

# Building on success

## Queensland Arts Industry Sector Development Plan 2010–2012

Arts Queensland

Cover image: Jill Chism, *Chi for Gaia #1*, mangroves at Cape Tribulation Beach. Photo: Jill Chism

A consultation paper for the arts industry

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# What is the Queensland Arts Industry Sector Development Plan?

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Released by Arts Queensland in February 2007, the Queensland Arts Industry Sector Development Plan (the Plan) signalled a new, collaborative approach to government and the arts industry working together.

Developed through extensive statewide consultation with arts industry partners, the three year plan outlined an industry development framework and set a clear direction for the Queensland Government and the arts and cultural sector to work together to develop arts and culture in Queensland from 2007 to 2009.

The direction of the Plan was shaped by six over-arching strategic priorities:

- **funding reform** — developing flexible funding models to support emerging policies and priorities
- **regional** — increasing infrastructure and support for regionally based artists and art organisations
- **audiences** — enhancing audience development and focus on the arts
- **international** — increasing international touring and exhibitions of Queensland artists and companies and export of Queensland product
- **Indigenous arts and culture** — promoting stronger Aboriginal and Torres Strait Islander arts and culture
- **strengthening the sector** — strengthening the viability and growth of the arts sector.

Published as four separate booklets across Arts Queensland's four artform areas — Creative Communities; Dance and Music; Theatre, Writing and New Media; and Visual Arts, Craft and Design — the Plan contained specific goals, strategies and actions for each artform.

## What is the purpose of this document?

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This document is a summary of the Evaluation Report of the 2007–2009 Queensland Arts Industry Sector Development Plan. It is designed to provide an overview of the findings and key recommendations and create a catalyst for discussion with the arts industry towards the collaborative development of an updated Queensland Arts Industry Sector Development Plan for the three-year period from 2010 to 2012.

A more complete analysis of the results of the stakeholder surveys and consultation outcomes can be found online in the full Evaluation Report at:  
[www.arts.qld.gov.au/policy/sectordevplans.html](http://www.arts.qld.gov.au/policy/sectordevplans.html)

The Evaluation Report provides information on the evaluation design and activities and presents detailed findings. The report summarises progress made in two years toward the six key strategic priorities. It identifies key issues and opportunities for the arts industry, provides recommendations to address the evaluation findings, and suggests goals, objectives and strategies to form the basis for ongoing consultation with the arts industry.

## Why review the Plan?

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There are a number of reasons for a review of the Plan including the public commitment made by Arts Queensland in the Plan itself that:

- a progress report would be provided after 12 months of implementation — this report was released publicly in September 2008
- an evaluation would be undertaken after two years of implementation in order to assess the impact to date and to outline future approaches and actions for the next Plan.

There have also been early successes resulting from the implementation of the Plan including the Backing Indigenous Arts initiative, and the release of the *Press Play: Contemporary Music Strategy*, *Coming to a Place near You: Touring Strategy* and the *arts, culture + me: Children and Young People Strategy*. These initiatives and strategies add more concrete detail to the artform strategies and actions outlined in the Plan as first published. It is timely to consider how to consolidate and maximise the outcomes of these, now comprehensively detailed, strategies.

Any planning document needs to remain relevant and responsive to the challenges of the changing environment in which the arts industry operates. In particular, the arts industry needs to actively respond to the changes in the global financial picture, as well as the long-term challenges of shifting audience demographics and consumption patterns. A review provides an opportunity to consider the latest trends and data in an industry-wide context.

Importantly, Arts Queensland's ongoing commitment to working collegiately across the arts sector means that the involvement of arts industry stakeholders is essential to the ongoing development and implementation of the Plan as an industry-wide framework for arts and cultural development throughout Queensland.

