

# arts



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## DISCLAIMER

This is a summary of the policy contained in the new *NSW Arts & Cultural Policy Framework: Create NSW*. It has been prepared by Arts Mid North Coast to highlight those matters relevant to Regional Arts and no way seeks to purport to be the full document. It has been prepared to encourage people in the first instance to read and understand a State wide Policy document and understand how it impacts on Regional NSW. It deletes from the original.

- Sections specific to Western Sydney and Sydney
- All case studies used as examples from those areas
- All images and graphics.

It also uses changed bold highlights and numbering so as to better identify specific regional matters and issues.

It reduces the 92 page full document to 24. Readers are encouraged to also view the full document which can be accessed by:

Downloading Downloading the accessible version of the full policy framework at

<http://www.arts.nsw.gov.au/index.php/arts-in-nsw/create-in-nsw/the-nsw-arts-and-cultural-policy-framework-create-in-nsw/>

Kevin Williams  
Regional Arts Development Officer  
March 2 2015

## **NSW Arts and Cultural Policy Framework: *Create in NSW***

NSW will be known for its bold and exciting arts and culture that engage our community and reflect our rich diversity

*'Arts and culture stimulate and engage peoples' individual creativity. They build perspectives, creative thinking and ideas of humanity, human beauty and accomplishment. And they tap into parts of ourselves that work, home life and traffic jams do not—inspiring and lifting our sense of self. These are relatively high and largely unmeasurable outcomes and yet we know them to be true.'*

- Australian Major Performing Arts Group response to 'Framing the Future: Developing an Arts and Cultural Policy for NSW Discussion Paper', 2013

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# 1. Message from the Premier and Deputy Premier

We have a bold vision for our arts and cultural community, built on the mutually reinforcing ambitions of excellence, access and strength. The actions in this policy framework will extend the reputation of NSW as the leading state for arts and culture, and will support job creation and the visitor economy.

We are proud of our artists and our arts and cultural organisations. We will partner with them as they explore, create and challenge us to see things differently. We also want to ensure the treasures held by our State Cultural Institutions are accessible to everyone across NSW.

The NSW Government, through this policy framework, will play an important role in supporting the development of excellent arts and culture over the next 10 years. Support for artists and arts and cultural organisations as well as the development of major infrastructure is central to our vision. We will ensure the sector is resilient and strong.

Our policy framework seeks to build and sustain better partnerships. It is a deliberate whole-of-government strategy with State agencies working closely together on many actions. The framework also recognises that arts and culture provide a platform for international engagement and exchange, with the ability to raise NSW's global profile.

But we know government alone cannot fulfil our ambitions. We are open to new ideas and investment models, and we invite business, private donors and the broader community to work with us.

**This is a policy framework for all of NSW, from Greater Sydney to regional and rural communities.**

We recognise that NSW is home to 40% of Australia's total creative industries workforce. The value of this is economic, cultural and social. We recognise that the experience of arts and culture is deeply personal, and we want everyone to have opportunities to participate in the artistic life of our community.

Through this policy framework our Government will help build a great future for arts and culture in NSW.

The Hon. Michael Baird MP  
Premier of New South Wales  
Minister for Infrastructure  
Minister for Western Sydney

The Hon. Troy Grant MP  
Deputy Premier of New South Wales  
Minister for the Arts

## 2. Executive Summary

This is a policy framework for contemporary New South Wales. It draws on the strengths and ambitions of our residents, artists and cultural workers across the diverse communities of Metropolitan Sydney, Western Sydney and Regional NSW.

**This whole-of-government policy framework complements and reinforces the NSW Government’s Visitor Economy Action Plan and creative Industries Action Plan. It also supports our regional and urban development strategies, which recognise how arts and culture are intrinsic to transforming NSW into a global creative leader.**

The NSW Government invests over \$300 million every year in direct support of arts and culture throughout the State. Our focus is on a clear direction for the future. Our ambitions — excellence, access and strength — will guide our actions and investment over the coming years.

The policy framework commits to a suite of immediate actions towards these ambitions — but this is just the start. We will introduce new actions over time, building on our foundations. Effective investment is a cornerstone of our approach. We will undertake a rigorous process of research and business case development for prioritising investment decisions into the future.

### Three Key Goals

1. Excellence
2. Access
3. Strength

### Excellence

**Our ambition for excellence will be achieved through a focus on:**

#### **Innovation: fresh ideas, platforms and curiosity**

We will support and encourage our artists, organisations and State Cultural Institutions to take risks and extend the boundaries of their artforms and practices. Wider use of digital platforms will deepen the opportunity for access and artistic collaboration for people across NSW. New pathways and opportunities will draw upon NSW’s great strength — our cultural and linguistic diversity.

#### **Leadership: Stewardship for the future**

We will champion leadership across the arts and cultural network. We have ambitious plans for our State Cultural Institutions — extending their reputation and impact, and exploring deeper and closer connections with the communities of NSW.

### **Aboriginal arts and culture: celebrating Aboriginal artists and community cultural expression**

Aboriginal arts and culture in NSW is vibrant, distinctive and contemporary. We will extend opportunities to support the professional development of Aboriginal artists and cultural workers. We will also support Aboriginal communities' ongoing connection with culture and language.

### **International connections: placing our arts and culture in a global context**

NSW stories will be told around the world. Arts and culture, already embedded in the identity of our State, will become essential to our thriving visitor economy. International exhibitions, partnerships and exchanges will grow, supporting and extending Sydney's reputation as a global city, and progressing artists' careers internationally.

