



Denmark Arts Council Inc.

# Business Plan

2010 - 2012

## **Executive Summary**

Denmark Arts Council Inc. has developed a Business Plan for the three year period from 1 July 2009 – 30 June 2012. Denmark Arts remains committed to its mission statement “to promote and support local artists and facilitate community participation in diverse arts experiences”. This plan reflects a specific focus and level of operation for the next three years.

In addition to providing services that are beneficial to artists, Denmark Arts offers projects that contribute to a thriving community for the town.

Encouraging an understanding of Denmark Arts important contribution to community development has commenced through a series of presentations to major stakeholders, such as the Shire of Denmark and the Chamber of Commerce. These presentations focus on the importance of continued innovation to small rural communities and the role of the arts in developing a creative population that can deliver this innovation

The next three years are also about improving relationships with young people through further consultation and communication with the Denmark youth. Our aim is to recruit a young person as committee member, engage with the Primary and High School Arts teachers and the Denmark Youth Centre Tha House.

Denmark Festival of Voice is already looking at developing a sustainable and ongoing youth program for the next three years.

Another major focus will be on indigenous culture and heritage. Continued and growing inclusion of Noongar People in planning, preservation, development, heritage and arts has been identified in the Cultural Plan as one of the actions for the next 5 years. Since 2005 Denmark Arts has included an indigenous component in the annual Brave New Works Festival, Indigenous culture and heritage will be a major focus for the 2010 Festival.

The development of Arts infrastructure remains one of the focus areas with substantial development to be expected in the next three years. Consultation by the Shire of Denmark with key community organisations is underway.

This change of focus is reflected in this Business Plan through strategies that encompass a commitment to public art, the development of arts infrastructure, focus on indigenous culture and improved relationship with Denmark Youth

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# 1. Vision, Mission and Values

## 1.1 *Vision:*

Denmark Arts will be the peak local Arts body showing leadership and professionalism in administering a diverse Annual Arts Program to provide an avenue for participation by artists and community members.

## 1.2 *Mission:*

- promotes and supports local artists
- facilitates community participation in diverse arts experiences
- Facilitates the inclusion of creative / artistic expression in the planning and management of our community's future

## 1.3 *Values:*

Denmark Arts values

- Community ownership
- Professional management practice and transparency
- Inclusion, diversity, participation
- Pursuit of excellence and integrity in artistic expression and creativities
- Engagement of local artists
- Innovation and originality
- Our local cultural identity

## **2. Situation Analysis**

### **2.1 Structure and legal requirements**

#### **2.1.1 Legal Structure**

Denmark Arts Council Inc. is an incorporated association in the state of Western Australia. It has financial members who elect a Management Committee at the Annual General Meeting and is registered for GST. Denmark Arts Council Inc. is more commonly known as Denmark Arts.

#### **Committee**

Denmark Arts is managed by a Management Committee and its Office Bearers. The committee consists of

- Chair
- Vice Chair
- Secretary
- Treasurer
- Not more than 5 ordinary committee members

#### **Subcommittees**

In 2008 Denmark Arts established a Visual Arts Subcommittee consisting of a convener and a number of individual representatives of the visual arts community all of whom provide their expertise and services on a voluntary basis.

Currently Denmark Arts is establishing a music reference group

#### **Staff**

Denmark Arts employs an Executive Officer and Administrator on a part time basis three days a week to manage the day to day running of the organisation.

Denmark Arts also employs a bookkeeper for 4hrs/week to process payments and payroll.

#### **Project Management**

Denmark Arts supports a range of individual projects. These projects are managed by a contracted project coordinator with the support of the Executive Officer and Administrator. The project coordinator reports back to the executive officer and the Management Committee.

As required depending on the nature of the project Denmark Arts may appoint subcommittees to manage individual projects. Each subcommittee includes at least one representative of the Management Committee.

### **2.1.2 Network**

Denmark Arts is one of the many local community organisations that make up the cultural fabric of the Denmark Community. In the past year there has been an increasing awareness amongst these organisations about the need for better communication and collaboration. The Shire of Denmark in partnership with Denmark Arts has commissioned the development of a Cultural Plan for Denmark. This project has been supported by CANWA Cultural Development Fund and is due for completion in August 2009. The Cultural Plan will form part of the Shire of Denmark's Strategic Plan

Denmark Arts is also part of a network of WA regional arts organisations supported by Country Arts WA. It is one of five major regional arts organisations holding Category A status. This is subject to complying with Category A requirements set by Country Arts WA and ensures ongoing annual funding administered by County Arts WA.

