



4: Future directions for 2010–2012 Sector Development Plan

Queensland Music Festival 2007. Photo: atmosphere photography

As outlined in Section 3, considerable progress has been made with the rollout of the current Plan and toward achieving the strategic priorities. In addition, the Plan has been the catalyst for a number of new initiatives, programs, projects and strategies that are now in various stages of implementation and provide some of the key deliverables for the 2010–2012 Plan.

In light of this, it is proposed that the 2010–2012 Sector Development Plan consolidates the progress made to date and also provides a further focusing of the strategic direction by clearly articulating the shared priorities between artform areas.

Mapping what is common across the current 38 artform goals indicates that there are six shared areas. These are 1) audiences; 2) built infrastructure (venues, spaces, facilities); 3) professional development and capacity building; 4) market development; 5) entrepreneurial collaborations and new business models; and 6) stories by and about Queenslanders.

Given the strong commonalities of current goals, it is proposed that the 2010–2012 Plan has a shared set of goals across all artform areas. These goals would capture the commonalities of the current goals and also reflect key themes in the sector's feedback about the implementation of the current Plan. In particular, the revised goals would take account of sector feedback on the importance of artistic quality and built infrastructure as cornerstones of sustainability, and the need to strengthen capability for arts organisations to be resilient and effective businesses in light of the current economic climate.

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.

Draft vision and goals

Arts Queensland's over-arching vision 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.

In light of this, it is proposed that the **over-arching vision** for the next Sector Development Plan 2010–2012 is to build a strong arts (and cultural) industry sector. By 'strong', we mean a sector that is moving towards greater sustainability. Sustainability is founded on five key platforms. These are:

- quality artistic and cultural products, processes and services
- deepened and diversified audiences for, and participation in, the arts and culture
- viable business models for artists and arts and cultural organisations (which includes sound governance, strong financial management, strategic marketing, market development, purposeful partnerships, research and development to clarify best points of intervention in the value chain)
- fit-for-purpose built infrastructure in which to develop, present and participate in arts and culture
- continued building of professional skills and knowledge.

To achieve the vision of the Sector Development Plan, **Arts Queensland's role** is to:

- **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.

It is proposed that there are five common goals across artform areas for the next Sector Development Plan. These draft goals are:

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

Table 12 outlines the five draft goals as well as objectives, strategies and key performance indicators for the 2010–2012 Sector Development Plan.

This provides a basis for further consultation with the arts and cultural sector and the wider community before finalising the next iteration of the Plan. Arts Queensland will invite feedback from the arts and cultural sector about current and new strategies they might lead or contribute to, as well as identifying a limited number of new initiatives for the 2010–2012 Plan.

Table 13 summarises Arts Queensland's current core programs, strategies and major projects and their alignment with delivering on the proposed goals.

Table 12: Draft goals, objectives and key performance indicators for Sector Development Plan 2010–2012			
GOAL	OBJECTIVES	STRATEGIES	KPIs/Measures of progress
<p>1: Great arts and culture</p> <p>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.</p> <p>Great arts and culture span traditional as well as evolving contemporary forms and practices.</p> <p>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.</p> <p>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 cultural organisations.</p> <p>It's important that notions of quality and excellence include an aim to encourage audiences' wider and deeper engagement with arts and culture.</p>	<ul style="list-style-type: none"> • Sustained dialogue about quality to inform investment decisions • Artistic vibrancy, innovation and renewal in Queensland arts and cultural organisations and practice • Queensland creatives generate local arts and cultural product of international standard • Strong partnerships with local government to deliver great arts and culture • Strong Aboriginal and Torres Strait Islander arts and culture • Arts and cultural collections that record and exhibit the rich cultural heritage of Queensland and other national and international communities 	<ul style="list-style-type: none"> • Support opportunities for critical discussion and debate through forums, peer review and expert residencies • Develop and pilot an artistic and cultural quality framework, including 'critical friend' reviews for Queensland generated product. Pilot to start with EOJ to majors, signature festivals and szm • Encourage connectivity between local, national and international arts and cultural practice • Establish Local Government Arts and Cultural Reference Group 	<ul style="list-style-type: none"> • Proportion of artists, projects and companies that are regionally based; are Indigenous; are from diverse backgrounds • Qld artists and companies (and their process, products and services) that receive state, national or international recognition (via awards, tours, co-productions, showcase activities) • Number of products with positive critical friend reviews (establish trends over time) • Audience feedback on quality of touring product

