

Creative State

VICTORIA'S FIRST CREATIVE
INDUSTRIES STRATEGY
2016-2020

CREATIVE  VICTORIA

Economic Development,
Jobs, Transport
and Resources

We acknowledge the First Peoples and traditional owners of the land we now call Victoria, and celebrate the history and contemporary creativity of the world's oldest continuous living culture.



Tanderrum (2014). Photo: Steven Rhall

The tribal groups of the Kulin nation coming together for *Tanderrum*. Presented by ILBIJERRI Theatre Company as part of Melbourne Festival, *Tanderrum* is a welcoming ceremony of song, dance, trading and cultural exchange.





The Becalmed Heart (2015).
Photo: Vikk Shayen

The Becalmed Heart is a large-scale immersive installation work created from over 20,000 reclaimed plastic bags by Victorian artists Brienna Macnish with Clare McCracken and Robert Jordan, supported through Creative Victoria's VicArts Grants program.

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Foreword



Creative State puts creativity at the heart of Victoria's future.

It recognises all the different forms of value our creative industries bring to Victoria.

It aims to enrich our cultural and creative activity, develop our creative practitioners working in all fields and support the diversity of our cultural organisations. It will strengthen both our wider community and our economy.

It sets the path to fund, co-design and build these opportunities.

Creativity and cultural activity enriches our human condition. It defines who we are. It changes and reshapes our world. It inspires us, helps us build stronger, more cohesive communities. It increasingly drives new jobs and innovation. Creative and cultural industries can be life affirming, life changing and life saving. *Creative State* recognises, and will build on, all of these values.

It is the intrinsic value of creative and cultural expression that Victorian creatives excel at. They spark our imagination, drive innovation and provide opportunity.

Creativity has a largely untapped role in delivering wider community solutions to many issues Victoria faces. Education, mental health, physical wellbeing, corrections and community cohesion all do better when our artistic, cultural and creative sectors are engaged with them. The way in which cultural solutions help to solve social problems is the challenge we set ourselves. To this end, *Creative State* will make cultural solutions a key to our social future.

Our creative industries are important to our prosperity. They will drive new approaches to job creation and industry innovation. As our economy transitions and the new jobs of the future emerge, creative industries will be increasingly important to the economic future of the next generation.

Creative State sees our economic future built on creativity. From our booming digital games sector to design in its many guises, our independent creators, operating in every imaginable field of artistic, screen and digital work, to our much loved local and state-wide cultural institutions, *Creative State* will support these areas to create jobs, grow businesses and take our people and ideas to the world. It will also make sure those same opportunities are available in every suburb and every town.

I want to thank all the people who worked on this, Victoria's first creative industries strategy, who helped shape it and to whom we look to help deliver its actions. I particularly thank the Creative Industries Taskforce and Expert Reference Group who shaped the issues based on the ideas and participation of thousands of people over the course of 2015.

Creative State invests over \$115 million in our future. It's an investment in our creative practitioners and our cultural and community vibrancy. It defines the role creativity will play in our society as one of the pillars of Victoria's globally connected future.

MARTIN FOLEY MP
Minister for Creative Industries

Executive Summary

Creative State is Victoria's first creative industries strategy. It puts our creative industries at the forefront of the state's future growth, prosperity and liveability.

Victoria already has major strengths across the creative industries. These provide a solid platform upon which to build. Our small to medium and independent sector is a creative powerhouse, globally-connected, innovative and a source of local pride and enjoyment. We have distinctive Aboriginal cultural practice, from traditional crafts to contemporary art, fashion, literature and theatre. Victoria is the national focus of visual and performing arts, music and design. We account for about half of Australia's television drama production and half of Australia's digital games sector.

Victoria's state-owned cultural institutions anchor our global profile and reputation for cultural accomplishment. They host more than ten million local and international visitors each year and hold cultural collections worth more than \$5 billion. Victorian-based philanthropic support for arts and culture is the strongest in the nation.

Our state has been enriched by people from more than 200 countries around the world and this continues to influence our creative and cultural offering.

Collectively, Victoria's creative industries make up eight per cent of the economy, contributing almost \$23 billion and 220,000 jobs.¹

Creative State is a new investment of more than \$115 million over four years that will put Victoria and Melbourne among the pre-eminent global creative industries destinations, enabling us to attract and develop the best talent and provide unparalleled opportunities and access to cultural experiences for local communities and visitors. It is a game-changing opportunity for Victoria's creative sectors to work together more closely, to learn from each other, to share insight and resources and to secure a larger proportion of markets and audiences across the world.

Creative State will address major challenges to the sustainability and growth of creative industries, like fundraising, building skills and reaching overseas audiences and markets. It will help to increase our pool of creative practitioners and their capacity to be ambitious, to experiment and to collaborate. It will increase cultural production and stimulate engagement and participation for more people in more places across the state.

Action areas and key actions

Building on current areas of government support, Creative Victoria will lead the delivery of 40 new actions across five action areas. Implementation will involve working closely with other parts of government, like Health and Human Services, Education and Training, Justice and Regulation and Visit Victoria, as well as partnerships with external bodies such as LaunchVic, industry associations and local government. The new Creative State Advisory Board, chaired by the Minister for Creative Industries, will bring a mix of expertise and advice to particular projects.

The five major areas of focus and key actions in *Creative State* are –

1. Backing creative talent (\$6.35 million over four years)

Creating more opportunities to produce and present great work

- a major investment in our Aboriginal arts and culture, to be delivered in partnership with Aboriginal business and community groups (Action 1).
- assistance to artists for the production of significant works as well as career advancement (Actions 2 and 3).

2. Strengthening the creative industries ecosystem (\$57.35 million over four years)

Building capability and conditions for growth

- access for creative industries to business acceleration services to stimulate entrepreneurship and develop a stronger capacity to commercialise ideas and capture economic returns (Action 6).
- support for screen industry business development, production activity and events (Actions 13 and 14).

3. Delivering wider economic and social impact (\$14.05 million over four years)

Stimulating innovation and wider creative impact

- a major investment in design to support design businesses and broaden the impact of design (Action 19).
- a pioneering cultural solutions program to extend the role of creative services in securing social benefits, to be delivered in partnership with government and community organisations (Action 15).