### **2.1.3 Legal Requirements**

- Annual General Meeting held within three months of the end of the financial year
- Audited financial statements presented at the AGM
- General compliance with the constitution
- Quarterly BAS statement submitted to the Australian Taxation Office
- Compliance with PAYG requirements, workers compensation insurance and superannuation contribution
- Public liability insurance for events
- Compliance with liquor servicing act

### **2.1.4 Other Requirements**

- Financial and operational reports to Country Arts WA twice a year
- Acquittals of grants obtained by local, state or federal government or any other organisation
- Annual report to Shire of Denmark
- Compliance with sponsorship agreements

### **2.1.5 Contracts**

- Yearly contract with Country Arts WA setting terms for Category A status and annual core funding
- Shire of Denmark annual funding: to date there is no formal agreement in place between Denmark Arts and Shire of Denmark
- Lease agreement with Shire of Denmark for premises occupied by Denmark Arts
- Employment of Executive Officer and additional staff

- Sponsorship contracts with Funding bodies
- Engagement of Artists and performers
- Contracts with Touring Agents
- Engagement of Project Managers and coordinators
- Hire of technical and production personnel
- Venue hires
- Suppliers

### **2.1.6 Insurance**

- Public Liability covering all our events
- Volunteers insurance
- Business contents insurance
- Workers Compensation: covers staff , performers that do not have independent insurance, any individual that gets contracted by Denmark Arts and receives payment for services delivered
- Premises, Denmark Arts pays a contribution to the Shire of Denmark

## **2.2 Location**

### **2.2.1 Business Premises**

Denmark Arts has an office situated at the corner of Mitchell and Strickland Street in the centre of Denmark, which is in poor condition with insufficient electrical wiring and heating. It does not provide any facilities for exhibitions, workshops or storage and is generally considered unsuitable for the functions and requirements of an arts organisation. The current premises are earmarked for demolition.

Negotiations with the Shire of Denmark are underway to relocate Denmark Arts together with a number of other community organizations into the recently vacated premises of the former Hospital. This will provide Denmark Arts with access to Exhibition space, storage and workshop space, including facilities to accommodate Artists in Residence.

Access to these premises will significantly improve Denmark Arts' ability to deliver its annual program.

### **2.2.2 Venues**

Denmark has a wide variety of different venues, which are regularly used by Denmark Arts. To date there is no suitable venue for art exhibitions or storage for equipment and props.

- Berridge Park: open public space used for Denmark Arts Markets, Also suitable for outdoor performances with attendance up to 1000 people.
- Civic Centre: Main performance venue, seats up to 270 people, raised seating, stage and permanently fitted movie screen, preferred venue for movies, concerts and shows.
- Scout Hall: large venue, capacity 350 people, venue for workshops, concerts, dances and shows that generally exceed the capacity of the Civic Centre.
- Boating and Angling Club: small venue overlooking the ocean at Ocean Beach, suitable for concerts, theatre or function, no stage.
- Centre for Sustainable Living: Meeting, exhibition space and workshop space with its own accommodation.
- Function Room Shire of Denmark: venue for functions, meeting or presentations
- Ambulance Hall: small venue suitable for rehearsals, workshops and meetings
- Function Room Recreation Centre: venue for functions, meetings and small concerts
- Anglican Church, Uniting Church: venues for small concerts
- Wineries: A number of local wineries offer space for exhibitions and indoor/outdoor performances

## **2.3 Stakeholders**

### **Local individuals**

- Members
- Local emerging Artists
- Local professional Artists
- Local Arts workers
- Participants
- Volunteers
- Youth
- Audience, General Public

### **Local communities**

- Community groups
- Schools and training organisations
- Local businesses and sponsors
- Shire of Denmark
- Visitors Center
- Local Media

### **Other stakeholder**

- Regulatory organisations and funding bodies
- Regional and statewide Media
- Suppliers
- Stallholders
- Regional Community Arts Organisations
- Professional touring artists and presenters

## **2.4 *Activities and services***

Denmark Arts has five primary areas that make up its annual program.

Denmark Arts is currently reviewing its staffing structure to provide increased capacity to allow new projects to emerge

### **Brave New Works Community Arts Festival**

In its 17 year this festival holds the creative force from which Denmark Arts develops and supports creative ideas from within the community.

It holds the potential to inspire and facilitate artistic works that are courageous and innovative. It encourages the expansion of creative pursuits within the community and enables new and innovative art works to be developed. Arts projects within the festival include performance, multimedia, film, visual art and public art.

It provides mentoring and skill development through the delivery of a range of public workshops and Artist in Residence programs.

### **Denmark Festival of Voice**

The Denmark Festival of Voice has been a community initiated and produced event since 2003. It is a vibrant celebration of the human voice, in all its forms and possibilities, respecting traditions whilst presenting 'new' and experimental aspects of voice.

The festival is organised by an active local committee and is held over the three days of the Foundation Day long weekend (4-7 June 2010). It has a distinctly 'community' feel and focus, whilst presenting world-class vocalists and acts.

## **Denmark Markets**

The Denmark Markets have been established in 1981 as an initiative of the Denmark Arts Council. Its aim is to provide an outlet for local and regional craft, art and performing arts in a village atmosphere. The stalls are an important part of the day, with handcrafted, innovative designs encouraged. In addition to the arts and craft stalls the Market also provides free live entertainment, showcasing local emerging talent along with touring bands and musicians.