## How did we review the Plan?

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In conducting the evaluation, Arts Queensland examined the specific aspects of:

- the arts and cultural sector's understanding of and engagement with the strategic priorities and direction for arts development outlined in the Plan
- the sector's feedback on the implementation of key initiatives and programs within the Plan
- identifying key issues and opportunities for the sector in the next three to five years
- the progress made under the Plan's six strategic priorities.

The evaluation was conducted over four months from mid-August to mid-December 2008 and key evaluation activities to gather data from the sector included:

- an online survey of 570 stakeholders
- a progress report and consultation questions
- face-to-face interviews with key stakeholders in the broader arts portfolio
- phone interviews with key partners in local, state and federal government.

In addition, the evaluation team analysed data sets held by Arts Queensland in grant acquittals, project reports, and annual reports of the organisations in the broader arts portfolio.

## What has the Plan achieved so far?

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The 2007–2009 Plan outlined six strategic priorities for all of Arts Queensland’s four artform areas. While the level of progress across these priority areas varies overall, real progress has been made.

**Funding reform** – significant progress made

Arts Queensland completed the redesign of all grant funding programs. The s2m Program and Industry Development Initiatives have reduced funding ‘lock-up’ and seen successful new entrants. During the last three years, Arts Queensland has provided double-digit funding growth to the arts sector, with overall funding growth of \$29 million.

**Regional** – some progress made

While local council amalgamations brought some uncertainty to regional communities, the current context of redeveloping local cultural plans presents opportunities to reinvigorate arts and cultural support, programming and infrastructure. New approaches to service delivery are currently being piloted by Arts Queensland through Industry Development Initiatives, and in partnership with The Australia Council for the Arts.

**Audiences** – sound progress made

Audiences for organisations funded under the previous Cultural Infrastructure Program, the major performing arts organisations and at the Cultural Centre have increased over the last three years.

**Indigenous arts and culture** – significant progress made

Progress to date has centred on increasing support and infrastructure for Indigenous arts and culture under *Backing Indigenous Arts* in Far North Queensland. There is a need to leverage additional funding to expand the Building Skills and Opportunities Program to other parts of the state.

**International** – good progress made

Progress has been made in the particular artform areas of contemporary music, design and Indigenous visual arts and crafts. Since the Plan’s release, Arts Queensland has invested over \$1 million in international activities and almost \$630 000 in national activities.

**Strengthening the sector** – some progress made

New initiatives to build skills in securing philanthropy and to strengthen governance have been put in place. There is also evidence of strong partnering within and between stakeholders in the arts and cultural sector. In the context of the economic downturn, there is an ongoing need to enhance support programs to ensure effective arts business models.

# What did our stakeholders tell us needs to change?

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The evaluation findings indicate that the majority of industry stakeholders have an overall awareness of the Plan, its strategic priorities, and the goals specific to their artforms. To a large extent, survey results validated the importance of the current six strategic priorities and the artform goals.

However, there is a need to deepen the sector's understanding of the strategic priorities and goals as well as the progress and outcomes to date of implementing the Plan. In addition, there is a need to develop a stronger engagement with the overall strategic direction, including sector awareness and use of the current programs available, to support the Plan's strategic priorities.

Key themes in the sector's feedback about the current Plan and its implementation include:

- artistic quality and vibrancy as a cornerstone for sustainability
- built infrastructure as a key element of a vital arts and cultural sector
- the redesign of funding programs and streamlining of grants administration
- support for arts and culture in regional Queensland
- the context of local government — impact of amalgamations and potential partnerships for arts and cultural development
- position of Queensland in national and international contexts
- increased participation in arts and culture
- clarification of Arts Queensland's role
- the need to build shared understanding and leadership in the rollout of the Plan.

## 'What the feedback said'

### **Artistic quality and vibrancy**

Many respondents felt that the current Plan does not adequately articulate the importance of artistic quality and vibrancy as a cornerstone of sustainability. Sector feedback emphasised that building the sustainability of the arts and cultural sector necessarily involves the interrelated drivers of supporting quality and innovation in artistic work and services; growing audiences for and community participation in arts and culture; enhancing operational efficiency of arts and cultural organisations; and strengthening financial viability.

