



Strategic Plan 2016

About us

The Department of Culture and the Arts was established under Section 35 of the *Public Sector Management Act 1994* on 1 July 2001.

The Department of Culture and the Arts (DCA) guides the delivery of culture and arts for Western Australia through the provision of policy development, coordination and support services.

The DCA is part of the Culture and Arts Portfolio which comprises of:

- Art Gallery of Western Australia (a statutory authority)
- Perth Theatre Trust (a statutory authority)
- ScreenWest (an incorporated association)
- State Library of Western Australia (a statutory authority)
- Western Australian Museum (a statutory authority)

In 2014, State Government investment enabled funded organisations to:

- Leverage an additional \$1.84 from other funding sources for each dollar provided by State Government
- Present 307,294 activities and events to audiences of more than 2.3 million
- Deliver 11,471 educational programs and seminars to 1.1 million participants
- Employ 1,647 people supported by over 1,268 volunteers.

Front cover credits (clockwise from top):

Katherine Dunmill on the runway at Perth Fashion Festival
Photo by Stefan Gosatti

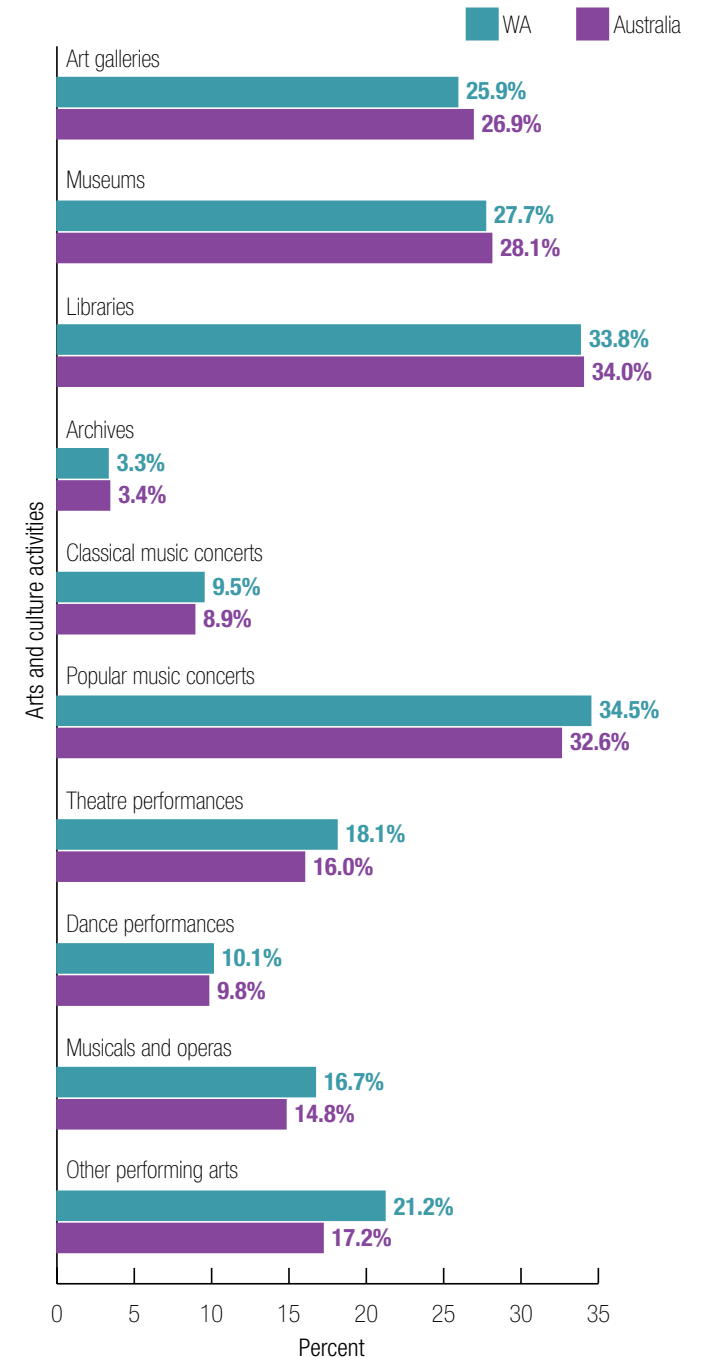
Black Swan Theatre Company presents *The Red Balloon*
Photo by Gary Marsh

Pirrimiri by Amy Nuggett
Photo by the artist

West Australian Ballet presents *Steptext*
Photo by Sergey Pevnev

Harlequin League at the Rosemount Hotel
Photo by Karen Lowe

WA v national cultural attendance 2013-14



What we do

Key priorities

Assist Assist the Minister for Culture and the Arts to administer the statutory authority Acts and the State Records Act 2000.

Contribute Contribute to the development of the State by delivering culture and arts policy to achieve State Government outcomes.

Support Support the delivery of arts and culture activities across WA through policy development, grants and funding.

Outcomes Delivering State Government election commitments, programs and policies on arts and culture.

Responsiveness Responsiveness to the changing environment.

Engagement Community and arts sector engagement.

Value Delivering value on behalf of the community.

Partnerships Strategic partnering with industry, government and the community.

Brass Embossed Cuffs by Jessica Jubb
Gondwana Collection
Photo by the artist



Purpose

The cultural development of Western Australia through the provision of quality services and funding programs, and the implementation of Government policies and initiatives.

Vision

A valued and respected government agency that has the expertise to support the arts and culture sector in enriching the lives of the Western Australian community.

