



2021 – 2024
Corporate Plan

creative
partnerships
australia



Ripple Effect Band, Darwin Fringe Opening Night
Photo by Justin Kennedy

We, the Directors of Creative Partnerships Australia present the 2020-2024 Creative Partnerships Australia Corporate Plan, which covers four reporting periods for Creative Partnerships Australia from 1 July 2020 to 30 June 2024, as required under subsection 95(1) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with the Public Governance, Performance and Accountability Rule 2014.

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Residency Artist, Louise Flaherty, The Mill Exhibition Space
Photo by Daniel Marks



Our purpose

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

Our goals

Grow the culture of giving to arts and culture, 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 and cultural sector.

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 cooperative way with all stakeholders

Openness: being accessible, transparent and accountable

What we do and for whom

Siti Rubiya, Contemporary Asian Australian Performance
Photo by Jamie James



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

Never has this been more important than now, given the impact of the COVID-19 pandemic on the arts sector. The need for most arts organisations to cease operating as they were due to the restrictions put in place to manage the pandemic led to a significant and immediate drop in revenue for arts organisations, artists and other creatives. The private sector has and can continue to provide crucial support to the arts and cultural sector both during and in the months following the pandemic. Creative Partnerships Australia plays an important role in encouraging and facilitating this support.

We do this by investing in the professional and business development of the arts and 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 encourage and facilitate partnerships, mentoring and investment.

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

Key activities



Big hART, Intergenerational Workshops in Ieramugadu
Photo by Frances Andrijich



Advocacy

Be an informed and influential advocate for the arts and cultural sector; encouraging, facilitating and celebrating private sector support for arts and culture.

COVID-19 Pandemic Response

Provide up-to-date, evidence-based information and advice to the arts and cultural sector about the impact of the pandemic on the likely response of donors and business; and provide information and advice to existing and prospective donors and partners about the impact of the pandemic on the arts and cultural sector, in order to facilitate an informed response by donors and business to assist the arts and cultural sector meet the challenges of the pandemic restrictions and the sector's re-emergence as and when the restrictions are lifted.

Strategic priorities

- Track and report on sentiment and trends in private sector support for the arts and culture
- Work with the arts, philanthropic and business sectors and all levels of government to promote the value of supporting arts and culture
- Recognise and celebrate leadership in private sector support for arts and culture

Intended outcomes

- Higher value and longer-term private sector support for arts and culture
- Philanthropic and business sector arts supporters are applauded, and prospective supporters are encouraged

KPIs

- Increase the number of responses to the *Giving Attitude* survey by 5% each year the survey is undertaken, and publish the biennial *Giving Attitude* report to track data on trends in private sector support for the arts and culture; and conduct the survey annually in 2019 and 2020 in order to capture the impact of the COVID-19 pandemic on support for arts and culture
- Track total value of private sector support for the arts and cultural sector, as measured by the *Giving Attitude* survey
- Track the value of each type of private sector support for the arts and cultural sector (donations, sponsorship, volunteering, etc.), as measured by the *Giving Attitude* survey
- Track the return on investment for arts and cultural organisations seeking private sector support, as measured by the *Giving Attitude* survey
- Track the number of fundraisers who have five or more years' experience working as an arts fundraiser, as measured by the *Giving Attitude* survey
- Deliver the Creative Partnerships Awards annually



Providing expertise

Be an informed and influential source of expertise on philanthropy, sponsorships and partnerships, volunteering and new and emerging forms of private sector support for arts and culture.

COVID-19 Pandemic Response

Draw on local and international expertise to inform and provide up-to-date, evidence-based information and advice to the arts and cultural sector, that takes into account changes in funding and partnership practices due to the changed environment presented by the pandemic.

