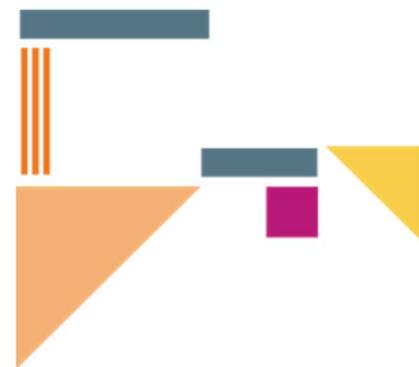


Cultural Development Network Ltd is assisted by the Australian Government through the Australia Council, its arts funding and advisory body, and is supported by the Victorian Government through Creative Victoria.

### **March 2019**

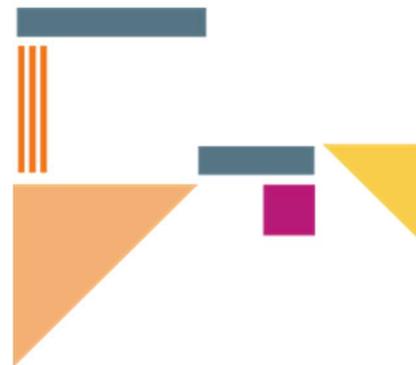
This report was produced by Amy Stevenson, John Smithies and Kim Dunphy of the Cultural Development Network on behalf of the National Local Government Cultural Forum.

Stevenson, A., Smithies, J., Dunphy, K. (2019). *Report on the National Local Government Cultural Forum Initiative 2013-2018*. Melbourne: Cultural Development Network.  
<https://www.culturaldevelopment.net.au/publications/research-reports/>



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## **EXECUTIVE SUMMARY**

In Australia, the local government cultural sector of arts, libraries and heritage is made up of over 560 local governments servicing residential populations ranging from a few hundred to over a million. Such diversity within Australian local governments offers a large laboratory of ideas and innovation, with different councils finding new solutions to challenges within their local communities through cultural development activities. While the diversity of cultural, social, economic and environmental factors makes it hard to conceive of local government cultural development as a 'sector', all art and cultural activity delivered by councils, carry similar intentions and challenges. It was therefore conceivable that councils carrying out this work could recognise themselves as part of a national sector. This was at the heart of conceiving the National Local Government Cultural Forum (Cultural Forum) in 2012. The Cultural Forum gathered together cultural policy and practice managers from across the Australian jurisdictions, recognizing the diversity and the common challenges and goals among them. This was the first time capital cities managers had come together to meet each other, and the first time policy and practice in this field had come together nationally. The opportunity to bring a representative collection of local government policy makers, researchers and practice managers together created a valuable clearinghouse for the research and the development of new planning and evaluation frameworks and tools that could support evidence-informed practice.

At the time of the Cultural Forum's establishment, the local government investment in culture and heritage was \$1.2 billion or 18% of the total national investment by all governments (ABS, 2012). At the completion of the Cultural Forum in 2018, this investment was \$1.7 billion or more than 27% of the total national investment by all governments, and still growing (ABS, 2018). The estimated base of cultural infrastructure was valued at around \$7.5 billion. Despite this growth of expenditure on culture and heritage, the figure does not provide information of the impact of local government's contribution to cultural life in Australia. Understanding the impact of the sector's work therefore became a key objective of the Cultural Forum.

Through CDN's research and a series of trials over the six years of the Cultural Forum, the first national collection of inputs (resources in) and outputs (activities out) was completed in 2018 through a sample of councils across the different council types in Australia. Led by the

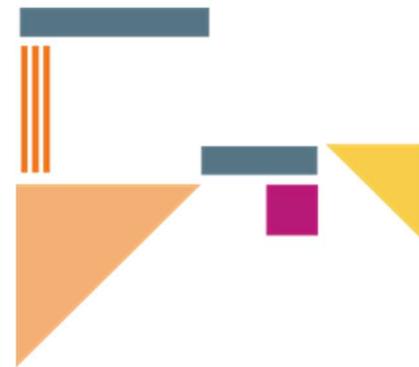


eight Australian capital cities (including the ACT), this small sample provided the first look at the scope of what that investment produced in terms of cultural activities and community participation.