4. Increasing participation and access (\$32.15 million over four years)

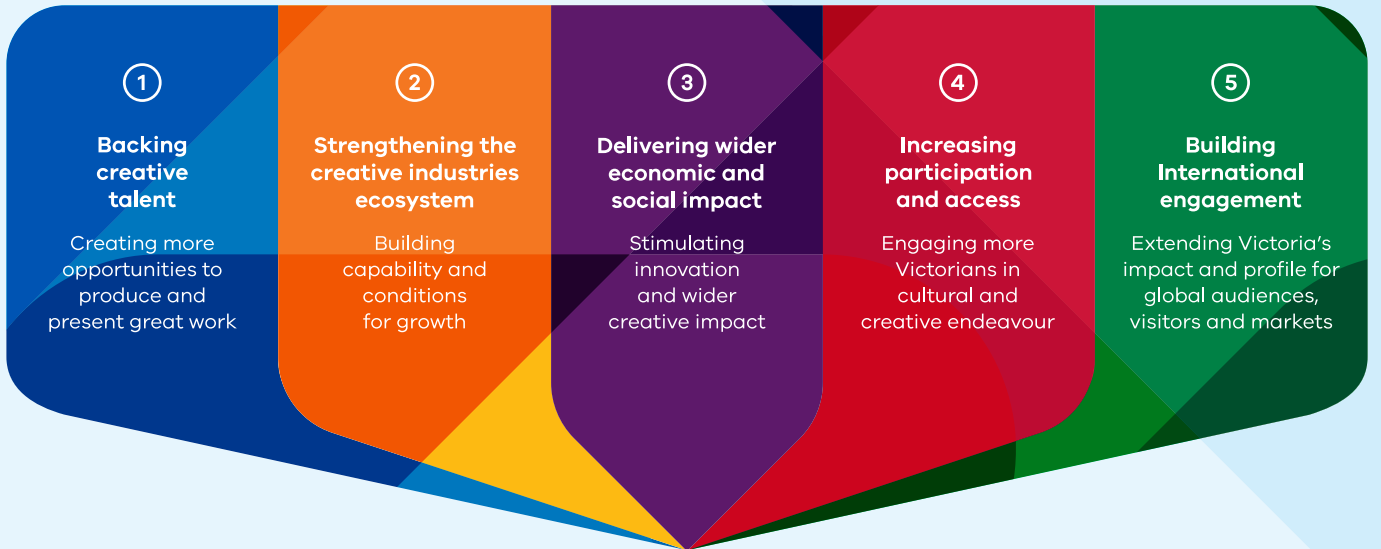
Engaging more Victorians in cultural and creative endeavour

- place-based actions, in partnership with suburban and regional councils, to establish spaces for creative enterprises and collaboration, and stronger cultural engagement with communities (Actions 7, 21 and 37).
- specific actions in regional centres, including Bendigo, Ballarat, Latrobe Valley and Shepparton to enhance creative experiences and infrastructure (Actions 9 and 22 to 26).
- actions to achieve greater diversity in employment, programming and participation in the creative industries (Action 20).

5. Building international engagement (\$5.05 million over four years)

Extending Victoria's impact and profile for global audiences, visitors and markets

- a stronger commitment to creative industries touring, collaboration with overseas partners to grow our international impact and opportunities for Victorian businesses to take products and services to the world (Actions 30 to 34).
- a major initiative to determine how Melbourne can become a world-renowned cultural tourism destination, based on having the right mix of cultural infrastructure, organisations, programming and investment (Action 29).



Right: Polyglot Theatre and Suitcase Royale *Separation Street* (2015). Photo: Greta Costello

This Green Room award-winning interactive performance was co-created by Polyglot Theatre and comedy and music theatre group Suitcase Royale, in collaboration with Victorian primary school students.



Introduction

Victoria's Creative Industries

The creative industries are significant to Victoria's culture, economy and society and central to its future. Creative sectors and occupations account for \$23 billion in gross value added, and make up about eight per cent of the Victorian economy.² They influence our quality of life and the strength of our communities, and provide a source of inspiration and entertainment. They have wide-ranging impacts that resonate across our culture, society and economy.

Creative industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing and advertising. They cover disciplines as diverse as

game development and graphic design, fashion and filmmaking, performing arts and publishing, architecture and advertising, media and music, comedy and craft. They include activities that are commercially-driven and community-based, experimental and export-intense.

Across all disciplines, Victoria's creative industries are driven by a powerhouse of small organisations, micro businesses and sole practitioners, comprising the vast majority of the sector. They operate within a creative ecosystem that extends from iconic cultural organisations and global businesses to educational institutions, government bodies and community groups.



Raptor by Creature Technology Company.
Photo: Courtesy of Museum Victoria

West Melbourne's Creature Technology Company has taken its creativity and engineering across the globe, breathing life into animatronic creatures for arena shows, blockbuster exhibitions and the Olympics.

2. Boston Consulting Group, Victoria's Creative and Cultural Economy, April 2015.

The creative economy accounts for \$23 billion in gross value added

Victoria's Strengths

Victoria is the national leader in visual and performing arts and home to leading libraries, galleries and museums. We host myriad festivals and enjoy dynamic literary and live music scenes.

Melbourne hosts 62,000 live music concerts each year and Victoria has three times more live music performances than the national average.³ We are also home to more songwriters than anywhere else in the country. Our literary and publishing sector has been recognised internationally with the designation as a UNESCO City of Literature.

Victoria is geographically compact, with dynamic and accessible regional communities. Our thriving network of cultural venues, including art galleries, performing arts centres, museums and libraries, as well as festivals and events, have made regional Victoria an inspiring place to live and visit.

Victoria's Aboriginal people have a unique story to tell and distinctive contemporary cultural practice. Victorian Aboriginal visual artists are increasingly celebrated nationally and internationally and are represented in significant collections around the world. We are home to Ilbjerri, Australia's longest-running Indigenous theatre company and the Koorie Heritage Trust, housing a vast collection dedicated to the art and material culture of Victorian Aboriginal communities.

Victoria has recognised strengths in fashion and design, with world's best talent and services as well as universities with outstanding teaching and research facilities. Victoria's screen industry contributed an estimated \$1.4 billion to the state in 2015. We are home to over half

of Australia's television drama production and almost half of Australia's digital games sector. In 2014/15, Victorian companies generated 37 per cent of Australia's film and television budgets. We also boast Australia's centre for the moving image, one of only a few in the world.

Victoria's leadership and competitive advantage in the creative industries is reinforced by the history and quality of our creative institutions. The state-owned cultural institutions (most established under Acts of Parliament) – Arts Centre Melbourne, Australian Centre for the Moving Image, Geelong Performing Arts Centre, Melbourne Recital Centre, Museum Victoria, National Gallery of Victoria and State Library of Victoria – play an important and iconic role in the state's profile and success as a centre for cultural accomplishment. National and international tourist attractions, they host more than ten million local and international visitors each year and hold cultural collections worth more than \$5 billion.

