

## Governance and management for an exciting new arts precinct

### > THE CONTEXT

There is an increasing acceptance of the value of clusters and co-location for the development – and commercial sustainability – of creative businesses. In Australia and overseas the development of industry hubs and collaborative workspaces have supported creative industries development. In Melbourne from ACMI X and the Arcade to Abbotsford Convent, there is a wide range of models and scales.

Collingwood Arts Precinct occupies buildings of the Collingwood Technical School and TAFE and was identified as an optimal space for an arts precinct and cultural hub. It has become the home for Circus Oz and an evolving precinct incorporating live music and visual art. A managing entity was needed to support this project alongside the future tenants, stakeholders and government partners, to ensure the living legacy of the site.

### > THE BRIEF

Positive Solutions was engaged to develop a governance framework and undertake financial modelling for the Collingwood Arts Precinct (CAP), and later to help identify and induct an inaugural board for the new company, Contemporary Arts Precincts Ltd.

### > OUR APPROACH

A review of the draft Constitution and Board charter was undertaken, along with a gap analysis on policies. Duty statements were drafted for potential board members, and support was provided during the search for a Chair. Following recruitment of the board Positive Solutions facilitated an induction session and provided help with the development of board documentation. Round-table consultation with key tenants helped to define the best management arrangements.

### > THE RESULTS

The board for CAP was established and took responsibility for steering strategy and operations. The Constitution enables the Board to assume responsibility for further developments at other sites in the future. Positive Solutions was later engaged to design the operations and management of the Music Market within CAP.

### SEE ALSO:

- > [An operational plan for Victoria's dynamic Music Market](#)
- > [Ten years of involvement in Bendigo's thriving arts precinct](#)
- > [AlburyCity Creative Economy Strategy](#)
- > [Springvale Library and Community Hub, City of Greater Dandenong](#)