



Metro Arts

STRATEGIC PLAN 2022–2025

Our bold, brave and daring vision

From 2016–2020 Metro Arts has:

- » Supported **1452** artists to create **33** new Australian performance works and **87** new exhibitions
- » Worked with **54** presenting partners in **21** different towns and cities
- » Seen a **135%** growth in patronage
- » Worked with **62** international artists
- » Created Australia's first arts and cultural festival on death, dying and living a good life
- » Won the Palliative Care Queensland Award for Innovation in Community
- » Won a Sidney Myer Performing Arts Award
- » Designed and moved into new fit-for-purpose facilities
- » Established the unique Metro Arts Future Fund (MAFF) to invest in artists and art into the future

In 2020 alone and yes, even during a pandemic, Metro Arts made possible:

- » 29 Exhibitions
- » 19 Performance Seasons
- » 1 Community Events
- » 9 Works in Development
- » 10 Artist in Residence Placements
- » 5 Public Activations
- » Commissioned 3 new site-specific works for our home at West Village
- 3 Venues Toured to
- 2 Festivals
- 1 Company in Residence
- Donated to 3 funds supporting artists and artworkers during the pandemic
- Aided Arts Queensland in the rollout of the stART Fund as part of the department's Creative Recovery Package



IMAGES // Cover Image: APOCALIPSTICK by Polytoxic, 2020. Image by FenLan. Top right: We Live Here by Flipside Circus in Deathfest 2.0, 2018. A Metro Arts Commission. Image by Michael Cook. Maggie by Elise Greig, 2019. Image by Stephen Henry. How to Spell Love by Anisa Nandaula, 2020. Image by Creative Futures Photography. Yaad Karo by Shivanjani Lal, 2019. Image by Kyle Weise.



Foreword and Welcome

We work exclusively in contemporary art because these are the artforms of the future – these are the ones that will make new ways of seeing, thinking and feeling possible. Nothing we do is safe or gently snuggling up to the status quo. Our job is contemporary art, live and living art, challenging and experimental and diverse art. These artforms, and the artists investigating them, will articulate a new understanding and a new way forward. Metro Arts believes in the capacity of arts and culture to connect and strengthen communities, to stimulate creative thinking and conversation. We advocate for the social and health benefits of regular arts and cultural experiences and the intrinsic value to our society. This is the driving vision behind Metro Arts as a cultural organisation and the art we present.

2021 ushered in a significant new era for Metro Arts through a once-in-a-generation opportunity.

The 2019 sale of our heritage listed building at 109 Edward Street enables us to create a fresh business model founded on renewed creative entrepreneurship and financial sustainability for the organisation. The establishment and growth of the Metro Arts Future Fund (MAFF), and the move to new inner-city fit-for-purpose modern facilities, underpins the Strategic Plan for the next four years. Brave decisions at Board level have laid the foundations for our bold new direction allowing the organisation to grow and provide more support to artists and the sector nationally. As an organisation partnerships remain crucial to our business plan moving forward to enable us to reach our goals. We are deeply grateful for the support we have received over the past four years from partners including Australia Council for the Arts, Arts Queensland and Brisbane City Council along with growing philanthropic and private sector support.

Metro Arts supports and mentors artists to realise their creative works, present their work to audiences and help build their career pathways locally, nationally and internationally. There are thousands of artists, producers, companies and arts leaders on and behind stages and in galleries, diverse communities and workplaces across the country who had their start at Metro Arts. Metro Arts will continue to create ground-breaking platforms and programs, responsive to the needs of artists.

We are ready for the next four years to create and present bold new multidisciplinary works, to bravely establish new partnerships and foster our existing ones and ready to daringly contribute to the Australian small-to-medium sector to reach into more communities and into a new future!

Michael Cottier, Chair and Jo Thomas, CEO and Creative Director

Purpose

Develop the future of Australian contemporary arts practice now.



Explain Normal by Daniele Constance, 2019.
Image by Jorge Serra.

Inspiration

To position the artist and creative innovation at the centre of all we do.



Bloodstock by Julie Vulcan in *Deathfest 2.0*, 2018.
Image by Alana Esposito.

