

I.C.E. Strategic Plan 2021-2024

I.C.E. acknowledges the traditional custodians of the land on which we work, the Burramattagal peoples and clans of the Dharug. We honour Dharug elders, ancestors and future communities.

Purpose:

I.C.E. is a cultural organisation working on Dharug Country in Western Sydney. First Nations first, diversity and equity are our guiding principles.

Through creative processes, we work with marginalised communities to meet needs the system doesn't cater for. Each work unfolds as it needs to... a film, a fashion show, a call to action, an exhibition, a digital work or a haircut.

Vision:

A world that embraces self-determined cultural expression.

Values:

Culture	As an agent of collective- and self-expression and social justice
Connectivity	Collaborate deeply, connecting to and with cultural practitioners and communities
Self-determination	Ensuring individuals own their successes, control their futures and thrive
Truthfulness	To work honestly, transparently and with integrity
Fearlessness	Be brave in the decisions we make, organisation wide

Goals

CREATIVITY - Create relevant, excellent, people-focussed work

- 1.1 Collaborate with high calibre artists, particularly Western Sydney artists
- 1.2 Develop working models that draw on multiple knowledge systems of the communities with whom we work
- 1.3 Tell local stories that reflect our communities and resonate universally
- 1.4 Work critically and independently, to produce projects of the highest standard
- 1.5 Focus on multiform projects and works across five pillars i) First Nations ii) Youth iii) Multicultural, migrants, refugees iv) Neurodiversity & Aged Care v) Screen

CULTURAL SAFETY - Provide safe, accountable, inclusive spaces and frameworks to work within

- 2.1 Respect and value the multiple knowledge systems of the people with whom we work
- 2.2 Build lasting relationships with our communities based on deep listening and reciprocal trust
- 2.3 Prioritise cultural proficiency and accountability at every stage of every undertaking
- 2.4 Take a Human Rights-based approach in all we do, organisation-wide
- 2.5 Ensure our venue is a vibrant, safe and accessible creative hub for all people we work with

AMBITION - Be bolder; be unwavering in our ambitions for our work, artists and organisation

- 3.1 Share work beyond Western Sydney; nationally and globally
- 3.2 Be unafraid to find new ways to instigate change and social justice
- 3.3 Foster independence through creative training, upskilling and connections that leads to enterprise and employment
- 3.4 Cultivate the next generation of Western Sydney artists via professional development
- 3.5 Partner with bold, extraordinary, high-profile organisations - arts and non-arts

VISIBILITY - Be more outward facing to audiences and the arts industry

- 4.1 Do more to understand, connect with and attract audiences and supporters
- 4.2 Consolidate, honour and affirm our position and legacy as Western Sydney arts leaders
- 4.3 Ensure our marketing and messages are clear, strategic and proactive
- 4.4 Enhance and maintain strong industry connections
- 4.5 Tell the true stories of Western Sydney - its extraordinary cultures and communities.

VIABILITY - Strengthen our business to be the strongest and most robust version of itself

- 5.1 Diversify and build our income streams
- 5.2 Balance fiscal opportunities with strategic priorities without compromising standards and ethics
- 5.3 Build partnerships that bolster our resources and capacity
- 5.4 Constantly seek to build our human resources to best support our people and their well-being
- 5.5 Maintain strong, robust governance structures and process through rigour and best practice management.