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Department of Culture and the Arts Strategic Charter

OUR PURPOSE
Creating and delivering Government policy for culture and the arts

OUR VISION
The Western Australian community is enriched by unique and transforming culture and arts experiences

OUR VALUES
Imagination
Respect
Professionalism
Integrity

STRATEGIC OBJECTIVE 1
DCA is an organisation where the effective management of knowledge is essential to our business

STRATEGIC OBJECTIVE 2
DCA activities are aligned within a public value framework

STRATEGIC OBJECTIVE 3
DCA’s role in delivering culture and arts policy will be strengthened by clear relationships with all stakeholders

STRATEGIC OBJECTIVE 4
DCA will establish culture and arts infrastructure policy with a focus on the potential of new technologies
Creating Value was developed following significant research and extensive consultation over several years with the culture and arts sector, our partners across other Government agencies and the private sector. It represents a new approach to supporting culture and arts in Western Australia.

Underpinning the framework is a commitment to the concept of public value. When we talk about public value, we are talking about the social and economic benefits created by arts and culture for the Western Australian community.

Individuals gain value from culture and arts through enrichment from transformative arts experiences, whether as a participant, spectator or creator. The community gains value through the unique and transforming qualities of culture and arts that stimulate engaged citizens with increased creativity, imagination, skills and knowledge. The State gains value from culture and arts making Western Australia a better place to live, work and visit, and delivering economic and social outcomes that encourage and support growth.

We will strive to achieve public value through the:

- **priority principles** of:
  - creativity
  - engagement
- **outcomes** in the areas of:
  - creative people
  - creative communities
  - creative economies
  - creative environments
- **strategies** for:
  - funding
  - partnerships
  - infrastructure support
  - sector development

This framework is a working document that sits under the Department of Culture and the Arts’ Strategic Plan 2010-2014 and will become the roadmap to help the Department achieve its vision of a **Western Australian community that is enriched by unique and transforming culture and arts experiences**.

Each year, we will publish an accompanying statement committing to projects and initiatives that will help us to deliver the best public value.
The Department of Culture and the Arts Sector Policy Framework
“Creativity is engagement. They have a symbiotic relationship. Creativity is the medium for engagement. Creativity needs engagement to thrive.”

Participant – Public Forum Consultation
Public Value Principles

Creativity and Engagement

The priority public value principles of the Policy Framework are Creativity and Engagement.

Sector consultations overwhelmingly noted the desire to achieve greater ambition in artistic and cultural practice yet also recognised that the nature of engagement with peers and the public is evolving. There is a complex relationship between creativity and engagement, which are the principles driving the delivery of public value outcomes.

In a society that increasingly demands more than passive enjoyment of cultural experiences, greater emphasis is required in supporting acts of creativity that emerge and grow through interactions, networks, debate and a myriad of other forms of active engagement. This Policy Framework will allow scope for artists, the public and our partners to explore together ways in which to revitalise the community, confident in debating the value of arts and culture.

Creativity

In supporting the development of our unique cultural personality, we will give priority to projects and programs demonstrating imagination and innovation, and those that contribute to the artistic development, debate and experience of the Western Australian community.

Acknowledging that creativity is the driving force of the arts and culture sector, we will encourage artistic risk taking and the exploration of new forms of creation, preservation and dissemination of work. Our programs will foster new talent whilst also valuing the experience and knowledge of established practitioners.

Engagement

Engagement in culture and the arts has the capacity to enrich and transform individuals, communities, environments and Western Australia. It is essential to our personal and community growth, invoking a sense of belonging. The Department will respond to the changing needs of the community through supporting opportunities for engagement with unique arts and culture experiences.

Engagement is considered broadly, from experiences as an audience member through to active participation in shaping arts and cultural activities.

2009 Festival of the Wind.
Photo by Dan Paris, courtesy of Esperance Community Arts
“A creative community tells the story that is unique to them. A creative community sees their creativity, their story if you like, permeate all levels of life.”

Participant – Public Forum Consultation
Public Value Goals and Drivers

The Policy Framework is aligned to the DCA vision:

‘The Western Australian community is enriched by unique and transforming culture and arts experiences.’

Key words for measurement in the DCA vision in relation to public value delivery are:

- Enriched
- Unique
- Transforming

The context in which these are delivered is through ‘culture and arts experiences’, to the ‘Western Australian community’.

