

OUR STRATEGIC ENVIRONMENT

3.1 HISTORY

Tuggeranong Community Arts Association was incorporated on 13 March 1990, operating out of local community centres until the Arts Centre was built in 1998.

We connect people, create new experiences and celebrate the arts. Our programs centre on building audiences to engage and participate in the arts so that TAC is a place where everyone is welcome.

We present a vibrant program of activities that cover several artforms – with our key programs Fresh Funk and Messengers focusing on young people.

3.2 INTERNAL SITUATION

Since its establishment in 1990, TCAA has had a significant and strong track record for over 30 years of operation. We have a highly skilled staff, with quality visual arts and live performance programming.

TAC is a creative gathering place which is looking to improve engagement with our local community, and to invigorate our programs to reactivate the Centre. Its flagship program Fresh Funk continues to provide quality experiences for young people and is a vital component of TAC's offerings.

Dark Euphoria: Meredith Hughes and S.A. Adair, installation view, Tuggeranong Arts Centre, 2021





Pachamama performing at
Chifley Neighbour Day.
Photo: Martin Ollman, 2022

FINANCIAL SUMMARY

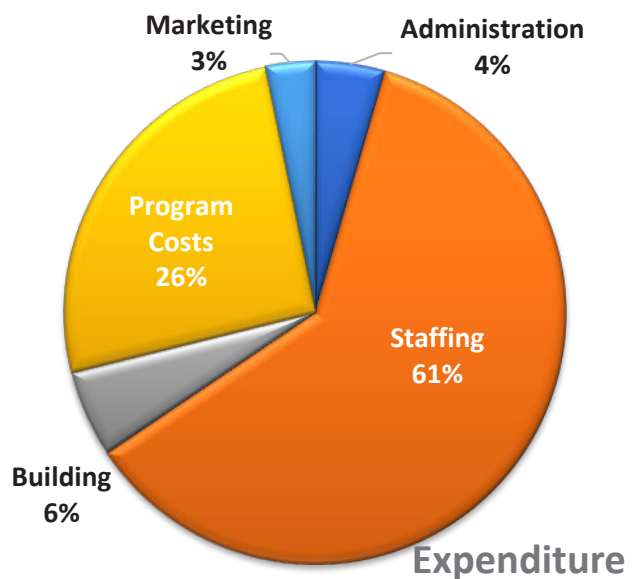
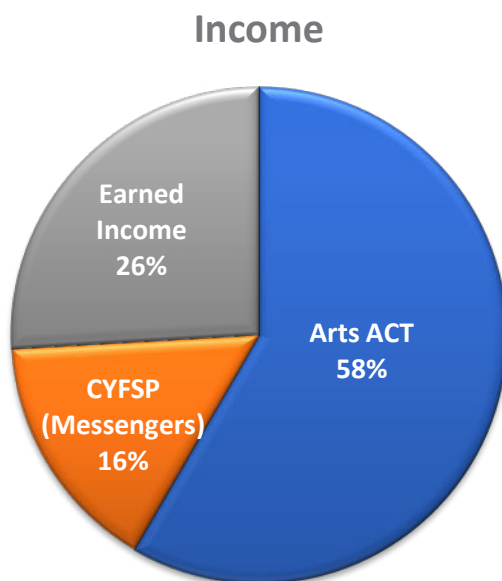
TCAA is a not-for-profit incorporated association and charitable institution that receives financial support for its operational management through artsACT.

TCAA's income is derived from a funding agreement with artsACT (58%), 16% from CYFSP (Children and Youth Family Services Program) for the Messengers Program and the remainder from 26% earned income from external hire, classes and workshops, and ticket sales. TCAA is currently exploring ways to diversify income sources through increased art classes, retail shop, and fundraising.

3.4 EXTERNAL SITUATION

With a population of 89,461, the Tuggeranong community has a median age of 38, with 28% comprising families. Aboriginal and Torres Strait Islander people make up 3% of the population with Arabic the highest percentage of language spoken other than English at 1.2% (ABS 2021).

Tuggeranong struggles with a clear identity – while many who live outside the area perceive it to be a lower socio-economic area of Canberra, this is not reflected in the Census data. The Tuggeranong Arts Centre audiences are broad – covering all ages, diverse backgrounds and cultural identities.



3.5 MANAGEMENT

TCAA BOARD

TCAA is a not-for-profit incorporated association with Deductible Gift Recipient status and, as such, its operations are governed by legislation under the *Associations Incorporation Act 1991 (ACT)* and the *Australian Charities Commission Act 2012 (Cwth)*.