Strategic priorities

- Utilise the knowledge and skills of CPA staff and external experts to ensure CPA's programs, services and advice relating to private sector support for arts and culture is up-to-date and relevant
- Develop and deliver programs and services to share this knowledge with artists and arts organisations, as well as the philanthropic and business sectors

Intended outcomes

- CPA is a respected source of information and expertise on philanthropy and partnerships for the arts and cultural sector, as well as government, philanthropic and business stakeholders
- The arts and cultural sector is equipped with the knowledge and skills required to be effective at fundraising

KPIs

- Increase the number of responses to the *Giving Attitude* survey by 5% each year the survey is undertaken, and publish the biennial *Giving Attitude* report to track data on trends in private sector support for the arts and culture; and conduct the survey annually in 2019 and 2020 in order to capture the impact of the COVID-19 pandemic on support for arts and culture
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- Track the return on investment for arts and cultural organisations seeking private sector support, as measured by the *Giving Attitude* survey
- Track the number of fundraisers who have five or more years' experience working as an arts fundraiser, as measured by the *Giving Attitude* survey
- Measure engagement with events and coaching & advice services through participant satisfaction surveys
- Maintain 80% satisfaction rates for sector development programs, state-based coaching & advice, and the ACF
- Measure engagement with online resources through the number of unique website views



Building capacity

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

COVID-19 Pandemic Response

Deliver programs and services through the lens of the changed environment, including providing flexibility to grant recipients, delivering services online where possible, and providing advice that takes into account changed circumstances, to assist artists and arts and cultural organisations maintain stability and prepare for increased activity when and as restrictions are eased.

Strategic priorities

- Develop and deliver a sector development program catering to all levels of the arts and cultural sector, including a renewed focus on online delivery
- Deliver matched funding programs which provide an incentive to grow support for arts and culture and assist artists and organisations build their fundraising capacity
- Provide mentoring, coaching and advice for artists and arts organisations to build their capacity to secure and maintain private sector support, including through CPA's national network of state managers
- Promote use of the Australian Cultural Fund to both artists and donors

Intended outcomes

- A network of skilled, knowledgeable and professional arts fundraisers who are more confident in their organisations' fundraising capability
- A growing number of artists who are confident in seeking private sector support to support their practices and activities
- Increased private sector support for the arts and cultural sector

KPIs

- Increase the number of responses to the *Giving Attitude* survey by 5% each year the survey is undertaken, and publish the biennial *Giving Attitude* report to track data on trends in private sector support for the arts and culture; and conduct the survey annually in 2019 and 2020 in order to capture the impact of the COVID-19 pandemic on support for arts and culture
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- Track the number of fundraisers who have five or more years' experience working as an arts fundraiser, as measured by the *Giving Attitude* survey
- Measure engagement with events and coaching & advice services through participant satisfaction surveys
- Measure the number of organisations seeking coaching & advice from state managers
- Maintain 80% satisfaction rates for sector development programs, state-based coaching & advice, and the ACF
- Measure engagement with online resources through the number of unique website views
- Measure the growth in funds raised through the ACF



Partnering

Establish strategic partnerships with organisations who intersect with our vision and expand CPA's reach.

COVID-19 Pandemic Response

Work with existing partners and identify new partnerships that provide the opportunity for further collaboration in relation to the impact of and the response to the pandemic, to amplify CPA's goals and enable CPA to both tap into others' expertise, as well as expand the opportunities available to the arts and cultural sector.

Strategic priorities

- Partner with organisations, including other government agencies, peak bodies and service organisations, in order to enhance the expertise and opportunities available to the arts and cultural sector and other stakeholders
- Regularly engage with our stakeholders and our network of interested parties with the common goal of increasing private sector support for arts and culture

Intended outcomes

- Artists and arts organisations increase their knowledge and understanding of private sector support, including how to attract and retain it
- Philanthropic and business supporters are better informed about opportunities and challenges in the arts and cultural sector
- Support for the arts and cultural sector is coordinated and duplication is avoided

KPIs

- Include goals in partnership agreements that relate to CPA's focus areas and evaluate each partnership against these goals

★ Demonstrating value

Operate efficiently, transparently and with a culture of service; providing high quality programs and services that are valued by all stakeholders.

COVID-19 Pandemic Response

Ensure that CPA is agile and responsive to the needs of the arts and cultural sector in light of the changed operating environment for the sector both during and after the pandemic, in order to address current and emerging issues of concern to the sector.

