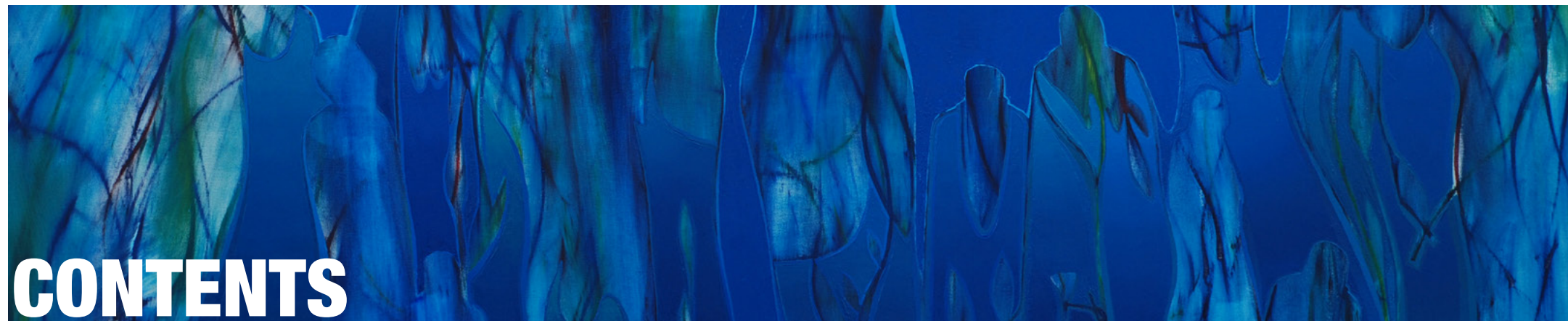




STRATEGIC DIRECTIONS

2016-2031

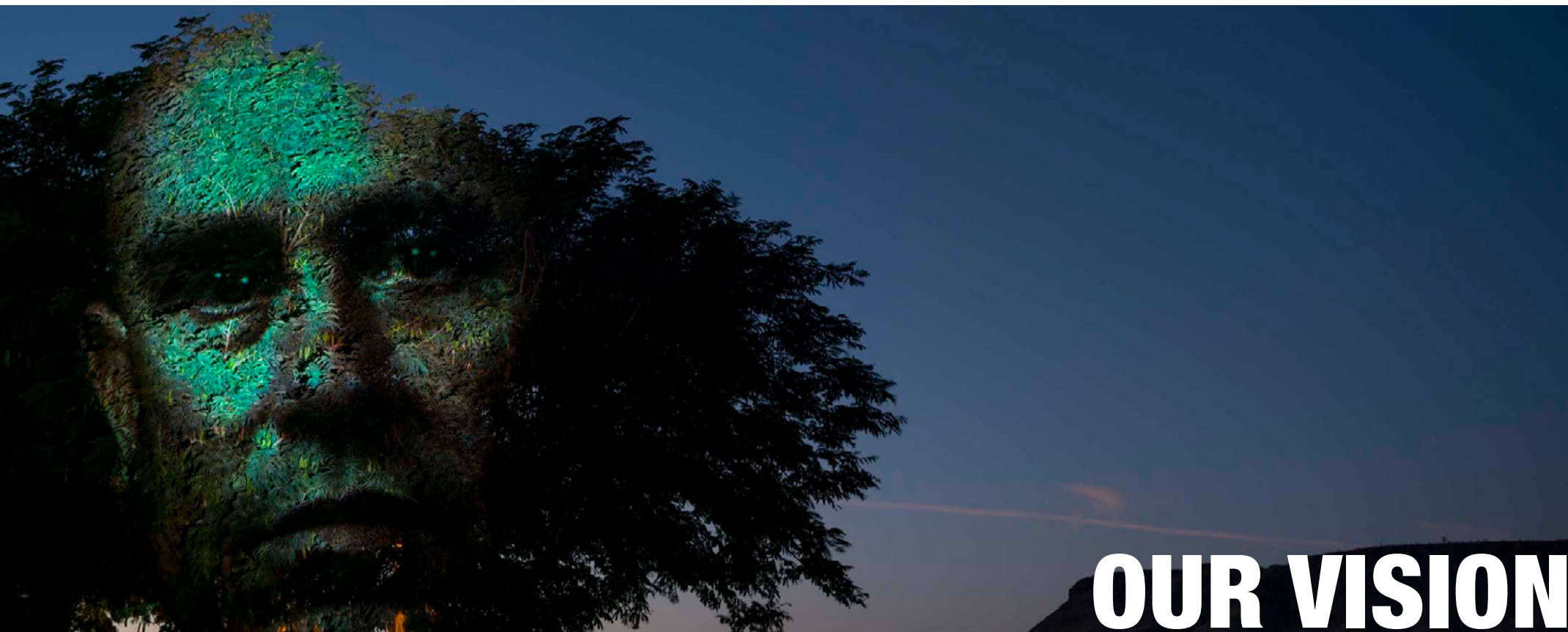
ARTS LEADERSHIP GROUP



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OUR VISION

For Western Australia to be the best place it can be to live, work and play thanks to the contribution of its arts, culture and creative industries.