The TCAA Board is an elected skill-based board, with knowledge, skills, experience and interest in one or more of the following:

- Arts and cultural development, creative industries
- Governance and trusteeship obligations
- Financial Management
- Business and strategic planning, policy development and risk management
- Legal experience
- Advocacy and networking
- Marketing and media
- Fundraising including partnerships, sponsorship and philanthropy

TCAA is also committed to First Nations representation, cultural diversity, gender equity and inclusion in its board composition and encourages nominations to reflect the diversity of the Tuggeranong community.

The TCAA Board meets a minimum of six times a year.

POLICIES

TAC's Policy and Procedures Manual covers a broad range of policies under the following key topics: human resources, financial management, communications, governance and risk. Reviewed and updated regularly, it establishes guidelines and protocols for effective and efficient operations of the organisation.

STAFFING

The current permanent staffing is 9.36 FTE, with a further 25 casuals employed as tutors in various workshops and art classes. Our permanent staff are qualified professionals with extensive experience in the creative industries. They deliver a complex multi artform program and maintain a large arts facility with 2 dance studios, 3 galleries, art workshop, theatre and multipurpose space which is open six days a week. The artistic program includes a minimum of 100 TAC developed or managed activities per annum, and over 320 workshops or classes per term.

3.6 MARKETS

OUR CORE AUDIENCES

TCAA's target audiences are:

- Tuggeranong community including families, professionals and seniors
- Canberra southside communities of Woden and Weston Creek and beyond
- Emerging and mid-career artists from the Canberra community
- Members of the First Nations, LGBTQI+ and CALD (Culturally and Linguistically Diverse) communities and their friends and families
- People who identify as having a disability and their friends

COMMUNICATIONS DIRECTION

TCAA's overarching communications approach is based on two key strategies:

1. Building and strengthening relationships with the local community, media contacts and partners.

2. Development of a digital strategy including integration, process improvement and data management which are critical to the organisation's work flow and systems.

The main objectives are to:

- Increase awareness of the TAC program
- Grow number of regular visitors to the Arts Centre
- Achieve high attendance at events and classes
- Build new audiences from the local community and targeted social groups

Successfully achieving these objectives will be measured by the following:

- Increased digital audiences
- Increased engagement with social media content
- Sharing of digital content from local and targeted stakeholder groups
- Positive feedback from visitors, sponsors and partners





House Planet the Musical,
Tuggeranong Arts Centre Theatre.
Photo: Martin Ollman, 2021

STRATEGIC PRIORITIES

TCAA has developed an Operational Plan based on the following Strategic Priorities:

CREATE: Develop inclusive, engaging and quality programs for the whole community

CREATING inclusive and engaging arts experiences and opportunities

We encourage interaction, dialogue, exploration and discovery, both here and beyond our walls through a diverse range of multi artform activities that place TAC at the heart of the Canberra southside community.

Our focus is developing programs that increase participation and diversify our audiences, complemented by improved data and reporting systems. Priority groups include youth, seniors, LGBTQI+, First Nations, people with a disability and CALD. TCAA delivers the following programs: live performance events, art exhibitions, visual arts and live performance workshops, outreach pop-up events, Fresh Funk and Messengers.

CONNECT: Foster and strengthen TCAA's community relationships, networks and partnerships

CONNECTING people

We connect with our diverse community through a range of programs we develop specifically to suit targeted groups. We share stories, interact and provide a gathering place where everyone is welcome. We engage with our stakeholders and we build and strengthen partnerships to provide opportunities for creative collaborations as part of a wider ACT arts ecosystem.

Our focus is to continue to raise TCAA's profile in its community. The development and maintenance of the TAC database is crucial in order to increase networking opportunities and to improve tracking and reporting framework. Particular emphasis will be placed on strengthening the partnerships with our key stakeholders.

SUPPORT: Invigorate ACT artists and arts workers through promotion, creative collaboration and skills development

SUPPORTING creative practitioners of all artforms and from diverse backgrounds

We provide employment opportunities for professional artists and arts workers. We provide spaces for creative practice and encourage artistic collaboration. We promote and market the work of our artists through exhibitions and live performance.

Our focus is to provide services designed to improve the creative capacity of our community. These include professional development, curatorial support, access to a professionally-run space, artistic collaboration, and marketing. The Marketing and Communication Plan includes social media, e-news and a website which promotes and markets our artists. We are committed to a safe and healthy workplace.