Key activities

Strategic priorities

- Operate efficiently and effectively with a highly skilled team
- Develop and deliver relevant programs and services that address identified needs, and that are responsive to changes in the operating environment, such as the COVID-19 pandemic

Intended outcomes

- An accessible, efficiently run and effective organisation, accountable to the Government and other stakeholders
- CPA is the “go to” organisation for expertise and support in relation to private sector support for arts and culture

KPIs

- Measure engagement with events and coaching & advice services through participant satisfaction surveys
- Maintain 80% satisfaction rates for sector development programs, state-based coaching & advice, and the ACF
- Measure engagement with online resources through the number of unique website views
- Establish overheads measurement in 20/21 and track overheads in subsequent years

Key Performance Indicators 2021–2024

| KPI | Focus Area(s) | 20-21 | 21-22 | 22-23 | 23-24 |
|---|---------------------|--------------------------------|--------------------------------|--------------------------------|-------|
| Increase the number of responses to the <i>Giving Attitude</i> survey by 5% each year the survey is undertaken, and publish the biennial <i>Giving Attitude</i> report to track data on trends in private sector support for the arts and culture; and conduct the survey annually in 2019 and 2020 in order to capture the impact of the COVID-19 pandemic on support for arts and culture | Advocacy | Publish report using 2019 data | Publish report using 2020 data | Publish report using 2021 data | |
| | Providing expertise | | | | |
| | Building capacity | | | | |
| Track total value of private sector support for the arts and cultural sector, as measured by the <i>Giving Attitude</i> survey | Advocacy | | | | |
| | Providing expertise | ✓ | ✓ | ✓ | |
| | Building capacity | | | | |
| Track the value of each type of private sector support for the arts and cultural sector (donations, sponsorship, volunteering, etc.), as measured by the <i>Giving Attitude</i> survey | Advocacy | | | | |
| | Providing expertise | ✓ | ✓ | ✓ | |
| | Building capacity | | | | |
| Track the return on investment for arts and cultural organisations seeking private sector support, as measured by the <i>Giving Attitude</i> survey | Advocacy | | | | |
| | Providing expertise | ✓ | ✓ | ✓ | |
| | Building capacity | | | | |
| Track the number of fundraisers who have five or more years' experience working as an arts fundraiser, as measured by the <i>Giving Attitude</i> survey | Advocacy | | | | |
| | Providing expertise | ✓ | ✓ | ✓ | |
| | Building capacity | | | | |

| KPI | Focus Area(s) | 20-21 | 21-22 | 22-23 | 23-24 |
|--|---------------------|--------|--------|--------|--------|
| Deliver the CPA Awards annually | Advocacy | ✓ | ✓ | ✓ | ✓ |
| Measure engagement with events and coaching & advice services through participant satisfaction surveys | Providing expertise | | | | |
| | Building capacity | ✓ | ✓ | ✓ | ✓ |
| | Demonstrating value | | | | |
| Measure the number of organisations seeking coaching & advice from state managers | Building capacity | ✓ | ✓ | ✓ | ✓ |
| Maintain 80% satisfaction rates for sector development programs, state-based coaching & advice, and the ACF | Providing expertise | | | | |
| | Building capacity | ✓ | ✓ | ✓ | ✓ |
| | Demonstrating value | | | | |
| Measure engagement with online resources through the number of unique website views | Providing expertise | | | | |
| | Building capacity | ✓ | ✓ | ✓ | ✓ |
| | Demonstrating value | | | | |
| Measure the growth in funds raised through the ACF | Building capacity | \$4.0m | \$4.0m | \$4.1m | \$4.2m |
| Include goals in partnership agreements that relate to CPA's focus areas and evaluate each partnership against these goals | Partnering | ✓ | ✓ | ✓ | ✓ |
| Establish overheads measurement in 20/21 and track overheads in subsequent years | Demonstrating value | ✓ | ✓ | ✓ | ✓ |

Operating context

Creative Partnerships Australia is a Commonwealth-owned company limited by guarantee. As listed in the company's constitution, CPA's dominant purpose is the promotion and development of a more sustainable, vibrant, and ambitious cultural sector in Australia by:

- a) fostering a culture of private giving to the cultural sector; bringing donors, businesses, artists, and arts organisations together;
- b) assisting and facilitating Australian artists and arts organisations to attract and maintain support from donors and business, diversifying their sources of revenue; and
- c) encouraging and celebrating innovation and excellence in giving to, and partnerships with, the arts.

Creative Partnerships Australia is funded by the Australian Government through a six-year Commonwealth Funding Deed (2018-2024). While Commonwealth funds represent CPA's primary income, the company generates modest revenue from operating activities that include ticketed events and the administration of the Australian Cultural Fund (ACF), from which 5% of all donations received are retained as revenue to subsidise the cost of administering the program.