### **Revitalising infrastructure: creating new opportunities**

Cultural infrastructure enables the people of NSW to access the arts, contributes to urban renewal, and builds the State's national and international reputation, supporting robust local and visitor economies. Arts and cultural facilities and precincts are essential platforms for creation and presentation for artists and cultural workers. We will scope opportunities to renew our cultural infrastructure and ensure we have sound business cases for development, prioritising opportunities with the largest impact to deliver our vision for the people of NSW. Our plans to transform our flagship cultural infrastructure, enhance arts precincts and support new opportunities will require private and public funding partnerships and innovative funding models.

## **Access**

Our ambition for access will be achieved through a focus on:

### **Participation: encouraging increased involvement in arts and culture**

Arts and culture are embraced by many people in NSW — as creators, workers, volunteers and audience members. We will increase opportunities for people to take part in and shape arts and culture. We will enable new arts experiences outside of the traditional spaces of galleries and theatres, as well as new ways of engaging to enhance enjoyment and learning opportunities. More than ever, our State Cultural Institutions will make NSW's extraordinary treasures accessible to the wider community through touring, educational outreach and partnerships.

### **Arts for young people: providing a stronger voice**

We value the powerful and positive impact that arts and cultural participation can have on young people. We will work to broaden creative learning, as well as arts and cultural career opportunities. We will develop a deeper dialogue with young people about reshaping our cultural life, empowering them to contribute to our plans and priorities.

## Strength

Our ambition for strength will be achieved through a focus on:

### **Professional development: unlocking the full potential of artists and cultural practitioners**

We want NSW to remain a location of choice for the mobile creative workforce. We will enable artists and creative practitioners to have new opportunities to grow their practice, connect with their peers and build sustainable careers.

### **Business sustainability: new markets, new investment models and business capability**

We will support and encourage the State Cultural Institutions and arts and cultural organisations to be entrepreneurial, exploring new markets, alternative investment models and deeper relationships with the business sector. Streamlining and simplifying funding, and reforming regulatory and statutory requirements, will enable arts organisations and institutions to prosper. We will also explore opportunities for enterprise partnerships and social impact investing.

### **Networks and partnerships: critical to the sector's vitality**

We will enable collaborations, interdisciplinary works and partnerships between artists and arts organisations. Embedded throughout the policy framework is our new commitment to explore ways in which we can sustain and nurture engagement with arts and culture across agencies.

### **Research and evaluation: informing future directions**

Improved understanding of the value and impact of arts and culture for the community and visitor economies, as well as the broader economy, is critical. We commit to evaluating the impact of actions in this policy framework to inform future directions.

[Visual representation of the NSW Arts and Cultural Policy framework which contains the information below]

<b>Vision:</b>	<b>NSW will be known for its bold and exciting arts and culture that engage our community and reflect our rich diversity</b>
<b>Coverage:</b>	<b>Regional NSW, Western Sydney, Sydney</b>
<b>Ambitions:</b>	<b>Excellence, Access, Strength</b>
<b>Actions:</b>	<b>Innovation, Leadership, Aboriginal Arts and Culture, International Connections, Revitalising Infrastructure, Participation, Arts for Young People, Professional Development, Business Sustainability, Networks and Partnerships, Research and Evaluation</b>

### 3. A Policy Framework for our Diverse Communities

Arts and culture are part of our lives in NSW, across a diverse range of people and their communities right around the State. Nine out of ten residents in NSW take part in the arts every year — an industry that generates almost \$4.8 billion in annual business income for the State.

Recognising this, the NSW Government has developed action plans for three key regions: Regional NSW, Western Sydney and Metropolitan Sydney. Our policy framework embraces the unique nature of each of these regions by focusing on the elements that are most important to their communities.

#### Regional NSW

Regional NSW is the largest and most significant regional economy of any Australian state. Its diverse communities make up one-third of the State's population.

Arts and cultural activity in Regional NSW is thriving— strongly self-determined and reflecting varied landscapes and cultures. Regional NSW has Australia's most extensive network of art galleries and public libraries, and many dynamic performing arts and screen organisations. Hubs of community activity showcasing work by local, regional and touring artists, and acting as vital conduits for ideas and resource exchange include HotHouse Theatre, Northern Rivers Screenworks, Outback Theatre for Young People, and the Western Plains Cultural Centre.

Regional NSW also offers outstanding examples of contemporary infrastructure such as the Albury Regional Museum and Library, Four Winds Festival's Windsong Pavilion in Bermagui, the Glasshouse in Port Macquarie and the new Margaret Olley Art Centre at the Tweed Regional Gallery.

The major regions of the Illawarra, Hunter and Central Coast are important centres of arts and culture. They are home to the Newcastle Art Gallery, Illawarra Performing Arts Centre, This is Not Art (TiNA) in Newcastle and training organisations such as the National Aboriginal Islander Skills Development Association (NAISDA).

Arts and cultural programs drive many regional tourism strategies. Events such as the Tamworth Country Music Festival, Saltwater Freshwater Festival, the Byron Bay Writers' Festival and the Byron Bay International Film Festival attract many visitors. Innovative new programs like the Kandos-based Cementa festival have a strong reputation across the State.

A network of 14 Regional Arts Boards works with local communities to provide essential support for arts practitioners. The Regional Arts Boards also work with Aboriginal Arts Development Officers to support the cultural life of their communities. The State Cultural Institutions and major performing arts companies regularly partner with regional organisations on tours, exhibitions and education programs.

