



Artists' Society of Canberra Inc

Strategic Plan 2015 – 2020

Artists Society of Canberra Inc

Website: www.asoc.net.au Find us and follow us on Facebook

Postal address: PO Box 7291, Canberra Business Centre, Fyshwick ACT 2610

Visit us at Studio D, M16 Artspace, 21 Blaxland Crescent, Griffith ACT

Who we are

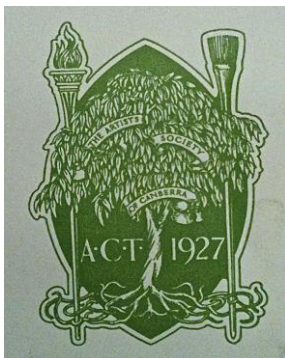
The Artists' Society of Canberra Inc (ASOC) is a not-for-profit association operated by volunteers; ABN 85 510 725 624; registered as a Deductible Gift Recipient in 2015.

ASOC's role is to encourage practice in and appreciation of the visual arts of painting, drawing and associated processes and sculpture. ASOC fulfils its role by arranging lectures, demonstrations, tutorials, workshops and other learning experiences for its members, and through exhibitions. ASOC conducts regular meetings with its members.

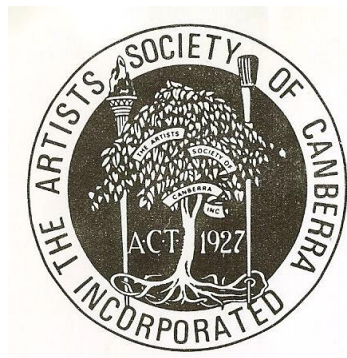
ASOC is one of the oldest societies of its kind in Australia. ASOC was founded on 7 October 1927 by the architects and draughtsmen who were assigned to develop a site for Australia's National Capital and later to implement the Walter Burley Griffin plan for the city of Canberra. For example, our second President (and longest serving president, 20 years inclusive of the Great Depression and the War Years) was Arthur Percival, the then Surveyor General for the Australian Capital Territory. These people had a vision for Canberra as the *Cultural Capital of Australia*.

Over the course of its history ASOC has fostered the careers of many artists, some of whom have become recognised nationally and internationally. Our operational history may be researched through the National Library of Australia and the ACT Heritage Library.

Visit our website at www.asoc.net.au to view our programs and look up our constitution, code of conduct, last annual report and our call for donations to the Artists Development Fund under the header 'About ASOC'. View some of our artists work through the visual reporting of our events, and find us on Facebook.



1950's



1970's



Today

What we do

As a community based organisation, ASOC through its membership services, provides access to opportunities for our participants to learn and develop in their chosen fine art genre within a supportive and friendly environment. This is achieved through;

- sharing ideas and knowledge in collaborative work groups that currently operate in our rented studio at M16 Art Space, Blaxland Crescent, Griffith, ACT;
- maintaining and providing member access to a library of journals and monographs on fine art; and keeping members informed through a bimonthly newsletter and regular electronic updates about what's on in Canberra and the regional fine art scene;
- organising workshops with local and visiting professional artists; providing training courses for potential and emerging artists;
- delivering a 'Summer Art Experience' by organising a suitable venue, inviting selected tutors to visit Canberra for a week each January, and providing opportunities for intensive training across a range of skill levels. This event presents opportunities for social interaction, learning, networking and fun with tutors and visiting participants from all over Australia. It also provides flow-on benefits for the tourism and hospitality industry;
- encouraging young artists and students with disabilities by sponsoring art prizes at the Royal National Capital Art Show and at Cranleigh School, Holt, ACT;
- providing opportunities for artists to bench-mark their progress and promote their art through art competitions and exhibitions (at least 2 per year) and offering free web pages for members to promote their art through the ASOC web site; and
- maintaining good working relationships with businesses and other not-for-profit organisations for mutual benefit.

In recent years, ASOC has averaged around 300 members, mostly drawn from Canberra and the surrounding regions, with a few more-distant members. ASOC membership includes a mix of professional and emerging artists, people who enjoy art as a hobby, and people who have an interest in the fine arts who just want to test their ability and enjoy fellowship with other participants. As with most Australian businesses and societies, ASOC faces the challenges of sustainability with an aging population, increasing economic pressures and time-poor younger members who are having to prioritise employment and family responsibilities above their artistic endeavours and volunteering.