A number of respondents emphasised the need for notions of artistic quality and excellence to be defined broadly to take account of different contexts, artforms and practices. It is important that 'quality' is not reduced to preserving the status quo and excluding new artists, creative processes, and audiences or participants.

### **Built infrastructure**

Feedback indicated the need for the current Plan to better articulate the role of significant state-owned arts and cultural infrastructure in delivering elements of the Plan. The role of arts statutory authorities, major performing arts organisations and signature festivals as sector leaders and key partners is not articulated adequately in the current Plan, and there is significant unrealised capacity to be leveraged from the broader arts portfolio to deliver strategic priorities. There was consistent advocacy for capital infrastructure funding to maintain, upgrade or build regional cultural infrastructure essential for a vibrant and healthy arts sector.

## **Grants and funding**

Many respondents were in favour of the enhanced grant amounts and rolling cycle of Career Development Grants. These quick turnaround grants were seen as providing timely funds for emerging and unexpected opportunities. Similarly, the new Industry Development Initiatives program was seen as offering flexibility and a responsiveness to meet emerging priorities.

While many acknowledged that the renewal of the small to medium sector was necessary and welcomed new entrants, they also felt the reform process was hampered by its cost-neutral implementation. There was consistent feedback for Arts Queensland to advocate for increased funding for arts and culture, underpinned by a robust evidence base.

Feedback consistently emphasised the need to simplify grant application and acquittal processes. There were calls for greater transparency about the assessment process, particularly regarding the role of industry experts, as well as requests for more comprehensive feedback on unsuccessful applications.

## **Support for arts and culture in regional Queensland**

There was consistent feedback about the need for strong partnerships to enhance support and service delivery for arts and culture in regional, rural and remote Queensland. Key issues and opportunities identified included the need for improved information sharing about the funding opportunities and services available; improving artists' access to professional development and networking opportunities; and the need to build local community capacity to support arts and cultural development, including support for, and skilling of, volunteers.

## **Local government – impact of amalgamations and potential partnerships**

The process of local council amalgamations had impacted the awareness and rollout, and created differing degrees of traction of the Plan in different regions. However, council amalgamations have generated the redevelopment of local cultural plans, and this is seen as an opportunity to refresh and better align these plans to community needs and corporate priorities. Many respondents identified the opportunity for Arts Queensland to forge partnerships with regional councils to focus on a range of outcomes, including engaging local government in shared implementation of the Plan.

## **Position of Queensland in national and international contexts**

Many respondents commented that the key theme of 'Queensland stories' in the current Plan is too narrow, prescriptive and parochial. To better take account of the diverse and migrant histories of many Queensland residents, at the very least the focus needs to shift from 'Queensland stories' to 'stories from and by artists and communities in Queensland'. Many felt that the over-emphasis on 'Queenslander-ness' undercut the more important tasks of national and international market development for and profiling of Queensland artists. There was consistent advocacy for programs that facilitate exchanges and residencies between Queensland and international artists and arts organisations.

## **Increased participation in arts and culture**

There was consistent feedback that the current Plan needs to more accurately reflect and strategise the contribution of cultural heritage and collections. This would necessitate a more comprehensive articulation of 'creative communities'. A number of respondents discussed the importance of investing in more authentic and rigorous models of community engagement in the creation and presentation of arts and cultural product. There were some calls for increased recognition of and funding provision for pro-amateur arts and cultural activities. Respondents also identified enhanced support for festivals and forging stronger links between artists and education institutions as key mechanisms for increasing participation.

## **Clarification of Arts Queensland's role**

Feedback consistently identified the need for Arts Queensland to clearly explain its role as a funder, partner, advocate and government interpreter for the arts and cultural sector. In addition, many respondents sought to better understand Arts Queensland's capacity to undertake and share findings of strategic research, data analysis and evaluation to benefit the arts and cultural sector.

