



Corporate Plan

2023 – 2026

creative
partnerships
australia

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Introduction

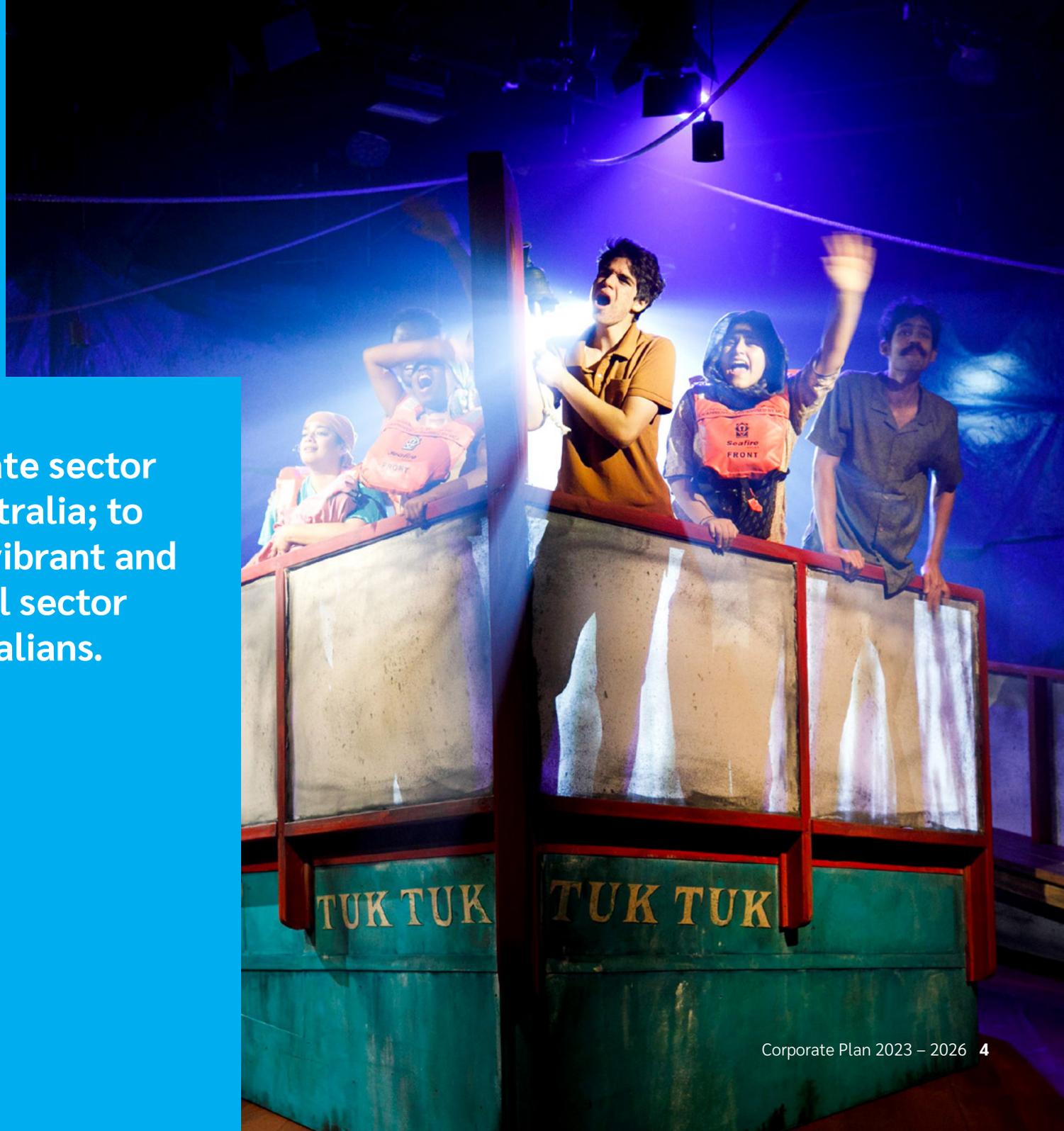
We, the Directors of Creative Partnerships Australia, present the 2023-2026 Creative Partnerships Australia Corporate Plan which covers four reporting periods for Creative Partnerships Australia from 1 July 2022 to 30 June 2026, as required under subsection 95(1) of the Public Governance, Performance and Accountability Act 2013 and in accordance with the Public Governance, Performance and Accountability Rule 2014.

Our Acknowledgement of Country

Creative Partnerships Australia acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters, and community. We pay our respects to them and their cultures; and to Elders both past and present.

