MINISTER’S FOREWORD

In 2013, the Queensland Government started a public conversation to build a 30-year vision for our state, *The Queensland Plan*. The data gathered in this process highlights the very important role that arts and culture have to play in bringing us together, animating our local places, making our communities attractive places to live and highlighting the creative talent that exists in, and is drawn to, those communities.

Supplementing this conversation is the open and innovative consultation to develop the *Arts for all Queenslanders* strategy. This strategy is a five-year vision to grow the arts and cultural community. It places Queenslanders, as participants, custodians and audiences, at the centre of the strategy, and takes action in the arts and cultural realm to implement the key findings of *The Queensland Plan*.

All Queenslanders have the right to be involved in the cultural life of the state. Participating in public conversations; engaging with arts, heritage and sports activities; creative sharing of community culture; and accessing the work of our many talented artists and companies are just some of the ways in which Queenslanders are currently maintaining and enriching Queensland culture.

The Queensland Government acknowledges the diversity inherent in Queensland communities, our cultural practices and geographies, which fuels the quality of our arts products and experiences for our own enrichment and for our visitors. Aboriginal peoples and Torres Strait Islander peoples hold a special place in our culture and history as the First Peoples of this land, and through their ongoing contributions to contemporary Queensland arts and culture.

The *Arts for all Queenslanders* strategy will grow the arts sector and build a strong community of arts by prioritising strong returns on arts and cultural investment, commercial and entrepreneurial capacity, public value for arts and culture and cultural tourism to align with the Queensland Government’s *DestinationQ* strategy.

Delivering on the vision of this strategy in the context of contraction of available government funding requires new approaches. Business as usual will not suffice, and it will be important that well-funded institutions, including major performing arts organisations, companies and arts statutory bodies, transform their business models toward sustainability in the long term.

There is ripe potential for innovation through partnerships, collaboration, continued learning and development, and most importantly, growing arts and cultural participation by all Queenslanders.

I invite you to continue the conversation about arts and culture in Queensland on the *Arts for all Queenslanders* strategy site: http://www.arts.qld.gov.au/blog/

Ian Walker MP
Minister for the Arts
OUR GOAL – ARTS FOR ALL QUEENSLANDERS

*Arts for all Queenslanders strategy* consultation and *The Queensland Plan* consultation told us that what Queenslanders want are healthy, cohesive communities where diversity, achievement and excellence are valued. Queenslanders want to feel part of a community — to collaborate, share and learn to find innovative solutions for the challenges of our time.

People and communities are at the centre of the *Arts for all Queenslanders strategy*. Regardless of our age, our abilities, our income, where we live and where we come from, everyone has the right to participate in arts and culture as a part of community and cultural life.

The largest growing resource for Queensland arts and culture is people — as supporters, volunteers, audiences, participants, consumers, makers, creators, keepers and distributors of arts and culture. We value the entertainment that arts provide, the meaning they can bring to our lives, the power with which they engage us as individuals and bring us together as communities. Arts lovers, arts consumers, arts producers and arts participants are all over the state maintaining heritage, creating new works, visiting libraries, cinemas and museums, putting on shows and attending classes.

Queensland arts and culture will experience sector growth through a strong community of arts which:

- builds connections between professional practice, grassroots practice and community participation
- communicates its value to the state’s people and the state’s economy
- exemplifies business innovation and cross-sector partnerships
- attracts visitors to Queensland and contributes to the tourism economy.

Local communities are best placed to determine their own cultural strengths, gaps and future planning. Arts Queensland, in reshaping itself to deliver the *Arts for all Queenslanders strategy*, will adopt more collaborative approaches with local communities and regions.

OUR PRINCIPLES

- **Local is where culture counts** — local networks and connectors, local skills development, local opportunities and local products are key to place-making, pride-building, local economy and cultural tourism engagement. Strengthening local communities means strengthening regions.

- **Participatory culture has landed** — like sport, arts has the potential to enable many people to have a stake in the making, presenting, supporting and discussion of culture. People’s active participation in arts and culture and their own creative, artistic and cultural expression are central to strong arts communities.

- **Quality matters** — along with excellence, beauty and inspiration, people want relevance and value. Quality arts and culture has a connection — a dialogue with its communities. Quality arts businesses and projects continuously learn and improve. Arts and culture that receives public investment must return public value (artistic, cultural, social or economic) to its communities of interest and practice.

- **Embracing diversity gives us an edge** — diverse cultures, ethnicities, heritage, age groups, abilities, forms, locales and scales of arts practice give us a competitive edge culturally and economically. Connecting with and within this plurality will strengthen our cultural offers.
There are four priorities to deliver arts for all Queenslanders:

- **returns on arts and cultural investment**
- **strengthen commercial and entrepreneurial capacity**
- **grow public value of arts and culture**
- **strengthen cultural tourism**.

These priorities work together with the principles to determine the types of actions that will help to grow the arts sector, strengthen the community of arts and, ultimately, engage more Queenslanders in more arts and cultural experiences.

Government, business and community invest in arts and culture for many reasons, including cultural maintenance, promotion of talent, community wellbeing, reputation-building and profit. Implicit in the investment is the expectation of return — that some value will be derived from the use of the resources invested.

Government investment will focus on building a strong core of arts and cultural infrastructure that provides public value and supports sector growth. Whether investing in local facilities such as libraries and museums, local activities such as community festivals, or major events that attract visitors to a region, investment in arts and culture must occur on a range of scales.