The NSW Government has established an Economic Development Strategy for Regional NSW, which positions arts and culture as an important element of rebuilding the State's economy. The strategy's

goals include increasing the value of the visitor economy, attracting foreign investment, supporting business growth and improving connectivity. Arts NSW will ensure that arts and culture are included in the Regional Action Plans developed in consultation with communities across NSW as part of the implementation of the Strategy.

Regional communities have specific challenges relating to professional development, infrastructure and audience engagement. This policy framework will broaden participation state-wide, increase capacity of regional arts organisations and develop leadership. The NSW Government will develop links between organisations, communities and local governments —capitalising on current programs, practices, partnerships and opportunities.

**Key actions include:**

- collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts
- enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions
- supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers
- supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW
- promoting opportunities for cultural tourism through Destination Management Planning (DMP) — in consultation with the Regional Arts Network and Destination NSW.

## Excellence

*'The rehearsal room is a space that allows for failure. Everyone has to be able to try things out, and if something doesn't work the first time, it might lead to something that does work the seventh...'*

— Andrew Upton, Artistic Director, Sydney Theatre Company, 2014

Excellence is possible when artists are supported to be bold and ambitious. Excellent art and culture is about life-changing experiences that can have intellectual, emotional and social impacts. Excellence manifests in art, events and programs that are relevant and connect with communities in new ways. This in turn cultivates diverse perspectives. Excellence is also about reflecting our distinctive strengths. Our ambition for excellence will be achieved through a focus on:

- Innovation
- Leadership
- Aboriginal arts and culture
- International connections
- Revitalising infrastructure.

A creative and vibrant arts and cultural sector is marked by innovation and risk-taking in the creation of work, as well as the pursuit of excellence in approaches to management and audience engagement. Together, these elements invite broader and deeper participation, and develop a sustainable sector.

Supporting a culture of leadership is vital in the pursuit of excellence. The NSW Government is dedicated to growing an arts and cultural sector that thrives by being interconnected and collaborative, and pursuing best practice in leadership. Ensuring a diversity of voices, artists and leaders at all levels of arts and cultural organisations across NSW, supports creativity and job growth.

The Aboriginal arts and cultural sector in NSW is vibrant, diverse and contemporary. This policy framework includes support across all artforms, and offers skills development and major opportunities for invention, export and employment opportunities.

International connectivity, which places NSW's arts and cultural work in a global context, is critical to ensuring a culture of excellence. We will work to achieve this through artist-exchange opportunities and export support to showcase our artists, companies and their works to the widest possible audience.

The NSW Government is dedicated to drawing the most from our current assets and infrastructure. We will do this by revitalising key places, increasing their visibility and expanding awareness of the artistic, heritage and cultural offerings across the State. This includes growing and managing the collections of our State cultural Institutions, which are crucial assets.

## **Innovation:**

### **Fresh ideas, platforms and curiosity**

Innovation is about nurturing curiosity and the courage to embrace new possibilities. The NSW Government will support our artists, organisations and State cultural Institutions to take risks, experiment and extend the boundaries of their artforms and practices. This includes developing artistic practices, extending artforms and developing new ways of presenting arts experiences. In turn, it will encourage deeper participation and develop a more sustainable arts and cultural environment.

Wider use of digital platforms will increase opportunities for access and artistic collaboration for people across NSW. New pathways and opportunities will draw upon one of NSW's great strengths — our cultural and linguistic diversity.

Our State cultural Institutions are embracing the challenges of the 21st century with plans to renew their approaches, broaden collaborations and engage new audiences. They are developing new partnerships and drawing on the creativity and expertise of our artists, curators, librarians, scientists and creative workers. Organisations supported through Arts NSW are ready partners to this work, providing platforms for experimentation, creative development and presentation.

### **Actions**

**Support contemporary arts practice through the Arts & Cultural Development Program.** The NSW Government will invest in artists and arts and cultural organisations state-wide through the renewed Arts & Cultural Development Program (ACDP). Carriageworks, the Museum of Contemporary Art Australia, significant festivals, major performing arts organisations, visual arts leaders and small-to-medium arts organisations across NSW will be supported to explore work within and across disciplines. Our ACDP reform program will also shift investment towards Western Sydney and Regional NSW to better reflect NSW's diversity. We will work with arts organisations on artist development opportunities, including residencies and fellowships. We will also support the NSW Government's flagship awards and prizes.

**Grow television drama production in NSW.** We will develop a plan to grow television drama production in NSW while maintaining our strength in other production genres.

### **Map the arts and cultural landscape in Western Sydney and Regional NSW.**

Arts NSW will map the arts and cultural landscape in Western Sydney to inform strategies, investment and infrastructure development actions. This includes artist development and needs. Arts NSW will also research and map cultural activity in Regional NSW to identify key regional hubs with existing infrastructure and arts networks.

**Promote regional arts excellence.** The NSW Government will build on Arts NSW's investment in the NSW artists' showcase at the 2016 Regional Arts Australia conference. We will develop, in consultation with key partners, a new four-year program to promote regional arts excellence throughout NSW.

**Support the development of digital platforms.** We will investigate the costs and benefits of further developing digital capacity within State Cultural Institutions and the Museum of Contemporary Art Australia to extend their reach to schools, universities, family historians, researchers, artists and

cultural practitioners across NSW. We will also investigate opportunities to explore new ways for the arts to further engage with digital technologies.