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 three Key Activities:

Building Capacity



Fostering Support



Knowledge and Expertise

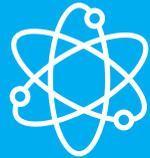


Our values



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

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.

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 fund and online platform through which tax deductible donations are made to arts and culture.



Image: Petrushka Game Set Match, Photo: Emma Fishwick

Our priorities and impact

Transfer of Creative Partnerships Australia to the Australia Council for the Arts

This Corporate Plan acknowledges the Australian Government's election commitment to roll the functions and funding for Creative Partnerships Australia into the Australia Council for the Arts, with the intention of bringing private sector expertise back into Australia Council work.

Creative Partnerships' Board and management are working with the Australian Government and the Australia Council to give effect to this policy for the good of Australia's arts and culture sector, and it will form an extensive additional work program to the activities set out in this corporate plan.

On an assumption that it will take some time to give effect to the transfer, the Board has determined that the company will operate on a business-as-usual basis noting the following priorities, and continue to deliver its existing programs and services.

The Case for Supporting Arts and Culture

Key to Creative Partnerships' programs and services is a commitment to improving the fundraising capacity of the arts and cultural sector. In addition to this, we recognise that more can be done to better communicate the impact that supporting the arts has on the broader community, including educational outcomes, health and wellbeing, and social cohesion. It is Creative Partnerships' ambition to amplify an understanding of the broad impact of arts and culture in Australia; an ambition that will lead to increased support from and collaboration with the philanthropic and business sectors and greater investment in arts and cultural activities enjoyed by all Australians.

Business Engagement

Our research has shown us that though philanthropic support for the arts sector has been increasing, there is need to make a more effective case for support for the arts to the business sector. We will continue to engage with businesses to better understand how the arts sector can provide creative solutions for the challenges facing Australian businesses in a post-pandemic environment. Through this research and consultation, we will develop programs that assist business and arts sectors identify partnerships that provide mutual benefit in order to increase business support for the arts.



Indigenous Arts

The period of this Corporate Plan will see the continued delivery of resources and services that provide tailored fundraising support to Aboriginal and Torres Strait Islander artists and arts organisations. The first edition of our Arts Fundraising Guide for Indigenous Art Centres was released in 2021, and our first series of bespoke fundraising mentorships for Indigenous Art Centre workers across Australia will be delivered in 2022/23. Both these initiatives aim to build the capacity of Indigenous Art Centres to attract and maintain philanthropic and business support, which will contribute to the sustainability of Art Centres and enable them to expand their commercial goals, which will in turn provide financial support to local artists and their communities.

Australian Cultural Fund

Our Australian Cultural Fund strategy for growth is well underway, with increased annual donations received via the fund a key goal of this Corporate Plan. In addition to continued promotion of the ACF online platform to artists, we are now collaborating with the philanthropic sector to deliver the *Amplify* initiative, a service for PAFs and foundations to expand the scope of charitable giving to arts and culture via the ACF.

The growth of the fund is accompanied by a suite of resources and advice that provide individual artists and groups with the tools for fundraising success, leveraging a growing interest in online fundraising that has been boosted a recent boom in digital engagement. This ensures that both artists and their donors have a positive fundraising experience through the ACF, building capacity and growing the pool of private sector support for the arts.

New and Innovative Funding Models

Creative Partnerships will lead the conversation in Australia on new and innovative funding models, ensuring that arts fundraisers are equipped with the knowledge to take advantage of opportunities to engage in global fundraising trends and adapt them to an Australian context. We will do this through exploring new and innovative funding models and offering advice on their suitability and application for the arts.



Thought Leadership, Research and Data

Feeding into all the work we do, the third edition of our *Giving Attitude* report will be published in 2023. Our survey of the sector will capture the challenges and opportunities associated with fundraising through the COVID-19 pandemic, providing an insight into the results and the experience of raising support during this exceptional period. Through this report, we aim to better understand the needs of the sector in a changing fundraising environment. This allows us to target or resources where they are needed most, creating tailored programs to reach organisations across Australia. It also enables arts organisations to inform their own fundraising strategies and activities with relevant and up to date data.

As a part of this, we will develop a digital interface to present the *Giving Attitude* results, which will provide more dynamic access to the report's data for all stakeholders. This will foster a deeper understanding of the environment and trends in philanthropic and business support for arts and culture through providing opportunities for benchmarking and bespoke reporting.

COVID-19 Response

As the Australian arts and cultural community moves into the next phase of the pandemic, a suite of fresh challenges arise for the sector. COVID-19 continues to disrupt the presentation of arts activity across the country and force artists and audiences to find new ways of connection.