While the ACF has recorded significant growth in recent years, the impact of the COVID-19 pandemic may see a decrease in ACF donations, and the income derived from them, in 2020/21. In addition, revenue from ticketed events is variable year to year and subject to programmed activity, hence COVID-19 restrictions may reduce CPA's capacity to maintain this income in 2020/21.

Capability

CPA's workforce operates in a national capacity, with a Head Office in Melbourne, Victoria, and state-based operations in Sydney, Brisbane, Perth, Adelaide and Darwin, and a total staff of 17 (14 FTE). CPA continues to work across the Australian arts and cultural sector to ensure that this workforce is providing services and programs that are relevant and accessible throughout Australia.

The COVID-19 pandemic necessitates a temporary shift in the delivery of CPA services such as coaching and advice, sector development events and mentorship opportunities to embrace digital alternatives. The workforce is well-placed to resource this increase in online delivery through the enhancement of current online platforms and the development of new IT systems.

Risk Oversight and Management

A comprehensive Risk Management Framework, including a Risk Register and Risk Appetite Statement, provide the foundation for a positive and robust risk management culture at CPA that is appropriate for the size and scope of the organisation. This Risk Management Framework will measure CPA's tolerance for and mitigation of the following risk areas:

- Health Safety and Environment
- Organisational Culture
- Financial, Legal and Compliance Risk
- Government Relations
- Stakeholder Relations
- Reputational Risk
- Programs
- Business Continuity, IT and Cyber Security
- Digital Transformation and Innovation

CPA has undertaken a review of the Risk Management Framework considering the impact of the COVID-19 pandemic and will continue to provide adjustments to risk appetite and mitigation procedures where required.

Cooperation

CPA cooperates with partners such as other government agencies, peak bodies, and key service organisations in order to enhance the expertise and opportunities available to the arts and cultural sector and other stakeholders.

As the impact of the COVID-19 pandemic is felt across the arts and cultural sector, CPA will collaborate with partner organisations to promote and facilitate the role of private sector support in recovery efforts.

Environment

| Trends | Implications | Opportunities for Creative Partnerships Australia |
|--|--|---|
| Sustainability within the arts | | |
| <p>The COVID-19 global health crisis has led to a shutdown of all mass gatherings in Australia and severe limitations on both international and interstate travel, leading to the cancellation of performances and closure of arts venues and institutions. The period of the shutdown is uncertain.</p> | <p>Mass unemployment of artists, creatives and technical staff; some arts organisations may not survive the shutdown, given their ability to earn income has almost disappeared. The uncertainty of the period of the shutdown means it is difficult for arts organisations to plan with confidence.</p> | <p>Increased demand for information and advice about how to engage with the private sector, in particular articulating the case for support for arts and culture.</p> |
| <p>Not-for-profit arts sector seeking increased support from the private sector to supplement public funding.</p> | <p>More demand on limited public funding coupled with a higher demand on private sector support.</p> | <p>Expertise and resources to support the sector, demonstrating alternatives to public funding that are innovative, high-yield and resource appropriate for arts organisations.</p> |
| <p>Continued high staff turnover in fundraising and development roles.</p> | <p>Unstable staffing impacting on relationship continuity with donors and businesses, diminishing the capacity for these relationships to grow.</p> | <p>Skills development, coaching and mentoring to prevent development staff burnout and encourage an all of organisation approach to fundraising.</p> |
| <p>Increase in artists engaging with the ACF, demonstrating more fundraising activity from individual artists and small arts companies.</p> | <p>A gap between fundraising appetite and fundraising expertise for individual artists and small arts organisations.</p> | <p>Online resources for individual artists and small arts companies plus fundraising support through the ACF platform.</p> |

| Trends | Implications | Opportunities for Creative Partnerships Australia |
|--|--|--|
| Introduction of new funding framework for major performing arts companies following the National Framework for Governments' Support of the Major Performing Arts Sector. | Australia Council requirements for these companies in relation to private sector support, 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 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. | Skills development in bequest fundraising through sector development and coaching. |