## **Performance and participation program**

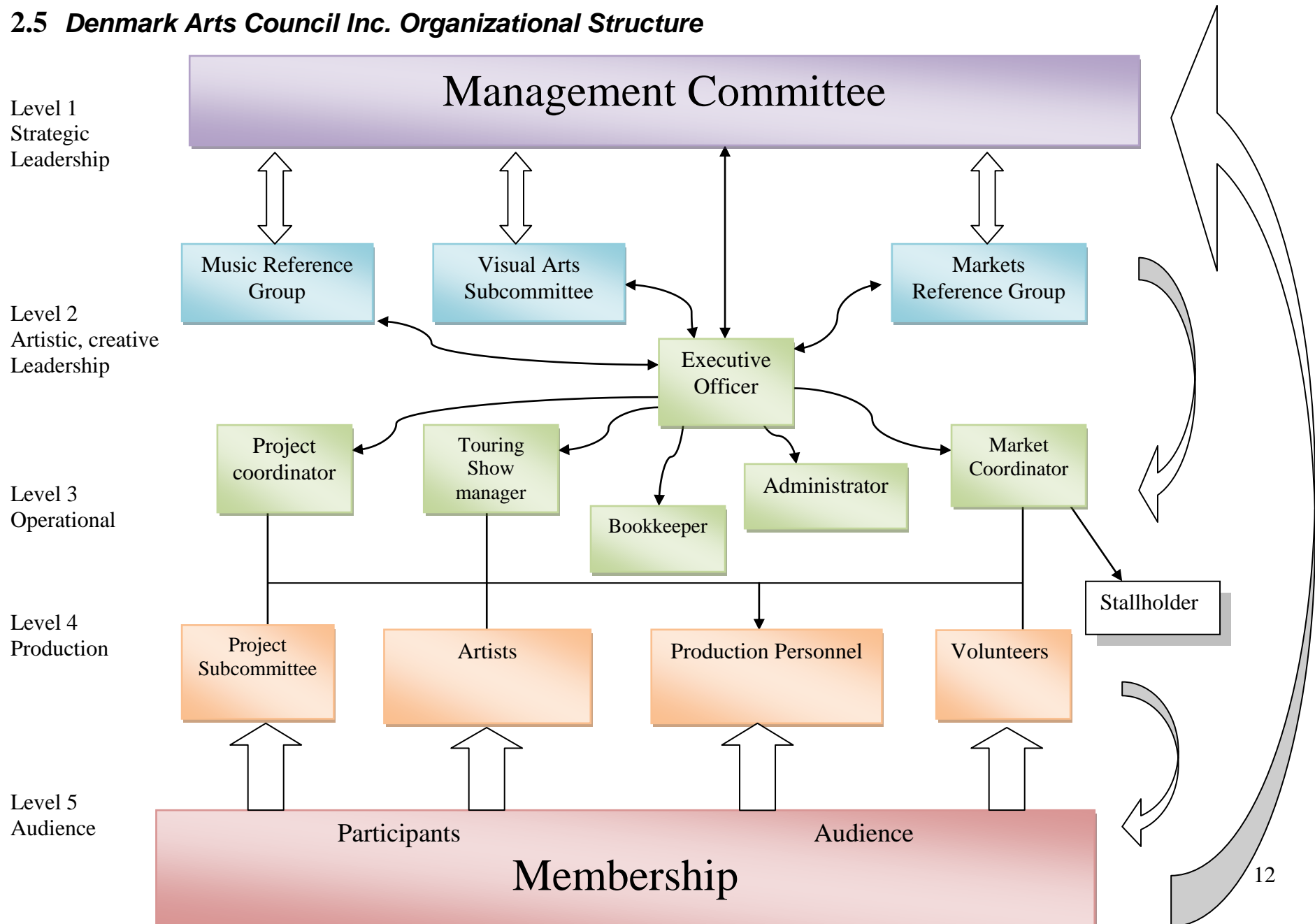
Outside the two major arts festival Denmark Arts offers a range workshops and performances throughout the year.

- touring performances through Country Arts WA and other sources
- Local youth theatre productions and workshops by Hypertheatre
- Workshops by visiting artists
- workshops by local artists

## **Advisory and Coordination service**

- central marketing and promotion for arts events
- co-ordination of exhibitions involving the community and artists
- Hire of audiovisual equipment, filming of local events, production and distribution of DVDs through dvtv.
- Advice and support for new community initiated projects

## 2.5 Denmark Arts Council Inc. Organizational Structure



## 2.5.1 Strategic Leadership

The current Management Committee consists of the following people:

Member	Yrs. on committee at end of 2009	Background/Expertise
<b>Office Bearers</b>		
President: Liz Jack	2	Consultant Tourism Management
Vice President: Robyn Lees	4	Visual Artist Ceramics
Treasurer: Ubik Freman (resigned in July 2009 due to health problems)	2	Finance, Marketing, IT
Secretary: Susan Clarke	1	Community Arts Worker
<b>Committee Members</b>		
Nikki Green	1	Visual Artist Educator
Nari Lees	1	Performing Artist Dancer
Beth Taylor	1	Health, Business
Andy Ducker	14	Project development, visual arts, music,
Hugh Wilson	1	Visual Artist, Architect
Council Delegate: Ken Richardson-Newton	4	Community development