## Leadership

*'Artistic leadership is about collaboration — if you've got a dozen bright people in the room, you'd be crazy not to listen to them.'*

—John Bell, co-Artistic Director, Bell Shakespeare, 2014

### Stewardship for the future

Ambitious and courageous leadership is essential for excellence and is a priority across this policy framework. The NSW Government will grow an arts and cultural sector that thrives on being interconnected and collaborative, and pursues best practice in leadership. We will support a diverse, inclusive workforce.

Leadership in arts and culture can be seen in many places across the State — among individual artists, small-to-medium organisations and within partnerships. Leadership is a priority that runs throughout this policy framework. Many organisations demonstrate leadership across their business and arts practice, and mentor the next generation of cultural leaders. These include ...small-to- medium organisations around the regions such as Lake Macquarie city Art Gallery.

We have ambitious plans to extend the reputation and impact of our State cultural Institutions and explore deeper and closer connections with the communities of NSW as well as extend their reach internationally. The State cultural Institutions and Arts NSW will promote skills sharing and provide opportunities for artists, arts workers and leaders across the State to connect, network and discuss topics relevant to the local community. We will also focus on supporting the professional development of artists and arts workers, and collaboration across all levels of government.

### Actions

**Promote diversity in the State Cultural Institutions and arts and cultural organisations.** The NSW Government will ensure the State Cultural Institutions' governing bodies are both skills-based and reflective of the diversity of NSW, and include representatives from Aboriginal communities, Regional NSW and Western Sydney.

**Regional arts leadership. As a first step to support regional arts leadership, we will undertake an independent review of the network of Regional Arts Boards and support the reforms needed to enable growth and support of regional arts.**

**Extend partnerships between the State Cultural Institutions and arts and cultural organisations.** Our State Cultural Institutions will extend the long-term loan arrangements and programming partnerships with cultural facilities in Western Sydney and Regional NSW. This will help ensure the cultural treasures held by the State Cultural Institutions on behalf of the people of NSW are accessible to all.

## Aboriginal Arts and Cultural

*'Arts and culture are inseparable. Country can really inform practice.'*  
- Lily Shearer, freelance artist based in Brewarrina, 2014

### Celebrating Aboriginal artists and community cultural expression

Aboriginal artistic and cultural expression is based on traditional and contemporary practice. Arts and culture are intrinsic to contemporary Aboriginal society and an important part of the social fabric of NSW's Aboriginal people and communities.

Aboriginal arts and culture in NSW is vibrant, distinctive and contemporary, ensuring a diversity of voices, artists and leaders at all levels of arts and cultural organisations across NSW support creativity and job growth. This policy framework includes support across all artforms, and offers skills development, major opportunities for invention, exports and employment opportunities.

The NSW Government will extend opportunities to support the professional development of Aboriginal artists and cultural workers. We will also support Aboriginal communities' ongoing connection with culture and language.

Under the NSW Aboriginal Arts and cultural Strategy 2010-2014, Arts NSW reshaped its investment in, and commitment to, Aboriginal arts and culture. Investment of over \$3.8 million has seen a significant growth in opportunities for Aboriginal artists, communities and audiences. Stage 2 of the strategy, NSW Aboriginal Arts and cultural Strategy 2015–2018: *Connection, Culture, Pathways*, builds on the achievements of the past four years. It will focus on Direction 4, supporting the creation of jobs in the arts and cultural sector. It will emphasise professional and market development, mentorships and secondments for NSW Aboriginal arts workers — especially in Western Sydney, where the majority of Sydney's Aboriginal people live. It will focus on creating career pathways into the sector for young Aboriginal people in particular.

The NSW Government's approach is underpinned by partnerships with the sector, as well as business, community and other government agencies at all tiers. This approach is aligned with OCHRE (opportunity, choice, responsibility, healing empowerment), our plan for Aboriginal Affairs.

Our approach also reflects feedback from the consultations for this policy framework, including:

- creating multiple pathways for intergenerational engagement and participation of Aboriginal young people, Elders, carers and Aboriginal people with disability
- reflecting the multiplicity of practice throughout Aboriginal communities in NSW by reframing terminology and policy to Aboriginal arts and cultures
- encouraging interagency collaboration to increase access to learning Aboriginal languages and incorporating language in practice
- increasing Aboriginal employment opportunities in Sydney's State Cultural Institutions and in regional arts centres.

### Actions

**Extend State collections and programming.** The collecting State Cultural Institutions and Sydney Opera House recognise the significance of Aboriginal communities in artistic programs, collections,

exhibitions, and language. This covers their history as well as their traditional and evolving contemporary cultures. We will extend and deepen this commitment.

**Invest in professional and market development.** Arts NSW will invest in a range of programs that have been effective in increasing both professional employment opportunities for Aboriginal arts workers and new markets for Aboriginal art. These include:

- ❑ Aboriginal Regional Arts Fund
- ❑ Aboriginal Quick Response Program
- ❑ Accelerate (in partnership with the British Council)
- ❑ NSW Aboriginal Arts Fellowship
- ❑ Troy Cassar-Daley scholarship for an emerging Aboriginal country music artist.

**Support career pathways.** Our support will assist Aboriginal school students in accessing the arts and cultural sector, and will develop career pathways for Aboriginal young people. This will include support for arts camps and talent identification programs, as well as the investigating partnerships with registered training organisations such as TAFE and ArtsReady.

**Partner across all tiers of government.** As part of our whole-of-government approach, relevant NSW Government agencies will collaborate on Aboriginal cultural and intangible heritage, language and education. This will ensure that Aboriginal people have both authority and responsibility in cultural-heritage protection through proposed legislative reforms. Arts NSW will partner with the Commonwealth Government on significant actions in the Aboriginal arts and cultural sector. It will build on partnerships previously developed with other agencies, including NSW Health and Housing NSW, to benefit Aboriginal communities.