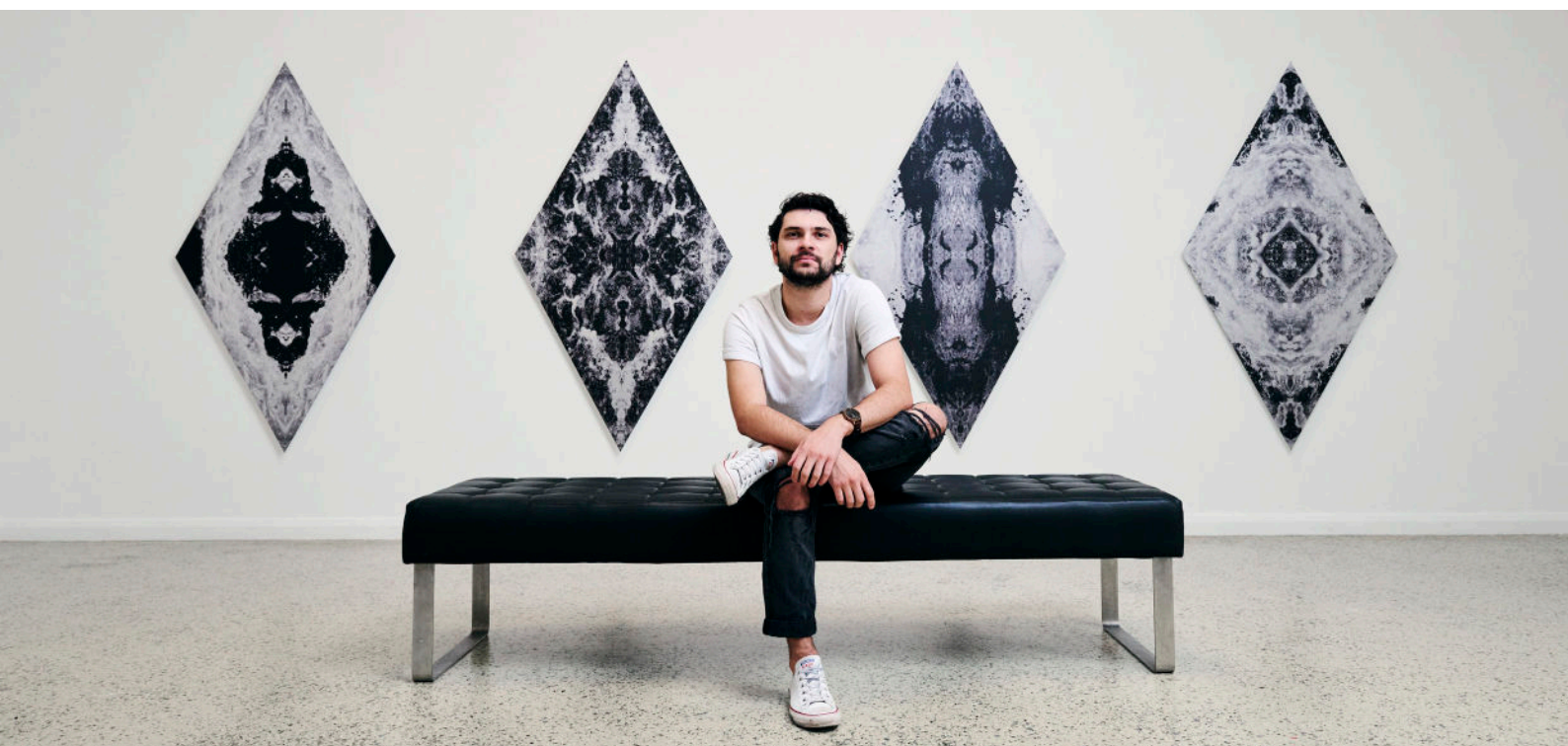
GOVERN: Provide sound and effective corporate governance to ensure a sustainable and fiscally responsible organisation

GOVERNING for sustainability and growth

As a key arts organisation in the ACT, we are committed to delivering sustainable and fiscally responsible business practices which ensure the long-term viability of the Centre.

Our focus is to provide an effective organisational management of the organisation including all planning, reporting, fiscally responsible business practices, sustainable operational framework with policies and procedures and HR support. It ensures effective and efficient use of the TAC building.

Artist Aidan Hartshorn at exhibition
Nganygulia Murunwiginya,
Tuggeranong Arts Centre.
Photo: Rohan Thompson, 2022





Jess Higgins,
Fallen, 2019,
Woodblock.

KEY OPERATIONAL ACTIVITIES

PROGRAMS

FRESH FUNK is Canberra's leading hip-hop and contemporary dance program operates more than 17 classes a week, catering to all ages and skill levels.

MESSENGERS is a unique arts-based support program for youth at risk, which works collaboratively with the education sector as well as relevant community service and mental health organisations.

VISUAL ARTS presents over 20 exhibitions each year and features the work of emerging and established artists as well as community groups. These are enhanced by weekly and casual art classes facilitated by professional artists for the whole community.

