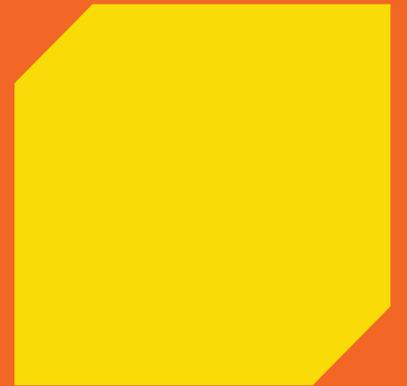
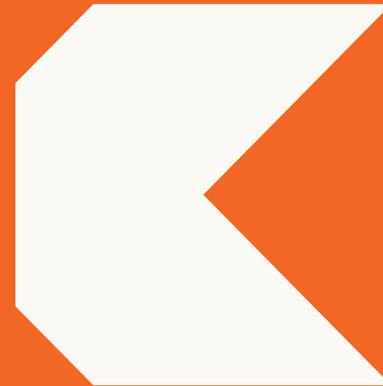


Strategic
Plan

2024-28



BROWN'S MART



WELCOME

Brown's Mart is a performing arts organisation and venue based on Gulumerridjin – Larrakia Country, in Garramilla-Darwin.

Contemporary performing arts practice in the NT contributes a distinct, rich voice to our national arts identity which is often overlooked. It's time for this to change.

From 2024-2028, Brown's Mart will lead this change.

As the Home of Territory Performing Arts, we play a pivotal role as the leading developer, producer, and presenter of new performance work from artists living and working in the Northern Territory.

We are passionately committed to First Nations First. The NT has the highest representation of First Nations people per capita in the country, making it essential to support the establishment of a First Nations-led First Nations Program at Brown's Mart.

The NT is also home to over 100 nationalities, with an incredibly rich cultural and linguistic diversity. To truly be the Home of Territory Performing Arts, we must reflect this diversity in everything we do.

Brown's Mart has always centred artists. They are the lead creatives on every project. We are extremely proud to support their resilience

and craft, which is underpinned by a spirit of community, collaboration, and excellence.

New performance work from NT artists is our priority. We will premiere several new NT works at Brown's Mart each year, and then connect these artists and their projects nationally.

We have to consider our organisational sustainability - to deliver quality programs while ensuring our ongoing survival. We need to pay serious attention to diversifying our income streams as we prioritise workplace wellbeing. We will design an organisational structure that facilitates both.

Our audiences should reflect our community in every sense. So that everybody feels welcome, Brown's Mart is becoming more inclusive and accessible. Growing our audiences, here and elsewhere, also offers important benefits, increasing the profile of NT performing artists and their work.

Performing arts in the NT is on the cusp of a new future. We're ready.



OUR VISION

The value of Northern Territory performing arts recognised by all Australians.

OUR PURPOSE

To grow the creative future of Territory performing arts and artists; and connect them with a new audience.

OUR VALUES

WELCOMING

CREATIVE

ADAPTIVE

EXCELLENCE

OUR PRIORITIES

A NEW ERA

Brown's Mart will create a new local and national narrative that articulates the breadth, significance, and impact of performing arts from the Territory

REFLECTING OUR CULTURE

Brown's Mart is committed to reflecting the diversity of the Territory through the artists it supports; the work it develops; the people it employs; the precinct it manages and the audiences it welcomes

STRONGER ARTS INDUSTRY

Brown's Mart will deliver relevant development pathways and opportunities to empower our artists and artswokers, retain skills in the broader performing arts community, and advocate for increased resources

OUR ENABLERS

OUR HOME

We will work productively with our stakeholders to create an inclusive, inviting, activated precinct.

OUR ARTISTS

We strive to provide opportunities for all Territory performing artists.

OUR PEOPLE

We are committed to providing an inclusive and supportive workplace.

OUR NETWORKS

We are committed to building and maintaining collaborative relationships.

STRATEGIC CONTEXT ANALYSIS

Artistic & Cultural Vibrancy

The Northern Territory (NT) is home to an estimated 76,000 First Nations people, representing approximately 30% of the NT's population (the highest percentage in Australia). The NT is also one of Australia's most culturally and linguistically diverse places with over 100 nationalities and around 140 social, cultural and religious organisations. In addition to these important factors, the NT has a significantly lower population density and age demographic relative to the rest of the country.

These factors are integral to informing how Brown's Mart designs our programs and opportunities. We recognise that everything we do should reflect the community around us. We are committed to greater inclusivity and accessibility so that artists and audiences from many differing lived experiences can find a home at Brown's Mart. In 2022, we took an exciting direction with a new collaborative artistic leadership model so that three Artistic Associates can each bring their unique insights and experiences to shaping and delivering the future artistic programs of Brown's Mart, and to investigating and leading new models of delivery.

We are committed to positioning performing artists from across the NT as the lead creatives on each project. These remarkable artists are innovators in cultural exchange, their stories are situated firmly in a sense of place and their approach to artform is informed by both their personal heritage and

a unique vantage point. Through our New Work development programs and our Performance Program we nurture and support their creative visions, we resource them to develop their practice, showcase their projects in the Brown's Mart precinct, and foster pathways that connect them and their work locally and nationally. Each year our priority is to develop and premiere new NT performance works, finding them new audiences within and beyond the NT.

In recognition that Brown's Mart is based on Gulumerridjin-Larrakia country, we work closely with Larrakia Nation and are privileged to have Aunty Bilawara Lee as our Honorary Elder.

In 2022 we announced our First Nations Artistic Advisory Group, Nadine Lee, Rachael Chisholm, Rob Collins and Rosealee Pearson, four highly respected artists whose first initiative was the 2023 commencement of a First Nations Engagement Program and the creation of a new role at Brown's Mart, the First Nations Community Engagement Coordinator. This prioritised community engagement with a program that builds new relationships, and looks to create a welcoming, inclusive, and culturally safe space at Brown's Mart, encouraging collaboration and participation from our First Nations community and laying the foundation for the development of a new First Nations-led First Nations Program to be launched in 2026.