Our Long Term Vision

The Artists Society of Canberra Inc centrally established as a sustainable arts hub that provides open and affordable access to and promotes a productive, healthy and creative community through fine art practice and attracts visitors to its shopfront; as well as continuing to provide opportunities for the pursuit of excellence by emerging and professional artists in producing, demonstrating and exhibiting fine art.



Winners of some of the various art categories at the Spring Exhibition 2014

Our Collaborative Partners

- Cranleigh School, Starke Street, Holt – collaboration for mutual benefit and support for disabled
- Artsound Inc – partner for advertising
- Molonglo Catchment Group; ACT Southern Catchment Group; Ginninderra Catchment Group; K2C Partnership, Myer Foundation and Icon Water – Partnership to create awareness through art, of volunteer work done within the catchments to preserve our natural heritage
- Bespoke Framing and Photography – Partnership to provide a shopfront for ASOC members' art
- Eckersleys – Partnership to provide an on-site art products resource for ASOCs annual Summer Art Experience
- M16 Artspace – Collaboration through tenants representation on the M16 Board to assist with the further development of M16 Artspace for mutual benefit
- Newcastle Pty Ltd – Partnership to bring ASOC into the digital age.

Our Values

- **Accessibilty**
- **Mutual respect and courteous communication**
- **Honesty, integrity and fairness**
- **Compassion**

As a community organisation, ASOC membership is open to anyone who has an interest in fine art. Membership applications may be accessed at www.asoc.net.au

As articulated in our Code of Conduct, our values of honesty, integrity, fairness, mutual respect and courteous communication set the ground rules for all that we do as participants and volunteers within and on behalf of the Artists Society of Canberra Inc.

Our compassion for those less fortunate in life is demonstrated by ASOCs ongoing partnership with Cranleigh School, Holt to encourage and reward Cranleigh students' artistic endeavours. In addition ASOC assists with Cranleigh Schools' fundraising by sharing ASOC exhibition equipment; assisting with raffle ticket sales; providing volunteers to help set up Cranleigh's annual art exhibition; encouraging ASOC members to enter their art work; and helping to promote the Cranleigh October Exhibition during ASOC Members' Annual Spring Exhibition in September.

Cranleigh School, Holt, ACT provides education programs for children with developmental delays, autism, moderate to severe intellectual or multiple disabilities in the age range 3-12 years. For more information about their programs please visit their website: <http://www.cranleighps.act.edu.au/>

ASOC also provides funding (\$200) for the junior Art Prize at the annual Royal Agricultural Show (RNCAS) in Canberra.

Cranleigh:



RNCAS:



Our Goals

To lead the community in the pursuit of excellence in fine art practice by providing access to and participation in a vibrant arts organisation

To ensure ASOC's sustainability for generations to come

To network, promote and exhibit members' fine art works to national and international markets including through the use of electronic and social media

To contribute to creativity, productivity, community social health and well-being through encouraging practice in fine art and by sponsoring prizes for young artists and students with disabilities at Cranleigh School, Holt, ACT and youth art prizes at the Royal National Capital Agricultural (Art) Show.

Key priorities over the next 5 years (2015 to 2020)

- Continue the pursuit of excellence by building financial capability through attracting philanthropic donations to the ASOC 'Artists Development Fund' in order to provide sustained, affordable access to artist development activities including networking, training, art prize competitions and exhibitions and other opportunities for member artists to develop and market their capability and outputs.
- Recognising that artists seek every opportunity to exhibit and sell their work, develop collaborative partnerships with industry, sponsors, and/or managers of other potential exhibition space, in order to provide access to an affordable shopfront for ASOC members' work. A dedicated ASOC shopfront may contribute to ASOC sustainability by maintaining and/or increasing membership levels; and contribute to the ACT Economic Environment as an additional visitor attraction.
- Explore measures for savings in relation to operational and event costs and seek to capitalise members' latent skills by engaging them as volunteers. Skilled volunteers will enhance ASOC's sustainability in the light of forecast rent increases for our studio at M16 Artspace (as a result of reduced ACT Government support for M16 and efforts to approach commercial rates).
- Maintain and where possible add to ASOC's "building fund investment account" as a safeguard for sustainability in lean economic times. Continue to explore the potential for a more appropriate and affordable permanent home for ASOC.
- Continue the pursuit of excellence by negotiating with Australian high-level fine art master class tutors to provide affordable training programs across a wide range of art genres, thereby maintaining a learning environment in ASOC to foster continuous improvement in our members' fine art skills.
- Explore the potential for philanthropic, industry and government support to attract internationally renowned artists to visit Australia and work with aspirational ASOC members to improve their skills.