Values

We value artistic experimentation and risk

We value process over product

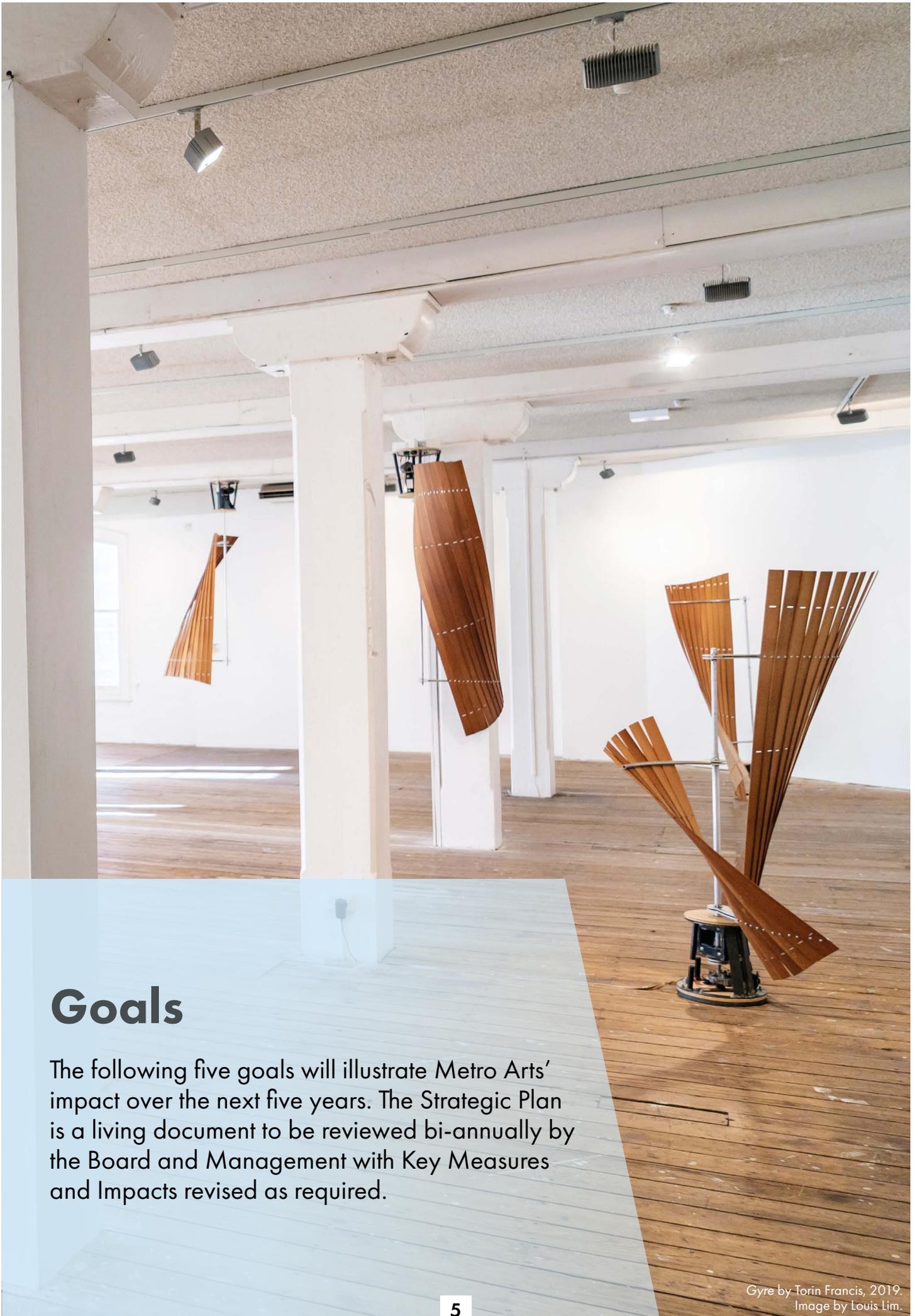
We value relevance

We value the artist

We value democratisation of access



TRUTHMACHINE by Counterpilot, 2019.
Image by Kate O'Sullivan.



