

# Five Year Review of Strategic Directions 2016-2031

Chamber of Arts and Culture WA

July 2021



**THE CHAMBER  
OF ARTS AND CULTURE**  
WESTERN AUSTRALIA

**Ngala kaaditj Whadjuk Noongar moort keyen kaadak nidja boodja**

**We acknowledge Whadjuk Noongar people as the original custodians of the land on which our office sits**

**The Chamber of Arts and Culture WA acknowledges Traditional Owners of Country throughout Western Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present.**

# Five Year Review of Strategic Directions 2016-2031

In 2016 Strategic Directions 2031 was released by the Arts Leadership Group (ALG) which was formed to provide a long-term strategic direction for the arts and cultural sector in Western Australia. It was based on extensive consultation with the sector and aligned with the State Planning Strategy. It has been endorsed by both Liberal/National Coalition and Labor Governments and represents a commitment from all stakeholders to work towards a common vision. The ALG has since been disbanded and there has been no ongoing monitoring or reviewing of the goals of this document.

The Chamber has undertaken this 5-year review to understand if this exercise has produced any measurable outcomes from the 29 stated goals for this first phase. The result shows that there are many positives to report and raises questions about other goals that are partly progressed or not at all. Areas that show the least progress are cross-portfolio outcomes involving other sectors such as local government, tourism, education and treasury. This is key to raising the value of culture and arts across a broader constituency.

Many of the goals set within SD31 for the next five years are still relevant and include the development of specific plans for sub-sector areas and investment to accelerate growth in key areas of opportunity.

Importantly, we encourage Government to continue working with the sector on an evolving long-term vision. We are sorely in need of a framework that articulates key opportunities and priorities and can be used for consistent and effective policies and programmes. This is particularly important as we build our way out of the disruption of COVID – we need to re-group and have some big conversations about the future of our sector beyond this crisis.