Our small to medium and independent sector also has broad audience reach, providing experiences that are engaging to communities at a local level as well as internationally. They provide a critical source of new ideas, cross-platform creations and a solid foundation for the next generation of creativity.

Victoria has three times more live music performances than the national average

3. Music Victoria and the City of Melbourne, Victorian Live Music Census 2012 (www.musicvictoria.com.au/assets/Documents/Victorian_Live_Music_Census_2012.pdf)

Opportunities and Challenges

Victorians can already be proud of the quality and depth of our creative industries. We have a national leadership position in many areas, communities that value and engage with culture, creativity and talent, and institutions and businesses that are among the best in the world. However, these achievements are under constant pressure from Australian and international competition. They should not be regarded as the endpoint but the platform upon which to build.

Research and consultation identified a number of areas that can be improved and where government can take new actions to make a difference.

Sustaining creative practice

Practitioners and organisations consistently report difficulty in sustaining a creative practice. At the artistic end of the spectrum, this sometimes means finding the time to develop work, accessing affordable space or managing upfront costs. At the commercial end of the spectrum, there are often difficulties in raising finance, navigating the regulatory environment, gaining business skills or developing export markets.

Technology disruption

Technology has enabled massive transformations in areas such as music, film, television, publishing and games. It has provided entrepreneurs with fertile ground for new business and it continues to demand innovation and adaptation of traditional models. In some areas, it has opened the way to more engagement with overseas markets and intensified international competition.

New markets

The local market for creative services, like design, is small by global standards and, while local demand is increasing, most firms must look to export revenue to achieve growth. Victoria's distance from some of the major markets is challenging and means that artists and businesses must work hard to make an impact on the global stage. Demand across Asia for creative services and cultural product is growing fast and continues to present opportunities for Victorian organisations.

Under-utilisation of creative services

Creative services and cultural experiences have untapped potential to secure social outcomes but have suffered from lack of investment and co-ordination to date. Much more could be done, across different social policy areas, with community organisations and different parts of government to trial new approaches, demonstrate impact and encourage investment. Design firms represent a high proportion of Victoria's professional services sector but more can be done to improve general design understanding and expand its business application in line with international benchmarks.

Access and diversity

Access to cultural experiences and employment within the creative industries is uneven and inequitable, with room to improve access for people with a disability and for Victorians in regional and outer metropolitan areas. There is still work to be done to ensure that diversity in our cultural products and experiences reflects the diversity of our population.

The state's Aboriginal communities are also not adequately reflected in creative products, employment and audiences. Ensuring the widest diversity for creative participation helps to improve access, audience appeal and commercial success.

Metropolitan and regional growth

Victoria is the fastest growing state in the country, creating new demand for creative products and services. Victoria's strong population growth, however, puts pressure on existing infrastructure, adding to maintenance costs and, in many cases, underlining the need for expansion and renewal of facilities. At the same time, some regions and outer suburbs are experiencing high population growth, while others are facing population adjustment and decline. Actions need to have broad reach as well as the flexibility to meet the varying needs and aspirations of our regional communities.

Open all hours culture

Melbourne's vibrant arts and live music scenes, its late night bar and restaurant culture and flexible approach to planning give it a foundation to become a truly global cultural destination. Events like White Night, all night exhibitions, performances and festivals and our live music scene exemplify the willingness of our venues, visitors and local audiences to embrace an always-on approach to culture in the city.

Career pathways

The pathways between school education, tertiary study and creative careers are not always well defined and can be difficult to follow. Employment rates for graduates of arts and other creative disciplines are relatively low and opportunities to gain hands-on, relevant industry experience are too limited.

An Integrated Approach

Victoria is the fastest growing state in the country, creating new demand for creative products and services

For the first time, the Victorian Government is addressing creative industries under one portfolio. This will break down silos, drive increased collaboration and maximise the collective cultural, social and economic potential of Victoria's creative industries.

There are sound reasons for considering a broad set of creative industries together. They all share parts of the same ecosystem, which provide skills and training, personal and professional development, financial and promotional support, and collaboration. There is strategic value in government looking at the issues that cross between sectors and structuring support to improve the overall ecosystem, rather than just focusing on each sector independently. More importantly, creative practice is increasingly taking place across previously considered distinct areas of cultural and creative activity. Our policy framework and actions need to catch up with this reality.

This means a new approach to creativity is needed. What it does not mean is that individual creatives should be regarded as having the same motivations, challenges and needs as large corporations. Nor does it mean that producing artwork is to be measured solely against business objectives, although its economic value must be clearly recognised.

Considering the more and less commercial parts of the creative spectrum together better recognises the inter-relations and value of the whole. It provides for more informed treatment of individuals, businesses, institutions and organisations in the sector, and the ways they relate.

It will achieve a greater critical mass of expertise, value, investment and profile. It adds to the reasons why government needs to take a policy lead, pointing to the many ways our creative industries contribute to our community.

In Creative Victoria, the government has established an entity to pursue a more integrated approach, combining actions and expertise across arts and cultural disciplines and integrating them with Victoria's leading screen and design industries. Creative Victoria is part of the government's main business department – Economic Development, Jobs, Transport and Resources – providing the context for a stronger business, tourism and economic focus.

Critical to Creative Victoria's success will be its capacity to work across government to strengthen collaboration and champion Victorian creative products, services and capabilities. There are many interactions between government and the creative industries. In some cases, this is to procure a product or service while, in others, there is collaboration on service design or delivery. The creative industries can also address other government priorities, for example objectives in education, health and justice, tourism and regional development.

Creative State provides a means to spread the impact of the creative industries further. It focuses on five interconnected areas and invests in 40 new actions to deliver increased cultural, social and economic benefits for Victorians.

Right: Chunky Move *Depth of Field* (2015).
Photo: Pippa Samaya

Chunky Move took to the streets for its production *Depth of Field* which saw dancers performing on the ACCA forecourt and surrounding Southbank streets while audiences experienced sound through wireless headsets.







Snuff Puppets studio.
Photo: Theresa Harrison

Founded in a Footscray warehouse in 1992 Snuff Puppets have taken their giant puppet spectacles to more than 25 countries.

1

Backing
Creative
Talent

Creating more opportunities to produce and present great work

Creative people are the heart, soul and driver of the creative industries. Victoria is rich with talented people who generate new ideas, push boundaries and bring exciting new work to life.

Our creators are diverse and innovative. Whether provocative or familiar, traditional or experimental, collaborative or solo, pure or cross-disciplinary, new creative content is fundamental to the culture, identity and creative capacity of the state.

