



14 March 2006

Anne Dunn  
Chairperson  
Community Partnerships Scoping Study Reference Group  
Australia Council for the Arts

**Dear colleague**

### **Creative Communities Strategy – work in progress**

This new document has been developed at the mid-point of the national scoping study consultation processes by the Scoping Study Reference Group. It does not replace or update the previously released Future Directions Paper. Rather it is the first effort to translate the outcomes of the consultation and research process to date, and formulate a Creative Communities Strategy for consideration and possible adoption by the governing Council of the Australia Council in June.

In presenting these preliminary ideas for your consideration we would like to make the following introductory comments:

#### **National Consultations**

Consultations to date in Victoria, Tasmania, South Australia and New South Wales have been challenging, and productive, and we want to again thank everyone for their valuable time and input to date. We have appended a summary of key points and ideas contributed. We will continue to update this summary in the upcoming consultations in ACT, QLD, NT, WA (and a brief return visit to Victoria) and post regular updates to the Council website.

#### **Presentation to Council**

Council were presented with an update on the Scoping Study progress at its meeting on 10 March in Adelaide. Council voiced its interest in the draft directions proposed by the Reference Group.

#### **Timelines**

The Reference Group is confident of delivering the Scoping Study close to the

planned schedule. That means the National Consultation process will be largely completed in the first week of April. For those with an opportunity to provide the Scoping Study with an updated written response to the directions paper or the following 'work in progress' Creative Communities Strategy, the cut-off date has been extended to April 14th. During April and May the Reference Group will also be consulting internally within Council and with the Community Partnerships Committee, and finalising the Creative Communities Strategy for consideration by Council at its June meeting. Please note that whilst we will work to keep communication and dialogue open as long as possible, the revised version of the Strategy will not be sent back out for further comment and feedback before it goes formally to the Australia Council.

If approved at Council the Creative Communities Strategy and Council's response will be made public as soon as possible.

### **Existing Key Organisations, Program and Triennial Clients**

The Scoping Study has fielded several requests for clarification on the draft ideas regarding triennial clients. We have endeavoured to provide some additional information in the form of flow charts and diagrams outlining the proposed relationship between various elements of the Creative Communities Strategy.

This document can be found on the Australia Council website at [http://www.ozco.gov.au/news\\_and\\_hot\\_topics/hot\\_topics/community\\_partnerships\\_scoping\\_study\\_public\\_consultations/](http://www.ozco.gov.au/news_and_hot_topics/hot_topics/community_partnerships_scoping_study_public_consultations/). Other documents relating to the Scoping Study can also be found at this address. Copies of all the Scoping Study documents can be emailed to you. Please contact Elizabeth Tupper at [cpstudy@ozco.gov.au](mailto:cpstudy@ozco.gov.au).

Thanks again for your input, advice and support to date. We will continue to provide feedback and information as regularly as possible. Please feel free to contact us at any time to discuss issues or clarify proposals.

Yours sincerely

**Anne**

# **FUTURE DIRECTIONS FOR THE SUPPORT OF ARTS AND CULTURAL DEVELOPMENT IN COMMUNITIES**



## **Preliminary Creative Communities Strategy 14 MARCH 2006**

**This paper should be read in conjunction with the Future  
Directions Paper.**

**This is a work in progress – please contribute to its development**

## **CREATIVE COMMUNITIES STRATEGY**

The Reference Group is proposing that the Australia Council adopts a Creative Communities Strategy with the following goals

1. To provide Australians with opportunities to explore all aspects of heritage, culture and contemporary art practices.
2. To encourage Australians to participate in their own forms of arts, cultural and creative expression
3. To value and encourage the arts, culture and creative aspirations of all Australians
4. To support and showcase the multiplicity of experiences, interests and backgrounds underpinning Australian communities

To achieve the goals of the Strategy, the Reference Group is proposing roles for:

- The governing Council of the Australia Council
- The art form Boards and Sections and other Divisions of the Australia Council
- The Community Partnerships Committee and Section.