## 2.5.2 Creative Leadership

Subcommittees and Reference Groups

<b>Visual Arts Subcommittee</b>		
Convenor: Nikki Green	As above	As above
Jenny Barter	2	Visual Artist Textile
Melanie MacKenzie	2	Visual Artist Ceramics
Robyn Lees	2	As above
Robyn Baker	1	
Dean & Jackie Malcom	1	Gallerie Owner Woodwork
Jo Smith	2	Community Arts Worker
Gaby Gelhaar	2	Visual Artist ,Educator
Valeska Wood	2	Visual Artist, Educator
Edith	1	Visual Artist
Nic Duncan	2	Photographer Graphic Designer
Sally MacArthy	2	Visual Artist

### Music Reference Group

Denmark Arts is currently in the process of establishing a music reference group with representatives from the Denmark Music scene. The aim of the reference group is to support the needs of Denmark Musicians and to provide input into the strategic planning and annual program.

### 2.5.3 Operational

Staff

<b>Core</b>		
Christine Ritter	1 year	Executive Officer
Teresa Thornell	1 year	Administrator
Tom Harrington	1.5 years	Bookkeeper
<b>Projects</b>		
Anna Steyl	3 years	Markets Coordinator
Jo Smith	3 years	BNW Coordinator
Peter Keelan	2 years	DFOV Coordinator

### 2.5.4 Production

Denmark Arts engages with the local community to produce and deliver its annual program of events. While a significant component of community engagement relies on volunteer input, Denmark Arts provides employment opportunities to local artists, technical personnel and project coordinators.

- Artists

Denmark Arts provides opportunities for local artists to take part in a variety of arts projects through out the year. In 2008/2009 Denmark Arts has engaged with approx 130 local artists.

- Production Personnel

PA and stage equipment for major productions is generally provided by local company FFF productions. In addition to that Denmark Arts engages technical personnel and stage managers for festival productions. Increased effort is being made to provide adequate remuneration for such personnel to maintain professional standard.

- Volunteers

The majority of smaller jobs to support the delivery of Denmark Arts annual program are done by volunteers. A standard procedure file for engaging with volunteers is currently being developed.

## **2.6 Past performance**

The Denmark Arts Council was formed in July 1980 and incorporated in 1983. It is the peak body for arts within the Shire of Denmark and also offers services throughout the region to Walpole, Mt Barker and Albany. Since the Council's inception, an annual program has been established that provides a diverse range of arts activities for the community and visitors. The first Market Day was held in 1981. The Market Days now happen four times a year (January, Easter and December) with over 100 art and craft stalls and a program of performances. Each market is attended by between 4,000 – 7,000 people.

In 1994 the first Brave New Works Festival occurred. Now in its 17th year this festival celebrates innovative performance, film, multimedia and visual arts in a three day festival occurring over the Easter weekend. In 2005 the Brave New Works Festival included a celebration of the local Noongar culture that culminated in a coroboree, the first in Denmark for 100 years. This event was significant not only for the local Noongar people but also the broader community, with more than 1000 people attending and many joining in to learn indigenous protocols. It was a significant event for community harmony and was followed up with a Healing Ceremony in 2006. Since then BNW has incorporated an aboriginal component as an ongoing feature of the festival.

Another significant event is the Festival of Voice which commenced in 2003 and celebrates the power of the human voice in a multitude of forms. The festival occurs over the June long weekend and offers a program of workshops and performances that has developed a national reputation. After a year break in 2007 the festival returned in 2008 with overwhelming success. From 2010 the festival will return to be held annually.

The development of Denmark youth through Hypertheatre was acknowledged in 2007 with the inclusion of the project 'Until the Last Drop' in a book of innovative youth projects that was distribute to schools in WA.

In 2007 Hypertheatre produced a Youth Theatre piece titled "The Librarian of Basra" commissioned by the Albany Public Library to be performed during Children's Book Week. The Librarian of Basra has been remounted under Theatre director Silvia Lehman and had sell-out performances at the Denmark Civic Centre, Denmark and Albany High School, and was the premier event for Children's Book Week at the Northern Territory Library in Darwin in August 2008.

A tour of Darwin followed, with five performances and workshops held at various schools throughout the suburbs of Darwin, to more than 1000 children and young people, all incredibly well received.

The focus of Hypertheatre is to develop leadership skills within young people – the ability to lead and be part of a team.

Denmark Arts is funded by the State Government through Country Arts WA. In this funding structure Denmark Arts was awarded Category A status in 2005, one of only five in WA. In October 2007 Denmark hosted Country Arts WA's State Regional Arts Conference. Denmark Arts produced an exciting artistic program of events to entertain participants and visitors during

the conference. One of the highlights was the locally produced dance performance Tarradiddle choreographed by internationally renowned choreographer Chrissie Parrot. The Shire of Denmark supports the cultural development activities of Denmark Arts through matching Country Arts WA annual core funding and specific project funding through the Cultural Development Fund.

## **2.7 Current performance**

### **2.7.1 Strategic**

The Management Committee is involved in the strategic planning and development of the organisation. This includes strategic reviews of the major components of our annual program such as Brave New Works Festival, Denmark Festival of Voice and Denmark Markets on a regular basis. In 2009 Denmark Arts has developed a business plan for the Denmark Festival of Voice, which will ensure continuation of the Festival into the future.