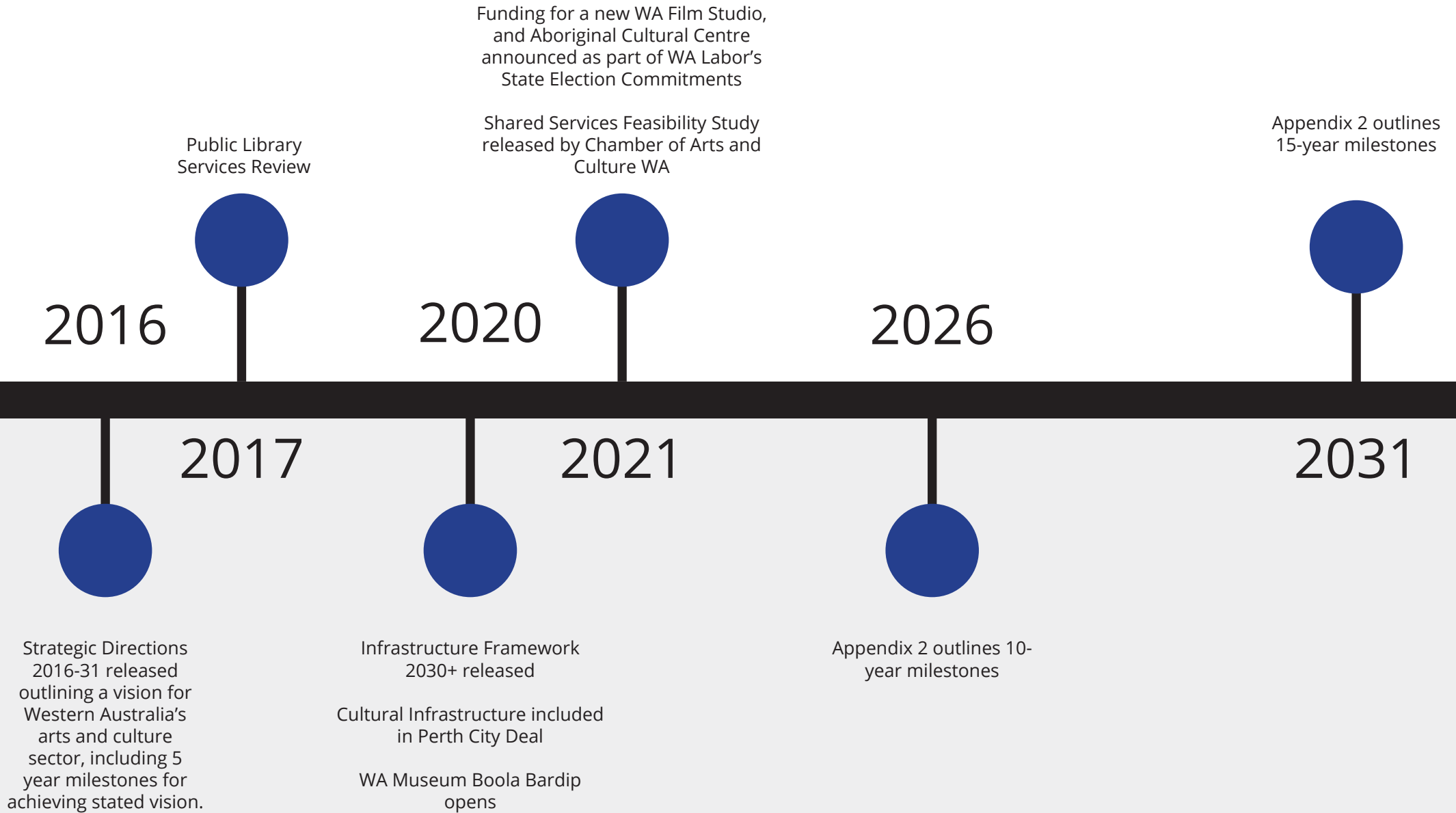


Shelagh Magadza

Executive Director, Chamber of Arts and Culture WA

August 2021

# Strategic Directions Timeline



## Five Year Review of Strategic Directions 2016-2031 - Key

Goals progressed with identifiable outcomes

Goals progressed with outcomes yet to be achieved

Goals not progressed or needing review

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
Set achievable benchmarks for our ambitions in partnerships with Department of Treasury and the sector.	DLGSC and Treasury working on Cultural economic impact modelling to report back to the Jobs and Economic Development Committee. Key issue of fluctuating funding from Lotterywest to Department undermines this.	DLGSC Treasury
Establish a process that ensures ongoing dialogue between DCA, local government, the sector and the public for the purpose of advocating, monitoring and reviewing 'Strategic Directions 2031'.	Up till this point, no process has been in place. The 2021 review has been initiated by the Chamber as a step towards re-establishing dialogue.	Chamber for Arts and Culture WA Minister for Arts and Culture DLGSC
Demonstrated the economic contribution of the sector to the State economy and developed growth strategies.	Current economic impact research in progress by DLGSC.  Creative Industries identified as a key part of McGowan government economic diversification strategy (2018). Current DLSGS Strategic Plan refers to Cultural Industries strategy but unclear as to how this will be developed.	JTSI DLGSC Tourism WA DPC
Implemented a progressive legislative and regulatory reform agenda.	Review of existing cultural institutions legislation completed, Arts and Culture Trust Bill completed (to be passed in 2021).  The Aboriginal Cultural Heritage Bill 2020 to replace the Aboriginal Heritage Act 1972.	DLGSC DPC