## **Building shared understanding and leadership of rollout of current plan**

Respondents suggested that the implementation of the Plan would be significantly improved by providing:

- a feedback loop as part of Arts Queensland's consultation with the sector
- improved ongoing communications with the sector
- a mechanism to invite representatives from the sector to share the leadership and oversight for implementing the Plan.

# What are the key issues and opportunities from 2010 to 2012?

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The issues and opportunities for the arts and cultural sector from 2010 to 2012 can be organised as three broad clusters:

1. likely impact of global economic downturn, necessitating a stronger focus on and support for building sustainability in arts and cultural sector
2. arts and culture-led responses to demographic changes in Queensland
3. partnerships and advocacy for arts and culture.

## Impact of global economic downturn

The current economic climate is likely to impact negatively on the arts and cultural sector as discretionary spending slows; corporate sponsorship, philanthropy and volunteering thins out; and there is increased competition for attracting new investment from local, state and federal government. Relatively small decreases to revenue streams and amounts can have a big impact on successful arts and cultural organisations.

It is important to note that arts and culture have a key role to play in ‘hard times’ as they help to bring meaning and enjoyment to people’s lives, facilitate self-expression, encourage people to reflect on the world around them, and assist people to better understand and manage their life experiences. In light of the economic downturn, there are likely to be opportunities and demand for high quality, accessible and affordable community arts programs and touring productions.

## Demographic changes in Queensland

Rapid population growth in South-East Queensland, decline in parts of rural Queensland and a range of impacts in mining communities presents challenges and opportunities for the arts and cultural sector to profile the important contribution of arts-led policy responses in tackling a range of social issues. In a number of communities across Queensland, there are significant pressures on existing built infrastructure and a lack of access and affordability for artists to studio spaces and for arts and cultural organisations to suitable facilities. It is important for Arts Queensland and the sector to inform local, state and federal infrastructure planning agendas and capital works projects to leverage outcomes for creative precincts and arts and cultural facilities.

## Partnerships and advocacy

A key challenge and opportunity for Arts Queensland and the sector is to advocate for how creativity and the arts and cultural sector can and do make a significant contribution to social inclusion and community wellbeing, innovation and building a strong economy, and visioning environmentally sustainable futures. This necessitates building a stronger evidence base to demonstrate the instrumental values and outcomes for arts and culture.

The recent context of council amalgamations provides a timely opportunity to work more closely with local government to strengthen the positioning of arts and culture to lead the delivery of local agendas, and to enhance the provision of quality arts and cultural experiences.

To build a sustainable arts and cultural sector, there is an ongoing need to expand and strengthen partnerships across government and between the three tiers of government, and to establish partnerships with the corporate and community sectors.

# What recommendations have resulted from the review?

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The following recommendations are designed to address the feedback received from arts industry stakeholders in reviewing the current Plan, inform the implementation of the current Plan in 2009, and shape the development of an updated *Queensland Arts Industry Sector Development Plan* for 2010 to 2012.

## Recommendation 1 – Involve the sector in implementation

- In 2009, Arts Queensland to establish a **Sector Development Plan Reference Group** with membership from the broader arts portfolio and the sector. The group's role would be to provide feedback on the development of the next iteration of the Plan; to oversee implementation of the next Plan and foster a 'helicopter view' of implementation; and to identify and discuss emerging issues and opportunities. The group would meet quarterly.
- To **improve ongoing communications** with the sector, Arts Queensland to:
  - provide a six-monthly summary of overall progress across artforms via Arts Update
  - develop a Facebook site to enable artists and arts and cultural organisations to share their progress and successes on a regular basis
  - host quarterly open forums with the sector on current issues and opportunities.
- Arts Queensland to continue to convene **expert reference groups** to inform strategy and policy development (as required) and to use industry experts as part of grant assessment processes.