## International connections

*‘Artists are working in an increasingly globalised context. The traditional model of production at home followed by international touring has now been superseded by a flexible model with international engagement occurring at many stages of the production and distribution process.’*

—Rosemary Hinde, CEO/ Executive Producer, *Stalker and Marrugeku*, 2014

Placing our arts and culture in a global context.... Sydney focused....

## Revitalising infrastructure

### Creating new opportunities

Arts and cultural facilities enable the people of NSW to access the arts, build the State’s brand and reputation, increase employment, contribute to urban renewal and support the visitor economy. They are essential platforms for creation and presentation for artists and cultural workers.

The opening of the iconic Sydney Opera House in 1973 marked Australia’s international reputation as a contemporary and forward-looking nation. It provided a spectacular structure that tourists from around the world still want to visit and an aspirational place of performance for our artists. The building is a signature example of the transformative impact of arts and cultural infrastructure.

A broad spectrum of arts and cultural facilities is vital for the depth and diversity of artistic production and community engagement with the arts. These range from low-cost pop-up spaces to purpose-built studios, theatres and rehearsal halls through to world-class museums and performance venues.

Well-designed cultural facilities contribute to an energised public domain and are an essential part of liveable cities and places. Developing cultural infrastructure requires robust planning, stakeholder engagement and assurance processes. Plans must include a focus on design excellence and consideration for how the proposed project will deepen and extend arts and cultural practice and participation.

These strategic directions will guide and inform our decision-making for revitalising infrastructure:

1. Taking an active partnership role with local government in Regional NSW to investigate opportunities for strengthening cultural facilities.
2. Growing NSW's visitor economy, strengthening the creative industries and, through Sydney, positioning the State as a cultural leader in the Asia–Pacific region.

As part of Rebuilding NSW: State Infrastructure Strategy 2014, \$600 million was identified for an Arts and Cultural Infrastructure Program. This is subject to releasing capital from leasing the State's electricity businesses.

We are working with Infrastructure NSW to develop sound business cases and we are prioritising opportunities that bring maximum value to the State. Investment will also prioritise projects where there is co-funding from philanthropic, private, local or Commonwealth Government sources, and where commercial opportunities have been maximised. Any NSW Government investment in cultural infrastructure must demonstrate a sound return on investment and must have passed robust planning and assurance processes.

## Actions

**Support infrastructure in Regional NSW.** We will actively collaborate with local government in discussions around opportunities for cultural facilities in new release areas, regional centres and in areas of urban consolidation. We will focus on collaboration and innovative responses to opportunities. We will also clarify funding and partnership opportunities, and provide advice and expertise where required to ensure stronger business cases and sound co-funding opportunities. Further we will explore and maximise opportunities for creative hubs and cultural precincts across the State.

**Fund public library infrastructure.** We will work with councils to enhance library services and facilities across NSW. We have increased public library infrastructure funding and remain committed to assisting councils to improve their public libraries to better meet the demands of local communities.

## Access

*'The thing about a great performance is its ability to deeply inspire those who crave it, or to be enjoyed by those wishing to simply be entertained. It can be a reflection of its community or an offering for the community to try something new.'* – Kiersten Fishburn, Director, Casula Powerhouse Arts centre, 2013

Access is about welcoming people to participate in the artistic and cultural life of NSW. The NSW Government is dedicated to increasing participation. We want people to encounter art as part of their daily lives. This is a cornerstone of our policy framework.

Participation in the arts significantly enriches lives and can have particular impact on the lives of young people. The importance of engaging with the community is reflected in our ambitions for volunteering, expression of cultural and linguistic diversity and our partnerships with the disability sector.

The arts and cultural sector in Regional NSW is diverse and contemporary. We will work to encourage the exchange of ideas and arts experiences in this area and across NSW. Unlocking the State's treasures is a critical priority. This will enable access to arts and culture, as well as learning and development opportunities for communities state-wide.

Expanding access to resources is crucial when building the reach and capacity of arts and culture. New uses of existing spaces, and new approaches to underutilised spaces, will support arts and cultural practice.

Two key themes underpin our ambition to increase access:

- Participation
- Arts for young people.

## Participation

*'Collections should be there for people to engage with - digitally and physically.'*  
— Alex Byrne, State Librarian, State Library of New South Wales, 2014

### Encouraging increased involvement in arts and culture

Participating in arts and culture benefit people socially, personally and economically. NSW is home to Australia's most culturally diverse population. This diversity is an asset, making our State an exciting and vibrant place to live.

Distinctive to NSW are varied lifestyles and an already high level of participation in arts and culture. This includes roles as artists, audience members, workers and volunteers as well as a broad engagement in festivals across the State. The NSW Government plans to increase participation by better communicating the benefits and relevance of arts and cultural experiences in ways that connect with people from all walks of life — regardless of where they live or their access to resources.

There are a number of participation targets in NSW 2021: A Plan to Make NSW Number One. These include increasing participation in arts and cultural activities in Sydney and Regional NSW by 10%. These opportunities include Aboriginal cultural activities and events, a greater emphasis on multicultural activities and events, and community events that are planned and delivered locally. More than ever, our State Cultural Institutions will make their collections accessible to the wider community through touring, educational outreach and partnerships.

We will increase participation through a range of platforms including online and virtual engagement. We will provide more opportunities for people to enjoy arts and culture as part of their daily lives — breaking down barriers to involvement and the notion that arts and culture are 'not for me'.