In 2009/2010 Denmark Arts will undertake a strategic review of the Denmark Markets. Another priority for the next year will be to focus on youth engagement and participation. For 2010 Denmark Arts will work towards recruiting at least one young person onto the management committee to ensure adequate representation of young people.

### **2.7.2 Administrative**

The administrative component of Denmark Arts activities are performed by the Executive Officer, Administrator and the Bookkeeper. The office is attended 16 hours per week and will be extended to 20hrs/week from August 2009. The work undertaken includes:

- Compliance with all legal, regulatory and contractual requirements
- Networking with other organisations and relevant arts bodies
- Enriching relationships with members and general public
- Development of new projects
- Maintenance of office and financial systems
- Marketing of the organisation and its projects
- Professional development advice and support for artists

### **2.7.3 Artistic**

Denmark Arts offers the community a continuum of arts experiences from participating in workshops to enjoying performances or films to volunteering at local arts events. We make connections with other community groups such as the Denmark Historical Society, Chamber of Commerce, Greenskills, Local Drug Action Group and local schools (to name just a few), to magnify our efforts and deliver arts programs in a way that is meaningful to different groups of people.

Denmark Arts delivers a varied program of cultural activities. Highlights include the Festival of Voice scheduled to return to be held annually from 2010 as a national event celebrating the voice. Brave New Works remains our primary community arts festival including substantial developments in the area of reconciliation.

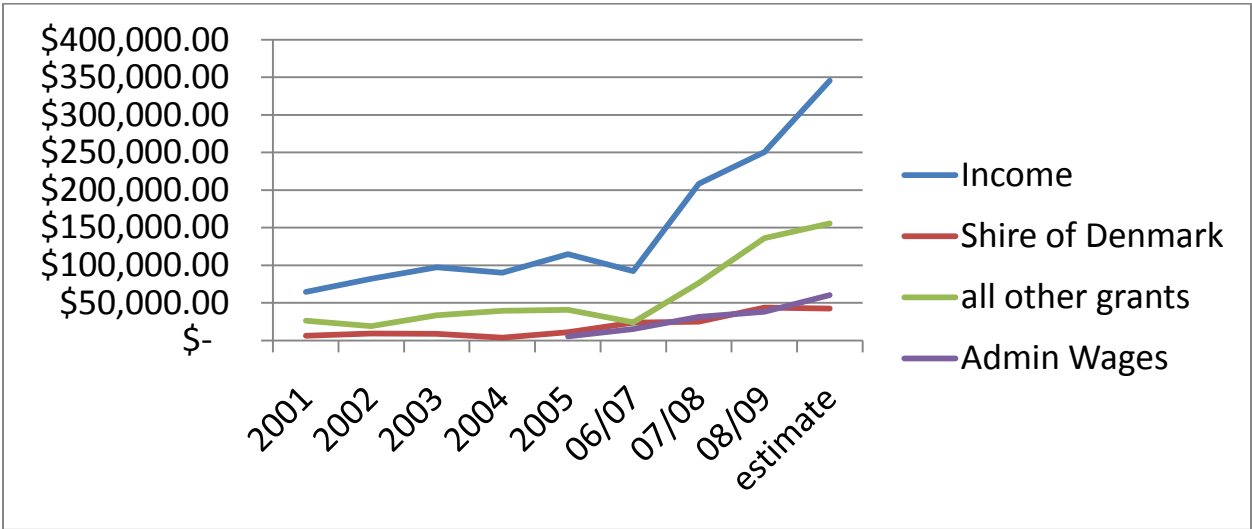
In 2008/2009 attendance at Denmark Arts events was approximately 18,000 people. A detailed report on the artistic outcomes is available separate to this document.

**2.7.4 Financial**

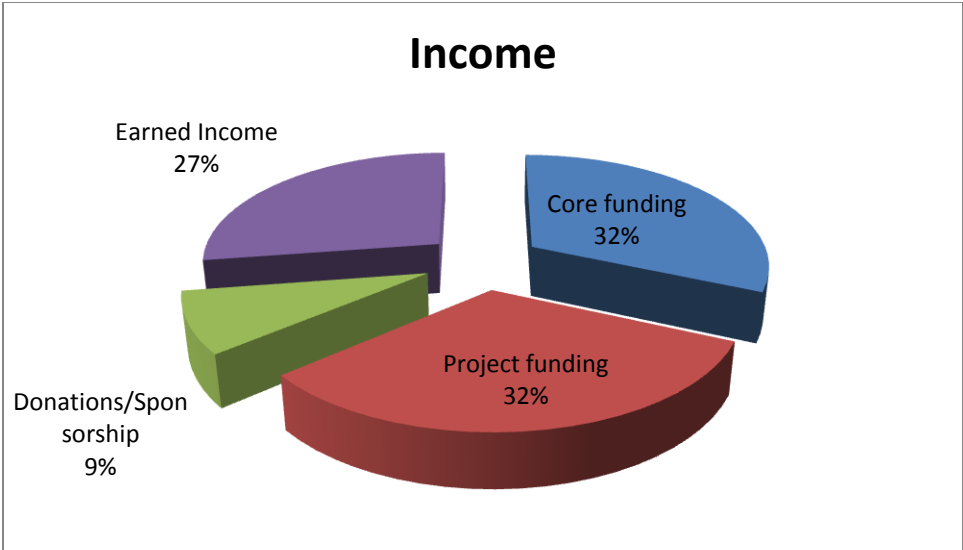
Denmark Arts operates on a financial year basis. It receives annual core funding from Country Arts WA and the Shire of Denmark.