Other key achievements during the life of the Cultural Forum were the creation of a Cultural Development Planning Framework to support consistent cultural planning across all councils; a schema of measurable outcomes to assist in standardising data and allowing for meaningful evaluation; and the development of an online tool to assist council officers engaged in cultural activities to plan, record and evaluate their cultural activities and report outcomes (what is achieved) to their councils and communities.

This work was recognised by the United Cities and Local Government Committee on Culture, who endorsed the Cultural Forum initiative as one of 120 global ‘good practice’ examples in the area of culture and local sustainable development.

Six years of work by the National Local Government Cultural Forum indicates that the local government cultural development sector is growing and innovating. The Cultural Forum and these new tools developed by the sector now provide the potential for supporting increased quality, reach, understanding and amount of cultural activities in Australian communities. At the close of the Cultural Forum these frameworks and schemas were starting to be adopted and utilised by Australian councils who are increasingly recognising the value of evidence-informed and outcome-focussed practice.



# WHAT WE DID

## STEP 02 WE CAME TOGETHER

The Cultural Forum was funded by the Australia Council for the Arts, through the Cultural Development Network (CDN) acting as Secretariat. Members included the seven state and territory LG associations; the eight Australian capital cities, the Australian Local Government Association (ALGA) and the Commonwealth Department of Communications and the Arts. All members committed to sharing knowledge and expertise towards a common objective of increasing the capacity of LG to strengthen arts and cultural development in their areas.

## STEP 04 WE TRIALED AND REFINED OUR IDEAS

In 2017-2018 the research and tools developed were trialled with the wider sector. This included a statistically valid national sample of councils across Australia, as well as more intense testing with councils eager to participate. Workshops were held across Victoria and New South Wales and free online support services were offered by CDN to all councils across Australia. Several arts organisations, national arts institutions, state, federal and international agencies began to enquire about or trial the tools for their own activity.



## STEP 01 WE IDENTIFIED A PROBLEM

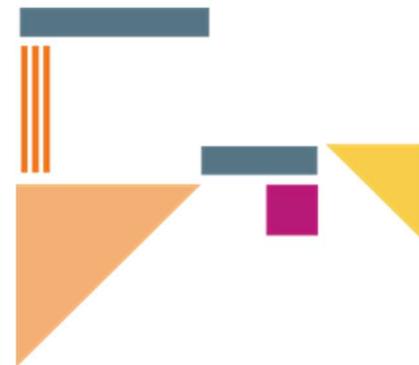
Local government is the fastest growing cultural sector investing in arts, libraries and heritage. The 560 diverse councils in Australia represent unique environments where cultural activity across all artforms, is carried out. While 27% of government expenditure on cultural activity is made by LG, the value this investment returns is unknown. At the time of the Cultural Forum's conception, the sector's understanding and utilization of evidence-based planning and evaluation was limited.

## STEP 03 WE RESEARCHED SOLUTIONS

The Cultural Forum operated as clearinghouse for ideas and activities that could improve policy impact and was a catalyst for some significant research and development from CDN. Capital City members played a leadership role, offering practical advice and a willingness to help develop and test new research and tools. The role of ALGA and LG Association Members was to build the national network by communicating the work of the Cultural Forum across their jurisdictions. CDN engaged the broader sector in its research by seeking feedback from more than 2,359 researchers, bureaucrats and practitioners from across Australia, Asia and Europe.

## STEP 05 WE CREATED RESOURCES & TOOLS TO SHARE

At the end of the 6-year initiative, a planning and evaluation framework had been developed for the sector. This included a schema of core national headline input and output cultural data, a schema of measurable outcomes of cultural activity and a cultural planning framework. At the close of 2018, these tools were being built into an easy to use online system. CDN will continue to work with and support the culture sector across Australia, as these new resources and tools become best practice.