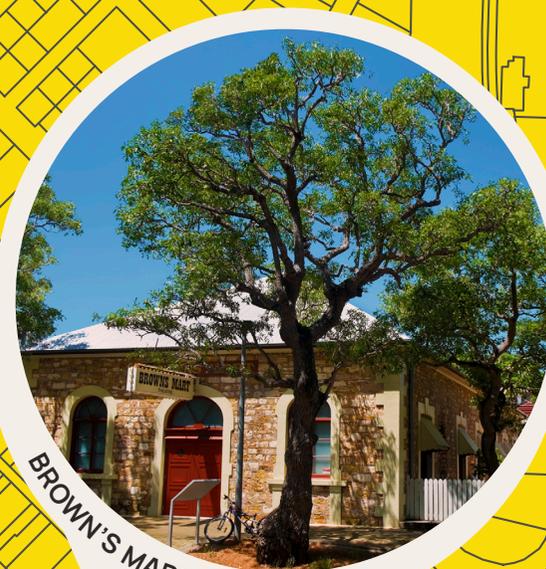
Organisational sustainability and wellbeing are fundamental. A recent review and redesign of our organisational structure is responsive to the current recruitment and workforce environment. New roles are targeted towards resourcing key programs and diversifying our income streams. Recruitment strategies moving forward aim for stability and continuity. As we build a team who are flourishing, we can also build an organisation that is perfectly positioned to shape new opportunities and futures for the many extraordinary NT performing artists and their work.



The Home of Territory Performing Arts

The Brown's Mart precinct is in the heart of the Darwin CBD and includes two black box theatres, the Brown's Mart Theatre (90-180 pax) and the smaller Studio (60 pax), an outdoor courtyard with a small bar, and a rehearsal room; all of which are used year-round for our various programs, as well as by independent artists, festivals, and hirers.

Our courtyard looks out on the beautiful Civic Park and across to the site where the new Northern Territory Art Gallery is under construction. From now until 2028, the NTG's Civic and State Square revitalisation project will see some exciting changes in our immediate neighbourhood. We look forward to planning some complementary infrastructure changes at Brown's Mart as part of this transformation of the Darwin CBD.



BROWN'S MART



NORTHERN TERRITORY ART GALLERY

Key issues

Brown's Mart has a long history of supporting artist-led works, a new strong culture of celebrating diversity and inclusion, and have our own home in the Brown's Mart precinct. However, there are a number of areas of concern that place our ongoing organisational sustainability, vibrancy, and sector impact at risk, and which we are addressing with our 2024-28 Strategic Priorities.

Northern Territory Government (NTG) efficiency dividends have meant repeated cuts to Brown's Mart's annual funding as a Leading Arts Organisation, exacerbating the impact of increased operational costs and placing our ongoing survival at risk.

Brown's Mart is currently dependent on artists themselves securing project funds for works we produce and present. This funding is difficult and time-consuming to procure, places undue pressure on these artists, and limits their creative visions and our curatorial possibilities.

As is the case nationally, Brown's Mart suffers from a lack of understanding regarding the economic, social, community and health benefits of the arts and seeks out evidence and research that can substantiate those benefits and support advocacy.

Fully representing our broader community in our artists and audiences is a priority for Brown's Mart. We have an opportunity to foster this change by

starting within our organisation through increasing the diversity of our staff.

As a small regional city, Darwin has always faced recruitment difficulties, now further exacerbated by the lockdown-driven national exodus of certain skillsets from the performing arts industry.

Managing our venue is becoming increasingly more costly and time-consuming. Our infrastructure, particularly the technical equipment, is ageing and beginning to fail, with limited funding resources available to cover repair/replacement costs.

There are limited avenues for corporate sponsorship in the NT and there is a very small pool of philanthropic donors. Post COVID-19, it is still proving immensely difficult to predict audience attendance numbers or trends. This places even greater emphasis on the benefits of developing and growing a more diverse, younger audience and merits inventive audience development strategies.

As a regional organisation, we have an opportunity to increase our national profile and build recognition for Brown's Mart and NT performing artists and their work as a valuable part of the national arts conversation.



History

For 50 years Brown's Mart has played a key role in the Northern Territory, championing new work and new voices, providing an important community arts hub and representing a familiar landmark in the Darwin CBD. Darwin Festival, Music NT, the NT Writers' Centre, Tracks Dance, Darwin Community Arts and Corrugated Iron Youth Arts all began at Brown's Mart. Darwin Fringe Festival is based here and uses the Brown's Mart precinct as their festival hub.

The legacy of this commitment to artists, and the underlying community arts priorities, continues today. In the past four years alone, Brown's Mart supported over 100 artists to create 53 new performance works, a further 200 were given access to space or auspicing support, and nearly 30,000 people attended Brown's Mart during the Darwin Fringe and Darwin Festivals. Last year alone 150 artistic and 94 arts worker positions were created, nearly 200 artists and arts workers were employed, and 8 new works were supported through the BUILD UP development program.

Our Programs

NEW WORK

Responsive and flexible, this program develops new work that is bold, urgent, and relevant through multiple, distinct initiatives.

PERFORMANCE

Every year we present multi-week seasons of new performance works by NT artists which showcase Territory stories and voices.

ARTS & COMMUNITY

We run a First Nations Community Engagement Program, provide subsidised access to space across the precinct, offer community pricing for equipment hires, auspice grants, and operate as the Darwin Fringe Festival Hub.

HIRES

We hire out the Brown's Mart Theatre, Studio, Courtyard and Rehearsal Room, as well as a wide range of technical and staging equipment.