- Liaise with existing and potential art prize sponsors to investigate opportunities for meeting sponsors' goals while providing new challenges for members to benchmark their skills development progress; for example, through participation in art prize competitions. New projects may contribute to ASOCs sustainability by maintaining and/or increasing the level of membership and commission on sales.
- Explore opportunities for balancing the demographic of ASOC membership to ensure sustainability; for example offering incentives that may attract young and emerging artists, and engaging with the ANU School of Art and the Canberra Institute of Technology to promote ASOC's art program for its members.
- Review and improve ASOC marketing to create greater awareness of the organisation and our artists' capabilities and increase sales of members' artworks.
- Explore the potential of on-line art exhibitions.

Measuring our performance

Key performance measures for the effective management and implementation of ASOC priorities include:

- The number of new members.
- The number of ASOC members being highly commended or listed as finalists in open art prize competitions.
- The number of ASOC members being "first time" prize winners in ASOC art competitions.
- The number of ASOC members recording their first art sale.
- The number of ASOC members attending ASOC workshops or participating in ASOC training programs within a financial year.
- The number of ASOC non-members attending ASOC workshops or participating in ASOC training programs within a financial year.
- Profit and loss reporting on ASOC projects, activities and events.
- The level of funds raised in the ASOC 'Artist Development Fund' meeting or exceeding the costs associated with the demand for tutors.
- The ability of ASOC to meet its financial and reporting obligations without having to draw on its investment accounts.
- The number of student or working-age new members.
- The number of artworks sold through ASOC events each year.
- The number of artworks sold or commissions received through electronic media.



Examples of "First Time" Prize winning entries in ASOC's 2014 and 2015 Exhibitions



Our Markets

ASOC's customers are:

- Consumers of fine art training and fellowship (members and potential members)
- Consumers of fine art products and services including event patrons
- Sponsors and collaborative partners who see art as an avenue to promote their cause or enhance the local economic and social environment
- Industry sponsors and philanthropists

Servicing our markets

ASOC has a policy of continuous improvement in all that we do. We consult with our customers and use our best endeavours to meet their needs. Visitors to ASOC events have frequently commented that the quality of our products equals and frequently exceeds that of other similar organisations.

Operational SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • ASOC known for high quality exhibitions. • ASOC long-term members have pride in the history of the organisation. • Well established collaborative partnerships with other volunteer organisations in the region. • Well established reputation for delivering a value-for-money Summer Art Experience. • Well established reputation for delivering value-for-money weekend Workshops • Established information exchanges and networking with regional, state and national art organisations. • Some strategies and mechanisms in place to ensure ASOC sustainability. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Existing ACT Art hub gallery space is too small to accommodate ASOC exhibitions of member artists' work. • High cost of Albert Hall limits ASOC's annual Spring Exhibition to 5 days of public viewing and sales in order to break-even on costs. • Any rise in ASOC membership or exhibition fees may result in a fall in the number of participating artists due to competing art associations. • ASOC studio is too small, will only comfortably accommodate around 10 workshop participants at one time and rent is high in comparison with arts facilities in NSW, and many other States in Australia.
<p>Opportunities</p> <ul style="list-style-type: none"> • Partnerships with sponsors may provide access to lower cost venues, eg., ActewAGL House and Bespoke Framing and Photography. • Create additional opportunities to exhibit and sell member's work. • DGR status enables engagement with philanthropists and other potential funding bodies for artist development projects and art prize support. • Create broader awareness of what ASOC does for art and artists to attract philanthropic donations and new members. • Rejuvenating the Summer Art Experience and minimising its running costs may increase revenue. • Ensure ASOC is 'donor ready' by having annual reports, strategic plan, event programs, registration certificates, etc available for their inspection. 	<p>Threats</p> <ul style="list-style-type: none"> • Rises in running costs in a slowing economy. • Any downward fluctuation in membership poses a threat to ASOC sustainability in view of rising costs. • Unequal playing field e.g. one of our market competitors is the Queanbeyan Arts Society that has free access to a NSW local government subsidised studio and gallery, as well as regular NSW State Government financial support, whereas ACT Government is looking to increase to commercial levels already high rents for art studios in its jurisdiction. • Membership ageing has a negative impact on the supply of able-bodied volunteers. • An inadequate number of members volunteering for organisational tasks may threaten ASOC efficiency and sustainability in the longer term.