Table 12: Draft goals, objectives and key performance indicators for Sector Development Plan 2010–2012

GOAL	OBJECTIVES	STRATEGIES	KPIs/Measures of progress
<p>2: Actively engaged audiences and communities</p> <p>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.</p> <p>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.</p> <p>Audiences and communities participate actively in a range of ways in arts and cultural activities.</p> <p>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.</p> <p>Audiences and communities can also be actively involved in feedback to artists within the creative process and in the critical review of work.</p>	<ul style="list-style-type: none"> • Great arts and culture are experienced by a broad range of people throughout Queensland • Queenslanders are actively engaged in the creative process • Arts and cultural practice and programming are relevant, valued and reflect the cultural diversity of Queensland communities • Arts-led projects and processes contribute to social, economic and environmental outcomes 	<ul style="list-style-type: none"> • Increase access to arts and culture in non-traditional public spaces, buildings and events • Enhance the learning and creative experiences of children and young people through engagement with quality arts activities • Prioritise public programming that encourages active audience involvement • Build partnerships across government, corporate and community sectors for arts-based delivery of key programs 	<ul style="list-style-type: none"> • Attendance numbers and participation numbers • More people from across Queensland attend arts and cultural activities (incl: szm, SPG, RADF, BIA, touring, ASAs, majors and festivals) + regional galleries and museums • More Queenslanders participate in arts and culture as volunteers (incl: szm, SPG, RADF, BIA, touring, ASAs, majors and festivals) + regional galleries and museums • Audience and participant satisfaction with diversity of touring product • Trends over time for use of non-traditional spaces for touring product (outside gallery or performance space)

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<p>3: Strong and diverse creative economy</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> • Responsive, adaptive and viable artists and arts organisations • Investment in focused interventions that stimulate a stronger arts ecology • Sustained, evolving and purposeful partnerships • Diversified funding support and revenue streams for arts and cultural activities • Viable Indigenous arts industry 	<ul style="list-style-type: none"> • Support programs to encourage innovation and creative entrepreneurship (e.g. mentoring, cultural broker and producer skills, fundraising) • Research and development to clarify best points of intervention in the value chain • Forge stronger connections with national and international markets • Foster strong partnerships between funded organisations, venues, festivals, tertiary and vocational courses, the commercial sector, and other industries 	<ul style="list-style-type: none"> • Ratio of AQ funds to other sources of income • Full-time equivalent employment in Queensland arts and cultural sector (incl: s2m, SPG, RADE, BIA, ASAs, majors and festivals) • Number of international markets accessed by Queensland artists and companies • Number and dollar value of arts and non-arts partnerships (incl: AQ, s2m, SPG, ASAs, majors and festivals)

Table 12: Draft goals, objectives and key performance indicators for Sector Development Plan 2010–2012

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<p>4: Creative places and spaces</p> <p>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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> Arts and cultural facilities are well designed, programmed for optimum use, and well integrated into communities' cultural and infrastructure planning Venues, spaces, precincts and festivals are animated with high quality arts Accessible, flexible and affordable spaces and venues for arts practitioners and organisations 	<ul style="list-style-type: none"> Establish and communicate principles for vibrant arts and cultural infrastructure for Queensland 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 Promote an arts friendly regulatory and planning environment 	<ul style="list-style-type: none"> Positive stakeholder feedback on the impact of AQ's capital works planning and development Number and statewide distribution of commissions for public art High level of satisfaction by other agencies seeking AQ's advice and expertise relating to arts and cultural facilities, venues and spaces Number of artists or organisations located in non-arts facilities, such as commercial businesses, schools Proportion of collections of cultural institutions available for public access (galleries, libraries, museums)