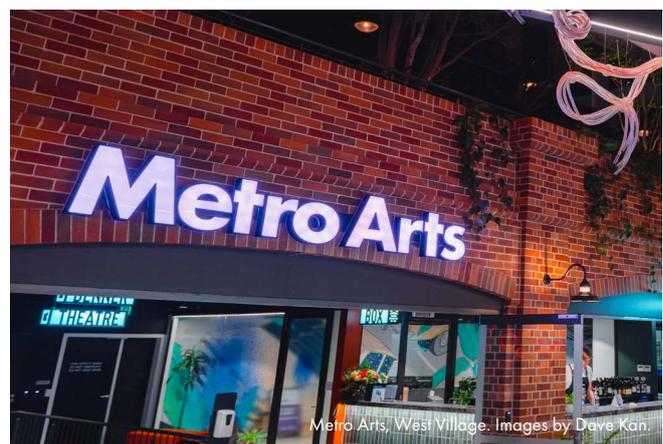
Goals

The following five goals will illustrate Metro Arts' impact over the next five years. The Strategic Plan is a living document to be reviewed bi-annually by the Board and Management with Key Measures and Impacts revised as required.

GOAL 1 // SPACE

Provide access to affordable professional art spaces for artists, audiences and local communities.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
Secure and maintain a central Brisbane site with office, rehearsal, exhibition and performance spaces.	Continue to embed the newly opened Metro Arts precinct as the site for artistic innovation and experimentation for independent artists.	Annual survey results demonstrate a sense of connection to Metro Arts maintained by 90% of artists and audiences. On site feedback survey results demonstrate Metro Arts is identified as a welcome addition to the vibrancy of West End cultural activities by 85% of local community.
Seek and manage satellite sites for additional program delivery.	2 x Brisbane satellite sites secured and managed within 5% of Board approved budget.	On-site feedback survey results demonstrate 85% of community engaged respond to sites as a positive impact to the liveability of the neighbourhood. Post-project feedback survey results demonstrate 90% of artists engaged consider their professional development in Brisbane to be enhanced.
Subsidise access for programmed artists, tenants and hirers across all sites.	New spaces for hire to the arts community are offered at least 20% cheaper than market competitors.	Post-hire survey results demonstrate 90% of users identify Metro Arts as more affordable in comparison across local venues.
	Programmed artists receive use of theatre, rehearsal and gallery spaces in-kind across their developments, performances and exhibitions.	Annual survey results demonstrate Metro Arts is considered fundamental to artistic creation by 90% of artists



GOAL 2 // PATHWAYS

Create career pathways and opportunities for contemporary artists at all stages of their career.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
Program, commission and produce work by artists at all stages of their career.	1 x artist in residence (AIR) program engaging with 6 artists or collectives completed by December.	Post-AIR feedback survey results demonstrate 90% of selected artists respond that program has extended their creative practice.
Provide professional development and mentoring spanning individual's artistic practice and career development	Minimum of 4 internships within the organisation for young and emerging arts professionals.	Post-program survey results demonstrate all participants agree the program assisted in the development of job-ready skills in the arts and culture sector post-tertiary study.
	Deliver year 2 of the two-year Emerging Producer Xchange in partnership with The Mill, Adelaide and funded by The Ian Potter Foundation.	Post-program survey results demonstrate all participants agree the program assisted in the development of job-ready skills, an education of organisational working methodologies in the arts, their personal national networks and local working relationship to support the growth of contemporary art in both Brisbane and Adelaide.
Partnerships with the education sector provide vital connectivity for students and graduates into the professional sector.	TAFE Queensland Education Partnership offers a Visual Art Honours Graduate showcase in Galleries One and Two, support of a creative development of a new work by alumni company Robert the Cat, internships delivered to recent TAFE graduates, and showcasing of partnership model for industry in a Community of Practice Night.	Post-program feedback survey results demonstrate mentored and supported students and graduates attribute 90% satisfaction.
Connect great contemporary art with audiences.	Work with program artists to deliver new contemporary works of relevance and excellence.	90% of participant artists and artworkers are satisfied with their presentation of their works.

(Continues next page ...)

GOAL 2 // PATHWAYS (Continued from previous page)