Risk identification and treatment

Identified Risk	Threat posed	Treatment of risk
A decline in membership	Financial viability	Existing members use electronic media to encourage young artists to participate in ASOC open events. Ensuring they have a positive experience encourages them to join.
Artists join multiple groups to maximise opportunities for selling their work.	Decline in membership	Keep membership fees at very competitive rates to ensure artists choose to remain with ASOC. Establish an ASOC shopfront for marketing member artists' work. Explore the potential for on-line marketing.
Competition from Government Funded Art Organisations	Financial viability	Seek industry partnerships, enter collaborative arrangements with relevant organisations, pursue funding opportunities.
Ageing membership	Impact on sustainability. Fewer able-bodied volunteers	Increase the use of social media to attract younger members. Ensure the exhibition and workshop programs cater for contemporary art and are attractive to young artists.
Inadequate number of volunteers to Manage ASOC business and/or events.	Inability to operate	Management Committee to contact members who joined in the last twelve months and engage them in the business of ASOC. Offer incentives to volunteers with latent skills that can be applied to ASOC's long-term operational management; for example discounts on workshop fees.



Happy volunteers catering at the SAE 2014

Managing the potential for Conflict of Interest

ASOC is managed by volunteers drawn from within its membership, in accordance with its constitution. All members are deemed to be equal, regardless of whether they have volunteered in the past or currently hold positions of responsibility within the organisation. All members are expected to adopt ASOCs Code of Conduct which is prominently displayed in the ASOC Studio at M16 Artspace as well as under 'About ASOC' on our website: www.asoc.net.au.

ASOC offers at least 2 art competitions each year to enable artists to benchmark their progress. ASOC's standard processes for art competitions and exhibitions are designed to ensure entries are of a suitable quality, fairness prevails and the risk of conflict of interest is minimised. Independent, qualified art judges are engaged on behalf of ASOC by the ASOC President at that time. The judges identity is kept secret until the judges are asked to reveal their judging methodology and outcomes at the exhibition opening event. At the time of engagement the judges are provided with the same information that was publicly made available to participants prior to their submitting their competition entries, as a guide to the purpose of the competition.

Where possible the identity of the exhibiting artist is not displayed with the artist's work until after the judging has been concluded. Once an exhibition is hung, the venue is vacated except for the judges and the President who maintains security at the entrance to the venue during judging. The judges' decision is accepted by ASOC as final.

If at any time, ASOC becomes aware of any potential for a conflict of interest in any present or future business dealings with members, sponsors, or service providers it will:

- immediately notify the nominated person(s) of that potential;
- seek an appointment with the relevant person(s) to discuss options to avoid, limit or resolve such potential conflict of interest and preserve the trust which underpins good working relationships between ASOC, its members, sponsors and service providers;

and if the issue is still not resolved:

- initiate, perhaps with the aid of a professional facilitator, round-table discussions employing conflict resolution techniques with a view to finding win, win solutions for all parties involved; and
- where necessary, seek professional advice in relation to mechanisms to resolve any issues relating to potential conflict of interest to ensure that both the rights and interests of the individual(s), ASOC and its representatives are adequately protected and any unprofessional or unlawful acts by the parties here named, their agents or third parties, are appropriately and properly dealt with.