For individual artists, the small to medium sector and established larger organisations, snap lockdowns and travel restrictions remain barriers to the presentation of work and a business-as-usual approach to fundraising. Over the next year, Creative Partnerships will continue our focus on helping artists and arts organisations navigate the challenges that COVID-19 has brought to the arts and cultural sector.



Key Activity 1: Building Capacity



Focus Area

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

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

Strategies

Develop and deliver a program of sector development events and resources to enhance the fundraising skills and knowledge of artists and arts organisations, including tailored programs and resources for Indigenous arts organisations

Deliver matched funding programs which provide an incentive to grow support for arts and culture and assist artists and arts organisations build their fundraising capacity

Provide mentoring, coaching and advice for artists and arts organisations to build their capacity and innovate to secure and maintain private sector support, including through Creative Partnerships' national network of state managers

Promote use of the Australian Cultural Fund to both artists and donors

Performance Criteria	Target			
	2022/23	2023/24*	2024/25*†	2025/26*†
Number of attendees at sector development events	Maintain 900	Maintain 900	Maintain 900	Maintain 900
Number of views of online sector development resources	5% increase 72,056	5% increase 75,659	5% increase 79,442	5% increase 83,414
Number of participants in pilot mentoring program for Indigenous Art Centres	3			
% of Plus1 participants reaching their matched funding target	Maintain 95%	Maintain 95%	Maintain 95%	Maintain 95%
Consider review of <i>MATCH Lab</i> funding program and contemplate redesign of the program or present alternative initiative for individual artists	By 30 June 2023			
% of new donors in matched funding campaigns	Maintain 70%	Maintain 70%	Maintain 70%	Maintain 70%
Number of coaching and advice sessions delivered by State Managers	Maintain 580	Maintain 580	Maintain 580	Maintain 580
% of coaching and advice participants satisfied	Maintain 90%	Maintain 90%	Maintain 90%	Maintain 90%
% of LIFT Mentorship participants that achieve their goals	Maintain 90%	Maintain 90%	Maintain 90%	Maintain 90%
Dollar value of donations facilitated through the ACF	5% increase \$10,025,875	5% increase \$10,527,169	5% increase \$11,053,527	5% increase \$11,606,203
Number of ACF campaigns registered	5% increase 502	5% increase 527	5% increase 553	5% increase 581

* Dependent on the proposal for Creative Partnerships to be rolled into the Australia Council for the Arts.

† Dependent on Creative Partnerships' Commonwealth Funding Deed being renewed at current levels.

^This includes \$3,950,000 from TFFF, without TFFF *Amplify* funds total is \$5,598,000.

Key Activity 2: Fostering Support



Focus Area

Be an informed and influential advocate that encourages, facilitates and celebrates private sector support for arts and culture

Outcomes

Philanthropic and business sectors are better informed about opportunities and challenges in the arts and cultural sector

Philanthropic and business sectors understand the value of supporting the arts; and arts supporters are recognised and celebrated

Higher value and longer-term private sector support for arts and culture

Strategies

Engage with the philanthropic sector to promote the value of supporting arts and culture and identify best practice in giving to the arts

Consult with the business sector to identify opportunities for partnerships with the arts

Engage with the business sector to promote the value of supporting arts and culture and identify best practice in business partnerships with the arts

Work with all levels of government to promote the value of supporting arts and culture to the broader community

Recognise and celebrate leadership in private sector support for arts and culture, including through the Creative Partnerships Awards

Performance Criteria	Target			
	2022/23	2023/24*	2024/25*†	2025/26*†
Number of ACF donors	5% increase 9,652	5% increase 10,136	5% increase 10,643	5% increase 11,175
Number of ACF donations over \$10,000	105	110	115	120
Number of eNews subscribers	2% increase 16,592	2% increase 16,924	2% increase 17,262	2% increase 17,607
Undertake market assessment of business support for the arts	By 30 June 2023			
Develop strategy for engagement with business sector	By 30 June 2023			
Delivery of engagement strategy for the business sector		✓	✓	✓
Number of presentations made by Creative Partnerships staff at external events	25	25	25	25
Number of media mentions of Creative Partnerships Awards	Maintain 20	Maintain 20	Maintain 20	Maintain 20
Number of views of Creative Partnerships Awards videos	Maintain 900	Maintain 900	Maintain 900	Maintain 900

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† Dependent on Creative Partnerships' Commonwealth Funding Deed being renewed at current levels.