In Addition Denmark Arts attracts support from a variety of other sources including corporate sponsorship, Healthway, Lotterywest, Department of Culture and the Arts and other government agencies.

Since employing permanent staff Denmark Arts has managed to significantly increase its annual turnover.



In 2008 27% of income was generated directly from Ticket sales and other earned revenue.





## 2.8 SWOT Analysis, Opportunities and Concerns

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• 27 Years of operation</li> <li>• established activities and festivals with good reputation</li> <li>• established experienced Committee Members</li> <li>• competent Staff</li> <li>• Country Arts WA representation</li> <li>• Long term members and volunteers</li> <li>• Interesting mix of professional artists and community</li> <li>• Good relationship and partnerships with community</li> <li>• Consistent core funding</li> <li>• Good financial management and reserves</li> <li>• Impressive reports of annual programs</li> </ul>	<ul style="list-style-type: none"> <li>• No generic marketing strategy in place</li> <li>• Not part of a strong regional network, isolated</li> <li>• Premises and infrastructure inadequate and under utilised</li> <li>• No visual art space</li> <li>• No workshop space and storage</li> <li>• Lack of representation of local artists</li> <li>• Difficulty integrating community arts, business and economics</li> <li>• Negative perception in parts of the community, “hippie culture”</li> <li>• Reliance on funding makes forward planning difficult</li> <li>• Reliance on volunteer contribution, danger of burn out</li> <li>• Lack of training programs</li> <li>• Experience and expertise sits with a small number of people</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Equipment owned to utilise in projects</li> <li>• Changing awareness and improving profile in the community</li> <li>• Research</li> <li>• Population growth, new members, audience development</li> <li>• Partnership with local businesses, implementing alternative models</li> <li>• Delegation and training</li> <li>• Connect with skilled people in the community</li> <li>• Pay skilled volunteers for their services</li> <li>• Implement ongoing training opportunities and commercial applications</li> <li>• Establish volunteer coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Small population base results in less available core funding</li> <li>• Lack of appropriate venues, gallery and workshop space</li> <li>• Competition for events by established businesses</li> <li>• Increasing competition for available project funding</li> <li>• Socio-economic change in the community</li> <li>• Change to more passive participants               <ul style="list-style-type: none"> <li>○ Expectation of ‘city style events’</li> <li>○ Higher employment rate leads to lack of volunteers</li> </ul> </li> </ul>

### **3. Objectives, Strategies and Performance Measures**

#### **Artistic**

##### **Objective 1 Public Profile**

Denmark Arts will be the peak body for arts in the Shire of Denmark and recognised as a leader in Regional Arts throughout Australia.

##### **Goal**

By end of 2010 Denmark Arts will have developed a refreshed image within the local community resulting in increased attendance at events and increased partnerships

##### **Strategies**

- Increase the awareness and appreciation of the arts and cultural diversity in the Denmark community
- Undertake regular communication with the Denmark community and the region about the services and programs provided by Denmark Arts
- Encourage opportunities for Denmark Arts achievements to be recognised on an national level
- Organise and implement an annual program of diverse Arts experiences
- Host an annual forum to bring together Denmark community groups and Denmark Arts members to share experiences and celebrate achievements
- Increase and strengthen Partnerships with other organisations
- Facilitate collaboration between local groups
- Evaluate the image of Denmark Arts and undertake an extensive marketing campaign, including rebranding of organisation and improvements in generic marketing (for example, website, non-project specific marketing)

##### **Key Performance Indicators**

- Denmark Arts perceived as professional and relevant community organisation (qualitative assessment)
- Numerous articles in Denmark and Albany based media and at least one article at a state and national level each year
- Increase in participation numbers for projects
- Increase in number of partnerships
- At least one new community initiated project per year

## **Objective 2 Community Development**

Denmark Arts will facilitate and promote community development through the Arts.

### **Goal**

Denmark Arts will deliver at least two community arts projects per year led by young and mature artists who together are building and sustaining their capacity to create projects sensitive to community needs.

### **Strategies**

- Denmark Arts will provide opportunities to community members for creative expression through a program of workshops and community art projects.
- Denmark Arts will offer projects especially designed to engage young people in creative activity.
- Promote the benefits creative activity offers people's physical & mental health to the Shire and the wider community and other stakeholders
- Increase and strengthen partnerships with other local organisations such as the Chamber of Commerce, Historical Society, Greenskills, Tha House etc.

### **Key Performance Indicators**

- At least two community arts projects per year
- Increase in number of partnerships and quality of partnerships (eg: long term outcomes)
- At least one community arts project managed by young people

## **Objective 3 Professional Artist Development**

Denmark Arts will promote and support the activities of artists within Denmark and surrounding areas.

