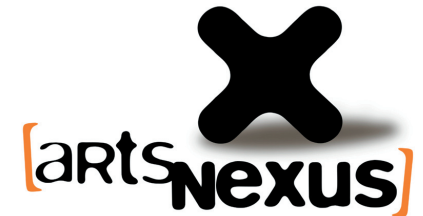


VISION

To be the key cross-sectoral organisation which supports and enhances vibrant, distinctive creative people, organisations, communities and industries across all of Far North Queensland.



**growing creative people,
communities and industries**

MISSION

Develop and promote the creative output of Far North Queensland

ARTS NEXUS VALUES

*In achieving this vision through its underlying **values**, the organisation:*

- is committed to Reconciliation for Aboriginal and Torres Strait Islander people*
- is committed balancing the interdependency of social, cultural, environmental and economic activity, and promoting these as the principles of the 'Four Pillars of Sustainability'*
- is committed to open and inclusive communication with all stakeholders, and values diversity*
- is committed to community cultural development, and maximising access and participation*
- is committed collaborative ideals, and and works, where possible, in collaborative alliances*
- will focus on value-adding rather than duplicating services offered by other service providers*
- encourages regional cultural self-determination based on regionally determined priorities*
- is committed to being a learning organisation and creating an active learning environment for all*
- recognises that both professional and non-professional arts production has value to our society*
- supports creativity, industry innovation, excellence and best practice*
- supports sustainability in creative industries and cultural enterprise development*



ARTS NEXUS Inc
18 City Arcade,
78 Grafton Street, Cairns
PO Box 4995, Cairns Q4870

T: +61 7 4051 4433
F: +61 7 4051 4244

E: admin@artsnexus.com.au
W: www.artsnexus.com.au

Incorp. 1A16776 - May 1996

ABN 40 821 754 363

Goals and Key Program title	Key Program Objectives	Program Elements
<p>Goal 1. <i>Improve community engagement, participation and recognition of the pervasive effect of art and culture on community cohesion, well-being and identity</i></p> <p>Key Program: CONNEXUS</p>	<p><i>Program</i></p> <p>CONNECTIVITY HUB: Collect, collate, repackage / publish and disseminate relevant information + resources from all sources as quality print and electronic publications and resources for the FNQ creative sector:-</p> <p>RESOURCE CENTRE/S: Maintain Resource Centre at Arts Nexus (foyer) with up to date brochures, reports and publications, flyers, posters, directories, business cards, calendars etc from local and national sources on behalf of whole sector and related services; work towards accessibility for people with disabilities</p> <p>CONTENT GENERATOR: Lead and support sector new technologies uptake for personal and sector expression, content development and exchange</p>	<p>Connectivity Hub <i>(only part funded in 2008)</i></p> <ul style="list-style-type: none"> • Magazine • eBulletins • Posters • Brochures • Directories • Papers • Web • Media <p>Resource Centre/s <i>(only part funded in 2008)</i></p> <p>Content Generator <i>(not funded in 2008)</i></p>
<p>Goal 2. <i>Provide an integrated service that acts as a responsive direction- finder for individuals, orgs and creative businesses in person, phone or email including rural and remote</i></p> <p>Key Program: people-NEXUS</p>	<p><i>Program</i></p> <p>CREATIVE LIVE HUB: Supports creative producers and presenters to define their next step in the context of identifying their needs and planning their future goal-setting, finding the resources and collaborators they need.</p> <p>CLUSTERING INITIATIVES: Maintain existing clusters and adds new ones as indicated</p> <ul style="list-style-type: none"> • Arts for People with Disabilities • Festivals and Events <p style="text-align: right;"><i>more overpage . . .</i></p>	<p>Creative Live Hub <i>(only part funded in 2008)</i></p> <ul style="list-style-type: none"> • Advice and Referral • Access to Resources • Career planning (indiv) • Strategic Planning (orgs) • Brokering • Networking Forums • Key Player meetings • Auspices • Mentoring • Skills Training • Professional Development <p>Clustering Initiatives</p> <ul style="list-style-type: none"> • Arts For All Abilities (AAA) pilot project for people with disabilities <i>(funded by DSQ in 2008)</i> • FestlinX - FNQ festivals/ events sector development Stage 2 <i>(funded by Cairns, Cook and Cassowary Coast RADF in 2008)</i> <p style="text-align: right;"><i>more overpage . . .</i></p>