Drawing on the strategies in the creative Industries Action Plan, Arts NSW will partner across agencies such as Destination NSW and within NSW Trade & Investment to increase arts and cultural experiences for audiences across the State, as well as nationally and internationally. This partnership will also grow the visitor economy across NSW and boost job creation for artists and the sector more broadly.

We will work to increase the opportunities for people to take part in, and shape, arts and culture. We will enable new arts experiences outside of the traditional spaces of galleries and theatres enhancing enjoyment and learning opportunities.

### **Actions**

**Support for the NSW Arts and Disability Partnership.** The NSW Arts and Disability Partnership will continue in 2014–15 as a partnership between the NSW Department of Family & Community Services, Arts NSW and Screen NSW, to build on existing achievements that support social inclusion and increase the profile of NSW artists with disability. The partnership is part of our commitment to the National Disability Strategy, and accords with the goal in NSW 2021 of developing partnerships to enhance the participation of people with disability in arts and culture.

**Support the Creative Ageing Program.** Arts NSW will showcase the value of engaging older people in arts and cultural life as outlined in the NSW Ageing Strategy.

**Develop regional partnerships and a touring framework for the State Cultural Institutions.** The touring framework will be based on the principles of reciprocity and relevance — ensuring the State Cultural Institutions bring more of the State’s cultural collections to communities throughout NSW. We will achieve this by extending partnerships with regional organisations and by holding streamlined and coordinated programs. Working with the NSW Cultural Institutions Chief Executive Officers’ Forum, we will ensure these touring partnerships are designed to reduce costs and maximise efficiencies.

**Enhance regional performing arts touring.** We will monitor the effectiveness of new funding arrangements (introduced in 2014) that support long term commitments to Regional NSW and encourage stronger relationships with artists, producers, venues and audiences. We will also review current approaches to showcasing tour-ready work to determine whether improvements can be made.

**Promote regional arts and culture within Destination Management Planning.** Arts NSW will develop a best-practice guide for Destination Management Planning (DMP), in consultation with the Regional Arts Network and Destination NSW. This will help promote opportunities for cultural tourism and include arts and culture in all DMPs.

**Support cultural volunteering.** We will explore ways to support and increase the involvement of volunteers in the arts and cultural sector as part of the NSW Volunteering Strategy. Volunteering plays an important role in building community networks and sustainable relationships. Its economic impact is significant, with arts and heritage volunteers contributing around \$756 million to Australia’s GDP (Australian National Accounts: Cultural and Creative Activity Satellite Accounts, Experimental, 2008–09).

**Ensure programs reflect our culturally and linguistically diverse community.** We will create opportunities for artists and cultural practitioners from culturally diverse backgrounds to develop sustainable and successful careers. Arts NSW will also partner with key organisations and other State agencies to ensure there are more platforms for artists from culturally and linguistically diverse backgrounds and their work. We will support programming across our arts organisations and State Cultural Institutions, as well as culturally relevant productions supported by Screen NSW.

## Arts for young people

*‘Engagement with the arts — as audiences, as participants and as practitioners — expands and develops young minds to be creative, inquisitive, collaborative and quick to empathise.’ - Young People and the Arts Australia response to ‘Framing the Future: Developing an Arts and Cultural Policy for NSW Discussion Paper’, 2013*

### Providing a stronger voice

Participating in arts and culture positively impacts young people through creative learning and multiple platforms for expression. The NSW Government recognises this and will work to expand arts and cultural career opportunities for young people, and build a dialogue to contribute to our plans and priorities.

Children and young people (defined in NSW as 0–24 years old) have some of the highest creative participation rates in NSW. 15-34 year olds enjoy the highest levels of participation in visual arts and crafts, theatre and dance, creative writing and music. Over the next decade, we will encourage and support creative learning models to sustain and deepen young people’s involvement in arts and culture.

Recognising the importance of connecting school children with our State’s living heritage, the growth of education programs at our heritage sites will continue to be supported.

### Actions

**Convene a youth arts roundtable.** Arts NSW will convene a roundtable of arts organisations working with and for young people. It will provide young people with the opportunity to voice their ideas and plans, improving what we do for them.

**Facilitate artists in residency program.** Fresh AIR (artist-in-residency) is a three year, targeted initiative designed to build on previous AIR programs and further develop best practice. It is a collaborative project between Arts NSW, the Australia Council for the Arts, the NSW Department of Education & Communities and leading arts and cultural organisations.

**Work with NSW Education Authorities to build support for Creative Arts Disciplines.** The Australian Curriculum: The Arts was made available to states and territories in February 2014, with the Board of Studies, Teaching and Educational Standards NSW (BOSTES) developing curriculum to be taught in NSW schools. The NSW Creative Arts curriculum developed by BOSTES is internationally recognised for its quality and scope, with a focus on promoting engagement with arts practice and critical and creative thinking, authentic practice, problem solving and innovation.

The National Arts and Culture Accord (which the NSW Government is a party to), will provide a strong base for state, territory and local governments to work with the Commonwealth Government to build

support for and ensure consistency in, the implementation of the Australian arts curriculum, including through resources and training for teachers.

## Strength

*'The future I want to see will place more emphasis on what artists can offer to this process of creativity, starting from early learning programs through to engaging with cultural activities, to employing artists to address issues of concern for governments and businesses.'*

*- Elizabeth Ann Macgregor OBE, Director, Museum of Contemporary Art Australia, 'Does Art Matter? The Role of Artists in Society Today,' Macquarie University lecture, 2014*

Of great importance to the arts and cultural sector is the talent and capacity of its practitioners and workers. The NSW Government's goal is to make the State a location of choice for the mobile, innovative creative workforce.