Values

Professional

Innovative

Responsive



Corporate objectives

1. **Deliver** the State Government's arts and culture priorities.
2. **Provide** leadership through strong evidence-based policy, planning and legislative reform.
3. **Promote** a diverse, vibrant and sustainable cultural sector.
4. **Ensure** effective management of the State Government's investment in culture and the arts.
5. **Establish** efficient and effective business systems and processes.
6. **Develop** a workforce that is engaged, capable, adaptable and agile.

The Little Prince
Spare Parts Puppet Theatre
Photo by Jessica Wyld



Strategic initiatives

Objective	Strategic initiative
1. Deliver the State Government's arts and culture priorities	Collaborate with the WA Museum to develop the New Museum Project operational model and facilitate the interface with the Perth Cultural Centre and surrounding precinct.
	Develop and lead the implementation of recommendations from the Agency Expenditure Review, including the development of a corporate performance monitoring process.
	Optimise the integration of The Bell Tower into Elizabeth Quay's cultural programming to benefit the Sector.
	Assist ScreenWest with the establishment of a screen production facility at the ABC Studios and achieve greater autonomy.
2. Provide leadership through strong evidence-based policy, planning and legislative reform	Consolidate the State Records Office as a leader in government information, records and document management, including the modern and accessible management of archives.
	Prepare a response to Strategic Directions Framework 2016-2031 that articulates actions DCA will undertake to meet the objectives of the Framework.
	Review the current subsidy model for State owned and leased culture and arts venues (STC, HMT, PCH SAC) to ensure options are developed to improve transparency and efficiency.
	Identify solutions to ticketing and CRM needs across venues and in the culture and arts sector.
	Promote DCA's role as the lead agency within State Government in relation to funded arts and culture policy, programs and activities.
	Develop existing and potential local, state, national and international inter-governmental partnerships to better enable DCA to achieve its corporate objectives.
	Promote and harness a rich data culture throughout the portfolio and sector.

Objective	Strategic initiative
<p>3. Promote a diverse, vibrant and sustainable cultural sector</p>	<p>Coordinate the development of a strategic digital services model for arts and culture that meets the needs of the Portfolio and wider community, including investigating options for a consolidated digital storage solution to service State collections.</p> <p>Develop an agreed approach to the ownership and management of State owned built cultural infrastructure in regional WA.</p> <p>Identify the needs of the public galleries sector in regional WA and provide a case for future investment.</p> <p>Review the Creative Regions program and make recommendations for improvements and/or additions for implementation in the 2016/17 financial year.</p> <p>Establish the contribution of culture to whole of Government initiatives supporting Aboriginal arts, culture and communities.</p> <p>Prepare a response to Government's cultural diversity and community inclusion principles.</p> <p>Undertake reviews of the visual arts, writing and theatre sectors in 2016 to address issues impacting on their sustainability.</p> <p>Identify opportunities to capitalise on the success of current Western Australian arts and culture festivals, particularly in outer metro/ regional areas.</p> <p>Develop international strategies to provide a strong base for cultural exchange and expansion of the market for WA arts and culture content and production.</p> <p>Support the Department of Planning processes and regulatory reform in planning of cultural infrastructure and places.</p>

Objective	Strategic initiative
<p>4. Ensure effective management of the State Government's investment in culture and the arts</p>	<p>Review current processes and develop new approaches to leverage DCA investment to increase income diversification across arts and cultural organisations, programs, partnerships and activities.</p> <p>Develop a policy for the arts to guide State investment in cultural capital projects.</p> <p>Prepare a report exploring options for a consolidated storage solution to service Portfolio agencies and major performing arts companies.</p> <p>Develop and implement a centralised asset management model for the Culture and Arts Portfolio.</p> <p>Rationalise land tenure and develop a master plan and activation strategy for the Perth Cultural Centre to guide future use and development.</p> <p>Review of existing assets and infrastructure to develop leasing and tenancy model for State owned or managed cultural infrastructure that delivers optimal community outcomes and increases the potential for self-generated revenue.</p> <p>Review of existing assets and infrastructure to determine optimal tenancy mix; and identify commercial opportunities to contribute to asset sustainability for cultural purposes.</p> <p>Implement grant funding process and program reforms to meet agreed government investment priorities and sector expectations.</p>
<p>5. Establish efficient and effective business systems and processes</p>	<p>Coordinate the implementation and use of technology for business improvement across the Portfolio, with a view to ensure consistency and connectivity of platforms.</p> <p>Develop a strategic communications plan that aligns with government policy and meets DCA's objectives, including review of website effectiveness.</p>
<p>6. Develop a workforce that is engaged, capable, adaptable and agile</p>	<p>Develop and implement a learning and development strategy that builds business capability and flexibility to meet strategic objectives across the portfolio.</p> <p>Develop and implement a change management plan that transitions individuals to align with organisational expectations and achieve better business outcomes.</p> <p>Develop and implement a broader flexible working options strategy to attract a wider talent pool and retain valuable employees.</p>

Contact us

Department of Culture and the Arts

Gordon Stephenson House
140 William Street, Perth WA 6000

PO Box 8349
Perth Business Centre WA 6849

Telephone: +61 8 6552 7300
Toll Free: 1800 199 090 (country WA only)

Email: info@dca.wa.gov.au
Website: www.dca.wa.gov.au

TTY users phone 133 677 then ask for 08 6552 7300

Speak and Listen users phone 1300 555 727
then ask for 08 6552 7300

Internet relay users connect to the NRS
www.iprelay.com.au/call/index.aspx then ask
for 08 6552 7300

This document is current as of January 2016.