Current Financial Situation

Brown's Mart's Leading Arts Organisation funding from the Northern Territory Government (NTG) is on a five-year agreement from 2020-2024. However, NTG efficiency dividends, effectively budget repair measures, have meant repeated cuts to this annual funding, exacerbating the impact of increased operational costs, and hindering our capacity to increase staff salaries apace with CPI.

With increased costs of running the venue, and ongoing COVID-19 impacts on audience numbers, interstate venue hires and bar revenue, 2022 and 2023 have been difficult years for the organisation. Whilst 2022 losses led to much more conservative predictions for 2023, and a reduction in budgeted turnover from \$1.7 million to \$1.2 million, we are looking at further NTG budget cuts for 2024 and expecting ongoing increases to costs.

New works premiered in our Performance Program currently require us to source funding in addition to the cash and in-kind investments allocated from our core operational funding. This additional funding is secured through production sponsors, or through Brown's Mart auspicing the lead artist to apply for project funding from either the NTG, the Regional Arts Fund, or the Australia Council for the Arts. Any substantial infrastructure investment also requires us to seek specific funding.

Our Sector

Brown's Mart develops our programs in recognition of the unique characteristics of the arts sector in the Northern Territory, a sector of which we are a cornerstone, and which we fiercely celebrate.

Darwin has a population of 167,000 which means it is essentially a regional town, with an arts ecology that is predominantly made up of Small to Medium entities and independent artists.

Brown's Mart has strong networks across the NT and partners with the Darwin Festival, Darwin Fringe Festival, Artback NT, Red Hot Arts and others, across artforms. We actively champion each other, and plan pathways for work and for artists across the NT, sharing resources and ideas. We all face the challenges of distance from other centres, recruitment, and workplace gaps. We also all experience ongoing funding cuts leading to core organisational funding insecurity, combined with a highly competitive project funding landscape which, whilst destabilising across the country, has specific ramifications in an NT context. Despite all these challenges, we are a close-knit community that works well together in a strong, intimate, connected ecosystem.

Fundamentally, work in the NT is artist driven, devised, and designed. This sector articulates the centrality of the artist at its core. Artists across the NT, often by necessity, have multiple skill sets and interests. The effect of which is that art making is often collaborative and nurturing. Not only are NT stories distinctive, but collaborative ways of working are also core to the ethos and processes here. This is reflected in how performance artforms in the NT have evolved. These factors lead to the creation of new performance works that, whilst they are not frequently seen in other parts of the country, merit more national recognition.



Our Markets - Audiences

LOCAL AUDIENCES

Unlike many other regional areas nationally, when considered in comparison to their metropolitan hubs, the cost of living across the NT is high. With the current additional cost of living pressures, this impacts our audience numbers and has necessitated us continuing to look for new audiences.

As we attract these new audiences, we are also conscious of bringing our longer-term audiences along with us and are confident that our Marketing and Communication Strategy will take into consideration how we can do this well.

SEASONAL AUDIENCES

Cultural activity and audience participation in the NT is strongly determined by climate. There is limited capacity and little audience inclination to support active programming during the storms and high humidity that are a huge factor in the Wet Season (particularly November-February). As a result, the Dry Season (particularly June-August) is immensely busy. This time of year is also when the bulk of interstate travel happens, adding numbers to potential audiences.

POST COVID PREDICTIONS

Audience participation and attendance has shifted post-COVID, with both local and interstate audiences becoming more variable and extremely difficult to predict. There are no recognisable measures in the context of pre-COVID statistics, making it difficult to predict numbers and trends in coming years.

GROWING OUR AUDIENCES

Brown's Mart has a strategic priority for 2024-2028 which focuses on both increasing and diversifying audiences attending presentations in our precinct, alongside building interest in, and opportunity for, NT performance work nationally. This national focus would include both potential major festival interest, and national regional touring.

In anticipation of the 2026 launch of our First Nations Program, our focus is on deeper First Nations community engagement and on creating a welcoming, inclusive and culturally safe space for First Nations audiences.

As our lead artists become more diverse culturally, our audiences are reflecting this change, as well as becoming younger and representing a broader range geographically, even from within the NT.

ACCESSIBILITY

We continue to improve accessibility for our audiences and artists. The Brown's Mart precinct includes mobility-assistance parking, universally accessible toilet, reserved seating, and escorted entry. We offer concession and community pricing, and supported attendance for anyone experiencing financial hardship. We partner with Deaf Connect and Auslan Stage Left to fund an Auslan interpreted performance for each season in our Performance Program.