Goals and Key Program title	Key Program Objectives	Program Elements
<p>Goal 2. (continued from previous page) <i>Provide an integrated service that acts as a responsive direction- finder for individuals, orgs and creative businesses in person, phone or email including rural and remote</i></p> <p>Key Program: people-NEXUS</p>	<p><i>Program</i></p> <p>CLUSTERING INITIATIVES: Maintain existing clusters and adds new ones as indicated</p> <ul style="list-style-type: none"> • <i>Arts for People with Disabilities (previous page)</i> • <i>Festivals and Events (previous page)</i> • <i>Writing artform</i> • <i>Music artform</i> • <i>Community-based arts and cultural development</i> • <i>Creative Industries</i> <p>Consider new Clustering Initiatives as follows as indicated by demand:-</p> <ul style="list-style-type: none"> • <i>New Songwriters Group (may incorporate poets)</i> • <i>Marketing Officers of Key Players</i> • <i>Indigenous Business Development Officers</i> • <i>Support RADF Liaison Officers and Committees across Shire boundaries</i> • <i>Others that may emerge as a sub-set for strategic growth and development</i> <p>ADDITIONAL PROJECTS: <i>Planning in 2008 for 2009-2010 implementation (not funded in 2008)</i></p>	<p>Cluster Initiatives</p> <ul style="list-style-type: none"> • <i>Writing – continue to provide de facto regional infrastructure for the writing artform (not funded in 2008)</i> • <i>Music - establish de facto regional infrastructure for the music artform development and presentation (not funded in 2008)</i> • <i>Community Arts – continue a region-wide support network for grass-roots community artists and artworkers and foster quality ccd expression / production (not funded in 2008)</i> • <i>Fashion - continue Fashion cluster established 2006 with regional and national orgs. (not funded in 2008)</i> • <i>Creative Industries – continue to support the Tropical Creatives cluster group established by Arts Nexus in 2003, build collaborative networks and implement key project development priorities (not funded in 2008)</i>
<p>Goal 3. <i>Build on the effectiveness of Arts Nexus</i></p> <p>Key Program: build-NEXUS</p>	<p><i>Program</i></p> <p>STAFF RECRUITMENT: Recruit Executive Officer from January 2008 as succession plan for current fulltime but unpaid EO and founder Recruit fulltime Admin Officer from February 2008 Retain Communications Officer at .5 FTE in 2008, augmented by project funding to fulltime by late 2008 or early 2009 Retain current Cultural Development Officer upgraded to fulltime Retain current Volunteers Coordinator at 7 hrs / week (contract)</p> <p>OTHER GOAL THREE INITIATIVES <i>(not funded in 2008)</i></p>	<p>Staff Recruitment</p> <ul style="list-style-type: none"> • <i>EO position (funded part-only in 2008 but annual only - not funded for succession)</i> • <i>Fulltime Admin/Reception (funded part-time only in 2008)</i> • <i>Communications Officer .5 FTE (funded part-only in 2008)</i> • <i>CDO Officer .5 FTE (funded part-only in 2008)</i> • <i>Volunteers Coordinator (not funded to continue in 2008)</i>