## **PROJECT DESCRIPTION**

### **The case for a National Local Government Cultural Forum**

In 2012, the Cultural Development Network (CDN) approached the Australian Local Government Association (ALGA) to support the establishment of the Cultural Forum. At the time, CDN had ten years' experience undertaking research and field trials of the themes of cultural development in the local government sector in Australia, including the *Generations* project and four successful international conferences.

CDN proposed that the Cultural Forum would comprise a network of capital city councils, local government associations and research partners committed to sharing knowledge and expertise towards a common objective of increasing the capacity of local government to strengthen the arts and cultural development in their areas.

From the outset, the initiative drew upon the United Cities and Local Governments (UCLG) Policy Statement on Culture that aims to;

- strengthen heritage, creativity, cultural industries, crafts, cultural tourism



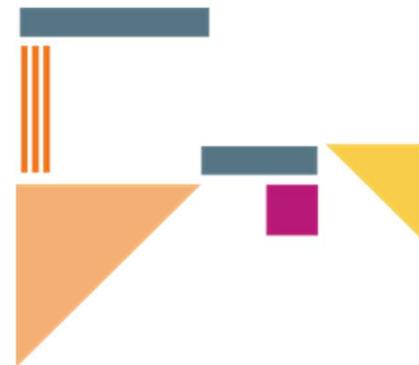
National Local Government Cultural Forum meeting, November 2018, Melbourne

ensure culture has its rightful place in all public policies, particularly those related to education, the economy, science, communication, environment, social cohesion and international cooperation

CDN met with the policy manager from local government association's in each jurisdiction and the managers of capital city's cultural development departments to seek an in-principle commitment to participate in an initiative.

In 2012, the Australia Council for the Arts, the Australian Government's arts funding and advisory body, opened a new funding program through the Community Partnerships Section titled the *National Sector Development Initiative (NSDI)*. It was a three-year program investing in new ways to build a cohesive and integrated community arts and cultural development sector.

In its submission to the Australia Council, (CDN) put forth a case that the 560 local governments (LGAs) in Australia represent unique environments where governments respond to their communities and the local conditions with a variety of programs across art, libraries and heritage. With local government in Australia being the fastest growing government sector investing in arts, heritage and cultural development, local government offered an opportunity



for understanding the different dynamics of cultural development in diverse settings. The range of activities funded and delivered by local government also provided an opportunity for supporting and understanding more about the role of cultural activity in animating local communities and the influence local government has in growing arts participation.

At the time, the creation of a Cultural Forum in 2013 was posited to be a catalyst for strengthening arts across the Australian community through local governance and local artists.

This funding bid to the Australia Council for the Arts was successful and CDN's Board signed the agreement to establish the three-year National Local Government Cultural Forum. As the leading local government arts and culture-focussed national organisation, CDN led the coordination and provided the logistics for establishing the Cultural Forum. The Forum became a partnership between CDN, ALGA and the Australia Council for the Arts,. Other members included City of Melbourne, City of Hobart, Adelaide City Council, City of Perth, City of Darwin, Brisbane City Council, City of Sydney, artsACT, Municipal Association of Victoria, Local Government Association of Tasmania (LGAT), Local Government Association of South Australia (LGASA), Western Australia Local Government Association (WALGA), Local Government Association of Northern Territory (LGANT), Local Government Association of Queensland (LGAQ) and Local Government Association of New South Wales (LGNSW).



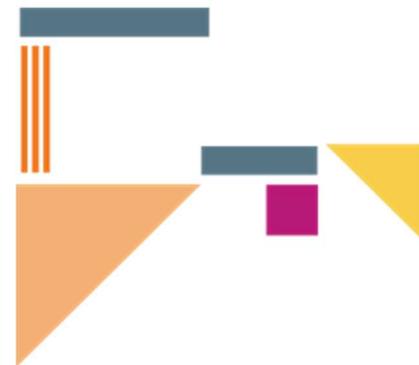
Penny Hutchinson, Chair of the Cultural Forum with CDN Executive Officer, John Smithies

Members of the Cultural Forum met twice yearly to set objectives, and between meetings CDN worked to reach these objectives, supported by members of the Cultural Forum in working groups.