## Recommendation 2 – Establish and strengthen partnerships

- Arts Queensland to continue to identify opportunities and forge **partnerships** between **artists, arts and cultural organisations and education and training** to extend engagement in arts and cultural learning and support an education rich in creative arts experiences for learners.
- Arts Queensland to forge **partnerships with local government** to enhance support and service delivery for arts and cultural development in regional, rural and remote Queensland.
- In 2009, Arts Queensland to establish a **Local Government Arts and Culture Reference Group** with membership from the Local Government Association of Queensland (LGAQ) and key arts and cultural officers from ten councils. The group would operate as a strategic think-tank to consider models to effectively position arts and culture to lead local agendas; to help to clarify the roles and responsibilities of state government agencies and local government in delivering arts and cultural services and arts development programs; and to provide a forum to discuss emerging issues, strategies and partnership opportunities.
- Arts Queensland to develop **prospectus tools** to engage other agencies in government, as well as the corporate and community sectors, as potential partners and investors in key arts and cultural initiatives or in arts-led approaches to broader policy areas.

## Recommendation 3 – Grants administration

- Arts Queensland to **improve the timeliness** for notification of grant outcomes and to investigate the alignment of Sector Project Grants with grants available from The Australia Council for the Arts for individual artists and the creation of new work.
- Arts Queensland and service organisations funded under s2m to **disseminate information on grants** available from The Australia Council for the Arts.

## Recommendation 4 – Research and advocacy

- Arts Queensland to **share trend data** on grant outcomes and arts and cultural organisations' performance, as well as relevant research, with the sector on a regular basis to **build shared knowledge** and understanding in the sector on its position in relation to key trends and current policy platforms.
- Arts Queensland to strengthen the arts and cultural sector's capacity to undertake **robust data collection, analysis and evaluation** via demonstration evaluation and research projects.
- In 2009, Arts Queensland to conduct an **online survey** with Queensland artists who have participated in international showcase activities in the last five years to gather data on medium- and long-term outcomes and better understand the impacts of this investment.

## How do we focus our vision for the 2010–2012 Plan?

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In response to the feedback received from arts industry stakeholders in reviewing the current Plan and to take forward the conversation about an updated *Queensland Arts Industry Sector Development Plan* for 2010 to 2012, the vision and goals of the Plan have been recast.

### The vision – Strength and sustainability

Arts Queensland's vision as an agency is to 'build a strong arts sector that celebrates Queensland's unique identity and cultural heritage, drives a thriving creative economy, develops the creative capital of Queensland communities, and enriches the lives of Queenslanders'.

The need for a 'strong' and sustainable sector was a key theme echoed by stakeholders throughout the review process. It is proposed that the over-arching vision for the next iteration of the Plan 2010–2012 have a particular focus on strength and sustainability. This **platform for sustainability** would be founded on five key planks:

1. quality artistic and cultural products, processes and services
2. deepened and diversified audiences for, and participation in, the arts and culture
3. viable business models for artists and arts and cultural organisations – including sound governance, strong financial management, strategic marketing, market development, purposeful partnerships
4. fit-for-purpose built infrastructure in which to develop, present and participate in arts and culture
5. continued commitment to build professional skills and knowledge.

### The way forward – Refining the goals

The current Plan contains some 38 goals, 149 strategies and over 300 actions across different artform areas. Mapping the 38 goals revealed significant congruence across different artforms. It is proposed to reduce these 38 goals to five, common to all artform areas for the 2010–2012 Plan. These five common goals are directly derived from the five key planks for a sustainable arts sector:

1. Great arts and culture
2. Actively engaged audiences and communities
3. Strong and diverse creative economy
4. Creative spaces and places
5. Arts and cultural sector committed to ongoing learning

Cross-artform strategies are proposed within each of these five common goals. **Table 1** on page 13 outlines potential objectives and strategies for the 2010–2012 Plan. It is proposed that differentiation between artforms would occur at the level of strategies and actions. The current strategic priorities would be embedded under goals as objectives, or feature as key initiatives.