### **Role of the governing Council of the Australia Council**

The Reference Group is considering the following role for the Australia Council in supporting and developing art and culture in and with communities:

1. The governing Council of the Australia Council:
  - a. provides leadership across government, business and the arts and cultural industries in growing creative communities.
  - b. provides leadership and support for the greater integration and recognition of arts and cultural development into the broad fabric of Australian life.
  - c. provides leadership to allow the multiplicity of experiences, interests and backgrounds in Australian communities to be shared, building a unique national identity.
  - d. makes publicly funded arts more accessible – intellectually, financially and socially – to more Australians.
2. In consultation with Community Partnerships (and through them the broader cultural sector), the governing Council of the Australia Council will determine the major initiative priority areas for the Creative Communities

Strategy of the Australia Council. The priority areas shall be:

- determined within available resources
- focused on systemic change
- operate in a medium to longer-term timeframe
- action based.

These priorities will provide a framework within which Community Partnerships Committee will develop and implement major initiatives.

Sample priorities include:

- I. Local Government
- II. Education and Arts
- III. Regional Initiatives
- IV. Health and wellbeing
- V. Formal education and training for artists and arts workers
- VI. Inter-cultural relations and community harmony
- VII. Youth and Arts
- VIII. Indigenous Australia

3. The governing Council will annually monitor the effectiveness of the Creative Communities Strategy through a set of performance indicators based on section 5 of the *Australia Council Act 1975*, the goals and objectives of the Creative Communities Strategy and the Australia Council's corporate plan.

### **Roles of the Art form Boards and Sections and other Divisions of the Australia Council**

It will be important that the Community Partnerships Committee and the art form Boards and Sections and Divisions promote the engagement of communities with their art form and areas of responsibility and actively engage in major initiatives as determined by Council.

To ensure that the proposed Creative Communities Strategy is actioned across the broad range of Australia Council activities, it is proposed that each board, committee and section report annually to the Council against performance indicators based around the functions set out in the *Australia Council Act 1975*, the goals and objectives of the Creative Communities Strategy and the Australia Council's corporate plan.

### **Role of the Community Partnership Committee**

The Reference Group considers the Community Partnerships Committee will

have five broad areas of work:

1. Provide leadership for the implementation of the major priority area initiatives as determined by Council.
  - a. Major initiatives could be implemented through a Partnership Director Model, whereby the Partnership Director is given an outline of what is to be achieved and within this brief can commission, be responsive and has the capacity to establish partnerships to achieve that brief. It is an action based strategy. This approach is based on the model of an artistic director of a festival.  
  
A Partnership Director would be a short-term appointment (1-2 years) to drive the partnership development.
  - b. The Community Partnerships Committee/Section should actively engage other art form boards and sections in the major initiatives of the Creative Communities Strategy
  - c. As noted above, the major priority area initiatives should be focused on systemic change.
2. Deliver Creative Arts and Cultural initiatives

The Community Partnerships Committee will be responsible for delivering a range of arts and cultural initiatives. These will include:

- a. Community Arts and Cultural grant programs - grant categories would be expected to cover areas such as new work, skills development and promotion and presentation
- b. Annually funded organisations
- c. Support to key organisations – producers and access organisations
- d. Fellowships and awards
- e. Professional and skills development

These initiatives will be delivered on the basis of criteria and be funded through a peer assessment process. However, it is recognised that method of assessment and allocation of these grants needs greater flexibility. Therefore, the Reference Group is considering whether some of these initiatives could be delivered in partnership with States and Territories.

Funds for fellowships would continue to be available on an application basis, and they too could be linked more closely with the broader goals of the Community Partnerships Section.