Creating new work can be challenging. Investment in time and materials is high and commercial rewards uncertain. Innovation, experimentation and the possibility of failure, critical to creative development, are not always compatible with sustainable practice. Opportunities for career development can be difficult to recognise, access or devote time to.

The government provides substantial support for individual practitioners through Creative Victoria and Film Victoria programs and is committed to do more, particularly when it comes to investing in ambitious works of scale, supporting professional development and building the capacity and profile of Victoria's Aboriginal creative sector.

Under *Creative State*, we will deliver new programs worth \$6.35 million over four years to back our creative talent, support the bold and ambitious and create significant new works of scale and impact. These will enable Victorian creators to devote enough time and effort to their craft, take their careers to the next level and continue to renew and reinvigorate Victoria's cultural landscape.

New Actions



1. Aboriginal arts and culture

A suite of initiatives to strengthen the practice of Aboriginal creatives in Victoria and deepen engagement with our unique Victorian Aboriginal culture. An action plan, developed with the guidance of Aboriginal creative practitioners and cultural organisations, will deliver across key areas:

- expanding Creative Victoria's Aboriginal Professional Development Program;
- increasing opportunities for the broader community to engage with Aboriginal cultural content;
- increasing Aboriginal training and employment in the creative sector; and
- developing sector leadership.

2. Creators fund

Support for creative practitioners to undertake sustained periods of intensive creative development, research and experimentation. Open to practitioners from different disciplines and at different career stages, it will enable the production of significant works and career advancement.

3. Landmark works

A program to commission works on a scale beyond the capacity of existing Creative Victoria programs. Commissioned works will be ambitious and groundbreaking, with the power to inspire others, generate widespread audience and community engagement and increase tourism to the state.

4. Talent development

A program to enable Victorian practitioners to gain industry experience or undertake professional development opportunities to further their practice and careers. This may include training, mentoring, secondments, residencies and other career advancement opportunities.

5. Screen professional development

Renewed funding for professional development initiatives delivered by Film Victoria that support opportunities for Victorian screen practitioners to develop and increase practical skills and industry knowledge.

Above left: Dress by LYN-AL. Photo: Kris Miller

Gunnai and Waradgerie designer and artist Lyn-Al Young showed her first ever collection in 2014 at age 19. She was a finalist in the 2015 Victorian Indigenous Art Awards and showed her collection at the 2016 Virgin Australia Melbourne Fashion Festival as part of the Global Indigenous Runway.



**Strengthening the
Creative Industries
Ecosystem**

Building capability and conditions for growth

Creative practitioners and organisations, particularly small and independent players, operate in a complex system involving a multitude of people, institutions and places. To flourish they require access to a suite of inter-connected resources and capabilities.

This creative ecosystem has different parts – education and skills, entrepreneurship, research, infrastructure and finance. It encompasses both highly commercialised sectors, including music, digital games, television production, architecture and design and those more culturally focused. But its strength relies on how well the parts interact.

Local firms produce quality products and services and would benefit from stronger export capability. Many creative practitioners need greater understanding of regulation, legal issues and business practice to transform an idea into an enterprise. Lack of affordable space to work is commonly experienced.

A strong ecosystem will create a dynamic interplay between different parts of the creative industries and with the broader economy. It will support organisations to be innovative and will ensure a continual pipeline of activity to create jobs, infrastructure, cultural vibrancy and growth.

There are areas where the government is already taking action to support businesses, including in the creative industries. LaunchVic will work in partnership with entrepreneurs, industry, businesses, the community and our educational institutions to strengthen Victoria's startup and entrepreneurial ecosystem. For independent operators and small businesses, there are Small Business Workshops, Small Business Mentoring and Grow Your Business to help business owners make strategic decisions, improve management skills and develop businesses.

Film Victoria programs invest in organisational creativity, capability and continuity, as does Creative Victoria's reformed Organisations Investment Program. The government invests in major infrastructure and institutions which provide spaces and will be required to deliver increased opportunities for creative practice and collaboration to the broader sector as part of the substantial government investment in their operations.

Under *Creative State*, we will deliver new actions totaling \$57.35 million over four years that address critical parts of the creative industries ecosystem, complementing and enhancing existing initiatives. This will accelerate the development of creative businesses and organisations, unlock opportunities for collaboration and drive employment opportunities for sustainable creative practice.

A strong ecosystem will create a dynamic interplay between different parts of the creative industries and with the broader economy

Left: Essie Davis in *Miss Fisher's Murder Mysteries*

Bringing Victorian author Kerry Greenwood's popular Phryne Fisher series to the small screen, *Miss Fisher's Murder Mysteries* was produced by Victoria's Every Cloud Productions and has been sold to 120 territories worldwide.





New Actions

Business Development

6. Business acceleration

Targeted action to assist the establishment and growth of entrepreneurial creative enterprises. It will stimulate business growth among ambitious organisations through access to business, management, technical, legal, marketing and governance support. It will create new partnerships, help exploit new technologies and explore different forms of funding, financing and investment from government and private sources. Wherever possible, it will partner with LaunchVic and leverage existing models such as the Melbourne Accelerator Program.

7. Co-working spaces & creative places

A program to activate co-working spaces and hubs across the state. It will leverage partnerships with councils, property owners, philanthropic supporters and other stakeholders to identify and unlock creative spaces in metropolitan and regional areas. Using a mix of capital, infrastructure and operational grants, it will build on recent groundbreaking initiatives such as ACMI X, Testing Grounds and the Collingwood Arts Precinct.

8. Leverage government buying power

Access offered to the government's media buying contract to small, medium and major arts organisations supported under the Organisations Investment Program. This will deliver significantly reduced advertising rates for these organisations.

9. Collections Storage Victoria – Ballarat

Construction of an additional collections storage module to augment State Library Victoria's regional storage facility, and planning for the next phase of storage development. This investment is part of a collections management strategy to protect and develop the state's \$5 billion cultural collection.

Top right: Josh Thomas in *Please Like Me*

Comedian Josh Thomas got us laughing in 2005 as the youngest ever winner of the Melbourne International Comedy Festival's Raw Comedy competition. His comedy/drama series, *Please Like Me*, premiered on ABC2 in 2013 to wide acclaim and sold to US TV network Pivot.



Innovation and collaboration

10. OIP capacity building

A new dedicated stream of funding, as part of the Organisations Investment Program, to underpin innovation, collaboration and growth in the small to medium arts sector. It will enable organisations to implement innovative strategies to build audiences, respond to new business and market challenges and increase return on investment.

11. Marketing innovation

Extension of a pilot program to enable small to medium creative industry organisations, from all creative sectors, to undertake innovative marketing projects to grow their audiences or markets in new ways.