Create career pathways and opportunities for contemporary artists at all stages of their career.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
Connect great contemporary art with audiences <i>(continued)</i> .	Premiere presentations of new contemporary works across disciplines.	90% of artists feel that support from early development stages to premiere is integral to the development of new work.
	1 x national open calls for 2023 Performance and exhibition programs in June, 2022.	Annual survey results demonstrate 85% of applicants consider open call process essential to creative development process.
	Appoint and maintain 6 peer assessors to Metro Arts Artistic Advisory Group by July for a 6-week term..	Exit survey results demonstrate 90% of assessors feel the advisory role is critical to creative program development. ..
Initiate and maintain strategic partnerships.	Continue to foster strategic creative partnerships with key partners (local/national), including Next Wave, BlakDance, The Mill, TAFE Queensland, Bus Projects and MARS.	Annual partner survey results demonstrate 90% of participants highly value Metro Arts contribution to contemporary arts development.
	Minimum of \$56,000 of cash/ in-kind generated from corporate partnerships. Minimum of \$421,600 of in-kind support generated from corporate and industry partnerships.	Annual partner survey results demonstrate 90% of corporate partners value their contribution to contemporary arts.
Explore new ways of touring work locally and nationally in a post-COVID environment.	Work with Produced Artists to plan and secure 3 presentation opportunities away from Brisbane.	Annual survey results demonstrate 90% of Australian artists identify Metro Arts as expanding employment opportunities.
	1 x tour ready project identified for pitching for national touring from 2022 onwards within 2% of Board approved Budget.	Annual survey results demonstrate 90% of artists identify Metro Arts as a key supporter of ongoing pathways for work presentation after development.
	1 x international partnership secured as a cash/contra contribution to annual revenue.	Annual partner survey results demonstrate 100% of strategic partners recognise Metro Arts as vital to (International) contemporary arts development.

GOAL 3 // GROWTH AND INNOVATION

Support contemporary artists in their artistic ambition, development and innovation.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
<p>Commission and invest in new contemporary and experimental work.</p>	<p>5 x creative developments of new performance work undertaken to value of \$25,000.</p> <p>1 x company in residence program delivered by December.</p>	<p>Annual survey results demonstrate 90% of programmed artists feel Metro Arts contributes to the sustainability of their practice.</p> <p>Post-residency feedback survey results demonstrate 90% of Company in Residence consider Metro Arts encourages work-world experiences and vital public outcomes.</p>
<p>Present works of significance to our audiences and communities.</p>	<p>4 x micro festivals produced in Brisbane and delivered in partnership with key Queensland organisations and collectives.</p> <p>Minimum 6 x co-presentations delivered within 2% of Board approved Budget.</p>	<p>Post-attendance survey results demonstrate 85% of audience experience an authentic connection to festival themes.</p> <p>Annual survey results demonstrate Metro Arts considered an essential stakeholder by 90% of presenting partners.</p>
<p>Maintain the Metro Arts Future Fund to invest in new contemporary art.</p>	<p>Continued promotion of the Fund including the ethical investment strategies to both community of artists and philanthropists.</p> <p>Meet or exceed Metro Arts Future Fund targeted medium term investment performance.</p> <p>Fund principal increases by minimum of 2% per annum.</p> <p>Continue to develop key giving strategies to support the growth of the Fund and to ensure that 2022 sees the first MAFF Commission featured as part of the Metro Arts Annual Program.</p> <p>Stable/growing endowment support and preservation of purchasing power against inflationary pressures.</p>	<p>Annual survey results demonstrate 80% awareness of the Fund and its purpose.</p> <p>Realised cash investment income from the Future Fund will fund Metro Arts art projects and initiatives into the future.</p>

(Continues next page ...)

GOAL 3 // GROWTH AND INNOVATION

(Continued from previous page)

Support contemporary artists in their artistic ambition, development and innovation.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
Full commissioning of new contemporary works.	Commission of new Australian works to a total value of \$150,000.	Annual survey results demonstrate 90% of artists feel supported by Metro Arts in success and failure.
Slow burn creative developments.	<p>5 artistic projects receive cash and in-kind support throughout the year.</p> <p>2 x attendances at arts markets/festivals supporting and representing new work development by December.</p>	<p>Post-program feedback survey results demonstrate 50% of works continue into further development/presentation.</p> <p>Annual survey results demonstrate 90% of artists represented feel Metro Arts expanded their exposure to market/festival networks.</p>
New forms encouraged in public art.	<p>Continue to support public artwork delivery through instigating corporate and council partnerships. Metro Arts sees this as a growth area for delivery and artist development in light of the potential Brisbane 2032 Olympics.</p> <p>1 x Commission major public artwork for presentation involving key cross-industry partners, and a bespoke community engagement process.</p>	<p>Post-event survey results demonstrate 85% of audience identify a positive impact from temporary art program including an increased connection to community.</p> <p>Annual survey results demonstrate 90% of artists identify the opportunity to experiment with public art as good or excellent.</p>



A *Treasured Private Notebook* by Ella Sawinska and Thea Jones, 2019. Image by Louis Lim.