Our Markets - Stakeholders

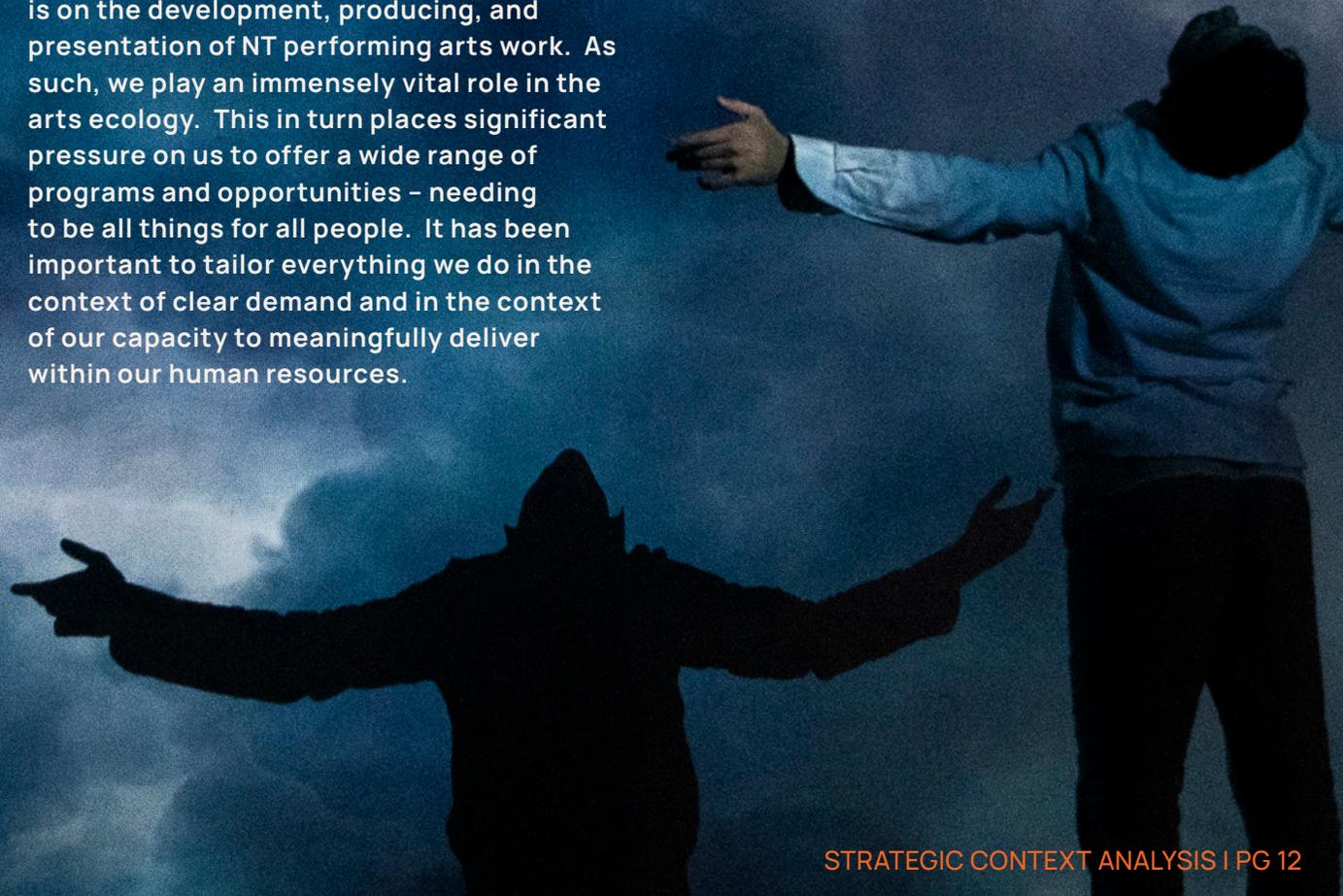
The NT is not home to a strong philanthropic DNA. A small pool of donors often support several arts organisations. Attracting and securing new donors is time-consuming and the number of donors per capita, even given our small population, are considerably lower than in other parts of the country. As with many regional centres, relationships are also built over many years. These challenges have necessitated repeated review of fundraising strategies.

Executive (CEO) capacity to develop stakeholder relationships and build corporate/ philanthropic revenue is severely impacted by recruitment difficulties and staffing shortages. It is a Brown's Mart priority to resource and recruit a Business Development Manager, whose sole responsibility will be to identify, secure, and consolidate diversified philanthropic and funding avenues.

The Business Development Manager will also be tasked with building new corporate partnerships. Whilst Brown's Mart doesn't present many productions each year, and are therefore limited in the sponsorship packages we can offer, the Brown's Mart precinct offers a unique environment (in the theatre or outside in the courtyard) for many different types of corporate events. This asset will be essential in building new partners.

Competitors & Collaborators

Whilst we have many sector collaborators, we also operate in a fairly competitor free environment. From a corporate or philanthropic stakeholder perspective, major events like the Darwin Festival do appear to have more immediate appeal. However, Brown's Mart offers a year-round much-loved community space which has been an arts hub for decades. From a funding perspective we are the only entity in the Northern Territory whose focus is on the development, producing, and presentation of NT performing arts work. As such, we play an immensely vital role in the arts ecology. This in turn places significant pressure on us to offer a wide range of programs and opportunities – needing to be all things for all people. It has been important to tailor everything we do in the context of clear demand and in the context of our capacity to meaningfully deliver within our human resources.





Our Priorities 2024 - 2028

The Messenger adapted by Ross Mueller, based on the Novel by Markus Zusak, 2022
Photography: Charlie Bliss

Priority 1. A new era

Brown's Mart will create a new local and national narrative that articulates the breadth, significance, and impact of performing arts from the Territory.

INITIATIVE	KPI	2024	2025	2026	2027	2028
Deliver an annual program of new performance work by Northern Territory artists	World Premiere seasons of new performance work by NT artists premiered at Brown's Mart (BM)	2 new NT performance works	3 new NT performance works annually			
	BM has capacity to produce new performance work without lead artists seeking additional project funding	Additional organisational funding secured	3 new NT performance works fully funded by BM operational funding annually			
	Performance Program Producer resourced and retained	Performance Program Producer PD drafted	Performance Program Producer (0.6FTE)	Performance Program Producer (0.6FTE)	Performance Program Producer (0.6FTE)	Performance Program Producer (0.8FTE)
Facilitate opportunities for national audiences to see NT performance work	New networks and relationships established and maintained with festivals outside the NT	1 new relationship established	1 ongoing relationship maintained. 1 new relationship established	2 ongoing relationships maintained. 1 new relationship established	3 ongoing relationships maintained. 1 new relationship established	4 ongoing relationships maintained
	New NT performance work delivered by BM at major Australian festivals	Planning for BM touring work	One BM work toured to a major Australian festival	Planning for BM touring work	One BM work toured to a major Australian festival	Planning for BM touring work
	Partnerships with local and/or national organisations developed to deliver national regional touring outcomes	National markets attended	Pitch with artists at a national market	Pitch with artists at a national market 1 national tour	Pitch with artists at a national market	Pitch with artists at a national market 1 national tour