| Trends | Implications | Opportunities for Creative Partnerships Australia |
|--|---|---|
| Philanthropic support of the arts | | |
| In the short-term, the COVID-19 global health crisis could lead to a decrease in the corpus of and funds available for distribution by trusts, foundations and donors. | Potential for a decrease in donations to the arts and culture. | <p>Role for CPA to advocate for the role the arts and culture play in the community and articulate its impact, especially in times of crisis.</p> <p>Role for CPA to be a source of advice to donors, identifying areas of greatest need in the arts and cultural sector.</p> |
| Philanthropic giving continuing to increase over the long-term, with contributions from PAFs and HNWI's 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 and culture. | Research and evaluative frameworks that assist in demonstrating the social impact of the arts and culture. |
| Philanthropic sector seeking to measure the impact of their giving to the arts and cultural sector. | Ability to attract philanthropy becomes uneven across the arts and cultural sector, as larger organisations can more easily demonstrate impact. | Research and evaluation frameworks for small to medium arts organisations to measure impact. |

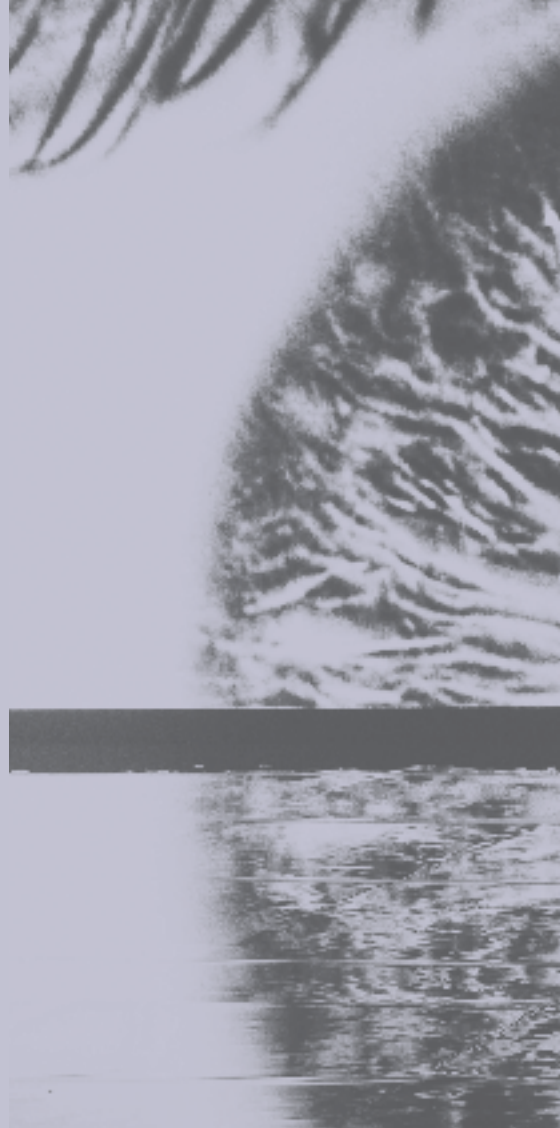
| Trends | Implications | Opportunities for Creative Partnerships Australia |
|--|--|---|
| Philanthropic sector seeking higher levels of engagement with the organisations and projects they support. | Arts and cultural organisations expected to dedicate increased resources to provide meaningful engagement 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 crowd-funding 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 and cultural organisations. | An increased potential for the arts and cultural sector to be the recipient of bequests. | Coaching, sector development initiatives and resources on bequest fundraising in the arts and culture. |
| 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 evaluate frameworks that assist in demonstrating the importance of arts and culture, enhancing the arts sector's case for support. |

| Trends | Implications | Opportunities for Creative Partnerships Australia |
|--|--|--|
| Business partnerships with the arts | | |
| In the short-term, the COVID-19 global health crisis will lead to a decrease in the funds available in businesses for sponsorship and partnerships with the arts sector. | Potential for a decrease in sponsorship of / partnerships with arts and cultural organisations. | <p>Role for CPA to advocate for the role the arts and culture play in the community and articulate its impact, especially in times of crisis.</p> <p>Role for CPA to be a source of advice to business, identifying areas of greatest need in the arts sector.</p> |
| Sponsorship as PR and marketing function; business seeking to increase brand exposure from sponsorship. | Increased expectations 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 evaluate 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 with 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 business and arts organisations. |



Ballet Theatre Queensland, Swan Lake
Photo by Quince Mulberry

Breaking Glass, Sydney Chamber Opera
Photo by Daniel Boud



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