### 3. Cross Council Responsibilities

The Community Partnerships Section will be responsible for the implementation across the Australia Council for the following areas:

- a. Arts and Education
- b. Regional Areas
- c. Disability Access
- d. Youth Arts

### 4. Collaborate on Partnerships Projects

The Community Partnerships Committee, via the Director and staff, will provide support and assistance for partnership projects of national significance. This support may take the form of professional advice, assistance with brokering partnerships, some financial contribution and support with resource and documentation. It would also include looking for partnerships across the Australia Council.

Engagement by Community Partnerships in any project will be subject to set criteria.

### 5. Networks and Coordination Support

A regional network is proposed that covers the whole of Australia to deliver direct services to artists and organisations, and for supporting and promoting art and cultural development in communities.

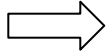
The services will be directly contracted by Council.

It is proposed that this network of service providers would meet regularly with the Community Partnerships Committee to ensure an effective dialogue between communities and the Committee.

The Reference Group is considering the best provision for:

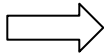
- a. a national voice
- b. a publication/s
- c. a web presence
- d. research and development

Creative Communities Strategy  
of the Australia Council for the Arts



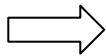
**Governing Council**

- Providing Leadership
- Determining Priorities
- Monitoring Outcomes



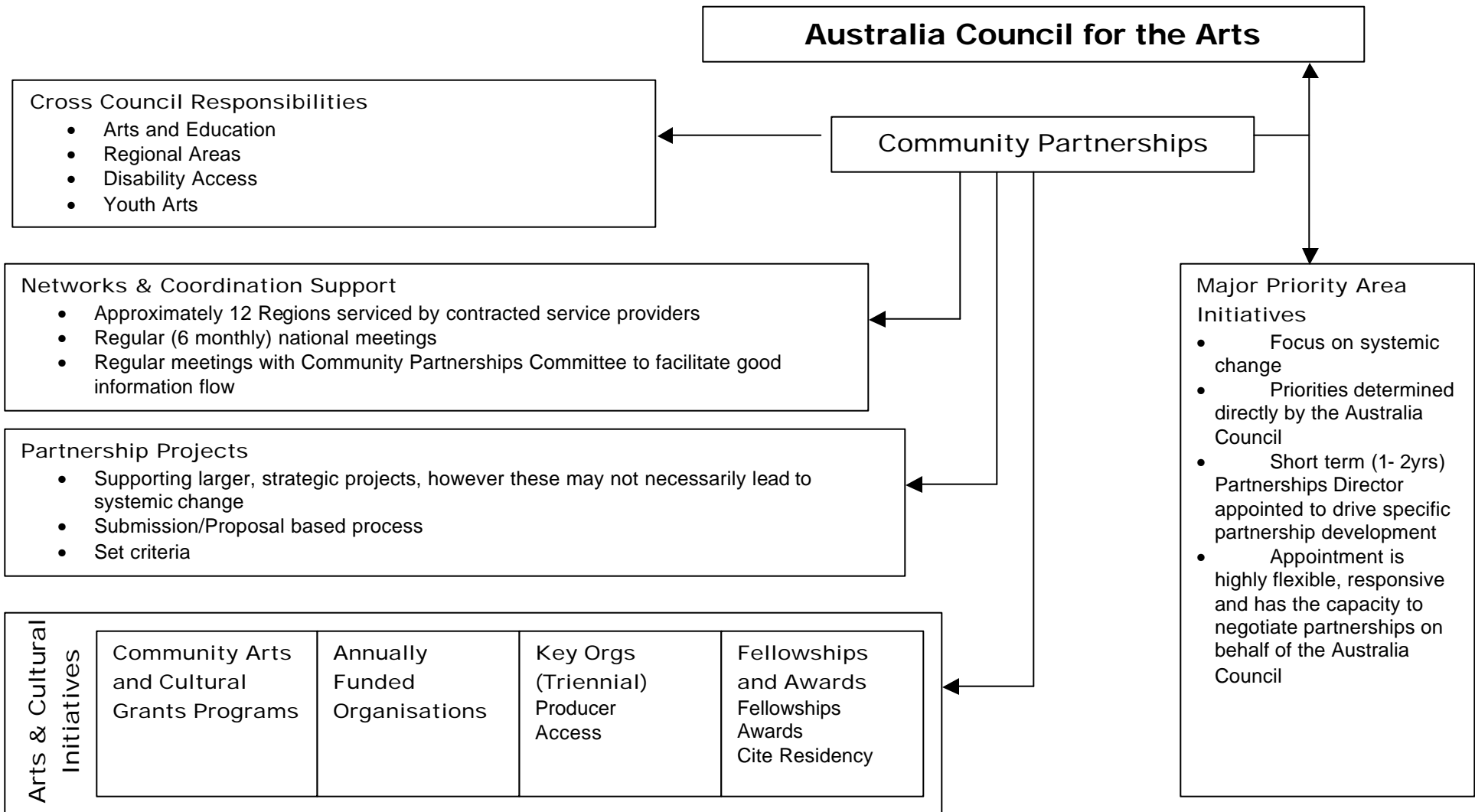
**Community Partnerships**

- Implement major initiatives
- Networks and Coordination Support
- Partnership Projects
- Community Arts & Cultural Grants Programs
- Cross Council Responsibilities Implementation



**Boards & Sections**

- Contribute to Australia Council's achievements under the *Australia Council Act 1975*
- Contribute to community engagement with the arts
- Actively engage in major initiatives as determined by the governing Council



## Australia Council's Community Partnerships Scoping Study

### Issues arising from consultations sessions

As at 14 March

---