GOAL 4 // DIVERSITY

Support equality and inclusivity.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
<p>Ensure opportunities for female artists, Aboriginal and Torres Strait Islander artists, CALD artists, artists with a disability and LGBTI+ artists.</p>	<p>6 projects supported by Metro Arts address themes of inclusivity and gender equality.</p> <p>70% of lead artists engaged by Metro Arts identify as female.</p> <p>Partner with First Nations organisations and collectives on at least 2 key First Nations led projects by December.</p>	<p>Post-attendance survey results demonstrate 90% of audience surveyed identify the themes as important.</p> <p>Annual survey results demonstrate 90% of female artists identify the opportunities as crucial to career development.</p> <p>Post-program feedback results demonstrate 100% of Aboriginal/TSI projects are artist-led and thus following cultural protocols.</p>
<p>Accessibility and inclusivity is at the heart of all planning for new spaces.</p>	<p>Maintain 6 spaces at West Village and our 2 satellite sites for inclusive public use within 10% of Board approved Budget.</p>	<p>On-site feedback results demonstrate 85% of attendees report feeling welcome and secure in all Metro Arts managed buildings.</p>
<p>Actively create equality and inclusivity through governance priorities.</p>	<p>Manage Board composition in a way that promotes the complementary outcomes of increased diversity and Board effectiveness.</p> <p>Continue Board recruitment strategy to achieve diversity of representation at the Governance level of the organisation.</p>	<p>Annual survey results demonstrate 85% of the Metro Arts community feels it is represented at all levels of the organisation.</p> <p>By no later than 2024 achieving:</p> <ul style="list-style-type: none"> » a gender balanced board » 15% of Metro Arts team identify as CALD or Aboriginal/TSI. » 1 x new Board or Board Committee appointment identifies as Aboriginal/TSI or CALD.
<p>Actively create equality and inclusivity through policy priorities.</p>	<p>RAP Committee continues to work on Reconciliation Action Plan.</p>	<p>RAP Reflect submitted and approved by Reconciliation Australia.</p>
<p>Actively encourage Governance skills development and succession planning within the artistic community</p>	<p>Creation of an Artistic Committee representing the cultural and artistic diversity of Metro Arts' community</p>	<p>6 Committee members appointed across multi-disciplinary arts practice and with minimum 50% identifying as CALD or Aboriginal or Torres Strait Islander.</p>

GOAL 5 // STRONG ORGANISATION

Ensure financial and organisational sustainability.

Strategic Initiatives	Key Measures for 2022	Impacts identified for 2022
Effective planning and management of Metro Arts' financial resources.	Metro Executive meet or exceed Board approved Budget.	Annual partner survey results indicate 50% of repeat investment on future years.
Increase reliability of operational expenditure.	Continue to capitalise on physical facilities to maintain operating costs within 5% of Board approved Budget.	Annual survey results demonstrate 90% satisfaction with Metro Arts physical facilities.
Diversify and grow income streams.	5% of annual income identified as diversified income streams generated from new corporate hire and events strategy.	Post-hire survey results demonstrate increased hire of new spaces by 5% of strategically targeted corporates and events.
Improve risk, governance and compliance frameworks.	Board sub-committee review and implementation of new risk management and governance framework and policies. Board approves Board Risk Management Policy and Risk Appetite Statement by June 2022.	Board feedback validates visible improvement in risk governance and in turn key stakeholders express improved confidence in Metro's governance. Metro Arts staff performance reviews report 80+% satisfaction with organisational policies and procedures.
Ensure compliance with all regulatory requirements.	100% compliant with audit, ACNC requirements and information security by July. Continued implementation and review of OH&S policy and guidelines for West Village venue tenancy and satellite sites.	Annual survey results demonstrate 90% satisfaction with Metro Arts application of OH&S measures.
Maintain and invest in dedicated staff.	Conduct annual performance reviews. Board commits increased funding to approved professional development initiatives.	Metro Arts staff performance reviews report 90% satisfaction with professional development opportunities.



Strategic Analysis

To contribute to future-planning and organisational change Metro Arts completed a significant community consultation in late 2018 and subsequently published **“SECURING THE FUTURE OF INDEPENDENT AND EMERGING CONTEMPORARY ARTISTS – the case for change in the changing landscape of arts”**.