This priority seeks to respond to local knowledge and expertise in a ground up approach to providing Queenslanders with quality returns for their investment in arts and culture.

Actions to deliver this priority are:

- **transforming public investment in arts and culture by applying a demand driven framework to Government investment decisions** (link funding to proof of concept, to seed funding, to longer term investment funding strategies)
- **driving the development of new relationships with the private sector that can deliver improved funding outcomes** (philanthropy, angel investment, venture capital, sponsorship, loan facilities).
PRINCIPLES
Local Participation
Quality Diversity

GOAL
ARTS FOR ALL QUEENSLANDERS

PRIORITY
Returns on arts and cultural investment

PRIORITY
Grow public value of arts and culture

PRIORITY
Strengthen cultural tourism

PRIORITY
Strengthen commercial and entrepreneurial capacity

OUTCOMES
Growth of the arts sector
A strong community of arts
STRENGTHEN COMMERCIAL AND ENTREPRENEURIAL CAPACITY

The sustainability of the arts and cultural sector in Queensland will depend on the ability to adapt to changing economic, cultural and business circumstances. The state’s major arts and cultural organisations and events will lead new approaches to grow the arts sector and respond to demand for arts and cultural experiences.

The Arts Investment Advisory Board was established in 2013, and part of its responsibility is to advise the Minister on the best use of the new Innovation Fund to strengthen the sector’s commercial and entrepreneurial capacity.

This priority supports arts business development, commercialisation and innovation so that, whether working in heritage, contemporary arts, large institutions or micro business, arts workers and practitioners can access the support and development needed to sustain and grow their business and connect with markets.

Actions to deliver this priority are:
- investing in arts business through the new Innovation Fund
- facilitating entrepreneurial capacity-building in the arts and cultural sector.

GROW PUBLIC VALUE OF ARTS AND CULTURE

Thinking about public value in arts and culture involves consideration of the social, cultural and economic benefits that communities, businesses and governments derive from their support and engagement.

While we are all trying to learn about the best ways to measure and articulate public value of arts and culture, we can also learn about how best to grow public value. Arts could learn from sports about growing and sharing value through participation, partnerships, community-building and community benefits.

This priority is about creating stronger connections between those who work in the arts and those who support and participate in the arts. It is also about capitalising on Queenslanders’ creativity and helping more Queenslanders actively take part in our cultural life.
A community of arts that fuses the community of interest with the community of practice has the potential to attract and include the creativity, innovation and support of many more partners, including businesses.

This combination will also help to grow knowledge and public discussion about the spectrum of arts value from intrinsic and instrumental to institutional value.

Actions to deliver this priority are:

• **promoting the value of arts and cultural innovation, achievements, activities, community and market trends on a collaborative online platform**

• **strengthening the arts and cultural sector’s contribution to community cohesion through partnerships in education, health and wellbeing.**

Cultural tourism is a form of tourism that encourages and supports visitors to appreciate and participate in the culture of a place, including its arts activities. Cultural tourism assets are commonly understood to include designed, built and natural heritage environments, public art, Aboriginal and Torres Strait Islander heritage, arts and cultural venues, as well as programs and events including festivals, exhibitions, performances, displays, screenings and shows.

Cultural tourism is a niche market that has the potential to contribute to the Queensland tourism economy. Research tells us that, though small in numbers, cultural tourists stay longer and spend more.¹

This priority is about building Queensland’s reputation as a cultural tourism destination, vital to the Queensland tourism economy. It requires that cultural infrastructure in local communities around the state is able to deliver original, imaginative and high quality events and experiences that attract visitors. Arts and cultural experiences that are unique to Queensland, including small- and large-scale events in major cities and smaller towns, will generate cultural and economic impact and strengthen community identity and pride.

Actions to deliver this priority are:

• **partnering with regional tourism organisations and tourism and marketing bodies to package and promote arts and cultural experiences within tourism campaigns**

• **partnering with Queensland Tourism Industry Council and local governments to deliver tourism-ready programs for the arts and cultural sector.**

¹ ABS 2010, cat.4172.0, Arts and culture in Australia: a statistical overview
MEASURING RESULTS

Arts Queensland will, in partnership with the growing community of arts, measure the impacts of the strategy during its life to evaluate what has been achieved and plan future actions to enable the strategy to deliver its outcomes.

The following high-level measures will be used to evaluate the desired long-term outcomes of the strategy.

GROWTH OF THE ARTS SECTOR

• Increased activity-generated revenue in arts and cultural enterprise
• Arts and culture contributing to the Queensland tourism economy
• Change and transformation in arts business approaches, including commercialisation
• Improved evidence and knowledge to respond to demand and growth

A STRONG COMMUNITY OF ARTS

• Quality partnerships between Queensland arts and cultural sector, communities, businesses and non-arts sector
• Increased level of Queenslanders’ access to and satisfaction with arts and cultural experiences
• Increased level of active participation by Queenslanders in local arts and cultural activities

Evaluation of the strategy during its implementation will be crucial to enabling strategic learning to inform future implementation and planning. Continual reflection on achievement of outcomes will include online stories, case studies, outcome reports and statistics about changed perceptions, ways of doing things, increased value and changed systems.

The online strategy provides more detail about implementation and outcomes at http://www.arts.qld.gov.au/blog/

You are invited to contribute to the online strategy by co-creating data about strategy outputs and outcomes on the interactive site.

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