Goals and Key Program title	Key Program Objectives	Program Elements
<p>Goal 4. <i>Maintain existing international, national and regional partnerships, and add new ones</i></p> <p>Key Program: partNER - NEXUS</p>	<p>Program</p> <p>PARTNERSHIPS:</p> <ul style="list-style-type: none"> • Foster FNQ cultural development by exposure regional community to a wide variety of agencies and expertise • Provide seamless integration of service delivery between national, state and local agencies • Improve conectivity for outside agencies to come to region + get media and promotion, venues, audiences and local support services to extend their programs, particularly regionally. 	<p>Partnerships <i>(support not funded at all in 2008 so existing partnerships from 2003 onwards subject to unpaid labour, fee for service, or otherwise dissolved)</i></p> <p>Nat/International</p> <ul style="list-style-type: none"> • Hyperwerk Switzerland (interns) • DesignEdge <p>State:</p> <ul style="list-style-type: none"> • QCAN (joint program delivery) • Access Arts (see AAA program) • QAC (joint program delivery) • QWC (joint program delivery) • BWF (joint program delivery) • BIAF (Animation Fest) - ditto • QMusic (integrated program) <p>Local:</p> <ul style="list-style-type: none"> • James Cook University • Festival Cairns <p>And new partnerships ?</p> <ul style="list-style-type: none"> • Qld Poetry Festival 2008 • ArtsLaw Centre of Q 2008 • Others as indicated
<p>Goal 5. <i>Attract additional resources to meet regional creative industry needs through coordinated sector actions and responses</i></p> <p>Key Program: CoILAB - NEXUS</p>	<p>Program</p> <p>KEY PLAYERS:</p> <ul style="list-style-type: none"> • Facilitate regular meetings between EOs and Board members of FNQ Key Players towards joint action <p>FNQ CULTURAL TOURISM STRATEGY:</p> <ul style="list-style-type: none"> • Facilitate Facilitate development of a an FNQ Cultural Tourism Strategy <p>ADVOCACY and REGIONAL DEVELOPMENT:</p> <ul style="list-style-type: none"> • Facilitate regular meetings between EOs and Board members of FNQ Key Players towards joint action 	<p>Key Players <i>(not funded in 2008)</i></p> <p>FNQ Cultural Tourism <i>(project funded in 2008 by federal RAF and State Development)</i></p> <p>Advocacy <i>(not funded in 2008 so subject to unpaid labour or abandoned)</i></p>

Goals and Key Program title	Key Program Objectives	Program Elements
<p>Goal 6. <i>Capitalise on the differentiating features of regional cultural background and creative outputs</i></p> <p>Key Program: SMART-NEXUS</p>	<p>Program</p> <p>BRAND ARTS NEXUS: Develop a comprehensive Marketing Plan for Arts Nexus itself</p> <ul style="list-style-type: none"> • Overcome the fact that development is often hidden behind the scenes and Arts Nexus as a ccd org promotes the achievements of others and is often overlooked and unacknowledged as the hidden driver / faciitator. <p>MARKET FNQ and its REGIONAL DISTINCTIVENESS: Facilitate a competitive assessment of regional creative industry sector & cultural attributes and develop related Marketing Strategies for the region in collaboration with Key Players of FNQ</p> <ul style="list-style-type: none"> • Identify unique & distinctive attributes • Assess market appeal • Identify product development opportunities • Identify needs to be met to develop external markets • Identify market targets • Gain insight into markets external to the region • Provide basis for market development and marketing strategies 	<p>Brand Arts Nexus <i>(not funded in 2008)</i></p> <p>Market FNQ and its Regional Distictiveness <i>(not funded in 2008)</i></p>

The purpose of the 2008 - 2010 plan is to build upon the achievements of the past decade, reflect on what has been learnt, meet contemporary needs and grasp future opportunities for both the organisation and industry sectors it serves.