### **Goal**

Denmark Arts will offer a range of opportunities each year for professional artists to perform or exhibit.

### **Strategies**

- Encourage local artists' participation in professional development opportunities
- Provide opportunities for Artists to perform or exhibit in Denmark Arts annual program
- Increase the number of members that represent different Art forms
- Develop the Denmark Arts website to reflect the diversity of artistic activity in Denmark
- Make a contribution to Regional Arts Policy Development through our strong association with Country Arts WA
- Provide opportunities for local art and craft practitioners to generate income through our Market Days

- Provide opportunities for exposure to new ideas and different cultures by hosting artists from other parts of Australia and the world
- Provide opportunities for local artists to participate in workshops presented by national or international visiting artist (Artist in Residence)

### **Key Performance Indicators**

- At least two visiting artists per year
- At least three art and craft markets per year
- Regular briefings to Country Arts WA representative
- Attendance of at least one artist at a professional development course each year
- At least two exhibitions curated per year

## **Objective 4 Youth Development**

Denmark Arts will encourage and foster engagement of young people in creative pursuits and project management

### **Goal**

Denmark arts will offer a range of opportunities for young people to engage in creative activities

### **Strategies**

- Engage with young people to inspire initiative and development of youth project
- Strengthen relationships with Primary School and High School Arts and Music Teachers
- Strengthen partnership with local Youth Organisation Tha House
- Provide workshops specially catered to young people
- Include youth component in Brave New Works Festival and Denmark Festival of Voice
- Mentor young people in project management and grant writing
- Attract at least one young person onto the management committee
- Develop an understanding of the needs and wants of young people in the community

### **Key Performance Indicators**

- At least one youth project initiated and managed by young people
- Youth component in BNW and DFoV program
- At least one joint project with Tha House and/or local Schools
- at least one ongoing workshop program for young people
- Increased participation of young people in arts projects
- Involvement of young people in strategic planning

## **Objective 5 Indigenous Culture**

Denmark Arts will encourage and foster improved cross-cultural relationships with Noongar communities within the Shire of Denmark and improved their understanding of appropriate channels of communication.

### **Goal**

Denmark arts will expand their working relationship with Noongar communities and build communication with the two main tribes of this area – Bibbul and Minang. Individual Noongar artists will be supported to develop their professional skills.

### **Strategies**

- Create positions within projects specifically for Noongar artist(s)
- Openly communicate with as many Noongar elders and representatives as possible and engage them in discussions about use of land
- Expand the knowledge of understanding of land and search out appropriate people to help develop welcome to country performances or spoken invitation
- Include Noongar components in Brave New Works Festival and Denmark Festival of Voice
- Develop Partnerships with Noongar organisations.
- Actively encourage and support the development of Noongar initiatives

### **Key Performance Indicators**

- Increased Noongar participation in arts projects.
- Developed partnerships with at least two Noongar organisations – eg Mungart Boodja Art, Albany Heritage Reference Group Aboriginal Corporation.
- Development of at least one Noongar directed/curated/performed project
- Created honest and open communication links with a cross section of Noongar groups.
- Improved cross-cultural relationships within the Denmark Community.

## **Objective 6 Arts Facilities and Infrastructure**

Denmark Arts will be actively involved with the Shire of Denmark to develop, improve and upgrade arts facilities that are appropriate for local and visiting artists and the Denmark community into the future.

### **Goal**

By mid 2010 Denmark Arts will have developed clear understanding of the need for arts facilities and infrastructure for Denmark

## **Strategies**

- Continue to work with the Shire of Denmark to improve the audience's experience at the Denmark Civic Centre
- Evaluate the needs of artists and community members in relation to the infrastructure required to support creative activity, for example exhibition space, rehearsal and workshop spaces and performance venues
- Representation of Denmark Arts on the Shire of Denmark working group to utilize the vacant premises of the former Denmark Hospital
- Acquire a clear understanding and strategy for the development of additional future arts infrastructure for Denmark
- Improve and maintain existing office facilities and equipment.

## **Key Performance Indicators**

- Maintenance of functional office equipment and a clean and visually pleasing office environment. The collation of existing data on the needs of local visual artists
- Allocation of adequate space to Denmark Arts within the premises of former Hospital

## **Objective 7 Public Art**

Denmark Arts will develop an overall strategy for Public Art within the Shire of Denmark that encourages the expression of the town's identity and reflects the artistic diversity of Denmark.

## **Goal**

By mid 2012 Denmark Arts in partnership with the Shire of Denmark will develop a strategy for the promotion, maintenance and creation of public art

## **Strategies**

- Work with the Shire of Denmark and other stakeholders to ensure public art is adequately maintained
- Raise awareness within the community of the benefits of public art to Denmark's appeal to visitors.
- Collaborate with the Visitors Centre to promote public art to visitors
- Develop and co-ordinate future public art projects that reflect Denmark's diverse and shifting identity
- Offer opportunities for community members to creatively participate in the development of public art

## **Key Performance Indicators**

- Development of public arts projects for CBD and Community Park.
- Mentoring of at least one local person to manage public arts projects

- Allocation of funds for the development and maintenance of public art in the Shire of Denmark budget by mid 2010.
- At least one Artist in Residence to develop public Arts project by 2012

## **Objective 8 Economic Development**

Denmark Arts will make an important contribution to the economic development of the Denmark community.

