



2020 – 2023
Corporate Plan

creative
partnerships
australia



Laura Imbruglia
Photo by Kira Puru

This Corporate Plan is prepared for paragraph 95 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with the Public Governance, Performance and Accountability Rule 2014.

This plan is prepared for the reporting period from 1 July 2019, and covers four reporting periods for Creative Partnerships Australia to 30 June 2023.

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Flying Fruit Alliance
Photographer unknown



Our purpose

To foster a culture of private sector support for the arts in Australia; to grow a more sustainable, vibrant and ambitious cultural sector for the benefit of all Australians.

Our goals

Grow the culture of giving to the arts; bringing donors, businesses, artists and arts organisations together

To assist Australian artists and arts organisations to attract and maintain support from donors and business, diversifying their sources of revenue.

Encourage and celebrate innovation and excellence in giving to, and partnerships with, the arts.

We will achieve these goals through five focus areas:



Advocacy



Providing expertise



Building capacity



Partnering



Demonstrating value

Our values

Leadership: communicating a clear vision

Innovation: thinking creatively to bring about meaningful change

Collaboration: working in a co-operative way with all stakeholders

Openness: being accessible, transparent and accountable

What we do and for whom

Corporate Plan 2020-23



Flying Fruit Alliance, Junk Albury 1984
Photo by Ian Sutherland

Our aim is to foster the culture of giving, investment and partnership in the arts, bringing donors, businesses, artists and arts organisations together to grow a more sustainable and vibrant cultural sector for the benefit of all Australians.

We do this by investing in the professional and business development of the cultural sector to maximise partnership potential and long-term growth; by working with philanthropists and business to facilitate and champion arts partnerships and investment; and through our matched funding programs for artists and arts organisations.

Our expert team specialises in arts fundraising and philanthropy, arts and business partnerships and business development for the arts.

We work with artists and arts organisations, philanthropists and businesses to facilitate partnerships, mentoring and investment.

We administer the Australian Cultural Fund (ACF), a fundraising platform for Australian artists that encourages and facilitates tax-deductible donations to the arts.



Strategic Plan

Corporate Plan 2020-23

Liquid Architecture, Acoustic
Photo by Justice Keelan



Advocacy

Build philanthropic and business sentiment around the value of supporting the arts to contribute to a sustainable, ambitious and vibrant cultural sector, for the benefit of all Australians.

Strategic priorities

- Work with the arts, philanthropic and business sectors and all levels of government to promote the value of supporting the arts
- Recognise and celebrate private sector support of the arts and leadership in the field
- Assist the cultural sector to articulate the benefits of the arts in the broader community

Intended outcomes

- Increased recognition of the value of supporting the arts from the philanthropic and business sectors
- Philanthropic and business sector arts partners are applauded, and prospective partners encouraged
- Increased financial and in-kind support for the arts, from the private sector
- Higher value and longer-term support for the arts, from the private sector



Providing expertise

Be an informed and influential source of expertise regarding private sector support for the arts, including new and emerging trends and innovative models

Strategic priorities

- Be a source of knowledge and expertise in all matters relating to private sector support for the arts
- Undertake strategic communications to promote this expertise and share resources with artists and arts organisations, as well as the philanthropic and business sectors
- Develop and implement data collection and evaluation plans, and report insights back to stakeholders
- Measure trends in giving and investment in the arts and communicate these to the sector
- Identify and explore new models of fundraising for the arts

Intended outcomes

- Creative Partnerships is a respected source of information and expertise on philanthropy and partnerships for the cultural sector, and philanthropic and business stakeholders
- Greater understanding of current development and fundraising capacity of the cultural sector
- Cultural sector is equipped with the latest research and information on trends in giving and investment in the arts
- Cultural sector has access to new and innovative models of fundraising



Building capacity

Build the development and fundraising skills and capabilities of artists and arts organisations to lead to a more sustainable cultural sector with diverse sources of revenue

Strategic priorities

- Deliver a professional development program catering to all levels of the cultural sector
- Increase capacity building activities that can be undertaken online
- Provide mentoring and coaching for arts organisations and artists to build their capacity to secure and maintain private sector support
- Deliver a thought leadership program, to share best practice and expertise with both the cultural and private sectors
- Provide opportunities for arts development and fundraising professionals to share their experiences with one another

Intended outcomes

- A skilled and knowledgeable arts development and fundraising profession
- A more stable arts development and fundraising profession
- A cultural sector that is more confident in its fundraising capability