12. Creative industries summit

An annual summit, supported by a year-round program of events with leading thinkers and practitioners from across the cultural and creative landscape. This will enable industry networking, expansion of business practice, new partnerships and new ideas.

Screen actions delivered by Film Victoria

13. Screen businesses

A new program that will build long-term capability and strengthen the sector. It will support screen businesses looking to expand their operations by creating new business streams and market relationships.

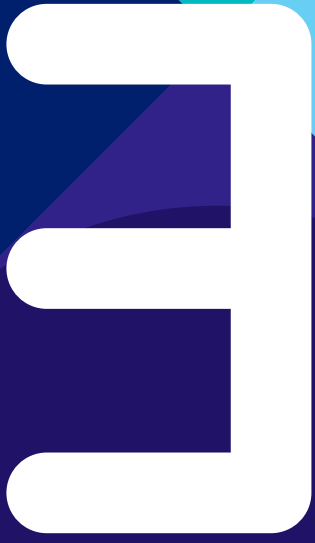
14. Screen production and events

Renewed funding to support Victoria's screen businesses and practitioners, including:

- for the production of high quality, diverse and engaging film, television and online content for Australian and international audiences
- to attract footloose film and television projects to the state
- for games companies to create and market a diverse range of games for any distribution platform with an emphasis on the creation of intellectual property and long-term benefits for their business
- for the Melbourne International Film Festival Premiere Fund to provide co-financing to new Australian feature films that will have their international premiere at MIFF
- for key film festivals and to retain major screen business conferences in Victoria.

Top right: Mieke Dodd in *Forever City* by Riot Stage Youth Theatre. Photo: Sarah Walker

An exploration of the end of the world from the perspective of the next generation, supported by Creative Victoria's VicArts Grants program.



**Delivering Wider
Economic and
Social Impact**

Right: Flying Fruit Fly Circus *Stunt Lounge* (2016). Photo: Darcy Grant

Featuring recent graduates from Albury-Wodonga's Flying Fruit Fly Circus, *Stunt Lounge* premiered at Arts Centre Melbourne before touring the country including a live stream from the Sydney Opera House to youth circuses and regional communities.



Stimulating innovation and wider creative impact

Creativity is not limited to the creative industries. It has major impact when used in other parts of our economy and society.

Creative, cultural and artistic experiences and skills have a valuable place in mainstream healthcare to reduce stress, pain and anxiety and to improve community wellbeing. In education, they can deliver better academic results, higher motivation and attendance, and greater resilience.⁴

Game technology and ideas, or gamification, has been used in Victoria to deliver novel approaches in police training, to reduce obesity and for injury rehabilitation. Community arts projects have achieved a reduction in recidivism rates of 50 per cent.⁵

The application of creative services and cultural experience has enormous potential to deliver wide-reaching social outcomes for Victorians but has suffered from lack of investment and co-ordination. More needs to be done across different social policy areas and with different parts of government to demonstrate impact and encourage investment.

Creativity is also an under-utilised resource for Victorian businesses. As the basis of innovation, creativity can drive productivity, economic growth and job creation. The more innovative a business, the more likely it is to export, create jobs, train employees and turn a higher profit.⁶

Design is one of the tools that help businesses to improve processes, products and services, and to compete internationally. Existing government programs support the design sector and also help to build business capability and increase innovation across different industries. More can be done to promote the benefits of design and expand its application to make Victorian businesses more competitive.

The government has established Creative Victoria to drive this agenda in a more dedicated and coordinated way. This will see the impact of creativity pushed further.

The following actions, worth \$14.05 million over four years, will broaden the application of creative services, products and content to achieve social and economic benefits.

4. Boston Consulting Group, *Victoria's Creative and Cultural Economy*, 2015, slides 37-49; Caldwell and Vaughan, *Bridging the Gap in School Achievement through the Arts*, 2011; R. Ewing, *The arts and Australian education: realising potential*, Australian Education Review, 2010.

5. The Torch Project's *Confined* program saw rates of recidivism among Aboriginal offenders reduce by 50 per cent. <http://strategy.creative.vic.gov.au/news/increasing-participation-and-social-impact>, June 2015.

6. Australian Bureau of Statistics (2012) *Selected Characteristics of Australian Business*, 2010-11.

New Actions

15. Social impact projects

Cultural and creative services and products deliver a range of social benefits. This action will significantly increase the number of projects that apply the services and expertise of creative industry organisations towards social goals. Projects will be developed in partnership with other areas of government (such as the Departments of Health and Human Services, Premier and Cabinet, and Justice and Regulation), social delivery NGOs, and philanthropic organisations. Initial projects include:

- ***Creativity and mental health***

A project that utilises the benefits of participation in creative arts production on the health and wellbeing of people with a serious mental illness. Utilising writers, directors and actors, the project will be delivered through a partnership between Prahran Mission and the University of Melbourne.

- ***Music and at-risk youth***

A project that will engage at-risk CALD young people, harnessing the power of music to give voice to the issues that impact them. Utilising eminent artists, the project will be delivered in partnership with Mushroom Group and community organisations.

16. Government and community design capability

A new program to support government, not-for-profit and community organisations to make service improvements and increase innovation and efficiency using design.

17. Creative education

Creative Victoria will work with the Department of Education and Training to develop stronger creative and artistic capability in children and young people by helping schools embed arts and other creative programs in the curriculum. Consistent with the government's *Education State* policy, this collaborative approach will contribute to better student experience and outcomes.

18. Career pathways

Creative Victoria will work with the Department of Education and Training, training institutions and potential employers to pave clearer pathways to creative careers and ensure the best industry-relevant information is readily available to students.

19. Victoria – design leader

Reflecting the wide economic impact of design, this new package of actions will reshape and increase capability within and outside the design sector, building on our strengths in this field:

- ***Business design capability***

New funding and refocusing for the Design to Business program to build business and organisational capability, making Victorian businesses better users of design and, therefore, more innovative, productive and internationally competitive.

- ***Design leadership and events***

A coordinated approach to strengthening Victoria's global design reputation through delivery of, and participation in, significant local and international public and trade events. A re-vamped public design program in Melbourne will anchor the strategy. The Premier's Design Awards will run in parallel as a signature event.

- ***MPavilion***

New funding to support the annual design and architecture installation. MPavilion, an initiative of the Naomi Milgrom Foundation, delivered in partnership with the City of Melbourne and the design sector, includes a public program of talks, seminars, exhibitions, workshops and other activities to promote the benefits of design.