### **Goal**

By mid 2012 Denmark Arts will be able to quantify the economic impact of its activities and promote this impact to advocate for increased investment in the arts

### **Strategies**

- Offer a program that contributes to the appeal of Denmark as a tourist destination
- Promote events that will attract visitors during the off-peak season
- Monitor economic impact of Denmark Arts activities
- Continue to develop our relationship with the Visitors Centre and promote our activities to the visitors of Denmark
- Continue to promote our activities throughout the State
- Continue to provide paid employment for the people of Denmark

### **Key Performance Indicators**

- Obtain estimates of the economic impact of the markets and festivals
- At least one article about Denmark Arts activities as they appeal to visitors in a State wide publication per year
- Employment opportunities for local artists and arts workers

## **Financial**

### **Objective 9 Financial Sustainability**

Strengthen the financial viability of Denmark Arts to ensure long-term sustainability.

### **Goal**

By mid 2012 Denmark Arts will have a diversified range of income sources and financial reserves equivalent to 10% of core funding

### **Strategies**

- Diversify income streams by identifying and pursuing reliable sources of earned income
- Evaluate and restructure pricing of membership and other services delivered by Denmark Arts
- Evaluate financial performance of Denmark Markets

- Continue to develop private and corporate sponsorship opportunities
- Secure government and philanthropic funds where appropriate
- Increase Country Arts WA annual commitment to \$40,000
- Increase Shire of Denmark's annual commitment to match Country Arts WA funding by identifying and evaluating the benefits and returns from Denmark Arts activities to the Shire of Denmark
- Develop a Memorandum of Understanding with the Shire of Denmark to ensure ongoing reliable annual funding
- Maintain reserves at 10% of annual turnover to cover unexpected operating deficits.
- Create income stream through merchandise local art

### **Key Performance Indicators**

- Generating at least 35% of total budget through earned income (ie: non-government sources such as ticket sales, membership and sponsorship)
- Attract at least one new long-term corporate partner by mid 2012
- Achievement of other strategies as detailed

### **Objective 10 Employment Opportunities**

Provide employment opportunities to local artists and arts workers

#### **Goal**

Denmark Arts will utilize local skills and attract professional artists and arts workers to Denmark by providing professional employment opportunities.

#### **Strategies**

- Develop resources through funding applications to pay community artists and arts workers
- Support community artists to create employment opportunities by developing projects that utilizes specific skills

#### **KPI**

- Employment opportunities for local artists and arts workers
- Increase of fees paid to technical personnel
- Increase of artist fees paid to local artists

## **Operational Excellence**

### **Objective 11 Management Committee**

Foster committed, skilled and representative Management Committee members.

#### **Goal**

Denmark Arts will be led by a Management Committee who is representative of the community and has a clear understanding of its roles and responsibilities

#### **Strategies**

- Define the roles and responsibilities of Management Committee members
- Provide information/access to relevant training courses, conferences and workshops
- Headhunt community members with specific skills for involvement in the Management Committee
- Form sub-committees and reference groups as needed who report regularly to the Management Committee
- Conduct an annual review of the organisation's performance against the business plan and re-evaluate Denmark Arts vision every three years

#### **Key Performance Indicators**

- Development of induction pack for new Committee Members
- Attendance by 2 committee members to appropriate training courses each year
- Recruitment of committee members with financial and marketing skills for 2010 committee
- Creation of Sub committees and reference groups

### **Objective 12 Staff**

Maintain adequate human resources to deliver the objectives of the Business Plan

#### **Goal**

Denmark Arts services will be delivered by paid staff and volunteers who have a clear understanding of their roles and responsibilities and access to professional development

#### **Strategies**

- Improve financial base of the organisation so that Denmark Arts can attract and retain high caliber staff by offering wages that reflect trends in the labour market
- Review staffing structure to ensure maximum efficiency,
- Employment of project officer to increase capacity of project development
- Contract project co-coordinators for each project so that activities are delivered in a well-organised professional manner

- Develop job descriptions and procedures to ensure professional management and delivery of projects
- Attract and retain a core group of volunteers by offering well defined jobs and opportunities for personal development and recognition
- Identify and encourage individuals within the community who have skills in the areas of arts management, project coordination and technical production as part of a succession plan
- Celebrate success and thank volunteers and contributors in an annual event

### **Key Performance Indicators**

- Increase in wages to core and project staff
- Creation of a project officer position
- Paid project coordinators
- Increase of skilled volunteers

## **4. Process of Review**

Denmark Arts operates in a changing environment and wishes to be responsive to the shifting needs of the community and its members. To this end, this Business Plan is considered a living document that can be changed to reflect new opportunities and the varying circumstances in which the organisation finds itself.

The Management Committee will undertake a review of the Business Plan each year, with intensive reassessment and planning for the next triennium occurring at the commence