The report provided an analysis and evaluation of the current work of Metro Arts in the ecology of independent and emerging multi-disciplinary contemporary artists and extended to consider the potential impact of changes to the organisation. The key considerations for the future of the independent sector from this consultation and report have guided the goals for the Metro Arts 2022-2025 Strategic Plan. It stands as a testament to **the vital contribution of independent contemporary artists to the overall health of Australian arts and our society**. Qualitative research through three different methods of data collection: case-studies, public and private consultations and a significant ‘Metro on the Move’ survey offered input from artists, audiences and the broader community. The resultant data and report also highlighted challenges in the Australian and Queensland context which Metro Arts is striving to address in the next 5 years.

The consultation highlighted Metro Arts as **a hub for innovation, a place to experiment and take risks** and an organisation that adds value to the whole sector. Results of data analysed showed independent contemporary artists are a significant force in the multidisciplinary arts and the needs of these artists should be at the forefront of thinking within the arts sector as a whole but particularly for Metro Arts.

While we move forward with our new vision we will be bringing this enthusiastic community with us, working with them to build upon their suggestions to build a hub for future innovation and creative opportunity, while maintaining the ethos that is the core of all we do, and so passionately reflected back to us by the community’s responses.

The analysis concluded the key considerations of what artists need to create the work of the future, (related primarily to space, opportunity and financial support) would be better served through the sale of 109 Edward Street and this has now been achieved by the Board. The other significant findings for Metro Arts to adapt and stay current and continue to offer resources to independent artists are summarised below and reflected in the Strategic Plan.

OUR COMMUNITY SPOKE AND WE LISTENED

Our community needs:

1. **Equality and inclusivity** – ensuring there are opportunities for, Aboriginal and Torres Strait Islander artists, female artists, CALD artists, artists with a disability and LGBTI+ artists.
2. **Access to affordable, professional and well-resourced spaces** – Gallery space, rehearsal space, office space, studio space in a good location are critical to artists.
3. **Career pathways and opportunities** – ensuring there are informal and formal structures and pathways for the transitions between students – emerging artists – mid career – late career.
4. **Support for ambition and growth** – securing investment in the development of new work, commissioning new ideas, and finding the right partners to present the work. Ensuring big ideas, new collaborations and works of scale from the independent sector can be supported.
5. **Market development** – artists finding and building local audiences, securing new partnerships, diversifying income, securing touring and other market opportunities, gaining the right producing support.
- **6. Freedom to experiment and fail** – not every idea will work, and artists need space, time and backing to experiment and collaborate and explore new forms and ideas.

Further recommendations, now reflected in the Strategic Plan, were for Metro Arts to act as a major catalyst for change in the arts sector through:

- » the sale of 109 Edward St, Brisbane;
- » the creation of new fit-for-purpose facilities;
- » investment of profits from sale into a Fund (the Metro Arts Future Fund)
- » distributions from the MAFF invested back into the sector through arms-length, artist-focused funding; and
- » the fundamental need for further Government, philanthropic and private sector support into the poorly resourced independent sector.

Financial Plan

The financial forecast for 2022 - 2025 outlines the growth of an established arts organisation undertaking significant change to operations and business models in a changed landscape due to COVID-19 and its ongoing effects. Metro Arts has committed to financial sustainability through the sale of 109 Edward St thus stopping the drain of funds spent on the ageing building and creating the Metro Arts Future Fund (MAFF). A central remit moving forward will be exercising due diligence in the financial management of the preserved principal of the MAFF to meet the needs of the Metro community now and into the future. The Board has recently gone to Tender for Investment Advisers and a shortlist has been interviewed. This form of perpetual financial stability outside the parameters of Government subsidy is extremely rare in the Australian small-to-medium arts sector. The growth of the MAFF and the distributions back to the organisation are central to the future-proofing of the organisation. However, given the disruption to the world and Australian economies, and market volatility during and post-Covid, the original MAFF strategy has been altered. Working with Perpetual Private as Investment Advisers, Metro Arts held off the investment of \$6million into the Fund until August 2020 to protect the funds from market volatility. The funds were then divested into three streams to allow for further safe-keeping of the principal. Given the 2020 situation and the desire to further increase the principal there will be no operational distributions from the Fund in 2021. Current projections allow for the organisation to utilize cash reserves in 2021 with operational distributions from the Fund expected to commence in 2022.