- ***Creative design and planning***

Creative Victoria will work with the Victorian Government Architect and relevant government departments on a set of guidelines to assist state and local governments, developers, arts organisations and community groups to apply sound architectural and design principles. This work will contribute to the improvement of streetscapes, renewal of public, community and internal spaces and a stronger commitment to the integration of art into new developments.

Creative Solutions

The creative industries play a powerful role across our society and economy – from increasing the profitability of businesses, to improving education outcomes, to tackling challenging social and health issues.

These examples demonstrate some of the ways Victorian creativity is making a difference.



The Torch Project

The Torch provides arts and cultural strengthening programs to Aboriginal and Torres Strait Islander artists currently in, or recently released from, Victorian prisons. It aims to redress the over-representation of Indigenous people in Victorian jails by strengthening participants' resistance to the cycle of re-offending. In 2016 the Victorian Government changed regulations to allow imprisoned participants to make an income from their art, providing an incentive to continue their art practice and a potential career pathway.



Social Studio

The Social Studio is a dynamic fashion design studio, fashion label, retail shop and cafe that celebrates the style and skills of diverse cultures in Australia. The studio supports young people from refugee backgrounds through the provision of TAFE level training, work experience and employment. All proceeds generated through the enterprise are reinvested back into the studio and its programs.



Music in Schools

Exposure to music education has been shown to improve school grades and attendance. The Victorian Government's Music in Schools program provides support for schools to purchase instrument, for teachers to undertake professional music training, and for trainee primary teachers to complete music education training.



Elements

Winner of the 2015 Victorian Premier's Design Award for Digital Design, Elements is an interactive tabletop designed to support rehabilitation for people with an acquired brain injury. Patients use the computerised table to complete a series of game-like interactive tasks designed to enhance the movement and cognitive skills required for day to day functioning.



Magic Mobility

Magic Mobility, a Victorian designer and manufacturer of off-road and outdoor wheelchairs, participated in the Victorian Government's Design to Business program in 2014 and 2015. Through the program, Magic Mobility examined every aspect of the business, making improvements to marketing by branding and storytelling, creating a design thinking culture in every department and articulating a strong purpose and values system. Applying this strategic approach, Magic Mobility is aiming for 20% year on year growth.

A. Artist Gus Abdullah with his painting *Ngarla Karla Boodja, Confined 7*

B. Mawut (model) wears *Zulu Trench* by The Social Studio. Photo: Lisa Minogue, Liberation Images

C. Athol Road Primary *School Stories from Asia*. Photo: Hoang Tran Nguyen

D. Elements interactive tabletop. Photo: Dr Jonathan Duckworth

E. Magic Mobility's off-road wheelchair

4

Increasing
Participation
and Access

Engaging more Victorians in cultural and creative endeavour

The principle of universal access underpins this strategy and the government's aspirations for Victoria's creative and cultural life.

All Victorians have the right to a creative and culturally fulfilling life and the opportunity to reap the benefits of participating in a vibrant culture, of living in a vibrant area and enjoying a wide array of inspiring experiences.

Regardless of cultural background, age, gender or ability, regardless of where they live or what they earn, all Victorians are entitled to see themselves reflected in our cultural life – on our screens and stages, in our music, literature and art.

All Victorians should have opportunities to shape our creative identity and creative industries, be it as artists, technicians, administrators, board members and industry leaders or as audiences and active community participants.

Victoria already has a multitude of cultural venues and facilities across the state, and a full calendar of festivals of all sizes and types throughout many metropolitan and regional areas. But there is work to be done to make these accessible to all, to build audiences and deepen engagement, to deliver opportunities for employment and economic development, and to ensure that opportunities to participate in the creative industries are maximised across the state.

Regardless of cultural background, age, gender or ability, regardless of where they live or what they earn, all Victorians are entitled to see themselves reflected in our cultural life

Local governments are among the state's biggest supporters of arts and culture and play a critical role in building access to, and increasing participation in, cultural and creative activities. We will strengthen our partnerships with local government to deliver significant economic, social and cultural outcomes for all Victorians.

The rollout of the government's 2015 \$20 million regional arts package will build the capacity of regional galleries and performing arts centres, stimulate more, and more ambitious, regional touring and increase and diversify community participation.

New actions under *Creative State*, worth \$32.15 million over four years, will improve access to, and participation in, cultural activities, increase availability of cultural experiences across the state, and promote accessibility and diversity in employment and the production and consumption of arts and culture.

Right: *White Day Dream*, Weave Movement Theatre directed by Yumi Umiumare supported by Creative Victoria's VicArts Grants program. Photo: Paul Dunn

Dance and theatre company Weave Movement Theatre combines dance, physical theatre, spoken word and humour to create bold groundbreaking performances featuring performers with and without disabilities.



New Actions

20. Creative industries inclusion and diversity

Support to ensure that government-funded creative industries organisations have appropriate access, diversity and inclusion plans as well as the requisite training to improve workforce diversity and engender greater diversity in programming and participation. The program will be delivered in partnership with peak organisations such as Arts Access Victoria, and with the advice of Aboriginal Victoria and the Office of Multicultural Affairs and Citizenship.

21. Creative suburbs

A program to increase cultural programming in outer suburban areas. Working in partnership with local councils, the program will build on local creative strengths to maximise participation and relevance. It will complement existing arts and culture programs focused on regional communities to ensure access and cultural participation for all Victorians.

22. Bendigo arts and design

Enhancement of Bendigo as a regional focus for the arts by supporting the creation of new landmark works, hosting a national arts and culture conference, developing community participation programs that celebrate multicultural communities and establishing a creative industries hub.

23. Shepparton Art Museum

Support to establish a new architecturally-inspiring art museum at Shepparton's Victoria Park Lake that will radically increase access to historic and contemporary art collections for local, national and international visitors, as well as provide opportunities for increased participation for the local community. The government commitment of \$10 million relies on local government investment and contributions from the Commonwealth and philanthropic sources.

24. Latrobe Creative Precinct

Development of a major new performing arts centre in Traralgon which will serve the broader Latrobe Valley. The project, which is co-funded by the local council and relies on Commonwealth funding, will include a creative industries training facility and capacity to present outdoor events and festivals. The precinct will significantly increase access to, and participation in, creative activity for local communities and build career pathways into the creative industries for the next generations of residents.

25. Regional White Night

A regional white night in 2017 to build on the success of the Melbourne event and share the cultural, tourism, social and economic benefits more broadly.

26. Regional Centre for Culture

Establishment of Victoria's first Regional Centre for Culture program in 2018, including the development of grassroots community participation projects combined with opportunities to engage with some of Victoria's most respected creative organisations and agencies, in a year-long celebration of arts, culture and community.