#### **Sessions:**

Arts Affinity Australia – Melbourne 9 February  
Public Session – Melbourne 21 February  
Arts Victoria – 22 February  
Victorian Key organisations – 22 February  
Public sessions – Hobart 24 February  
Tasmanian Key organisations – 24 February  
Arts Tasmania – 24 February  
Public Sessions – Adelaide 7 March  
South Australian Key Organisations – Adelaide 8 March  
Arts SA – 8 March  
Public Sessions – Sydney 13 March  
NSW Key Organisations – Sydney 14 March  
NSW Ministry for the Arts – Sydney 14 March

---

### **KEY ISSUES ARISING FROM CONSULTATIONS**

#### **Philanthropic Organisations - Arts Affinity Australia**

- Each philanthropic organisation is unique and they each have different funding priorities.
- Tend to fund 'special projects' that could be riskier in nature.
- Do not want to fund organisations on an ongoing basis
  
- Not interested in pooling funds with the Australia Council – would be interested in Australia Council approaching them with an idea
- Would be interested in exploring non-financial partnerships – working together
- Interested in the Australia Council supporting R&D
- Interested in a discussion about art versus social outcomes

#### **State Government Agencies – Arts Victoria, Arts Tasmania, Arts SA, NSW Ministry for the Arts**

## DRAFT

- Arts Victoria, Arts Tasmania and Arts SA expressed interest in further exploring the concept of jointly delivering a small grants program to communities.
- Agreed that a critical issue was how to engage more effectively with local government.
- Agreed that training for artists was a significant issue.
- Arts Victoria uses the term 'arts and community'
- It was suggested the Australia Council consider 5-year contracts for funded organisations to indicate that something has changed and to ensure the future of the organisation.
- Suggested that the State Governments could work together in relation to flagship companies and infrastructure/service organisations.
- NSW raised the issue of exploring the relationships with local government as a key approach
- There is a need to scope issues and develop a collaborative response
- NSW raised the possibility of working on new urban developments to establish creative communities rather than the reactive – problem-solving model.
- NSW are interested in canvassing the possibility of developing a national community cultural development framework