Partnering

Facilitate and incentivise financial support, and promote the benefits of in-kind support, from the private sector for artists and arts organisations, for the further development of their artistic practice

Strategic priorities

- Deliver a grants program designed to attract new donors to the cultural sector, as well as increase the value of existing donations and business partnerships
- Facilitate Board placements in the cultural sector and raise business sector awareness of the benefits of skills-based volunteering in the cultural sector
- Promote the Australian Cultural Fund and provide advice and resources to ACF artists and organisations

Intended outcomes

- Increased revenue and non-revenue based support for arts organisations, to help them be sustainable and support their skills and artistic achievements
- New donor relationships established for arts organisations and artists

Demonstrating value

Be an efficient and effective organisation, providing high quality programs and services that are valued by the cultural sector and other stakeholders

Strategic priorities

- Support and maintain an internal culture of service to the cultural sector
- Develop high performance teams and invest in their skills and knowledge
- Simplify workflows and continue to integrate digital capability
- Maintain a rigorous governance structure and risk management framework
- Clearly and consistently communicate our purpose and strategic direction to all stakeholders

Intended outcomes

- Allocation of resources is based on identified priorities
- Stakeholders receive a high level of service to meet their needs
- Teams are better equipped to respond effectively in a changing landscape
- Creative Partnerships is accountable to the Government and the public
- Overheads are low
- Digital integration makes processes more efficient and transparent

Key Performance Indicators 2020–2023

Key Performance Indicators

- | | |
|---|---|
| 1 | Research and report on financial support for the arts from the private sector |
| 2 | Increase the number of Plus1 participating arts organisations reporting more donations and more recurring donations |
| 3 | Maintain annual nominations for the Leadership Awards |
| 4 | Generate positive sentiment from sector development activities |
| 5 | Maintain strong attendance at sector development events |
| 6 | Develop professional development activity that can be undertaken online, and establish measures to evaluate this |
| 7 | Maintain number of organisations using State-based coaching and mentoring services |
| 8 | Maintain levels of funding through matched funding programs |
| 9 | Increase in donations to the ACF |
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2019/20	2020/21	2021/22	2022/23
Apply research findings in delivery of company activities	Undertake biennial data collection and present findings	Apply research findings in delivery of company activities	Undertake biennial data collection and present findings
	More than 2,500 donations annually, with at least 30% from new donors		
	More than 70		
	More than 50% of participants satisfied or very satisfied with the activity		
	Attendance at 80% capacity or more		
	Continue to develop eLearning and digital forums based on performance		
	300+ organisations		
	\$1/1.30		
\$3.7m	\$3.8m	\$3.9m	\$4m

Financial context

Creative Partnerships is reliant on Australian Government Funding to support the delivery of its programs and operations.

CPA generates modest revenue from its activities, including retaining 5% of donations received to the ACF. The retained donations are used to subsidise the costs of operating the Fund, with the shortfall in operational costs being provisioned under the Australian Government Funding. While donations to the ACF grew significantly in the 2017–18 financial year, it is difficult to predict whether this will be an ongoing trend.

Ticketing Income from sector development activities is variable year to year, and subject to the programmed activity.

Capability and Resourcing

There are no other significant capability and resourcing changes, or challenges anticipated in the year covered by this plan.

Operational environment

Trends	Implications	Opportunities for Creative Partnerships
Sustainability within the arts		
Not-for-profit arts sector seeking increased support from the private sector to supplement public funding.	More demand on limited public funding coupled with a higher demand on private sector support.	Expertise and resources to support the sector, demonstrating alternatives to public funding that are innovative, high-yield and resource appropriate for arts organisations.
Continued high staff turnover in fundraising and development roles.	Unstable staffing impacting on relationship continuity with donors and businesses, diminishing the capacity for these relationships to grow.	Skills development and mentoring to prevent development staff burnout and encourage an all of organisation approach to fundraising.
Increase in artists engaging with the ACF demonstrating more fundraising activity from individual artists and small arts companies.	A gap between fundraising appetite and fundraising expertise for individual artists and small arts organisations.	Online resources for individual artists and small arts companies plus fundraising support through the ACF platform.
Review of funding framework for major performing arts companies through the National Framework for Governments' Support of the Major Performing Arts Sector.	Perceived instability in funding for Major Performing Arts Organisations leading to increased focus on private sector support to fund operational activity.	Coaching and mentoring support for Major Performing Arts Organisations.
Commitment to large-scale capital works for arts and cultural institutions in several major cities that will require high-level private sector funding.	Large-scale capital fundraising campaigns launched by cultural institutions that could crowd the private sector fundraising landscape and impact the capacity of small to medium organisations to fundraise.	Skills development and matched funding programs that support small to medium arts organisations.
Development in technology with more advanced information capturing and data-driven fundraising practices.	Focus on fundraising campaigns that are highly personalised and targeted due to increased donor/prospect information.	Sector development activity and ACF resources that explore opportunities for online fundraising.
Increased awareness of the role that bequests play in the arts fundraising mix.	Increased investment in bequest fundraising from arts organisations.	Skill development in bequest fundraising through sector development and coaching.