### ***Goal 1 – Great arts and culture***

Great arts and culture are high quality, relevant and valued, and embrace the diversity of Queensland communities. They inspire us, bring us together, and teach us about ourselves and the world around us. Great arts and culture span traditional as well as evolving contemporary forms and practices.

At the foundation of high quality arts and culture is a resilient and vibrant arts ecosystem. An important part of our work will be to develop a system where arts and cultural organisations honestly assess their own success and conduct peer reviews. We will work closely with the organisations that we fund to develop ways of doing this.

The value of public funding for arts and culture is to enable the conditions that encourage innovation, enterprise and risk-taking, and generate great arts and culture from artists and arts and cultural organisations. It's important that notions of quality and excellence include an aim to encourage audiences' wider and deeper engagement with arts and culture.

### ***Goal 2 – Actively engaged audiences and communities***

A cornerstone for building a sustainable arts and cultural sector involves broadening, deepening and diversifying audiences for, and participation in, high quality arts and cultural experiences that enrich people's lives. Arts and culture can act as catalysts for community renewal, foster a sense of belonging and collective identity, build resilience and strengthen people's commitment to tackle local issues.

Audiences and communities participate actively in a range of ways in arts and cultural activities. Participation might involve attending workshops with artists or cultural workers to develop particular skills; community members collaborating with one another and professional artists to co-devise performing arts events or to stage exhibitions; volunteering to produce local arts and cultural festivals; preserving collections in local museums or cultural heritage centres; or actively selecting, staging and providing feedback on touring product.

Audiences and communities can also be actively involved in feedback to artists within the creative process and in the critical review of work.

### ***Goal 3 – Strong and diverse creative economy***

While the creative output of artists and arts and cultural organisations is at the core of the creative economy, there is a need to strengthen the capacity of the arts and cultural sector to make an impact and benefit from the creative economy.

The impact of digital technologies and new media platforms has led to significant and ongoing changes on a global scale for the creative economy and arts and cultural industries. There are new modes for creation, presentation and distribution, as well as new markets and audiences. New partnership opportunities are emerging with other industry sectors including tourism, manufacturing and human services. All of this necessitates consideration of new business models.

To be viable, arts organisations need to be resilient and effective businesses, have a strong capacity for innovation and renewal, and understand their place in the globally mediated value chain.

### ***Goal 4 – Creative places and spaces***

Culturally vibrant communities are characterised by interesting built and natural physical environments, arts and cultural facilities which are relevant and appropriate to community needs, as well as accessible spaces for artists and arts and cultural organisations.

Creative places and spaces include performance spaces, heritage sites, museums and galleries, archives and libraries, Indigenous art centres, outdoor public precincts and, most recently, virtual environments.

Well managed assets and quality infrastructure in major cities and regional areas play an integral role in sustaining the development, presentation and experience of arts and cultural works and access to public programs, cultural heritage and collections.

## **Goal 5 – Arts and cultural sector committed to ongoing learning**

Resilient and thriving industries make an ongoing investment in research and development. The ongoing capture, analysis and strategic use of data are vital to drive quality assurance, strategic positioning and advocacy, and to target investment effectively. Leadership, succession planning and developing the current and future talent pool is essential for building the sustainability of the arts and cultural sector.

Support for mentorships or well-timed professional immersion opportunities can act as critical catalysts in individuals' career development and in arts organisations' evolution. Connecting artists with schools contributes to quality arts education and enables students to explore leisure and career options in traditional and contemporary arts and creative industries.