THE ARTS, CULTURE AND CREATIVE INDUSTRIES SECTORS





IN 2031 WE WILL SEE

- ◉ A growing sector, creating new jobs and new opportunities for WA's creative people.
- ◉ A capital city and regional centres as year-round vibrant, safe, tourism hotspots with culturally inclusive suburbs and places to experience and learn about the best arts and cultural activities the State can offer.
- ◉ Universal and equitable access to high quality arts and cultural experiences for Western Australians wherever they live in the State.
- ◉ A strong Aboriginal culture manifested through its heritage, language, cultural practices and connection to country.
- ◉ All Western Australians are proud of and connected with Aboriginal culture within Western Australia.
- ◉ Western Australia having the most environmentally sustainable sector in Australia.
- ◉ Western Australia's artists, curators and creative talent with the choice to represent the State throughout the world and/or be successful in WA.
- ◉ World-class cultural infrastructure servicing world-class organisations.
- ◉ Government as flexible, responsive and creative in the support it offers to the sector.
- ◉ Universal access to arts and culture supported by government, the corporate sector and families and individuals who value the contribution of arts to society.



IN 2031 WE WILL SEE

- ⦿ The State's cultural institutions leading their sectors and driving the growth in access to museums, libraries and galleries across WA.
- ⦿ A seamless partnership between State government, local government, the sector and the education system in support of developing creative talent and the latent creativity in all Western Australians at all stages in their lives.
- ⦿ People of all backgrounds, ethnicities, ages and abilities engaging in art without fear of exclusion, and creating their own experiences at home, work, school or in public.
- ⦿ Western Australian culture digitally connected to and experienced by the rest of the world.
- ⦿ WA's cultural heritage fully accessible and actively contributing to our cultural future.
- ⦿ WA's public realm shaped by our creative talent.
- ⦿ WA's international trade successes supported through our cultural ties to the rest of the world.
- ⦿ The private and subsidised sectors creating a collegiate approach to technological innovation, content creation and digital access for cultural producers and audiences.
- ⦿ Artists, scientists and engineers working in interdisciplinary teams to push the boundaries of each other's work.



- ◉ **Aligned our world-class higher education and training capacity to the growth and international recognition of our sector.**
- ◉ **Created a continual program of high quality, accessible arts festivals and activities throughout the State.**
- ◉ **Established mechanisms for measuring the environmental impact of the sector.**
- ◉ **Ensured the sustainability and ongoing development of the State's Aboriginal arts and culture sector.**
- ◉ **Delivered growth in the currently underdeveloped sub-sectors of visual arts, crafts/design, literature, digital media and theatre.**
- ◉ **Accelerated employment growth in film, animation, architecture, music, fashion, design, gaming and dance.**
- ◉ **Embedded arts based creative learning across all schools in the State.**
- ◉ **Established a cultural planning system between State and Local Government that facilitates participation in and access to arts and culture for all Western Australians.**
- ◉ **Demonstrated savings and improved service outcomes to government portfolios that utilise the arts to support service delivery.**
- ◉ **Every public and private hospital will have arts based activities in clinical settings.**
- ◉ **Created a young people governance program to enable young people to be better represented on the boards of cultural organisations.**
- ◉ **Demonstrated public policy support for the sector.**



BY 2021 WE WILL HAVE...

- ⦿ Set achievable benchmarks for our ambitions in partnership with Department of Treasury and the sector.
- ⦿ Established a process that ensures ongoing dialogue between the DCA, local government, the sector and the public for the purpose of advocating, monitoring and reviewing 'Strategic Directions'.
- ⦿ Demonstrated the economic contribution of the sector to the State economy and developed growth strategies.
- ⦿ Implemented a progressive legislative and regulatory reform agenda.
- ⦿ Aligned and prioritised cultural infrastructure needs to the changing demographics of the State and the potential of repurposing and integrating heritage assets.
- ⦿ Accounted fully for State expenditure on Aboriginal cultural activity and established a whole of government policy and partnerships to invest in Aboriginal cultural maintenance and development.
- ⦿ Strengthened the opportunities for Aboriginal people to celebrate and connect Western Australians with Aboriginal culture.
- ⦿ Facilitated Regional and Outer metropolitan arts development policies.
- ⦿ Developed State Planning Policies for cultural infrastructure and the Arts.
- ⦿ Identified and prioritised major cultural hubs and infrastructure for master planning and capital investment.