The growth of the principal, and subsequent growth of distributions to Metro operations, is a core strategy for the organisation to work towards greater financial sustainability.

As Metro Arts builds towards 2025, the company's entrepreneurial strengths will also continue to drive additional revenue streams. This includes leveraging creative and operational expertise to secure management and producer fees through our producing service to independent artists; event income and hires to the private sector at our new facilities; new adventures into the commissioning and touring of work including further temporary public art commissions; and the creation of the MAVA (Metro Arts Visual Arts) Incubator. Additional income will also be achieved by fostering a private supporter base.

PARTNERSHIPS – PUBLIC SECTOR

At current levels, Metro Arts receives 50% of its turnover from Government sources.

Metro Arts received increased core funding levels from Australia Council to the Arts for the 2021 – 2024 period; and Brisbane City Council (2020 - 2023). Metro Arts is also seeking an increase in funding from Arts Queensland requesting \$500,000 pa which we believe reflects our substantial output and offerings to the community.

Working with our artists Metro Arts will also seek support from Arts Queensland for regional Queensland touring, and federal funding for national and international market development and touring as required. When appropriate, funding for international market development will be sought from Federal Government opportunities including Department of Foreign Affairs and Trade, Ministry for the Arts and Austrade through Export Market Development Grants.

PARTNERSHIPS – PRIVATE

Metro Arts have identified corporate sponsors through a values-alignment strategy where contacts have mutual gain from collaborating with Metro Arts. Includes our Founding Venue Partnerships with West Village and Hutchinson Builders in the fitout of our new premises in West End. These major partnerships are supported by several key strategic partnerships with EPSON, Bones Accounting, Heritage Conveyancing, and Tonepacer. Furthermore, our ongoing Education Partnership with TAFE Queensland is evidence of Metro Arts' continued support of career pathways for independent artists, particularly young and emerging artists.

Since securing Creative Partnerships Australia matched funding in 2017 for a major capital campaign, Metro Arts support from donors and fundraising has continued to rise. Key supporters include Phillip Bacon AM, Lynn Rainbow-Reid AM and John Reid AO, Michael Cottier, ALH Group, Wesley Enoch AM, Westpac and John Dunleavy. Metro Arts secured 146% growth in private support from 2018 to 2019 and have projected increased steady growth for this revenue area over the next five years. This target will be achieved by nurturing the base of existing givers while providing opportunities for supporters to increase their investment in the company. Key high-wealth donors have been identified within the supporter base and there are short, medium and long-term strategies to bring those supporters closer and increase their investment in Metro Arts, including work by the dedicated Metro Arts Giving Committee. The central objective of the Committee is garner major donations into the Metro Arts Future Fund to ensure the principal of the fund grows. This is a key objective for the financial sustainability and longevity of the organisation. The Committee will begin this strategic process in 2021 working collaboratively will key Metro Arts staff, and will be supported by Board representation when required.

Management Plans

BOARD AND GOVERNANCE

The Board of Metro Arts provides robust governance in an adaptable, agile, competitively challenging environment. Representing diversity of views and skills, artistic connections, and networks, our Board supports art and creation that continues to surprise and experiment and navigates uncharted pathways for independent and maker artists.

BOARD FUNCTION

The Board's main functions are the oversight of strategy and governance, fiduciary, legal, and policy making, and fundraising. More specifically, the Directors have responsibility to:

- » Conduct long-range strategic planning
- » Recruit, select, support and manage performance of senior staff (CEO/Creative Director) and act as a sounding board and constructive challenger
- » Set policy and key performance indicators
- » Create and actively participate in any required sub-committees (currently the New Venue sub-committee; Financial sub-committee)
- » Review, approve and monitor the annual budget and financial performance against budget
- » Represent Metro Arts to the community, government and funding bodies and philanthropists
- » Assist in fundraising
- » Evaluate organisational operations and programs
- » Review and renew its own performance against its objectives.

DELEGATION AND MONITORING

There is a clear demarcation line between governance and management functions in the Company. The Board of Metro Arts delegates management of the Company to the CEO and monitors progress with a range of activities including:

- » 10 scheduled (plus additional) meetings per year with comprehensive reporting against all key performance indicators, safety and strategy, financial
- » Fortnightly financial reporting to the Board subcommittee
- » Approval structures to allow nimble response to opportunities without management exceeding their delegations
- » A comprehensive set of protocols and procedures including financial delegations, approval procedures, reporting against strategy on all projects
- » The Board monitors its own performance through reviews (external and internal) and continuous renewal strategy.