The overall purpose of the organisation is defined by the objects set out in its Constitution, which can be summarised as:

To grow creative industries as a whole across FNQ through:

- Establishing new networks
- Fostering cultural development values and practice
- Being a focal point for collaborative development and promotion
- Ensuring policy, regional planning and program design is driven from the grass roots of community interests
- Facilitating increased industry capacity including professional skills development
- Stimulation and support for development of innovative products and services and industry marketing
- Leading in industry image development
- Participation in industry cluster and best practice industry building initiatives

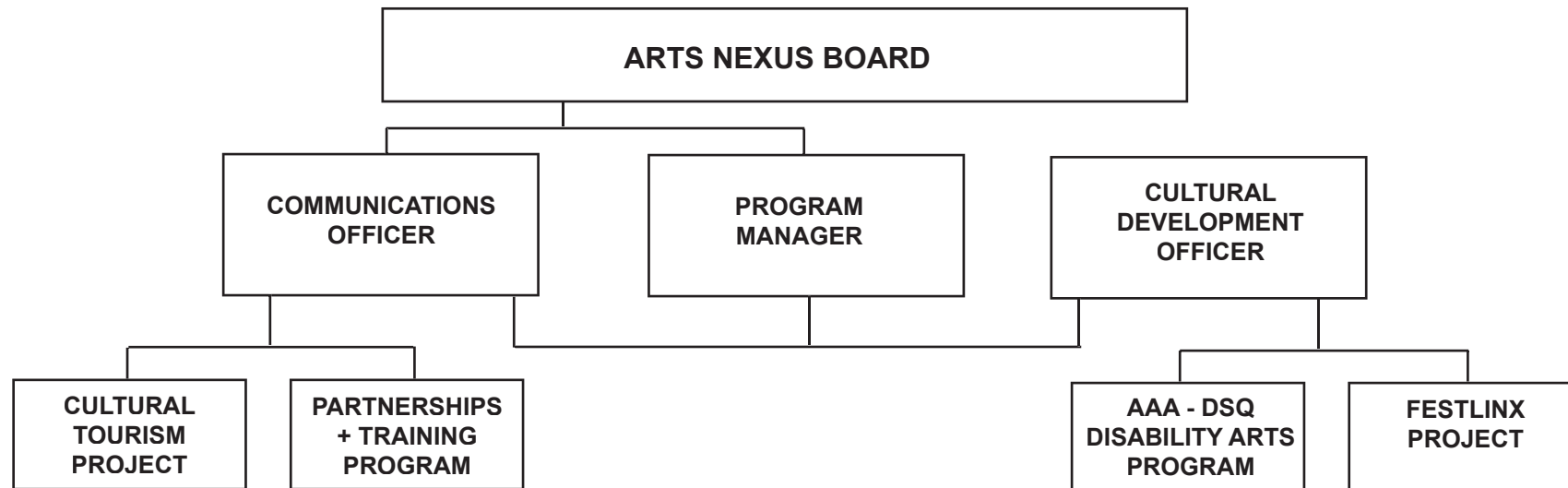
Additional narrative on the challenges for cultural development and service delivery in FNQ in 2008:

Arts Nexus was established in 1995 by dedicated regional volunteers and existed on a precarious project-only basis until 2003, with unpaid professional work to join-the-dots.

Arts Nexus provided extraordinary services to the region in its first modestly funded triennial in 2004-2006 Nexus, and extended into the unexpected 'rollover year' of 2007 as government restructured, mainly as thousands of hours of unpaid labour by dedicated staff in order to create value and occupy the 'space' of an 'umbrella' FNQ body.

Funding offered in 2008 by Arts Queensland under its s2m (small to medium) organisations program and matched by Community Partnerships of the Australia Council for the Arts is disappointingly far lower than what is needed to maintain FNQ development support services at this level, or to keep pace with high levels of documented growth within the region. Accordingly in 2008, services actually funded fall well below what was actually provided on an unpaid basis by dedicated staff in previous years. The staffing for 2008 is therefore less than ideal - a hybrid of positions for 2008 only as a 'holding pattern'. Meanwhile government continues its internal restructure, and will hopefully find ways to fund the missing areas of support needed, that can be provided by Arts Nexus in future, identified for cultural development and sector growth in FNQ.

ORGANISATIONAL STRUCTURE FOR 2008



Your continued support and advocacy to all government politicians, agents and their associated staff and others about your needs, and the value you derive from Arts Nexus services, and your continued membership, are all critical to the future of Arts Nexus and its ability to fill the gaps in services due to current underfunding in 2008.