The public value principles of Creativity and Engagement will be delivered through supporting and promoting the following goals.

Creativity:

- A distinctive and enriching body of work unique to Western Australia
- Western Australia as a hub for critical debate, research and artistic practice
- Local, national and international recognition of Western Australian culture and arts significance

Engagement:

- Participation in Western Australian culture and arts activities
- Access to culture and arts activities for all Western Australians
- The value of culture and arts to all Western Australians

To measure the delivery of Public Value through the principles of Creativity and Engagement, the Department will measure key drivers of Public Value: Quality, Impact, Reach and Value.

These four measures can be aligned against the DCA vision and the Creativity and Engagement principles as shown:

Quality > Unique, Innovative, Distinctive
Impact > Enriching, Transforming
Reach > Participation, Access
Value > Recognition, Significance, Value for Money

Pour 74: Woman IV, Spill: the insistent body.
By Caitlin Yardley
The Department of Culture and the Arts will pursue the outcomes in the areas of Creative People, Creative Communities, Creative Economies and Creative Environments, driven by our public value principles of Creativity and Engagement.

Creative People

Creative individuals are at the core of culture and arts. We will support opportunities to develop the talents and practice of Western Australian artists and organisations. This will be achieved through strategies that evolve to meet the changing needs and capacity of the sector and community.

The Department acknowledges the professional lifecycle of creative people, cultural workers and associated professionals. The Department supports an environment which encourages the exchange of new ideas, risk and innovation through a rich network of artists and cultural workers in Western Australia and beyond.

The Department promotes culture and arts as key elements in the creation of our distinctive identity. It is through creative people that we better understand our world.

“When bold innovation occurs, when bold inventions happen, it sends a tremor through an artistic community.”

Participant – Public Forum Consultation

Priorities

Creative people

1. Models of funding and evaluation that deliver support and skills enhancement for the whole-of-life of professional artists, and culture and arts organisations across the State.

2. Programs that are relevant to professional contemporary culture and arts practice.

3. Programs to capitalise on the potential of new technologies as tools for creating, preserving, sharing and distributing culture and arts content.

4. Strengthening networks and supporting knowledge sharing, enabling individuals and organisations to collaborate and build on each other's experiences.

5. Promoting the public value created by practitioners in the culture and arts sector.
Creative Communities

Access to, and participation in culture and arts is a basic human right as supported by the United Nations Universal Declaration of Human Rights\(^1\). The Department will seek to deepen and enrich engagement in a range of culture and arts experiences alongside support for the creation and sharing of stories in a distinctive Western Australian context.

The Department is committed to supporting access to, and participation in culture and arts activities for all Western Australian communities. The Department values opportunities where communities can share their stories creatively and respond to the unique characteristics that form a Western Australian culture.

Research indicates that engagement in culture and arts activities is essential to community social and economic well being. It delivers public value through building tolerance, cultural resilience, and transformative and enriching experiences\(^2\).

Priorities

Creative Communities

1. Delivery of culture and arts programs that are relevant to diverse Western Australian communities.
2. Engage with the Western Australian community in setting priorities for culture and arts policy.
4. Encourage communities to create and share their stories.
5. Seek partnerships with the non-arts sector to broaden the creation and delivery of culture and arts experiences.

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\(^1\) www.un.org/en/documents/udhr/

\(^2\) For full list of research references, please refer to www.dca.wa.gov.au/policy
Creative Economies

At the core of the success of creative economies is the notion that they are based on experiences not goods\(^3\), but that the best goods be they in fashion, jewellery or design are inspired at their source by the very best ideas in art.

The Department of Culture and the Arts will encourage increased economic sustainability of the culture and arts sector and facilitate stronger connections between cultural and creative industries.

The subsidised culture and arts sector delivers substantial benefits to the broader creative economies through providing ideas, experiences, inspiration and vital research and development activity. The growth of the profit driven creative industries sector will be underpinned through stronger connections with the subsidised culture and arts sector.

The creative economy contributes to the long term stability of the culture and arts sector through idea exchange, access to markets, business development opportunities and intellectual property management. In some parts of the culture and arts sector commercial and subsidised practice has merged with individuals and organisations collaborating beyond the need to generate profit.