Through Arts NSW, we will develop networks and partnerships across the sector — between major performing arts bodies and the small- to-medium sector, and between the State Cultural Institutions and regional organisations and beyond.

It is part of our role to help build strength in the sector by clearing the path for artists and arts workers to make art. We will review the regulatory environment and identify further policy opportunities to ensure arts and culture are embedded across key strategies from a whole-of-government perspective.

In the information age, data is a valuable resource. Open access to better research and thoughtful analysis is of huge benefit in helping both the sector at large, and individual organisations. This helps to quantify the outcomes and benefits of government investment in arts and cultural infrastructure and programs. Strength is about growing the investment base as well as expanding and diversifying funding sources.

Building strength in arts and culture in NSW will be achieved through:

- Professional development
- Business sustainability
- Networks and partnerships
- Research and evaluation.

## Professional Development

*'We create a learning environment for our Aboriginal and Torres Strait Islander young people that inspires them to create, to find their expression, and in doing so, strengthen their culture and open career pathways for themselves that they may not have imagined before.'* - Kim Walker, Artistic Director, National Aboriginal Islander Skills Development Association (NAISDA), 2014

## Unlocking the full potential of artists and cultural practitioners

Professional development that unlocks the full creative potential of artists and cultural practitioners through access to education, training and professional opportunities is a crucial investment in the growth and sustainability of the sector. This includes artists developing their creative practice and arts administrators strengthening their skills and expertise, so they are empowered to collaborate in innovative ways.

The Government wants NSW to remain a location of choice for the mobile creative workforce. We will enable artists and creative practitioners to have new opportunities to grow their practice, connect with their peers and build sustainable careers.

Contemporary, practical experience is crucial to artists and cultural practitioners thriving in a competitive sector. Along with business and technical support, individual artists need access to resources to help them identify and commercialise their creative intellectual property. For new and emerging artists wishing to broaden their artistic practice, this includes opportunities for ongoing practice in supported and mentored environments with established practitioners.

NSW has a number of well-recognised tertiary and training institutes for arts and culture. These include the National Institute of Dramatic Art (NIDA), the National Aboriginal Islander Skills Development Association (NAISDA), the National Art School, and universities. However, changes to TAFE arrangements and the range of courses delivered by universities means there are gaps in opportunities, particularly in Western Sydney. The Creative Industries Action Plan identifies the need to support the development of creative careers and strengthen the industries' capabilities through enhanced coordination between government, peak industry bodies and education providers.

## **Actions**

**Create career development opportunities and explore partnerships with education and training organisations.** We will establish a taskforce with representatives from State Cultural Institutions, major organisations and arts peak and service organisations to:

- **Establish partnerships to enhance professional skills and career development.**
- **Investigate and implement professional development opportunities for regional artists and arts workers**
- **Develop a program of opportunities to support the career development of culturally and linguistically diverse artists and cultural practitioners.**
- **Work with training and university organisations to explore opportunities for courses and programs, particularly in Western Sydney**
- **Consult and advise the Department of Education & Communities on skills that are in demand by the arts and cultural sector for consideration in the NSW Skills List.**

## **Business Sustainability**

*'Working within an ever-changing film industry, innovation is essential in supporting our vision to create ground-breaking films. To achieve this we challenge our core beliefs, implement new strategies, nurture talent and seek out opportunities that are beneficial to the film industry in Australia.'* - Sharon Taylor, Head of Production, *Animal Logic* - winner of the inaugural NSW creative Laureate Award and 2014 Ambassador for NSW creative Industries.

### **New markets, new investment models and business capability**

Entrepreneurial thinking is about recognising opportunities and understanding how to capitalise on them. It is central to the continued success of our State's arts and culture over the next decade.

The NSW Government will help build business sustainability by developing capacity and sharing resources, promoting business skills development and leveraging new opportunities to engage with the arts. We will support and encourage arts and cultural organisations to be entrepreneurial by exploring new markets, alternative investment models, and deeper relationships with the business sector.

Streamlining and simplifying funding, and reforming regulatory and statutory requirements, will enable arts and cultural organisations and institutions to prosper. For Arts NSW, this means investigating new models of investment in arts and culture. There is a body of work developing around social impact investment — the practice of investing for positive social outcomes that are measured alongside financial returns.

Research into new models may lead to changes in the way the NSW Government structures programs over the long term, encouraging new markets and additional revenue streams. We will investigate new investment models and public and private partnerships for major initiatives such as those outlined in the Revitalising Infrastructure section.

Our State Cultural Institutions are constantly working to take advantage of opportunities and ideas as they emerge and to develop new business partnerships and audiences. It is important the accountability arrangements that apply to them support their growth.

For the wider sector, the cultivation, maintenance and improvement of business and financial skills are essential. The NSW Government recognises that limited financial resources and networks make developing these skills challenging for individual artists, small-to-medium organisations and those located outside Metropolitan Sydney. We will work closely with small-to-medium organisations across NSW to support their uptake of these skills.

We also recognise that corporate support and private donors are critical to the health and wellbeing of the arts and cultural sector. We welcome this leadership and commit to support those who seek to grow these relationships.

### **Actions**

**Convene an arts and business roundtable.** This roundtable will bring together leaders to promote the business sector's role in arts and culture in NSW. It will focus on extending business engagement in Western Sydney and Regional NSW.