Trends	Implications	Opportunities for Creative Partnerships
Philanthropic support of the arts		
Philanthropic giving continuing to increase, with contributions from PAFs and HNWLs predicted to overtake mass-market donations by 2036.	Increased potential for cultural sector to be the recipient of philanthropy.	Sector development, coaching and matched funding programs that increase capacity for the arts sector to receive philanthropic funds.
Philanthropic sector seeking to support innovation, transformation, and distinct projects rather than ongoing operations.	Artists and arts organisations required to build operational activities into funding requests.	Resources, coaching and sector development activity that assists arts organisations in creating a case for support that includes operational requirements.
Philanthropic sector seeking to support arts projects linked to social outcomes such as education, health and disadvantage.	The arts sector required to better articulate the social impact of cultural activities and the inherent benefits of the arts.	Research and evaluative frameworks that assist in demonstrating the social impact of the arts.
Philanthropic sector seeking to measure the impact of their giving to the arts sector.	Ability to attract philanthropy becomes uneven across the arts sector, as larger organisations can more easily demonstrate impact.	Research and evaluative frameworks for small to medium arts organisations to measure impact.
Philanthropic sector seeking higher levels of engagement with the organisations and projects they support.	Arts organisations expected to dedicate increased resources to provide meaningful engagement for donors.	Sector development, coaching and knowledge sharing opportunities that provide new and resource efficient ways of increasing donor engagement.
Technology enabling new ways of giving, including crowdfunding, web and mobile giving.	Increase in opportunities for affordable mass-market donations and low-resource crowdfunding campaigns.	Coaching, sector development initiatives and ACF resources that engage with new fundraising technology.
Increased proportion of Australians over 65 preparing wills and including bequests to arts organisations.	An increased potential for the arts sector to be the recipient of bequests.	Coaching, sector development initiatives and resources on bequest fundraising in the arts.
A younger generation of philanthropists less interested in supporting arts and culture.	Artists and arts organisations required to evolve the way they operate to be more responsive to the priorities of philanthropists.	Research and evaluative frameworks that assist in demonstrating the importance of arts and culture, enhancing the art sector's case for support.

Trends	Implications	Opportunities for Creative Partnerships
Business partnerships with the arts		
Sponsorship as PR and marketing function; business seeking to increase brand exposure from sponsorship.	Increased expectation that arts organisations provide business with brand promotion that is high-profile, innovative and integrated.	Coaching, sector development initiatives and resources on how to deliver on brand integration with sponsors.
Sponsorship as a social impact function; business seeking to acquit corporate social responsibility requirements through sponsorship.	Increased focus on arts organisations providing a measure for the social impact of their work.	Research and evaluative frameworks for arts organisations to effectively measure impact.
Sponsorship as a sales function; business seeking to leverage and track product sales as a direct result of the sponsorship.	Arts organisations expected to include projections for sales ROI in sponsorship proposals and track direct sales as a sponsorship evaluation metric.	Coaching, sector development initiatives and resources on how to set realistic expectations on KPIs associated with sponsorship.
Increased interest utilising sponsorship relationships for corporate staff attraction and retention activity.	Arts organisations required to meaningfully engage with a sponsor company's staff by providing opportunities and rewards.	Coaching, sector development initiatives and resources on how to engage will all aspects of business.
Business becoming more 'brand creative'; building content and events in-house and requesting greater creative input.	A need for arts organisations to engage more collaboratively with business in the development of creative content related to sponsorship outcomes.	Coaching, sector development initiatives and resources on how to navigate content production to deliver assets that are valuable to both businesses and arts organisations.

Sydney Fringe
Photo by Seiya Taguchi



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