Key Activity 3: Knowledge and Expertise



Focus Area

Develop a knowledge base of and insights into private sector support for arts and culture; and track and report on trends in philanthropic and business support for arts and culture

Outcomes

A growth in knowledge and expertise in private sector support for the arts

Deeper understanding of the environment and trends in philanthropic and business support for arts and culture

Opportunities for innovation in arts fundraising are identified and promoted

Strategies

Enhance knowledge and expertise of private sector support for arts and culture, including through partnerships with other government agencies, peak bodies and service organisations

Track and report on sentiment and trends in private sector support for arts and culture

Identify new funding models and investigate their suitability for application in the arts and cultural sector

Performance Criteria	Target			
	2022/23	2023/24*	2024/25*†	2025/26*†
Number of unique views of research publications on the website	5% increase 1,319	5% increase 1,385	5% increase 1,454	5% increase 1,526
Delivery of strategy to identify new funding models and investigate their suitability	✓	✓	✓	✓
Number of views of online case studies	5% increase 16,993	5% increase 17,843	5% increase 18,735	5% increase 19,672
Average time spent on website page	> 2 min	> 2 min	> 2 min	> 2 min
Number of total unique website visitors	2% increase 147,257	2% increase 150,202	2% increase 153,206	2% increase 156,270
Number of social media referrals	2% increase 65,606	2% increase 66,918	2% increase 68,256	2% increase 69,621

* Dependent on the proposal for Creative Partnerships to be rolled into the Australia Council for the Arts.

† Dependent on Creative Partnerships' Commonwealth Funding Deed being renewed at current levels.

Operating Context

Creative Partnerships Australia is a Commonwealth-owned company limited by guarantee. As listed in the company's constitution, Creative Partnerships' 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 Creative Partnerships' primary income, the company generates modest revenue from operating activities that include ticketed events. In December 2021, the ACF service fee of up to 5% of all donations received was abolished, meaning the administration of the ACF is now fully subsidised by the Commonwealth Funding Deed.

Image: Genesis Baroque, Photo: The Shot

Capability

Creative Partnerships' workforce operates in a national capacity, with a Head Office in Melbourne, Victoria, and state-based operations in Sydney, Brisbane, Perth and Adelaide, and a total staff of 18 (16.8 FTE). Creative Partnerships 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.

Creative Partnerships will continue to upgrade ICT and communications systems as required to ensure the efficient operation of a hybrid office environment, in which staff may choose to work 0.4 FTE remotely.



Risk Oversight and Management

A comprehensive Risk Management Framework provides the foundation for a positive and robust risk management culture at Creative Partnerships that is appropriate for the size and scope of the organisation. This Risk Management Framework is maintained based on resources from the Department of Finance that support the Commonwealth Risk Management Policy and consists of a Risk Appetite Statement and Risk Register; both of which are reviewed quarterly by the Audit and Risk Committee.

The proposed level of risk tolerance in Creative Partnerships' Risk Appetite Statement is determined through an analysis of the risk treatment activity and subsequent residual risk determined in the Risk Register.

The Risk Management Framework measures Creative Partnerships' 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

Cooperation

Creative Partnerships Australia 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.



Environment: Sustainability within the arts

Trends	Implications	Opportunities for Creative Partnerships
<p>As the Australian arts sector moves into the next phase of the pandemic, a suite of fresh challenges arise for the sector.</p> <p>COVID-19 continues to disrupt the presentation of arts activity across the country.</p>	<p>Continued uncertainty makes it difficult for artists and arts organisations to plan and execute with confidence while managing potential financial risks. The notion of returning to ‘business as usual’ is unrealistic in the short term.</p> <p>Arts activities are disrupted due to COVID-19 cases and isolation requirements, leading to cancellations and last-minute replacements at high financial cost to the sector.</p> <p>Artists and arts organisations continue to deliver modified programs that differ from their pre-COVID offering.</p> <p>Arts organisations are facing a skills deficit after prolonged lockdowns and temporary layoffs, with employees moving into different industries.</p>	<p>Continued demand for information, advice and training 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>Work with supporters and funders to build the investment in the arts and cultural sector.</p>
<p>High staff turnover and subsequent recruitment for fundraising and development roles is a growing concern.</p>	<p>Arts organisations are facing lengthy periods of disruption when staff leave fundraising roles. This is due to a supply issue of people wanting to work in fundraising in the arts and cultural sector.</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>Promote work in arts fundraising as a rewarding career.</p>

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.
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.
Natural disasters continue across Australia.	Significant difficulty for artists and arts organisations in producing work and engaging audiences in communities impacted by natural disasters. This is compounded by two years of business disruption caused by the COVID-19 pandemic.	Support to affected communities through guidance, support and training to engage with private sector support in times of extreme challenges
Growing awareness of ethical of arts and private-sector partnerships.	Organisations are becoming more aware of the origins of their sources of private sector support, coupled with a community response to perceived unethical funding sources.	Continue to educate organisations on developing partnership guidelines that reflect the organisation's values.