27. Arts experience data platform

Development of a shared data platform to support services that improve collection, analysis and presentation of cultural and event information for audiences and organisations in the creative industries. The platform and initial business case will be developed in consultation with audience groups and organisations that hold the data and will drive new creative services and responses.

28. Victorian festivals review

Festivals face operational challenges, such as increasing costs and competition for audiences, securing the best content and raising revenue. An independent review will take a fresh look at the role, delivery and operation of Victoria's festivals and community events and make recommendations on how to maintain a high quality, engaging, diverse and accessible, state-wide program to meet contemporary and future needs.



Right: Castlemaine State Festival opening night 2013. Photo: Michael Nix
Australia's longest-running regional festival, Castlemaine State Festival is a premier arts event that has been a part of Victoria's cultural calendar since 1976.



**Building
International
Engagement**

Extending Victoria's impact and profile for global audiences, visitors and markets

Victoria contributes to, and is shaped by, the wider global community. To be a confident, outward looking state, it is imperative that we continue to deepen our engagement globally and connect with ideas and influences beyond our borders.

The most successful creative places operate on an international stage, connecting with overseas partners, collaborators and audiences. Global engagement amplifies opportunities for ideas and inspiration, for collaboration and trade, for talent attraction and tourism, for cultural relationships and diplomacy.

International markets are vital for Victorian creators and, in some cases, the primary focus. For example, more than 90 percent of Victorian digital games product is developed for a global audience, which is growing at 5.7 percent per annum and expected to be worth more than US\$93 billion by 2019.⁷ Growth in Asian markets, in particular, continues to outpace most international economies and presents ongoing potential for trade, tourism and cultural engagement. Victoria's strongest exports are in services, highlighting the ongoing opportunity to increase creative services exports, particularly in the design sector.

Victoria is internationally known for exceptional cultural infrastructure and experiences – our large-scale cultural events and exhibitions, vibrant small to medium sector and thriving independent scenes, such as music, theatre and the visual arts. This cultural offering draws tourists from across Australia and the world and is central to our liveability and international brand. It is also key to attracting and retaining the world's top talent.

On these foundations, Victoria can continue to build a larger international market, expand its touring programs and international relationships, strengthen its brand and draw increasing benefits.

These foundations are also a basis for building on Melbourne's status as a culturally-rich and outwardly-focused city. Melbourne already has an enviable international brand as the most liveable city in the world. In part, this relies on the quality and depth of our creative talent and cultural assets. We want to see Melbourne continue to develop as a major global city, to be recognised and visited for its remarkable cultural programming and assets.

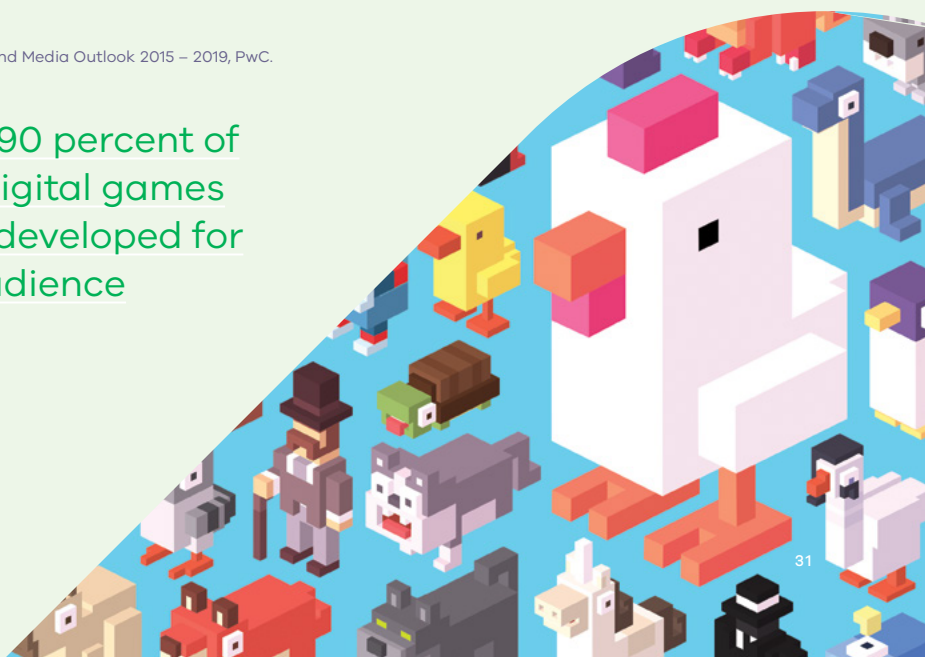
The government undertakes inbound and outbound trade missions, delivers major trade and cultural events that draw visitors and investment to the state. It maintains a network of international offices to support Victorian organisations in key markets like China, Indonesia, India, Europe and the United States. The flagship Victoria Invitation Program provides a platform to showcase Victoria's creative industries strengths and connect the sector to international buyers, investors and influencers. A new marketing strategy for the state, to be implemented by Visit Victoria, will leverage cultural programming and assets to grow Victoria's visitor economy and jobs in metropolitan and regional areas.

New *Creative State* actions worth \$5.05 million over four years will boost Victoria's international reputation and creative profile, stimulate tourism, trade and investment, connect Victorian talent and creative businesses to the world and strengthen global opportunities for our creators and artists.

7. Global Entertainment and Media Outlook 2015 – 2019, PwC.

More than 90 percent of Victorian digital games product is developed for a global audience

Right: *Crossy Road* by Hipster Whale
Developed in Melbourne and Creswick in 2014, Hipster Whale's first mobile game topped the charts across the globe and has been downloaded more than 125 million times.



New Actions

29. Melbourne as a global cultural destination

A major study into establishing Melbourne as a world-renowned cultural tourism destination, based on having the right mix of cultural infrastructure, organisations, programming and investment. This will include a fresh approach to management and investment in the state's \$2 billion portfolio of cultural infrastructure.

30. Melbourne International Games Week

Building MIGW into the pre-eminent digital games event in the region. Anchored by PAX AUS and the Game Connect Asia Pacific Conference, MIGW will connect international attendees with Victorian talent through one of the most extensive consumer and industry games events in the world.

31. Trade and cultural missions

Targeted missions to key markets to establish new industry links and advance international engagement and trade. Mission participants will also be supported with guidance on developing export markets and planning offshore activities.

32. Inbound trade missions

Expanded support for creative industries participation in the government's Victoria Invitation Program (VIP) and business engagement activities that promote Victoria as a key investment location to international visitors. This will build on the success of the design and fashion segments of the 2016 VIP inbound mission.