Priority 1. A new era

INITIATIVE	KPI	2024	2025	2026	2027	2028	
Brown's Mart is recognised as a significant NT cultural-tourism destination.	BM recognised as a significant stakeholder in the revitalisation of State Square in the Darwin CBD	Participate in State Square Stakeholder Reference Group to identify opportunities for BM	Develop BM Precinct Strategy to leverage State Square opportunities and inform infrastructure redesign.	Infrastructure redesign funding sourced, and program of works developed.	Infrastructure redesign commences	Infrastructure redesign completed.	
	BM partners with the NT Art Gallery to delivery complementary programs	Complementary programming planning commenced	Complementary programming implemented for NT Gallery opening	Deliver 1 complementary programming event annually			
	Increased audience attendance from tourism markets	CRM system to be researched and implemented	Comprehensive attendance data reporting and analysis implemented to identify market gaps and opportunities				
		Marketing and Communications Strategy developed and implemented	Tourism Audience Attraction programs and partnerships developed	Interstate and international audience numbers increased by 5% on previous year	Interstate and international audience numbers increased by 5% on previous year	Interstate and international audience numbers increased by 5% on previous year	
Advocate for the NT performing arts sector in a national context	BM's national profile increased	Artistic Associates and/or CEO attend 1 national gathering	Artistic Associates and/or CEO attend 2 national gatherings annually.				
	NT artists and NT performance work receives increased national media coverage	Build networks with national media outlets.	Secure national media coverage for 1 NT artist and their work.	Secure national media coverage for 2 NT artists and their work.	Secure national media coverage for 2 NT artists and their work.	Secure national media coverage for 3 NT artists and their work.	

Priority 2. Reflecting our Culture

Brown's Mart is committed to reflecting the diversity of the Territory through the artists it supports; the work it develops; the people it employs; the precinct it manages and the audiences it welcomes.

INITIATIVE	KPI	2024	2025	2026	2027	2028	
Deliver a First Nations Program led by First Nations artists and artswokers.	First Nations Community Engagement resourced	25% Funding increase First Nations Community Engagement Coordinator (0.4FTE) resourced, engaged, and retained.	25% Funding increase First Nations Community Engagement Coordinator (0.4FTE)	Program funded for full year First Nations Community Engagement Coordinator (0.4FTE)	Program funded for full year First Nations Community Engagement Coordinator (0.6FTE)	Program funded for full year First Nations Community Engagement Coordinator (0.6FTE)	
	Number of First Nations organisations engaging with BM increased	5 organisations	8 organisations	10 organisations	12 organisations	12 organisations	
	First Nations Artistic Advisory Group resourced and retained	<= 0% turnover in FNAAG membership	<= 25% turnover in FNAAG membership	<= 25% turnover in FNAAG membership	<= 25% turnover in FNAAG membership	<= 25% turnover in FNAAG membership	
	First Nations Program fully resourced	Research avenues to fully resource the First Nations program.	Secure funding to fully resource the First Nations program.	Final development and launch of First Nations Program.	Meet 60% of program goals.	Meet 70% of program goals.	
		Resource, engage and retain a First Nations Artistic Associate.	First Nations Artistic Associate retained				
		Number of First Nations artists and artswokers engaging with BM increased.	10% increase on previous year	10% increase on previous year	10% increase on previous year	10% increase on previous year	
		-	Resource, engage and retain a First Nations Producer	First Nations Program Producer (0.6FTE).			

Priority 2. Reflecting our Culture

INITIATIVE	KPI	2024	2025	2026	2027	2028
Deliver Equity Action Plan to ensure Brown's Mart's culture actively promotes and prioritises equality and inclusivity.	Equity Action Plan goals met	70%	75%	80%	85%	90%
	Number of projects led by CALD, LGBTQIASB+ artists, and artists with a disability	40% of projects	45% of projects	50% of projects	55% of projects	60% of projects
	Increase representation of artswokers who are CALD, LGBTQIASB+, or identify as having a disability, at BM	25% of artswokers	30% of artswokers	35% of artswokers	40% of artswokers	45% of artswokers
	Board diversity and composition to reflect audience, arts industry, and broader NT community	Board review to be completed to assess gaps in composition and diversity.	BM to actively recruit and retain board members to ensure diverse leadership perspectives.			
Audience Development Strategy	Increase in percentage of audiences new to BM	10% increase on previous year	10% increase on previous year	15% increase on previous year	20% increase on previous year	20% increase on previous year
NTG's BM Precinct Masterplan implemented to realise the venue as an inclusive, and accessible space.	Masterplan is funded and resourced	Masterplan commenced, including accessibility audit, design recommendations, infrastructure upgrades	Masterplan complete and funding committed	Works commenced	Works completed	

Priority 3. Stronger Arts Industry

Brown's Mart will deliver relevant development pathways and opportunities to empower our artists and artsworkers, retain skills in the broader performing arts community, and advocate for increased resources.

INITIATIVE	KPI	2024	2025	2026	2027	2028
Advocate for increased funding, and the wider recognition of the value of arts to the Northern Territory	BM is recognised by NTG and local government as a highly effective, impactful, professional arts organisation and heritage precinct	BM maintains and develops productive, respectful relationships with NTG and local governments				
	Economic, social, and cultural value of NT arts industry is quantified through academic and industry research	BM maintains and develops productive, respectful relationships with NTG and local governments				
Workplace, Wellbeing and Sustainability Plan developed & implemented to position Brown's Mart as a workplace of choice.	Artists and employees' satisfaction remains above 90%	Workplace Wellbeing and Sustainability Plan developed and implemented	>90%	>90% Plan review	>90%	>90% Plan review
NT performing arts sector capacity increased through BM providing upskilling, mentoring and employment opportunities.	Emerging artists employed	2	3	4	4	5
	Mentor and Mentee positions created for Performance Program works	1 Mentor 1 Mentee	2 Mentors 2 Mentees	2 Mentors 2 Mentees	3 Mentors 3 Mentees	3 Mentors 3 Mentees