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<p>5: Arts and cultural sector committed to ongoing learning</p> <p>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.</p> <p>Leadership, succession planning and developing the current and future talent pool is essential for building the sustainability of the arts and cultural sector.</p> <p>Support for mentorships or well-timed professional immersion opportunities can act as critical catalysts in individuals' career development and in arts organisations' evolution.</p> <p>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.</p>	<ul style="list-style-type: none"> • Culture of continuous improvement through research, evaluation and reporting • Arts and cultural sector's contribution to the Queensland economy, society and environment is valued • Artists and arts and cultural organisations access programs and opportunities that extend professional skills and knowledge and develop careers • Arts and cultural sector contributes to quality arts education in schools 	<ul style="list-style-type: none"> • Develop evaluation frameworks that enable artists and communities to analyse outcomes and impact • Establish benchmarks and methods to measure economic impacts of arts and cultural practice and events • Investigate options for an innovation system for creatives and – research on tax incentives and national endowment for arts • Strengthen connections and collaborations between artists, arts and cultural organisations, teachers, schools and education institutions • Encourage partnerships between education, training and industry to provide career-entry and employment opportunities and support viable career pathways 	<ul style="list-style-type: none"> • Evidence that new strategies have built in evaluation and research • Evidence of improved business planning in subsidised arts and cultural organisations • Research and evaluation undertaken by AQ is shared with the sector on a regular basis • Case studies on sector-led professional immersion opportunities and mentorships

Table 13: Arts Queensland's current and ongoing initiatives						
	GOAL 1 Great arts & culture	GOAL 2 Engaged audiences & communities	GOAL 3 Creative economy	GOAL 4 Creative spaces & places	GOAL 5 Ongoing learning	Timeframe
CORE PROGRAMS						
s2m Program	✓	✓	✓		✓	ongoing
Sector Project Grants	✓	✓	✓		✓	ongoing
Major Performing Arts Organisations program	✓	✓	✓	✓	✓	ongoing
Regional Arts Development Fund	✓	✓			✓	ongoing
Indigenous Regional Arts Development Fund	✓	✓			✓	ongoing
Creative Sparks	✓	✓			✓	ongoing
art+place – Queensland Public Art Fund	✓	✓		✓		2008–2010
Industry Development Initiatives	✓	✓	✓		✓	ongoing
Support for the Aboriginal Centre for the Performing Arts and the Laura Dance Festival	✓	✓	✓		✓	ongoing
Fellowships and Scholarships program: • Grant McLennan & Billy Thorpe • Innovator in residence/Creative Fellows	✓		✓		✓	ongoing
Creative Innovator in Residence Program (next iteration of Creative Fellowship)	✓		✓	✓	✓	ongoing
Literary Awards Program – Steele Rudd; David Unaipon; Judith Wright Calanthe Poetry Awards – Thomas Shapcott; Val Vallis	✓					ongoing

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Poet in Residence	✓	✓			✓		ongoing
A-Venue program for young people (contemporary music)					✓		ongoing
Festivals	✓	✓	✓	✓	✓		various
Museum Development Officers Network	✓	✓		✓	✓		ongoing
Art Support		✓	✓		✓		ongoing
STRATEGIES							
Press Play: Contemporary Music Strategy	✓	✓	✓	✓	✓		2009–2012
Queensland Design Strategy 2020	✓	✓	✓		✓		First action plan 2008–2011
Coming to a Place Near You: Touring Strategy for Performing Arts	✓	✓	✓	✓	✓		2009–2014
Backing Indigenous Arts	✓	✓	✓	✓	✓		2007– 2011
Visual Arts and Craft Strategy	✓	✓		✓	✓		2008–2011
Regional Arts Strategy – in development	✓	✓	✓	✓	✓		2009–2013
Indigenous Arts Strategy – in development	✓	✓	✓	✓	✓		2009–2013
Digitisation strategy – in development	✓	✓	✓	✓			2009 –
Festivals framework	✓	✓	✓	✓	✓		2009 –

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MAJOR PROJECTS						
BoardConnect	✓		✓		✓	Pilot to June 2009
Test Drive the Arts		✓			✓	Pilot to November 2009
ADVICE		✓			✓	Pilot to December 2009
Regional Service Delivery	✓	✓	✓	✓	✓	One year pilot in 2009
Major Performing Arts Organisations – Funding Model Review – implementation	✓	✓	✓		✓	2011
Artists in Residence	✓	✓			✓	2009–2012
Statement of international support, includes:						
<ul style="list-style-type: none"> • Big Sound • APAM (Adelaide) • Showcase platforms with QMEEx 	✓	✓	✓		✓	September (annual) Feb 2010 and 2012 2009–2013
Asia-Pacific Design Triennial	✓	✓	✓			2010
PRAC – Partnerships for Regional Arts & Culture	✓	✓	✓	✓	✓	ongoing