**Facilitate improved business skills.** Arts NSW will facilitate targeted, specialist training and support to improve the capacity of arts and cultural organisations in strategic planning and financial analysis. Wherever possible, this will be delivered in partnership with co-funders or existing networks. The NSW Creative Industries Business Advisor is available to support businesses in NSW.

**Broaden income streams.** Arts NSW will investigate new financing and investment models, including the micro-financing opportunities provided by Forresters Community Financing. It will also investigate social impact investment and pilot projects to test their utility in NSW.

## Networks and partnerships

### Critical to the sector's vitality

Collaborations are critical to the vitality of the sector. Across the arts and cultural sector, large and small organisations are working in partnership and building networks. These maximise creative, business and professional development opportunities through the sharing of expertise, skill sets and networks.

The NSW Government is committed to exploring ways to sustain and nurture networks and partnerships in the arts and cultural sector across the State. We will enable interdisciplinary works and collaborations between artists and arts organisations.

We will also develop partnerships across government agencies. A whole-of-government approach maximises our effectiveness and the impact of specific actions. It allows best practice to be shared, and creates opportunities for funding investment to be matched for arts and cultural organisations.

We will encourage the clustering of like organisations within facilities and precincts. This provides a time and cost effective way to share expertise and skills. Through co-location, arts organisations have ready access to staff and resources, increasing efficiency and promoting the sharing of ideas.

### Actions

**Partner with local government. We will create stronger collaborations with local government to support arts and culture through contributory funding for the Regional Arts Boards, infrastructure projects, public library funding and specific support for local programs. Local government is a critical leader in supporting the aspirations of the community to create and participate in arts and culture.**

Strategic partnerships are central to the delivery of high-quality regional arts and cultural activity in NSW. The establishment of creative hubs reflects Recommendation 17 of the Creative Industries Action Plan, which suggests we 'establish smaller scale innovation hubs in major regional centres, based on niche specialisations and the region's existing strengths.'

**Work with service organisations.** Service organisations build and maintain networks in the arts and cultural sector. Arts NSW will work with these organisations to build the strength of the sector. This will include scoping opportunities for organisations to locate in Western Sydney or Regional NSW, so they can work more effectively on the growing needs of the arts communities in those areas.

**Promote our Living Heritage.** We will work with the NSW Office of Environment and Heritage and the Sydney Living Museums to identify opportunities for intersection with arts and culture to expand awareness, and enable a broader experience of tangible and intangible heritage across the State.

Partner across NSW Government agencies. Arts NSW will partner with other NSW Government agencies to marshal expertise, resources and networks to achieve outcomes for the community. These include:

- the Department of Family & Community Services, on the NSW Arts and Disability Partnership
- the NSW Department of Education & Communities, on initiatives such as Fresh AIR
- Destination NSW
- UrbanGrowth NSW
- Transport for NSW and Roads & Maritime Services
- NSW Health, as co-signatories of the National Arts and Health Framework, on integrating arts and culture in the planning of health facilities.

**Support live music.** We will work collaboratively with local councils, such as the City of Sydney. We will also work with the Office of Liquor, Gaming and Racing, Department of Planning & Environment, the NSW Environment Protection Authority (EPA) and the Office of the NSW Small Business Commissioner. Together, we will develop policy and regulatory settings to support the continued growth and vibrancy of music in NSW.

## Research and evaluation

*‘While it is important that a quantifiable economic evaluation of cultural investments is considered... it is equally important that the intrinsic value of arts and cultural expression to society is not lost, and that the social impact of arts and cultural investment is also recognised and evaluated...’ - City of Sydney response to ‘Framing the Future: Developing an Arts and Cultural Policy for NSW Discussion Paper’, 2013*

### Informing future directions

There is strong public recognition of the benefits of participation in arts and culture. Good data assists the NSW Government to communicate our achievements and evidence the impact of arts and culture. It is crucial for evaluating the success of the actions under this policy framework and is essential in building stronger communities, in line with the goals of NSW 2021: A Plan to Make NSW Number One.

It is our plan to capture, evaluate and showcase the social, economic and community outcomes of arts and culture to provide a compelling case for further investment. We have identified a range of opportunities to enhance our data gathering and will consolidate and accessibly present existing data and research. Data capture frequency, comparability and communication are areas for focused improvement.

Recent work commenced by the Western Australian Government, and documented in Measurement and capture of Public Value of Arts and culture, is a new and potentially robust approach. We are keen to explore the applicability of this work across NSW.

### Actions

**Improve inter-jurisdictional data and statistics activity.** We will collaborate with our inter-jurisdictional counterparts to improve the quality and availability of data on arts, culture and the creative industries. We will do this by working with the Australian Bureau of Statistics (ABS), the Australia Council for the Arts and the Statistic Working Group, in the context of 2014 ABS changes. Arts NSW will improve the release and quality of data collection through its grant acquittal process.

**Collaborate on audience research and dialogue.** Arts NSW will collaborate with the Australia Council for the Arts in its research and data collection project Arts in Daily Life: Australian Participation in the Arts to expand our understanding of audience trends, and discuss strategies to broaden and deepen audience engagement.

**Build an economic performance project.** We will build the information base about the economic impact of our investment in arts and culture. As a first step, an economic research report, looking at the arts and cultural sector in NSW, will be released in 2015.

**Evaluate and review this policy framework.** Arts NSW will establish an evaluation framework to track and report on the implementation of this policy framework. This will include developing a set of performance indicators to assess the impact of the policy framework. We will communicate the progress of actions each year.