Priority 3. Stronger Arts Industry

INITIATIVE	KPI	2024	2025	2026	2027	2028
Fundraising Strategy developed, implemented, and resourced to diversify income streams	Increase in income from corporate sponsorship	10% increase	10% increase	10% increase	10% increase	10% increase
	Increase private philanthropic donor contributions	10% increase	15% increase	10% increase	5% increase	5% increase
	Business Development Manager resourced and retained.	Business Development Manager engaged (0.6FTE)	Business Development Manager (0.6-0.8FTE)			
	Venue Hire and Equipment Hire Programs revenue increased	10% increase	5% increase	10% increase	5% increase	10% increase
Sustainability Action Plan resourced and implemented to ensure Brown's Mart is environmentally sustainable	BM is compliant with its Sustainability Action Plan	Develop and implement Action Plan	Meet 80% of objectives	80%	80%	80%

Financial Plan

To address the difficulties outlined in the analysis of our Current Financial Situation on Pg 10, there will be an increased emphasis on diversifying revenue.

Brown's Mart is confident that a new five-year agreement will be secured with the Northern Territory Government (NTG) for Leading Arts Organisation funding from 2025 and we are well-positioned, with strong government relationships, to work hard in negotiating for a moderate funding increase. While this is a reasonable expectation, we are also aware that the NTG is not currently a wealthy State. This has been considered when forecasting less than a 1% increase to this funding per year in both 2025 and 2026.

We will appoint a Business Development Manager (BDM), positioning Brown's Mart to source, attract and secure revenue from other funding sources, build new long-term stakeholder partnerships and

identify potential non-arts investment. Diversifying our income streams will ensure greater long-term sustainability, mitigating our dependency on NTG funding.

With this appointment, we can project significant increases to income from grants and foundations. Planning for the First Nations Program in 2025, and the launch of this program in 2026, will also open up new avenues of funding. While our Have a Seat in the Theatre campaign ends in 2024, we will also be able to build new corporate partnerships and actively foster an increase in private philanthropic donor contributions. Targets for increased corporate sponsorship and donations are included in our KPIs and reflected in 2025 and 2026 budgets.

We have four key income generating streams, Box Office, Bar Sales, Venue Hire and Equipment Hire.

The development and implementation of a Marketing and Communications Strategy in 2024 will broaden our audience. With small increases in ticket pricing from 2025, Box Office Revenue is predicted to increase in both 2025 and 2026. With increased audience numbers, increased bar sales have also been predicted.

We will focus renewed energy on hire income as a promising potential income growth area. Our venue already has a solid and much-loved reputation, giving us the perfect leverage to increase interest from commercial hirers. These hirers also offer potential as new sponsorship partners and augment a solid regular community hirer pool. Hirers of our equipment already range from small festivals to private individuals and this service has begun to generate a solid flow of income. Targets for increased hire income are included in our KPIs and reflected in 2025 and 2026 budgets.

Capital Resource Plan

We are committed to maintaining up-to-date capital resources. In any year where a surplus is posted, the following amounts will be placed into capital equipment reserves, provided that this allocation does not jeopardise the surplus:

0.5% of turn over placed in the Technical Equipment Replacement Reserve.

0.2% of turn over placed in the Other Equipment Reserve.

0.1% of turn over placed in the Vehicle Replacement Reserve.

Financial investment of reserves

The aim of the organisation is to have reserves of 20% of the average turnover across any 5-year period.



Risk Matrix

As at July 2023, Brown's Mart have identified the following as our greatest risks.

FINANCIAL RISKS

NATURE OF RISK	PROBABILITY & IMPACT	POTENTIAL RESULT	RISK MINIMISATION
Complete loss of government funding	Minor	Inability to continue operation	<p>Ensure Brown's Mart delivers on government reporting requirements</p> <p>Continue to explore additional and alternative income streams</p>
Reduction of government funding	Moderate	Change to programs and difficulty in paying staff	<p>Ensure Brown's Mart delivers on government reporting requirements</p> <p>Continue to explore additional and alternative income streams</p>
Inefficient management of financial health	Minor	<p>Inability to deliver programs</p> <p>As a company limited by guarantee, Brown's Mart could be de-registered</p> <p>NTG funding jeopardised if timely accurate acquittals not provided</p>	<p>Timely reporting to the Board by Finance Officer, overseen by the Chief Executive Officer</p> <p>Annual financial statements audited</p> <p>Nominated signatories and limited financial delegations within the context of approved budget</p>
Inefficient management and maintenance of Brown's Mart equipment	Minor	Inability to fund or source updated equipment	<p>Regular equipment testing and audit</p> <p>Allocation of surplus to technical equipment reserve</p>

MANAGEMENT RISKS

NATURE OF RISK	PROBABILITY & IMPACT	POTENTIAL RESULT	RISK MINIMISATION
Loss of key Board members	Moderate	Loss of corporate memory and elevated risks due to inexperienced members	Succession planning in place; Board regularly reviewed and upskilled in governance processes
Loss of CEO and/or key staff	Moderate	Loss of corporate memory, relationships with key stakeholders, and elevated risks Workload of Brown's Mart staff and Board increases until a replacement is found	Procedures manual documented, implemented, and regularly reviewed Review staff remuneration and professional development. Regular staff reviews are undertaken