BY 2021 WE WILL HAVE...

- ◉ Better reflected our multicultural population in our artistic and cultural output.
- ◉ Established new public, private and sector partnerships to drive reform and established new philanthropic foundations for the arts.
- ◉ Created sub-sector specific strategies to achieve the ambitions of 'Strategic Directions'.
- ◉ Used new technology for performance measurement and public engagement.
- ◉ Created a suite of new and exciting arts tourism experiences.
- ◉ Leveraged Commonwealth funds commensurate with the population size of the State.
- ◉ Developed a joint strategy to promote Western Australia as the world's most livable state through targeting livability indices relating to lifestyle and culture, and increasing access and participation in the arts.
- ◉ Identified and invested in appropriate skills training across the sector.
- ◉ A New Museum for Western Australia.
- ◉ Improved the preservation of and public access to State archives.



BY 2021 WE WILL HAVE...

- ⦿ A screen production facility at ABC Studios.
- ⦿ A joint vision of library reform by State and Local Government.
- ⦿ Created memoranda of understanding for cultural exchange and activity with our major Asian and Indian Ocean trading partners.
- ⦿ Sought to form a bi-partisan Parliamentary committee to research arts activities that deliver savings to other portfolios of government.
- ⦿ Developed a 'Culture Pass' for main population centres that integrate ticketing, travel and other benefits in a single transaction.
- ⦿ Established a joint State and Local Government accord for delivery and management of cultural infrastructure.
- ⦿ Investigated the use of vacant buildings and spaces held by government to be used as creative arts spaces.
- ⦿ Develop Local Government Cultural Plans to drive best practice and better leverage arts and culture spend across the State.
- ⦿ Undertaken a feasibility study to examine the advantages of a back office support centre for small organisations.
- ⦿ Established a committee to oversee planning for the cultural celebrations of the bicentennial of Perth.



IMPLEMENTATION OF STRATEGIC DIRECTIONS 2016-2031

To deliver a coordinated plan, State Government, Local Government, the education and training sectors and the peak bodies of the sector will need agreement on their respective roles.

Local Government in particular has a significant role to play with 79 per cent of local authorities currently investing in arts and cultural activity at an investment level which is the third highest per capita in Australia¹.

One of the key planks and priorities for delivering on the ambitions of 'Strategic Directions' will be to increase the current 13 per cent of local authorities that have a cultural plan so that the expertise of grassroots artists and cultural workers can help deliver the goals we have set.

The DCA will establish a process that ensures ongoing dialogue between DCA, other government agencies, local government, the sector and the

public for the purpose of advocating, monitoring and reviewing 'Strategic Directions'.

With different sub-sectors at different stages of development and requiring different investment profiles, there is an opportunity to propose and establish tailored new partnerships for sub-sectors, both within and between, government and the sector.

By creating new structures, there is an opportunity to understand whole-of-government priorities and their relationship to arts and culture.

For the sector, there is an opportunity to identify drivers for, and barriers to, cultural and commercial growth including those caused by government practices.

Part of this work will be to identify what reforms the current legislative and regulatory framework may be needed to support sector growth to ensure that

government plays the right facilitative role in sector development.

In summation, government will be required to develop new policy responses in partnership with the sector; research will need to be more open, deeply analytical and borne of a data culture across the sector; all of us will need to respond quickly and better to sector driven initiatives and committed to implementing the government of the day's priorities and commitments in partnership.

Each five-year stage of 'Strategic Directions' has clear milestones we need to meet which will form the basis of a new co-ordinated approach to delivering our shared vision.

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About the Arts Leadership Group

The Arts Leadership Group is an advisory body and its role is to set a long-term strategic direction for the arts in Western Australia, and set the infrastructure, policy and funding priorities for consideration by successive State Governments.

The Arts Leadership Group includes chief executives and directors general from key State Government departments, industry and arts organisations, including the Departments of Culture and the Arts, and Sport and Recreation, Lotterywest, Tourism WA, State Library of WA, WA Museum, Art Gallery of WA, ScreenWest, Perth Theatre Trust, Western Australian Local Government Association, Chamber of Commerce and Industry of WA, Perth International Arts Festival, Chamber of Arts and Culture WA and the Committee for Perth.

It is chaired by Duncan Ord OAM, Director General of Culture and the Arts.