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
<p>Aligned and prioritised cultural infrastructure needs to the changing demographic of the State and the potential of repurposing and integrating heritage assets.</p>	<p>Cultural Infrastructure Framework 2030+released 2020.</p> <p>Cultural Infrastructure included in Perth City Deal for Commonwealth funding.</p> <p>Ongoing liaison with Infrastructure WA.</p> <p>Projects underway: Perth Cultural Centre; Film Studio; Aboriginal Cultural Centre.</p>	<p>DLGSC</p> <p>Infrastructure WA</p> <p>Local Government</p> <p>Federal Government</p>
<p>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.</p>	<p>Aboriginal Empowerment Strategy has begun whole of government approach. Key strategies for arts and culture not articulated yet.</p>	<p>Department for Indigenous Affairs</p> <p>DLGSC</p> <p>Department for Regional Development - Royalties for Regions</p> <p>Tourism WA</p>
<p>Strengthened the opportunities for Aboriginal people to celebrate and connect Western Australians with Aboriginal Culture.</p>	<p>Leadership from State Cultural institutions.</p> <p>Planning for Aboriginal Culture Centre underway.</p> <p>Indigenous Cultural Tourism Strategy.</p> <p>Aboriginal Arts Centres Hub established.</p>	<p>DLGSC</p> <p>WAITOC</p>
<p>Facilitated Regional and Outer metropolitan arts development policies.</p>	<p>Cultural Planning in local government supported via regional funding.</p> <p>Pilot project for outer metro local govt/state collaboration initiated.</p>	<p>DLGSC</p> <p>Local Government</p>
<p>Developed State Planning Policies for cultural infrastructure and the Arts.</p>	<p>Cultural Infrastructure Framework 2030+ released 2020.</p>	<p>DLGSC</p> <p>Infrastructure WA</p>

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
Identified and prioritised major cultural hubs and infrastructure for master planning and capital investment.	Cultural Infrastructure Framework 2030+ released 2020. City of Perth Cultural Development Plan creates better alignment with State government.	DLGSC City of Perth Infrastructure WA
Better reflected our multicultural population in our artistic and cultural output.	Diversity program instigated via Community Arts Network (CAN). Diversity requirements at governance level in OIP funded organisations. Multicultural framework for Government developed by Office of Multicultural Interests Diverse artists and producers supported via funding programs.	DLGSC CAN Chamber of Arts WA OMI
Increased opportunities for diverse artists and audiences	Disability arts sector strengthened through embedding of better practice and resourcing this area of the sector. Diverse artists and producers supported via funding programs	DLGSC
Established new public, private and sector partnerships to drive reform and established new philanthropic foundations for the arts.	Public private partnerships being explored in the development of infrastructure. No progress in philanthropy.	Creative Partnerships Australia
Created sub-sector specific strategies to achieve the ambitions of 'Strategic Directions'.	No progress	DLGSCI JTSI
Used new technology for performance measurement and public engagement.	Establishment of Culture Counts. Potential of Tessitura to generate significant data set. Potential to access to geo-spatial data. Enhanced digital capacity of State venues.	Perth Theatre Trust Department for Arts and Culture Culture Counts WAVE

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
Created a suite of new and exciting arts tourism experiences.	<p>West Australian Museum positioned as significant tourism drawcard.</p> <p>Tourism WA developing major event.</p> <p>Greater support for regional events and festivals.</p>	<p>WAITOC</p> <p>Tourism WA</p>
Leveraged Commonwealth funds commensurate with the population size of the State.	<p>National Performing Arts Framework adopted. Marrugeku Inc announced as new WA company in the Framework.</p> <p>Strategies needed to increase number of applications from WA to Commonwealth funds.</p> <p>Secured 16% of total regional arts funding from Commonwealth government.</p>	<p>DLGSC</p> <p>Chamber of Arts and Culture WA</p> <p>Creative Partnerships Australia</p>
Developed a joint strategy to promote Western Australia as the world's most liveable state through targeting liveability relating to lifestyle and culture, and increasing access to participation in the arts.	<p>Culture still not effectively leveraged in campaigns to support tourism or brand WA.</p>	<p>JTSI</p> <p>Tourism WA</p> <p>DLGSC</p>
Identified and invested in appropriate skills training across the sector.	<p>Ongoing reviews of training needs. Still limited offerings for professional development in both business and creative pathways.</p> <p>Investment in new facilities for WAAPA within ECU city campus as part of City Deal.</p>	<p>Future Now</p> <p>DLGSC</p> <p>Chamber of Arts and Culture WA</p>