LIVE PERFORMANCE embraces a broad array of artistic interests – from jazz, classical and blues music, to comedy, cabaret, and theatre with a particular emphasis on collaboration and skill development.

WODEN ARTS PLUS delivers a number of outreach activities focusing on place-making and community engagement.

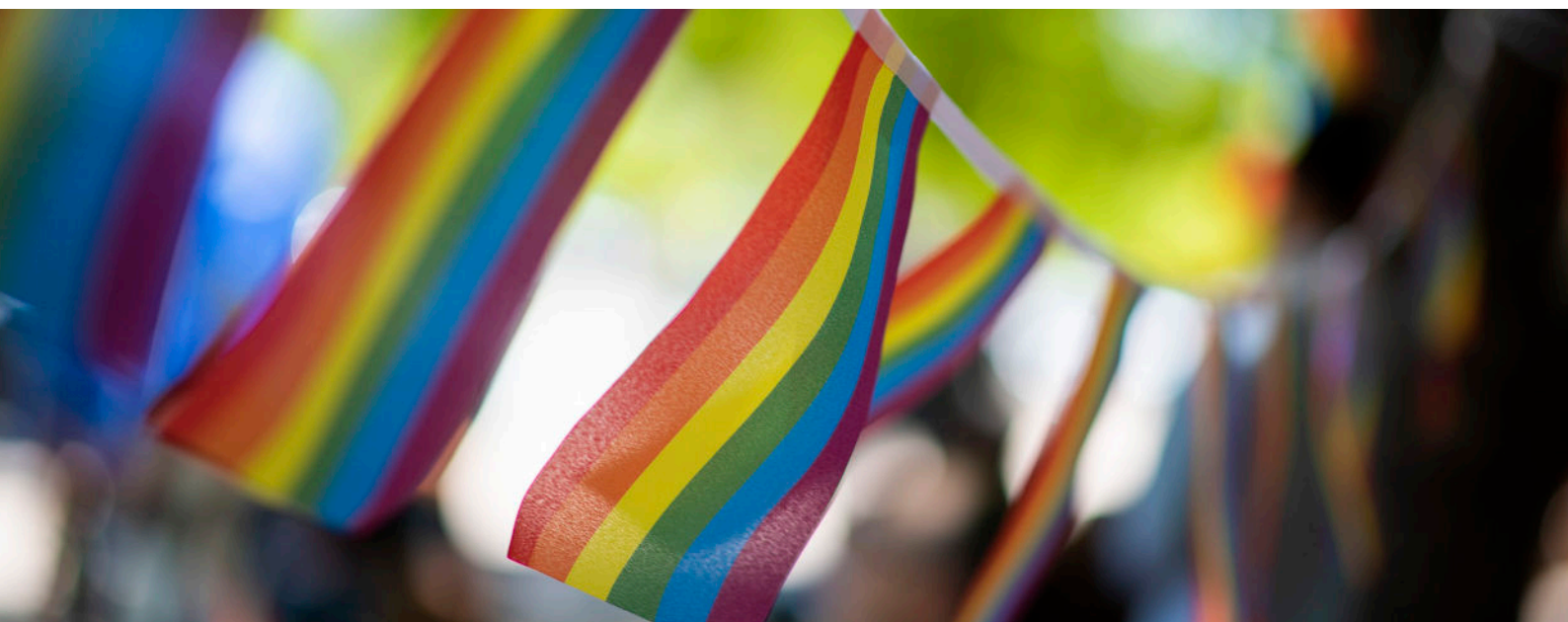
Jack Featherstone at the opening of
Jack, John and Kempsey.
Photo: Martin Ollman, 2021



FIVE-YEAR PLAN

Year	Artistic Program and New Initiatives	Policies	Building
2023	Activating the Centre – across all artforms Establishing a First Nations Advisory Group Establishing three ACT Arts Facility informal networking and discussion groups	First Nations Protocols Disability Inclusion Plan Governance Review Capital Infrastructure and Maintenance Plan	Theatre refurbishment Shop established Office lease established
2024	New theatre programming which ensures optimal use of the new flexible space.	Fundraising Strategy Stakeholder Engagement Strategy Volunteer Program re-established	Café established Theatre refurbishment
2025	Focus on TAC as premier venue for cabaret and comedy	Energy and environmental sustainability audit	The Lodge renovations
2026	Flagship event established for TAC Lakeside orientation and activation		Outdoor space - rejuvenation
2027	International collaboration developed with Fresh Funk program Explore opportunity for satellite physical presence in Woden.		Energy efficiencies

Southfest
Photo: Martin Ollman, 2019





TCAA STRATEGIC PLAN 2023-2027