### **Public Consultations with sector**

#### Melbourne

- There is a need to grow cultural capacity in communities
- Need to make a distinction between the role of the Australia Council in arts with and in communities as opposed to what it funds
- There is a broader role for the Australia Council to generate 'energy for art'
- The Australia Council has a role to work with the States to create 'political imperative' for the arts
- The non-for-profit sector is more flexible as partners
- Community representation
- Vic Health has a good model for partnerships
- Art in communities is normal; Art is part of our everyday lives (should not be marginalised), and you can do this without a grant.
- The Council has a role in arguing/encouraging that art is fundamental
- Challenge to show 'other govt agencies' that the arts is a positive tool to achieve objectives
- Professional development is important to artists – but a partnerships approach may be too restrictive
- The Australia Council could provide an overview of what courses are available to artists for professional development
- There is a need to describe a range of roles for artists working in communities – an employee, who agreed to work to achieve defined

- goals; having a shared vision; an artist that initiates a project with a community
- The process of creativity is just as important as the outcome
  - If the funding criteria is about partnerships,
    - 'partners' get cynical about the application process when no support is forthcoming.
  - - a community could be without an artist and an artist without a community, but a good project may evolve.
  - There is a need to provide materials to communities that local government can understand
  - Different levels of and need for brokerage for communities
  - Would like a definition of CCD that is succinct and understandable
  - Infrastructure and facilities – there is a need for communities to understand what facilities work in particular situations – 'National Planning Function' – the Australia Council could use its muscle to achieve this
  - Develop a clear statement for local government – options for engagement that are simple and straightforward in language (specifically written for local government)

#### Key organisations

- voiced concern over timeline for scoping study
- Agreed training and mentorships were important
- Suggested that a board of management might be established to oversee and manage the contracts with the infrastructure organisations.
- Considered growing cultural capacities in communities important
- Agreed there was a need for a small grants program for communities and artists
- Concerned that a joint grant funding by State and Australia Council would limit opportunities for artists and communities – ie only one place to go for funds.
- Questioned how the funds would be allocated across the section – for infrastructure, communities, strategic initiatives.
- Concerned that the funds could be "frittered away and used for 'other' activities"
- There is no sense as to how the other art form boards will engage with community based arts
- Suggested a percentage of the art form boards budget be allocated to community based work
- Important to have a clear definition of community
- Important to make clear what the Australia Council's responsibility is and that this is linked to the Australia Council Act
- The key organisations' definitions need better articulation/clarification about the different roles
- Important to articulate that the funding relationship with the Australia Council could be short or long-term

## DRAFT

- Expanding the role of key organisations is a natural thing to do
- Some key organisations are producers/access orgs and services organisations

### Tasmania

- The Australia Council has a stronger focus on professional artists rather than community based artists – it is hard to get an application funded if the artist doesn't have a 'reputation'.
- In rural Australia, the centre of the community can often be the school – there is the potential for partnerships
- Could look to use surplus spaces in schools for artists
- Tasmanian curriculum has the arts as essential (the only state)
- When arts companies had education officers it lifted the burden from the teachers and schools
- Suggested Arts and Wellbeing should be a strategic priority. Also suggested Arts and Environment and Arts and Tourism
- Arts and health forum worked well in Tasmania
- Suggested the Australia Council could be involved in top-down advocacy for arts and health/wellbeing
- Suggested arts and wellbeing be placed in whole-of-govt context
- Australia Council could advocate for the arts as being important for communities' wellbeing – not just about feeling good, but the arts could be life changing.
- Considered the NEAN (National Education and the Arts Network) model worked well
- Outcomes of community-based practice are not documented enough. Encourages the Australia Council to consider funding longer-term research of impact of projects.
- Australia Council could assist in removing the stigma of community based arts practice being 'fluffy' with no excellence
- Suggested infrastructure organisations be responsible for collecting and documenting data/projects
- Access organisations – don't define by deficit i.e "What is the problem"
- Concerned that a joint funding program with Arts Tasmania would limit opportunities for artists and communities
- Noted that Arts Tasmania is concerned about 'economic outcomes' and that its support for community arts practice is tokenistic
- It is sometimes difficult to have everything in place before a project (ie concerned about need for partners). There are times when a project needs to develop and it may be a community without an artist or an artist without a community.
- Partnerships are ones that don't threaten but do deliver
- Who are the peers for strategic initiatives? It may not be the Committee?
- Where is the opportunity?