Through encouraging closer relationships between the subsidised and profit driven creative sectors the Department will support growth and development of each.

Priorities

Creative Economies

1. Support the creation, protection and distribution of marketable intellectual property.

2. Support collaborations at the nexus of artistic and commercial practice.

3. Support practitioners to respond to the changing demands of the creative economy.

4. Support real and virtual clusters and collaborations.

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\(^3\) Tom Berwick & Shelagh Wright, *After the Crunch*, www.creative-economy.org.uk
Creative Environments

Appropriate culture and arts infrastructure encourages participation and engagement in culture and arts activity and enhances the social and economic life of the State.

Creative environments add to a sense of place and belonging for people living throughout Western Australia. The Department is committed to improving culture and arts environments including spaces for developing and experiencing culture and arts activities. The Department is also committed to the development of networks and virtual environments in recognition of the geographical challenges facing Western Australians. It aims to improve broad access and service delivery throughout Western Australia.

Priorities

Creative Environments

1. Support for a range of suitable, affordable professional and community culture and arts spaces for the creation, showcasing, preservation, sharing and distribution of work.

2. Support for hubs of activity to generate critical mass and strengthen the position of culture and arts in the community.

3. Activities that creatively interpret real and virtual public spaces, places and collections.

4. Mapping the cultural ecology of the State.

5. Integration of culture and arts input into urban planning.
“A creative economy is one that understands cultural value and builds it into its economic and social modeling... quadruple bottom line where the economic, social, environmental and cultural are seen as integrated elements each interdependent and together creating a sustainable and equitable environment that serves the entire community.”

Participant – Public Forum Consultation
The Department will deliver public value outcomes through the following strategies:

**Funding**
- Operational funding
- Grants programs
- Devolved funding
- Strategic and project funding
- New models of funding support

**Partnerships**
- Formalise and manage mutually beneficial relationships
- Seek new and innovative partnerships across government, non-government and community sectors
- Evaluate existing partnerships

**Infrastructure Support**
- Plan for hard and soft infrastructure
- Embrace new technology

**Sector Development**
- Research and policy development
- Professional and business development
- Information and advocacy

Reflects DCA’s Vision, Values and Strategic Objectives
Delivers Strategically for the Western Australian Public
Delivers Outcomes for the Framework
Contributes to a Growing Creative Ecology

Current #1, Rottnest Island (detail)
By Jo Darbyshire
“…frameworks can be established to emphasise innovative processes, cut across silos, consider unconventional partnerships and work at building a whole creative ecology.”

Participant – Public Forum Consultation
Framework Measurements

Progress against the Department of Culture and the Arts Creating Value Sector Policy Framework will be measured at a number of levels. The success of strategies will be measured directly against the objectives of individual projects. The aggregate of these outcomes will contribute to the measurement of the Outcome Areas: Creative People; Creative Communities; Creative Economies; and Creative Environments. The Public Value Priorities of Creativity and Engagement will be measured against the key Public Value drivers of Quality, Reach, Impact and Value.

Public Value Measures

Quality:
Quality is seen as a measure of creative process and product and will include the distinctive, innovative and significant elements of the creative experience. Quality will be measured through a combination of self assessment, peer assessment, audience and public response.

Reach:
Reach is seen as a measure of the access to and participation in arts and cultural activities. It will measure the breadth and depth of engagement, through attendance and participation data alongside audience and public satisfaction with their level of engagement.

Impact:
Impact is seen as a measure of the social, cultural and economic impact of arts and cultural activities, and will include the transforming impact through engagement. Impact will be measured through the quantitative and qualitative review of outcomes from engagement.

Value:
Value is seen as a measure of both the economic value of arts and culture and the appreciation of arts and culture in the Western Australian community. Value will be measured through both the return on investment and the value of culture and arts through community surveys.

Outcome Areas

Results across the four Strategies will be aggregated to demonstrate the delivery of public value in the four Outcome Areas:

> Creative People
> Creative Communities
> Creative Economies
> Creative Environments

Outcomes in each of these areas will contribute to the DCA Public Value Principles: Creativity and Engagement.

Measurements will be drawn from a number of existing and newly designed surveys and data sources. These will assist in determining the public value of arts and culture to Western Australia.