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
A New Museum for Western Australia.	Completed 2020. Funded 100% fit out up from 70% in original business case.	DLGSC WA Museum Treasury WA
Improved the preservation of and public access to the State archives.	Digitisation program and development of the Cultural institutions online portal for digital content released 2020	DLGSC WAM SLWA SRO AGWA
A screen production facility at ABC Studios.	ABC studios hosting long run TV production for first time in WA. Film Studio RFT process underway for new Screen Production Facility.	Screenwest DPC
A joint vision of library reform by State and Local Government.	Public Library Services review (2017) in implementation phase	DLGSC SLWA Local Government
Created memoranda of understanding for cultural exchange and activity with our major Asian and Indian Ocean trading partners.	McGowan Asian Engagement Strategy released 2019. Includes cultural exchange. May 2019, the South East Asian Artist Exchange Program launched.	JTSI Department for Arts and Culture
Sought to form a bi-partisan Parliamentary committee to research arts activities that deliver savings to other portfolios of government.	Cross party group discussed in 2020. Chamber to revisit with current Parliament.	Chamber for Arts and Culture WA

BY 2021 WE WILL HAVE .....	PROGRESS TOWARDS GOAL	KEY AGENCIES
Developed a 'Culture Pass' for main population centres that integrate ticketing, travel and other benefits in a single transaction.	No progress	
Established a joint State and Local Government accord for the delivery and management of cultural infrastructure.	Perth City Council Cultural Plan launched 2019 includes process for managing intersection with State. Has also been provided for in Arts and Culture Trust Bill 2020 but needs resourcing for implementation.	DLGSC
Investigated the use of vacant buildings and spaces held by government to be used as creative arts spaces.	Sunset Redevelopment? East Perth Power station?	DLGSC DevelopmentWA
Develop Local Government Cultural Plans to drive best practice and better leverage arts and culture spend across the State.	Advocacy for cultural planning in Local Government continues. Chamber 2017 research sets benchmark for measuring growth in planning. Collaborative local government cultural planning pilot in Great Southern region.	DLGSC Chamber of Arts and Culture WA WALGA
Undertaken a feasibility study to examine the advantages of back office support centre for small organisations.	Shared Services model feasibility completed 2021.	Chamber of Arts and Culture WA
Establish a committee to oversee planning for the cultural celebrations of the bicentennial of Perth.	Committee established by City of Albany (2026 commemoration) Engagement progressing with key stakeholders for State planning of the bicentennial	DPC

## Appendix 1 - List of Key Agencies

Art Gallery of Western Australia - AGWA

Department of Jobs, Tourism, Science and Innovation - JTSI

Department of Local Government, Sport and Cultural Industries - DLGSC

Department of Premier and Cabinet - DPC

Department of Treasury - Treasury WA

Future Now - FutureNow Creative & Leisure Industries Training Council

Office of Multicultural Interests - OMI

State Library of Western Australia - SLWA

State Records Office of Western Australia - SRO

Western Australian Local Government Association - WALGA

Western Australian Indigenous Tourism Operators Council - WAITOC

WA Museum Boola Bardip - WAM

WA Venues & Events Pty Ltd - WAVE

## Appendix 2 - 2026 and 2031 Milestones

### **BY 2026 WE WILL HAVE ....**

- 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.~ Developed State Planning Policies for cultural infrastructure and the Arts.
- Identified and prioritised major cultural hubs and infrastructure for master planning and capital investment.

### **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.
- 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.



# THE CHAMBER OF ARTS AND CULTURE

WESTERN AUSTRALIA

## ABOUT US

The Chamber of Arts and Culture WA Inc. (the Chamber) is the State's representative arts body, providing an independent, cohesive voice for the sector in Western Australia.

It has a high-profile Board of Management made up of Western Australian business leaders, cultural policy-makers and arts practitioners.

The Chamber is a not-for-profit organisation that aims to bring the Western Australia arts sector together to debate, discuss and to act as a collective on the major issues that impact the sector.

It has a membership of over 230 arts organisations, individuals and businesses across the broad spectrum of the arts, individual members and associate members.

It regularly advocates to government regarding policies and funding for the arts and culture sector.

Its ambitions for the Western Australian arts and culture sector are:

1. The arts and culture sector as a growing, healthy and key part of Western Australia's diversified economy and a key contributor to the State's aspirations and societal well-being.
2. Art and culture inspiring, connecting and attracting people in our capital city and regional centres.
3. Arts and cultural infrastructure that signals our global sophistication and our community spirit.
4. Western Australian artists showcased and celebrated here and throughout the world as key contributors to Western Australia's sense of place and identity.