## DRAFT

- What is the Australia Council brand? What are we communicating? Who are we communicating to? What is the bottom line? What is the core value and how do you articulate this?
- Community based practice is sophisticated as well as being a tried and tested arts practice approach.

### Key organisations

- Don't like creative partnerships – concerned community has gone
- Commented that people organise themselves around institutions
- Important to make explicit why partnerships exist – there needs to be a statement in the Future Directions paper about why you would have a partnership and how it is helping making the art more relevant
- Suggested Goal 4 (page 7 of FDP) “To encourage the engagement of artists and organisations with other sectors through creative partnerships, projects and activities”.
- T of R 6 - Suggested that the Australia Council could play a role in advocating the role of the arts in communities to non-government organisations (Anglicare etc)
- T of R 7 – Suggested supporting activities that bring in new resources; recognise CCD practice in other sectors; make sure the organisations that are doing good work are properly resources
- T o R 8 – interested in conferences and understanding and utilising national overview
- Suggested working for producer organisations criteria:
  - recognising career pathways for participants who are engaged in the sector, including new entrants and project leaders
  - collaborations between producing and service/infrastructure organisations
- Change last point to “Be engaged in national and international programs”
- Change 1. in 4.5.4 to “Grants to communities and artists working in and with communities for projects....”
- Could COAG consider a prevention and health program.

### Adelaide

- Strongly support arts practice being at the core of work supported by the Australia council
- Agreed with the concept of performance measures based on Section 5 of the Act for all art form boards of the Australia Council
- There is a need to value and make more visible the work artists do in and with communities – honour and respect artists
- Facilitation and negotiation should be considered part of arts practice
- A true partnership involves people at every level being part of the facilitation and negotiation

- The process is as important as the outcome
- There is a need for a longer-term strategic initiative in the youth arts sector
- Concern that the youth arts organisations will disappear
- What happens to the small companies in the new structure?
- There is a need to raise the profile of arts in schools
- Strategic initiatives should be interlinked with the grants program
- Recommended a youth person be appointed to the Community Partnerships Committee
- Don't lose the ground up approach – artists are doing the work on the ground
- Art is about human/social relationships and human exchange.
- Art is about communication
- The community is more engaged if they know the artists and in CCD work the artists know the community. Therefore the quality of engagement is heightened in CCD work.
- Art helps to enrich but also to create cultures
- There are many cultures that don't relate to opera/orchestras as they are not part of their traditional cultures
- Australia has embraced diversity in food. Why can't the arts be like food and cooking – where diversity is accepted as normal – even expected.
- Just like no one enjoys a bad football match – no one enjoys bad art – the art needs to be excellent (even if the process is good).
- People know great community arts when they 'gasp'. It needs to inspire people.
- Need to challenge the stereotype that 'community arts' conjures up notions of "poor quality" and amateurism
- Concern that the small grants program would disappear
- If you fund bigger projects (strategic initiatives) you will lose smaller grants
- Concern that smaller companies can never achieve key organisations (triennially funded) status
- Consider whether key organisations should not be able to apply for project grants
- What are partnerships? There are many different forms of partnerships.
- Partnerships can take a long time to develop
- Not all grants should be based on partnerships
- There are legal implications of being a partner
- Partnerships often require an MOU – there will need to be training in this area
- The Australia Council should play an enabling role, not be a regulator
- Who will teach people to broker partnerships?
- Community Partnerships seems to be a long way from artists – need to ensure artists are still involved.
- Concerned that the Australia Council is moving to a top-down approach – will lose connection to artists and communities

## DRAFT

- There is a need for a more sophisticated funding model, that is not too limited
- It would be useful for Community Partnerships to consider the successful State/Commonwealth relationship developed through the Visual Arts and Crafts Strategy
- Concerns about 'tenders' and what it will mean for the service organisations
- Support activity on merit.
- Encouraged a policy wide approach to dealing with local government.