The first Chair of the Cultural Forum was Hon. Fred Chaney AO who chaired from 2013-2015. The first series of meetings were held in Canberra and Perth in 2013; in Brisbane and Darwin in 2014; Hobart and Adelaide in 2015. In 2015, an executive committee consisting of nominated members had formed to approve the Cultural Forum's work plan and communicate. This committee met twice a year via teleconference and was chaired by ALGA.

The first three years of the Cultural Forum were the catalyst for some significant research and development from CDN, with the Cultural Forum operating as a clearing-house for ideas and activities that could improve policy impacts on cultural development in local government. This research included defining a schema of national headline input and output data, a schema of measurable cultural outcomes and a planning and evaluation framework, all collaboratively created with and specifically for the local government arts and culture sector.

In late 2015, the Cultural Forum received funding from the Australia Council for the Arts for a further three-year program, with meetings from 2016-2018 held twice annually in Melbourne. In 2016, Penny Hutchinson, past Director of Victoria's state arts agency, stepped into the Chairing role of the Cultural Forum for the second three-year period.



The second series of Cultural Forum meetings (2016 - 2018) set the objective to extend the *reach, quality, profile* and *understanding* of local government’s contribution to Australia’s cultural life. The additional three years enabled CDN and the Cultural Forum to progress the completion of the several resources in development into a comprehensive planning and evaluation framework.

At the close of 2018, these resources were being trialled by a range of councils across Australia. An unintended outcome of this work was that many in the wider cultural development sector, including cultural institutions and independent producers, also expressed interest in using the planning and evaluation frameworks and commenced trialling these for their own cultural development activity.

## **PROJECT INPUTS**

### **Financial, Human and In-Kind Contributions 2013 – 2018**

The Cultural Forum was resourced through an annual cash grant to CDN by the Australia Council for the Arts, commencing in January 2013 and ending in December 2018. In addition, the member organisations directly funded their officers’ attendance and participation in the Cultural Forum meetings and preparation.

<b>NLGCF: P&amp;L</b>	<b>Total</b>
<b>2013-18</b>	<b>\$</b>
Australia Council Grant	<b>1,025,000</b>
Members reimbursement	<b>15,890</b>
Members contribution	<b>544,992</b>
	<b>1,585,882</b>
<b>Costs</b>	
Travel	<b>110,894</b>
CF Meeting costs	<b>151,481</b>
Members costs	<b>560,282</b>
<b>Payroll including on-costs</b>	<b>762,525</b>
<b>Total costs</b>	<b>1,585,182</b>
<b>Balance</b>	<b>\$700</b>

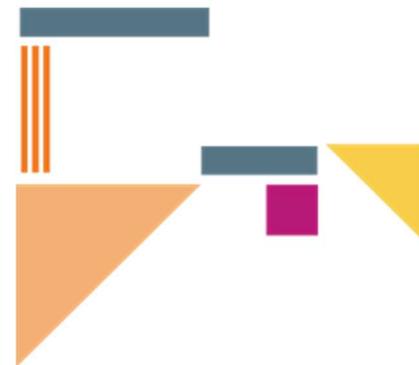
Over the six-year period from 2013 – 2018 the funding to CDN to conduct the research, coordinate the agenda and meetings and operate the secretariat totalled \$1,025,000. In addition, the members’ contribution to the running of the Cultural Forum are estimated by CDN to total approximately \$560,000 over the six years.<sup>1</sup>

The key costs to members were time contributed to the 12 meetings held between 2013 and 2018 and the associated travel, accommodation and meal costs of attendance. This does not include the time donated by the two Cultural Forum Chairs, Fred Chaney and Penny Hutchinson.

Over the six-year period, funding from the Australia Council for the Arts was expended across three broad areas of CDN’s work. These are CDN staff time directly invested into research and administration (\$762,525); costs associated to travel for meetings with all members prior to scheduled Cultural Forum meetings (\$111,000); and direct Cultural Forum meeting costs of catering, venue hire (where charged) and incidentals (\$151,000).