### **Key elements of the revised Plan**

It is anticipated that the revised 2010–2012 Plan will:

- comprise an over-arching aim and a common set of goals across all artforms. The goals will articulate the five interrelated drivers for building sustainability
- consolidate progress and deliverables underway, and consider a limited number of new initiatives
- clearly articulate the roles and responsibilities of arts industry stakeholders responsible for leading the implementation of, or partnering to deliver, key actions associated with specific goals and objectives. These organisations include:
  - Arts Queensland
  - arts statutory authorities
  - major performing arts organisations
  - signature festivals
  - other arts organisations
- include outcome measures and key performance indicators.

**Table 1. Proposed cross-artform objectives and strategies for 2010–2012 Plan**

| Objectives  | Strategies   |
|---|--|
| <b>1. Great arts and culture</b>  |  |
| <ul style="list-style-type: none"> <li>• Sustained dialogue about quality to inform investment decisions</li> <li>• Artistic vibrancy, innovation and renewal in Queensland arts and cultural organisations and practice</li> <li>• Queensland creatives generate local arts and cultural product of international standard</li> <li>• Strong partnerships with local government to deliver great arts and culture</li> <li>• Strong Aboriginal and Torres Strait Islander arts and culture</li> <li>• Arts and cultural collections that record and exhibit the rich cultural heritage of Queensland and other national and international communities</li> </ul> | <ul style="list-style-type: none"> <li>• Support opportunities for critical discussion and debate through forums, peer review and expert residencies</li> <li>• Develop and pilot an artistic and cultural quality framework, including 'critical friend' reviews for Queensland generated product. Pilot to start with EOI to majors, signature festivals and s2m</li> <li>• Encourage connectivity between local, national and international arts and cultural practice</li> <li>• Establish Local Government Arts and Cultural Reference Group</li> </ul> |

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| <p><b>2. Actively engaged audiences and communities</b></p> <ul style="list-style-type: none"> <li>• Great arts and culture are experienced by a broad range of people throughout Queensland</li> <li>• Queenslanders are actively engaged in the creative process</li> <li>• Arts and cultural practice and programming are relevant, valued and reflect the cultural diversity of Queensland communities</li> <li>• Arts-led projects and processes contribute to social, economic and environmental outcomes</li> </ul>   | <ul style="list-style-type: none"> <li>• Increase access to arts and culture in non-traditional public spaces, buildings and events</li> <li>• Enhance the learning and creative experiences of children and young people through engagement with quality arts activities</li> <li>• Prioritise public programming that encourages active audience involvement</li> <li>• Build partnerships across government, corporate and community sectors for arts-based delivery of key programs</li> </ul>  |
| <p><b>3. Strong and diverse creative economy</b></p> <ul style="list-style-type: none"> <li>• Responsive, adaptive and viable artists and arts organisations</li> <li>• Investment in focused interventions that stimulate a stronger arts ecology</li> <li>• Sustained, evolving and purposeful partnerships</li> <li>• Diversified funding support and revenue streams for arts and cultural activities</li> <li>• Viable Indigenous arts industry</li> </ul>  | <ul style="list-style-type: none"> <li>• Support programs to encourage innovation and creative entrepreneurship (e.g. mentoring, cultural broker and producer skills, fundraising)</li> <li>• Research and development to clarify best points of intervention in the value chain</li> <li>• Forge stronger connections with national and international markets</li> <li>• Foster strong partnerships between funded organisations, venues, festivals, tertiary and vocational courses, the commercial sector, and other industries</li> </ul>   |
| <p><b>4. Creative places and spaces</b></p> <ul style="list-style-type: none"> <li>• Arts and cultural facilities are well designed, programmed for optimum use, and well integrated into communities' cultural and infrastructure planning</li> <li>• Venues, spaces, precincts and festivals are animated with high quality arts</li> <li>• Accessible, flexible and affordable spaces and venues for arts practitioners and organisations</li> </ul>  | <ul style="list-style-type: none"> <li>• Establish and communicate principles for vibrant arts and cultural infrastructure for Queensland</li> <li>• Increase integration of arts and cultural spaces and practice in non-traditional environments including residential, commercial, tourism, industrial and sporting venues and the non-built environment</li> <li>• Promote an arts friendly regulatory and planning environment</li> </ul>  |
| <p><b>5. Arts and cultural sector committed to ongoing learning</b></p> <ul style="list-style-type: none"> <li>• Culture of continuous improvement through research, evaluation and reporting</li> <li>• Arts and cultural sector's contribution to the Queensland economy, society and environment is valued</li> <li>• Artists and arts and cultural organisations access programs and opportunities that extend professional skills and knowledge and develop careers</li> <li>• Arts and cultural sector contributes to quality arts education in schools</li> </ul> | <ul style="list-style-type: none"> <li>• Develop evaluation frameworks that enable artists and communities to analyse outcomes and impact</li> <li>• Establish benchmarks and methods to measure economic impacts of arts and cultural practice and events</li> <li>• Investigate options for an innovation system for creatives – research on tax incentives and national endowment for arts</li> <li>• Strengthen connections and collaborations between artists, arts and cultural organisations, teachers, schools and education institutions</li> <li>• Encourage partnerships between education, training and industry to provide career-entry and employment opportunities and support viable career pathways</li> </ul> |