### Key organisations

- There is a need for more research and advocacy for the sector
- Concerned that the Australia Council considers the CANs to be all the same – they are all different
- Noted that CANSA is firmly membership based
- Recommended key organisations and service organisations be funded on longer term contracts to enable longer-term planning
- The current relationship with the Australia Council allows for longer-term planning
- Core support to organisations is vital
- A tender can limit an organisation
- The Community Partnerships Committee should ensure there is a mechanism to ensure that trends emerging from the grant programs are analysed and understood
- An Australia-wide network is critical
- Access and infrastructure organisations also do research – this should not be limited to the producing organisations
- The Future Directions Paper is confusing about partnerships and stakeholders
- Concern that if the Australia Council worked with the States on the small community grants program it would limit opportunities
- The notion of a professional magazine is critical.

### Sydney

- Is there a risk of an information gap if administration functions of grants are separated from policy development functions
- Should look at the UK model where grants were devolved to the regional areas
- What is the process for annual program or successful project recipients to move into triennial funding
- Some organisations in the youth area already fall through the gaps and this doesn't appear to be addressed in the new model

- There are particular issues in the Central Coast – of main concern is one of access for the whole community to participate in arts and cultural development activities
- The central Coast is not serviced by Sydney based organisations and is not part of the regional networks
- Partnerships needs to be clarified – it appears there is some confusion between what is a partnership and what is a relationship
- Development of a relationship should lead to partnership which in turns leads to innovation and then hopefully sustainability
- What will be the impact of the change if a more collaborative or partnership approach is taken with the States in regard to grant decision and delivery
- There is a need to define what is meant by community engagement, audience development and critical engagement and how they may inter relate
- Need to ensure that the peer assessment processes of the states are closely aligned with those of the Australia Council.
- How will professional ccd practice and practitioners be separated out and managed under the new structure
- Leadership is a responsibility of everyone including the individuals and organisations who work in the ccd sector
- Art making has to come back to the core of the way we articulate our work to the arts bodies
- Acknowledge that the amount of funds available are limited and we need to ensure that they are used more effectively
- There is a need to ensure that young people are part of this review process and that they can see themselves in the new model
- In regard to local government the Australia Council needs to make sure that they are part of the broader structural debates such as the review of the federal, state, local government funding models and the distribution of GST
- In NSW we may have to look at a geographical breakdown for infrastructure services which is more on the lines of metropolitan, regional and rural
- There is need for support of arts officers and positions within local councils
- Could explore the potential of tripartite partnerships between the Australia Council for the Arts, State governments and local councils
- The regional break up of NSW leads to anomalies such as organizations based in Wollongong cannot apply for funds from Regional Arts to service regional areas in the broader Illawarra
- Partnerships cannot be forced otherwise they can be problematic
- Does the “Community Arts and Cultural grants” proposal have access strategies for regional and rural communities
- Many regional organisations and arts officers have been very successful in accessing funds from non arts sources