33. Victoria showcases

Showcasing the best Victorian creative talent, products and services internationally through touring opportunities, participation in key overseas events and festivals, and other market development opportunities.

34. New international platform events such as:

- *Asia Pacific Triennial of Performing Arts (Asia TOPA, 2017)*

Led by Arts Centre Melbourne, this unprecedented four-month program will present the best contemporary performing arts from across the region;

- *NGV Triennial of Art and Design*

A large-scale celebration of the best of contemporary international art and design featuring major figures in contemporary art, architecture and design, film and performance.

The Way Forward

Partnering on implementation

Creative State is the first strategy of its kind in Victoria. Under a newly-established portfolio, it represents a new way for the government to understand and support Victoria's creative industries – its people, organisations and ecosystem.

Since 1972, the Arts Victoria Act, and the former Arts Victoria have been key hallmarks of the government's support in this area. Reflecting the new, broader actions under *Creative State*, it is time to update the legislation, including the functions and responsibilities of the lead government agency, Creative Victoria, that symbolises and governs the implementation of this policy.

Some of the actions in *Creative State* can be implemented quickly, while others require longer term planning and execution. In many cases they rely on partnerships with other organisations. Representative and peak bodies, such as the Arts Industry Council of Victoria, Game Developers Association of Australia, Regional Arts Victoria and Arts Access Victoria will be crucial for advice on the structure or content of a given program, or to act as a delivery partner. For design-related work, the Office of the Victorian Government Architect and the Design Institute of Australia will have important roles. Initiatives in regional areas, establishment of co-working spaces, public events and programming and community participation are all examples where the active involvement of local governments will be critical.

Other groups in the Department of Economic Development, Jobs, Transport and Resources, such as Regional Development Victoria, Investment and Economic Projects, Trade Victoria and Sector Development and Programs also offer support that is complementary to actions in this strategy.

To ensure that *Creative State* is implemented in the most effective way, the government will undertake the following actions:

35. Creative State Advisory Board

With the Minister for Creative Industries as Chair, the Creative State Advisory Board has been established to advise on the implementation of strategic projects. Details about the board, including membership and its terms of reference, are available on the Creative Victoria website.

36. Memorandum of Understanding with the City of Melbourne

Recognising that there are many areas of common interest under *Creative State*, the government, through Creative Victoria, will enter into a formal memorandum of understanding with the City of Melbourne to ensure that actions are implemented collaboratively for greatest impact.

37. Local Government Partnership

Creative Victoria will establish and resource a formal partnership with the Municipal Association of Victoria to work with local councils across the state on the growth of creative industries organisations and activities,

ensuring that actions are aligned with local priorities and increase the impact of the creative industries at a local level.

38. National advocacy

The Victorian Government will continue to advocate for Victorian Creative talent to be properly supported at the Commonwealth policy and program level. Victoria will monitor policy and regulation at the Commonwealth level that has a negative impact on the performance and growth of the creative industries. Identified areas for advocacy include tax treatment of new financing models, funding for small and medium arts and cultural organisations, screen production offsets and the rollout and performance of the National Broadband Network.

39. Creative Victoria Act

In 2016, the Minister for Creative Industries will introduce new laws to repeal the *Arts Victoria Act* and to update the government's legislative recognition of the status and operation of Creative Victoria, its lead agency for the creative industries.

Progress reporting

The government is committed to measuring and tracking the growth of Victoria's creative industries and progress in implementation of the strategy. The framework below describes the main outcomes which the strategy aims to achieve and against which progress is to be measured.

Recognising that not all of the outcomes and measures can currently be reliably tracked and that more work is needed to develop comprehensive tools and data, the government will undertake a new project to develop a basis for future measurement and underpin progress reporting.

40. Creative impact research

Develop a clear, rigorous and replicable methodology for determining the economic, social and cultural value of the creative industries. It will provide a basis for understanding the extent of their impact, measuring growth and quantifying benefits, which can be applied at state or local level.

This action will begin in 2016 and will be delivered in collaboration with external research organisations to ensure that it has the rigour, depth and breadth needed.

Action areas and measures

Action Area	What the actions will do	Measures
<p>1. Backing creative talent <i>Creating more opportunities to produce and present great work</i></p>	<ul style="list-style-type: none"> · Develop professional and creative practice · Enable the creation of landmark new works · Encourage collaboration and innovation 	<ul style="list-style-type: none"> · People employed in creative occupations · New works supported · Professional development opportunities provided
<p>2. Strengthening the creative industries ecosystem <i>Building capability and conditions for growth</i></p>	<ul style="list-style-type: none"> · Increase output and employment in the creative industries · Accelerate the development of creative industry businesses and organisations · Increase spaces for creative practice 	<ul style="list-style-type: none"> · Employment in the creative industries · Creative industries share of gross value added · Organisations supported with business development assistance
<p>3. Delivering wider economic and social impacts <i>Stimulating innovation and wider creative impact</i></p>	<ul style="list-style-type: none"> · Expand the application of creative services, products and content: <ul style="list-style-type: none"> – to contribute to productivity and economic growth – to achieve positive social outcomes 	<ul style="list-style-type: none"> · Victorian organisations applying design · Major government projects applying creative industries products and services · Students participating in education programs
<p>4. Increasing participation and access <i>Engaging more Victorians in cultural and creative endeavour</i></p>	<ul style="list-style-type: none"> · Increase participation in creative industries activities and experiences across the State · Increase diversity in creative industries production and consumption · Reduce barriers to creative industries employment and experience 	<ul style="list-style-type: none"> · Attendances · Number of Victorians participating in a cultural event · Attendance at regional cultural events
<p>5. Building international engagement <i>Extending Victoria's impact and profile for global audiences, visitors and markets</i></p>	<ul style="list-style-type: none"> · Enhance Victoria's creative industries reputation and brand · Strengthen global connections, export and trade · Boost Melbourne's status as a global cultural destination 	<ul style="list-style-type: none"> · Value of creative industries exports and investment · Value of cultural tourism · Projects involving international collaboration · Creative industries practitioners participating in international events



Above: REMI, London tour (2015).
Photo: Aidan McLaren

After being named Triple J's 2013 Unearthed Artist of the Year, Melbourne hip hop artist REMI toured across the country and abroad and took out the 2015 Australian Music Prize for his second album.

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Cover: Jacob Boheme *Blood on the Dance Floor*. Photo: Dorine Blaise

Choreographer, dancer and writer Jacob Boheme's moving work was supported by Creative Victoria's VicArts Grants program. A collaboration with video artist Keith Deverell, it was previewed at Melbourne's International AIDS conference in 2014 before its world premiere at Arts House in 2016.