## Clarification of Arts Queensland's role

Feedback by stakeholders throughout the review and evaluation process suggests the need for Arts Queensland to explicitly clarify its role. In the context of the implementation of the *Queensland Arts Industry Sector Development Plan 2010–2012*, Arts Queensland's proposes a role with a focus on four key activities:

- **invest** in the development of the arts via grant programs for artists and arts organisations, as well as strategic initiatives for capacity building and skills development
- **partner** with the broader arts portfolio and the arts and cultural sector in implementing the Plan. Arts Queensland also partners with local, state and federal governments and industry to further develop the arts and cultural sector in Queensland and to deliver high quality arts and cultural experiences to Queensland communities
- **advocate** to the three tiers of government, the private sector and the community about the intrinsic and instrumental benefits of arts and culture. Arts Queensland's advocacy is informed by research and evaluation
- **communicate**, share data analysis and research outcomes on a regular basis and act as a government interpreter for the sector. Arts Queensland also initiates and informs public discussion about the profile, role and value of arts and culture and how to participate.

## How can you help shape the 2010–2012 Plan?

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The involvement of artists, arts and cultural organisations and the wider community is essential to ensure the future success and sustainability of the arts industry throughout Queensland. Your input is vital to this process.

Arts Queensland will undertake an extensive consultation process across the arts and cultural sector commencing in the second quarter of 2009. This process will include arts industry briefing sessions and key stakeholder workshops, which are anticipated to be held in May and June 2009.

The consultation process is planned to close on 31 July 2009.

It is anticipated that an updated *Queensland Arts Industry Sector Development Plan 2010–2012* would be ready for release in October 2009.

Your feedback is welcome on the proposed vision, future direction and goals for the 2010–2012 Plan articulated in this document. In particular, you may like to consider ways in which the arts industry collectively, and your organisation in particular, can exercise leadership and help to realise the potential of this arts industry framework.

To provide your comments to Arts Queensland:

- download the relevant feedback template from [www.arts.qld.gov.au/policy/sectordevplans.html](http://www.arts.qld.gov.au/policy/sectordevplans.html)
- complete your responses
- return your feedback by **31 July 2009** via
  - email [artsconsult@qld.gov.au](mailto:artsconsult@qld.gov.au) OR
  - post Arts Queensland, GPO Box 1436, Brisbane, QLD 4001

Additional copies of this consultation document can be obtained online at: [www.arts.qld.gov.au/policy/sectordevplans.html](http://www.arts.qld.gov.au/policy/sectordevplans.html) or by contacting Arts Queensland directly on 07 3224 4896 or 1800 175 531.