We Koppel, We Dala by Roberta Rich, 2019.
Image by Louis Lim.

EMPLOYER EQUITY

The Metro Arts team are core to the company's work; as are the artists we work with through our annual programs and producing hub. To ensure Metro continues to attract high quality staff and artists the company implements performance reviews and a series of interviews and debriefs with artists. The findings of these ongoing surveys help the company update and enhance a range of workplace culture, offerings and processes.

KNOWLEDGE AND PROCESSES

Metro Arts has undergone a period of updating processes, systems and knowledge which continues into 2020 with the implementation of a new Client Relationship Management system.

CONNECTIONS

Regular contact with a wide variety of collaborators and outside artists through our Metro Arts Artistic Advisory Group (MAAAG) and newly created Arts Committee provides opportunities for Board succession planning (2 artists sit on the MA Board) and continual review of artistic processes and programs.

Risk Management

Nature of Risk	Probability + Impact	Potential Result	Risk Minimisation
FINANCIAL RISKS			
Complete loss of government funding	Low	Inability to continue operation	Ensure Metro Arts delivers on agreed outcomes with funding bodies. Continue to explore additional and alternative income streams.
Reduction of government funding	Medium	Change to delivery and business model	Ensure Metro Arts delivers on agreed outcomes with stakeholders. Continue to explore additional and alternative income streams.
Inefficient management of financial health	Low	Inability to deliver on agreed outcomes	Staff handling budgets are experienced and monitored and supported by Metro Arts Board and systems. Annual budgeting and regular monitoring in place.
Loss due to litigation against Metro Arts	Low	Metro Arts enters into time-consuming, expensive public proceedings	Legal advice received and actioned on key areas of potential dispute (sale of building, elevator contract).
Inefficient management and maintenance of Metro Arts assets and capital goods	Low	Inability to fund or source updated equipment or unnecessary loss of assets	External Investment Advisors and Managers in place for Metro Arts Future Fund (MAFF).
MANAGEMENT RISKS			
Risk of unreliable or irrelevant decisions	Low	Metro Arts could be committed to an inappropriate direction or initiative	Ongoing monitoring and review of strategic plan by senior management and Board. Thorough reporting to, and scrutiny from, the Metro Arts Board
Loss of key Board members	Medium	Loss of corporate memory, relationships with key stakeholders, inefficiency and elevated risks due to inexperienced members	Succession planning in place; Board has been reviewed and upskilled in governance processes
Loss of CEO and/or key staff	Medium	Loss of corporate memory, relationships with key stakeholders, inefficiency and elevated risks. Workload of Metro Arts staff and Board increases until a replacement is found	Procedures manual and succession plan documented, implemented, and regularly reviewed. Review staff remuneration and professional development. Regular staff reviews are undertaken. Employee Risk Matrix in place.

Nature of Risk	Probability + Impact	Potential Result	Risk Minimisation
OPERATIONAL RISKS			
Metro Arts ceases to meet the needs of its membership and broader stakeholders	Low	Metro Arts risks its reason for existence	Continual strategic consultation with members and community more broadly and delivery of high quality and relevant services. Creation of Artistic Leadership Group.
Health and safety violation	Low	Staff or clients are placed in compromising circumstances	Workplace Health & Safety policies and procedures in place.
ENVIRONMENTAL RISKS			
Operational risk at premises with changes to location and new leasing / rental agreements	Medium	Inefficient work practices/business model due to change.	Careful lease negotiations. Careful planning in new business model.
Competition from a similar organisation	Low	Metro Arts enters into time-consuming, expensive defence/recovery/resilience processes	Ongoing review of Strategic Plan and audit of the sector to ensure delivery of high quality and relevant services. Remain nimble and respond to need as required.
Regulatory changes	Low	Inability to fund or source updated equipment or unnecessary loss of assets	Ensure there is sufficient expertise within staff and support of Metro Arts Board.



Metro Arts

www.metroarts.com.au Tel: +617 3002 7100

Patron: Wesley Enoch



Metro Arts is supported by the Australian Government through the Australia Council, its arts funding and advisory body. Metro Arts is supported by the Queensland Government through Arts Queensland, part of the Department of Communities, Housing and Digital Economy. Metro Arts' Artist in Residence Program is proudly supported by Brisbane City Council.