OPERATIONAL OHS RISKS

NATURE OF RISK	PROBABILITY & IMPACT	POTENTIAL RESULT	RISK MINIMISATION
Workloads and Time Management. Workloads sometimes require working evenings and weekends Workload is consistent year-round with very little downtime	Significant	Psychological and physical stress for staff. Drop in quality of work. Increased possibility of injury or accident. Fatigue	All staff to track hours. Respective TOIL limits and reporting mechanisms detailed in staff contracts Ensure LPA conditions, where applicable to hours of work, are met
Working with difficult Clients/Artists/Hirers	Moderate	Staff are placed in potentially compromising situation if procedures not followed	Ensure all staff understand their rights and obligations Ensure all staff have access to full set of approved policies and procedures, and that these are upheld within the organisation
Personal Security and cash handling Increased level of risk to staff opening and closing building particularly early morning and at night Bar and FOH staff, Finance Officer and Venue Coordinator all required to handle cash and/or are responsible for banking	Moderate	Theft of money or property Physical injury Psychological injury	Cash not counted in view of public. Cash stored in safe and banked regularly. FOH staff not to place themselves in "at risk" situations FOH staff encouraged to finish work at the same time and leave work together

ENVIRONMENTAL RISKS

NATURE OF RISK	PROBABILITY & IMPACT	POTENTIAL RESULT	RISK MINIMIZATION
<p>Water & Storm Damage</p> <p>Both roofs replaced recently. Guttering and flashing maintenance required</p>	<p>Significant</p>	<p>Damage to venue and contents</p>	<p>Property insurance in place</p> <p>NTG's maintenance program implemented</p> <p>Cyclone action in place</p>
<p>Operation of a licenced facility</p> <p>Brown's Mart is permitted to serve alcohol in compliance with conditions granted by Licensing NT</p> <p>Some events may require greater vigilance in observing safe serving practices</p>	<p>Minor</p>	<p>Fines and breaches</p> <p>Potential serious risk to public if conditions not complied to</p>	<p>Alcohol Policy in place</p> <p>All FOH staff aware of licensing requirements and hold RSA certificates in compliance with Liquor Licensing Act</p> <p>Bar operations are compliant with all conditions of facility license and Liquor Licensing Act. Copy of Act on file</p> <p>Copy of conditions of license displayed in bar area</p>



Our People

Internal Culture

We are an equal opportunity workplace and strongly encourage applications by First Nations people, People of Colour and people from a Culturally and Linguistically Diverse Background, people with disabilities and people from the LGBTQIASB+ community. Our Equity Action Plan (currently in development) will detail a five-year strategy with key goals and actions to address inequity faced by artists, employees, artswokers, Board members and others who identify as First Nations, Culturally and Linguistically Diverse, LGBTQIASB+, or someone with a disability.

In 2024 we will develop and implement a Workplace Wellbeing and Sustainability Plan. We are committed to a healthy work culture that supports staff wellbeing, work performance, safety, individual and workplace morale, and psychological health.

We understand the needs of people with family obligations, and we provide a flexible working week, and part-time positions.

We provide mechanisms to give employees the ability to work remotely, enabling them to work hours that suit their personal circumstances whilst not compromising on the quality of output.

We implement annual performance reviews and encourage staff to seek professional development opportunities. We are committed to providing a safe, flexible, and respectful environment for staff and patrons, free from all forms of discrimination and harassment.

Our Time off in Lieu (TOIL) policy is designed to encourage sustainable work practices and discourages employees maintaining excessive workloads. The policy includes workers not accruing more than 4 days of TOIL and multiple red flags to ensure that employees' workloads are at sustainable levels.

Employees can access a confidential Employee Assistance Scheme.

First Nations Artistic Advisory Group

The First Nations Artistic Advisory Group provide consultation and advice for the Board and CEO on how best to support First Nations artists and projects, ensuring Brown's Mart is a safe space for artistic collaboration and participation and that First Nations audiences feel welcomed to our precinct. They operate in an independent paid capacity, with one member from the group attending each Board meeting.

Recruitment, mental health, and workplace flexibility

Recruitment in regional centres has always been difficult for arts organisations. Low population numbers often mean national searches, but attracting regional relocation is hard when the salaries we offer are not competitive in the context of other industries or other states or territories. These challenges have increased substantially in recent years. Whilst COVID lockdowns in the Northern Territory were not as lengthy or onerous as in other parts of the country, we have still felt severe impacts. It's well documented that the impact of those lockdowns led to a national exodus of certain skillsets from the performing arts industry. This national shortage has further exacerbated recruitment difficulties we were already facing in the NT.

There is a marked increase in employees struggling with their mental health and wellbeing, more are reluctant to work full-time, and prefer shorter contracts.

Whilst these challenges are significant in our sector, they are also faced in other industries across the NT, and we don't anticipate a return to pre-COVID workforce availability. Between 2020 and 2022, Brown's Mart operated without

a full staffing cohort, placing pressure on the existing team, and necessitating continuous review of the organisational structure and recruitment strategies.

Moving forward, we will aim for stability and continuity through.

- A redesigned, organisational structure, offering more part-time roles.
- Reviewed position descriptions and selection criteria to suit roles to broader skillsets, widening the pool of potential employees.
- Remaining flexible to team members who want to work remotely.
- A reviewed recruitment process to adopt a more flexible approach.
- Shorter contracts filled through temporary interstate relocations, covering associated travel costs.



Board & Governance

Brown's Mart is the trading name of Brown's Mart Arts Ltd a public company limited by guarantee. Brown's Mart is a registered charity and holds DGR and Tax-exempt status. The organisation is led by a voluntary Board of Directors that consists of a maximum of eight members and a minimum of three.

The Board of Brown's Mart provides robust governance in a flexible, responsive, economically challenging environment and represent a diversity of views and skills, artistic connections, and networks. 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:

- With the CEO, conduct long-range strategic planning.

- Recruit, select, support, and manage performance of the Chief Executive Officer
- Create and actively participate in any required sub-committees.
- Review, approve and monitor the annual budget and financial performance against budget.
- With the CEO, represent Brown's Mart to the community, government and funding bodies and philanthropists.
- Assist in fundraising.
- Review and renew its own performance against its objectives.