- Under the old CCDB model it appears that little money was going to regional NSW
- It may be of value to consider a cultural broker model either an individual or organisation in some regional and rural areas
- The lack of Indigenous cultural officers in NSW is a major issue and needs to be addressed in any access strategies
- The issue of a group of professional artists coming together to work on an economic viability strategy does not appear to fit within the community partnership funding model. However it is a broader issue that the Australia Council needs to consider
- In the area of arts therapy it may be that the Community Partnerships may not be the sole funder but could be a partner. There is also the whole of the arts and health strategy that the Australia Council is developing and how there may be opportunities that arise in that context.
- At times the projects or work with and in communities may lead to a cultural outcome and not a tightly defined “arts” outcome. The discussion paper and new model needs to address and clarify this issue.
- In Sydney and Western Sydney specifically there are spatial needs and varieties, which need to be taken into account. These are often lost when “regional labels” are attached to an area. The complexity of the experiences, interests and backgrounds of the communities in an area are often what drive needs
- Land use and planning is the major concern of local councils and we need to demonstrate how our work can assist them in developing effective solutions for their communities
- Who will fund the arts development activities of working with individual artists from recently arrived and emerging communities
- There is often a continuum along the line of access which leads to the process and then to an arts and/or cultural outcome
- There is a need to train community workers in other sectors who are interested in arts and cultural activities however don’t have the skills to or confidence to set them up. This is a constant need because of the turn over in the community sector generally
- The use of the words Australian citizens or all Australians could be seen as excluding non citizens or people from diverse backgrounds
- Perhaps in NSW we need to look at a diverse geographical break down which covers parts of Sydney as well as regional areas such as the Illawarra and Central Coast and so on
- Infrastructure funding needs to look at information exchange and support across regional areas
- The key for the infrastructure supported by CP is network development
- There is a need to provide support and assistance to the network of cultural development workers and networks in local councils
- The Discussion Paper appears to have lost the focus on individual artists and practitioners as set out in the terms of reference

## DRAFT

- There are multiple avenues for partnership development – so partnership models should not be too defined
- How will partnerships be developed – there is a variety of ways this can work and CP has to be able to assist people
- There is an Australia Council wide issue of access and grant writing and this needs to be placed on the agenda for Council. This is not only related to people with limited English skills
- Does the CP Scoping Study see opportunities to be pursued with the Cultural Accord between the NSW Ministry for the Arts and the NSW Local Government and Shires Associations?
- There is a general disenfranchisement of marginalised groups through changes to government policies and service deliverers and we do not want this to happen through any changes proposed by the Scoping Study
- There is a risk of losing the connections and community trust built up by organisations if they are suddenly no longer supported – those who suffer are the communities
- There has been limited, if no, success in Council being able to implement organisational wide policies such as ACMAC.
- There has been some success in the Dance Board of the Australia Council by changing one criteria it has opened up applications from a range of culturally diverse practitioners who previously did not apply to Council and also there has been an increase in the number of cultural diversity projects supported
- Is there a risk that by formalising partnerships and the role of artist in non arts settings that we lose its capacity to connect with people because the arts are restricted by the culture of the non arts organisation?
- What happens with communities once we have empowered them and then they apply for support and are unsuccessful? We have to manage expectations and this is a role for all of us – the practitioner and the Australia Council
- It is not clear how the new model will develop the ccd practice
- We have to work in a more strategic and collaborative manner with local governments
- We need to reaffirm the success the community based practice has had in leveraging funds and resources

### Key organisations

- It is unclear what the divisions are between the access, producer and service organisation model proposed in the Discussion Paper
- There is a need to reconsider the tender or expression of interest model for service organisations. It may be more equitable and effective to enter into dialogue with key organisations and work out a transitional arrangement
- In the service organisations proposals what will the relationships with the States be – as they are often the majority funder

## DRAFT

- The issue is one of limited resources however the spatial and demographic complexity of Sydney and NSW needs to be addressed
- The service organisations need to provide support to those agencies and organisations that deliver direct services on the ground
- Some organisations deliver a suite of activities which cover access, production and services
- Would an organisation which is successful in securing a service organisation contract be able to apply as a producing or access organisation and visa versa
- There is a lack of Indigenous cultural officers in NSW and this is of critical concern
- Sydney is suffering from a range of urban development pressures and we need to be aware of this in terms of the tension between urban development butting up on rural peripheries
- Disability needs to be a key are of CP activity and policy focus as well as across Council
- Access to technology and then use of new media are not covered in the Discussion Paper and this needs to be addressed. Film, video, multimedia are issues both in terms of addressing the digital divide and also unleash the innovative practices within the communities