Environment: Philanthropic support of the arts

Trends	Implications	Opportunities for Creative Partnerships
<p>While the COVID-19 global health crisis led to concerns of a short-term decrease in the corpus of funds available for distribution by trusts, foundations and donors, this was largely mitigated by a stronger than anticipated economic recovery. However, while the philanthropic community has responded strongly to support arts and culture in the short-term, there is a concern that this may lead to a reduction in support in the medium to long-term. A secondary concern is the potential for increased competition for the philanthropic dollar across all cause areas.</p>	<p>Potential for a decrease in donations to the arts and culture in the medium to long-term, due to a strong short-term philanthropic response and an increased demand in other philanthropic areas.</p>	<p>CPA to advocate to the philanthropic sector about the role that arts and culture play in the community and articulate its value and impact. Role for CPA to be a source of advice to donors, identifying areas of greatest need in the arts and cultural sector as it recovers.</p>
<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.</p>	<p>Increased potential for cultural sector to be the recipient of philanthropy.</p>	<p>Sector development, coaching and matched funding programs that increase capacity for the arts sector to receive philanthropic funds.</p>
<p>Philanthropic sector seeking to support innovation, transformation, and distinct projects rather than ongoing operations.</p>	<p>Artists and arts organisations required to build operational activities into funding requests.</p>	<p>Resources, coaching and sector development activity that assists arts organisations in creating a case for support that includes operational requirements.</p>
<p>Philanthropic sector seeking to support arts projects linked to social outcomes such as education, health and disadvantage.</p>	<p>The arts sector required to better articulate the social impact of cultural activities and the inherent benefits of the arts and culture.</p>	<p>Research and evaluative frameworks that assist in demonstrating the social impact of the arts and culture.</p>
<p>Philanthropic sector seeking to measure the impact of their giving to the arts and cultural sector.</p>	<p>Ability to attract philanthropy becomes uneven across the arts and cultural sector, as larger organisations can more easily demonstrate impact.</p>	<p>Research and evaluation frameworks for small to medium arts organisations to measure impact.</p>

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.
Decline in volunteering support for arts and cultural organisations due to COVID-19.	Fewer volunteers will place more pressure on organisations to resource programs and services.	Work with organisations to reengage their volunteers and grow the pool.

Environment: Business partnerships with the arts

Trends	Implications	Opportunities for Creative Partnerships
<p>The COVID-19 global health crisis places continued pressure on businesses to prioritise employee retention and their own financial stability.</p>	<p>Businesses continue to renegotiate sponsorship arrangements with arts organisations in order to maintain their sponsorship relationships in a time of increased financial pressure. In particular, they moved away from cash sponsorship to more in-kind support and a required their arts partners to innovate their sponsorship deliverables.</p> <p>While businesses continue to face significant pandemic-related challenges, many are being forced to think about their futures very differently, and this presents an opportunity for the creative industries to engage businesses differently. It is likely that future sponsorships will include less cash investment and more in-kind support. In addition, partnership arrangements will need to include more flexible and diverse deliverables to business.</p>	<p>CPA to advocate to the business sector about the role that arts and culture play in the community and articulate its value and impact.</p> <p>Role for CPA to be a source of advice for business, identifying areas of greatest need in the arts and cultural sector as it recovers.</p> <p>CPA to be a source of advice for the arts sector in diversifying an innovating their sponsorship deliverables.</p>
<p>Sponsorship as PR and marketing function; business seeking to increase brand exposure from sponsorship.</p>	<p>Increased expectations that arts organisations provide business with brand promotion that is high-profile, innovative and integrated.</p>	<p>Coaching, sector development initiatives and resources on how to deliver on brand integration with sponsors.</p>
<p>Sponsorship as a social impact function; business seeking to acquit corporate social responsibility requirements through sponsorship.</p>	<p>Increased focus on arts organisations providing a measure for the social impact of their work.</p>	<p>Research and evaluate frameworks for arts organisations to effectively measure impact.</p>
<p>Sponsorship as a sales function; business seeking to leverage and track product sales as a direct result of the sponsorship.</p>	<p>Arts organisations expected to include projections for sales ROI in sponsorship proposals and track direct sales as a sponsorship evaluation metric.</p>	<p>Coaching, sector development initiatives and resources on how to set realistic expectations on KPIs associated with sponsorship.</p>

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.

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2023 – 2026

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