The Board delegates management of the Company to the CEO and monitors progress with a range of activities including:

- 6 scheduled (plus additional) meetings per year with comprehensive financial reporting, and against all key performance indicators
- A comprehensive set of protocols and procedures including financial delegations and approval procedures.
- Approval structures to allow agile response to opportunities given CEO delegations.

The Board monitors its own performance through reviews (external and internal) and continuous renewal strategy. Potential conflicts of interest are managed through a declaration of interests report that is submitted with the Board papers at each Board meeting.

Succession, Skills, & Diversity

Identifying and recruiting new Board members is the responsibility of the Board overseen by the Chair. The succession of the Chair is undertaken by the rest of the Board.

Brown's Mart's Board is recruited to reflect our community and to ensure a broad range of skills and expertise. (Finance, legal, media, arts, venue management, governance, and government).

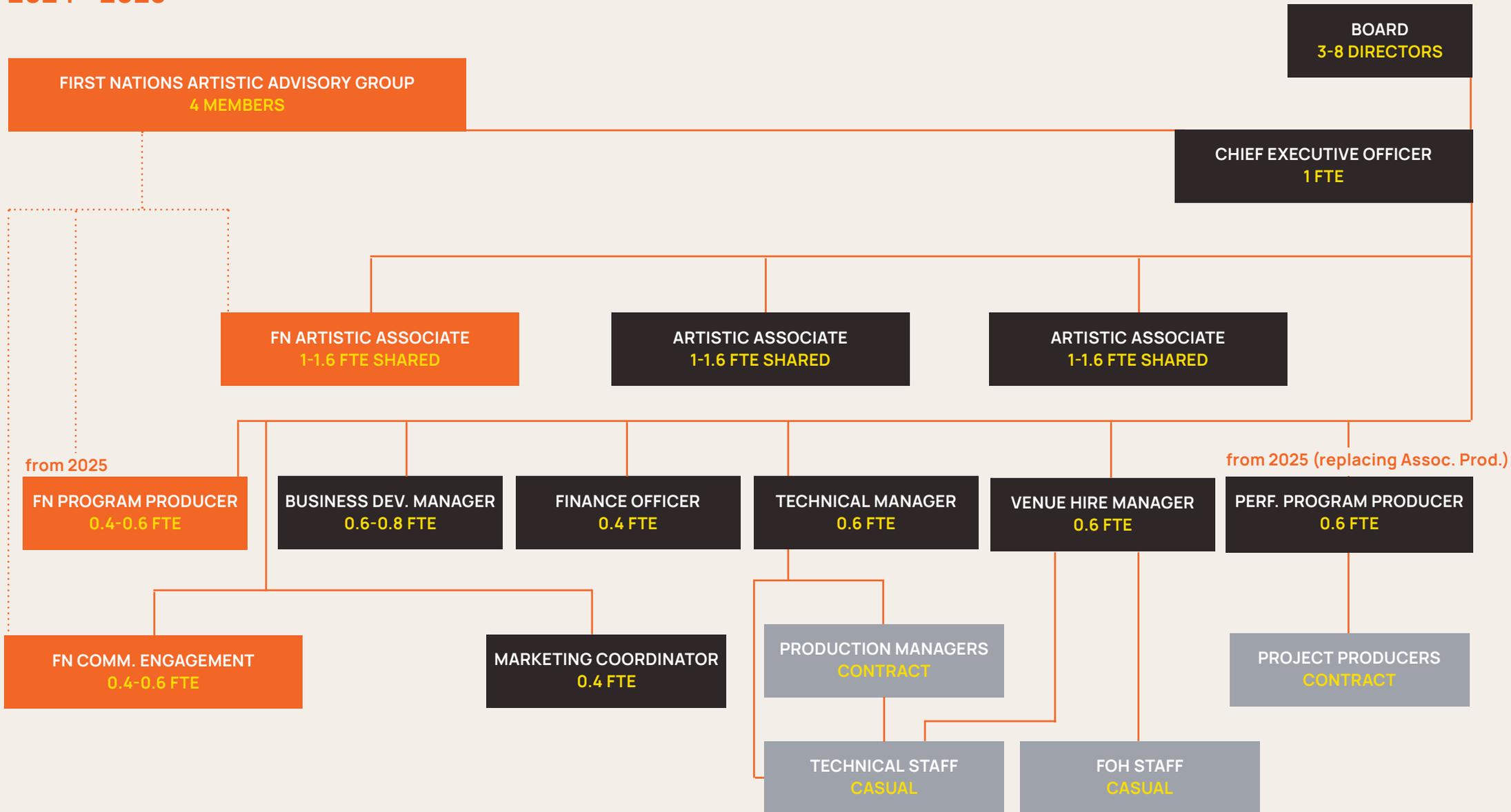
A key strategic initiative is to actively prioritise equality and inclusivity, through managing Board composition to promote the complementary outcomes of increased diversity and Board effectiveness.

JULY 2023 Brown's Mart Arts Ltd Board Skills Matrix

	FINANCE	LEGAL	MEDIA	SECTOR	VENUE	GOVERNANCE	GOVERNMENT
Matthew Garraway	X	X				X	
Ken Conway	X	X		X	X	X	
Adam Steer			X	X	X		
Rachel Telford			X			X	X
Joseph Aladin	X					X	

BROWN'S MART ORGANISATIONAL STRUCTURE

2024 - 2028



Brown's Mart regularly reviews and updates the following policies and procedures.

CCTV Policy

Child Safe Policy

Code of Conduct Policy & Procedure

Discipline Policy and Procedure

Dispute and Grievance Resolution Policy and procedure

Drug and Alcohol Policy

Injury and return to work Policy

Parental Leave Policy

Performance Management Policy

Privacy Policy

Redundancy Resignations & Termination policy

Work Health & Safety Policy

Workplace discrimination and harassment Policy

Workplace Bullying Policy

Workplace bullying and harrassment form.





COME SAY HELLO

12 Smith St, Darwin
(08) 8981 5522

brownsmart.com.au