The Cultural Forum was embedded into CDN’s operations as a major initiative and was supported by CDN’s contracted financial and technical services and CDN’s Board, and through its resource’s agreement with RMIT University.

<sup>1</sup> This is an estimate based on average travel, accommodation and meal costs for members and varying for different meeting destinations, (all capital cities except Sydney were used with the majority in Melbourne), the average number of delegates attending per member organisation, and an average EFT cost for dedicated time. It does not include the same costs for CDN who were funded through the project grant from Australia Council for the Arts.



Not included in the financial data is the value of the members' contribution of time outside of their employed hours in after-hours travel and reading. CDN has not included a dollar value of the approximate 2,400 individual participants in the local government and broader cultural sector who contributed to the discussion, feedback and development over 2013 to 2018.

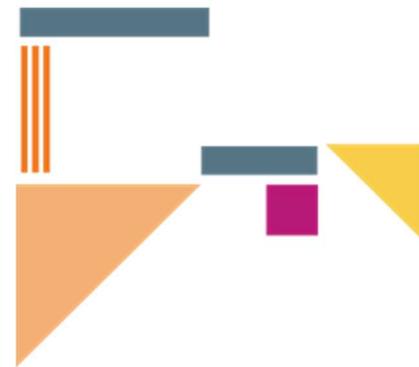
**The rate of participation was 100% of the 20 invited organisations contributing as members of the initiative from 2013-2018. There was a 90% to 95% committed attendance rate at all meetings throughout the six-year period.**

### **PROJECT OUTPUTS**

The Cultural Forum's objective was to extend the *reach, quality, profile and understanding* of local government's contribution to Australia's cultural life and CDN's research was prioritized to support this objective. The Cultural Forum operated as a clearing-house for the research carried out, resulting in the development of several key outputs outlined below.

### **RESOURCES DEVELOPED FOR THE LOCAL GOVERNMENT CULTURAL DEVELOPMENT SECTOR THROUGHOUT 2013-2018**





## **A Cultural Development Planning Framework**

The need for a framework for cultural development planning within local government was first identified through a CDN research project that revealed councils across Victoria were increasingly creating cultural plans, but that these were not informed by basic planning principles. The findings indicated that plans did not respond to other strategic documents within council, did not systematically use data and evidence; did not focus on outcomes or have cohesive theories of change; and lacked strong evaluation strategies (Dunphy, Metzke & Tavelli, 2013; Dunphy & Yazgin, 2015). This research indicated that planning principles were not yet commonly understood or applied in local government cultural development planning, and indicated where areas of challenge lay, so that future professional development and resources on planning could be targeted appropriately.

Responding to this research, the first version of a *Cultural Development Planning Framework* was created. The Framework guides council officers in how to create a cultural development plan based on six planning principles; based on values; directed toward council goals; focussed on outcomes; informed by evidence; underpinned by a theory of change; respondent to evaluation.

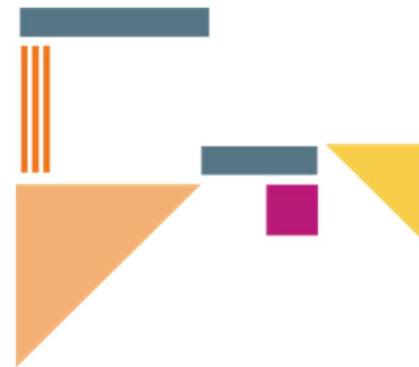
## **Developing and Disseminating the Framework**

The Framework was presented to council staff from 55 Victorian councils, along with elected representatives from metropolitan and regional councils, state governments, arts organisations, the New Zealand national government, and several students from a number of Victorian universities, in 2015. The Framework evolved throughout a series of forums across Victoria in 2014 and larger forum held in 2015 to confirm the planning principles embodied in the framework. There were 12 regional sessions in locations: Camperdown (Corangamite Shire Council); Kerang (Gannawarra Shire Council); Seymour (Mitchell Shire Council) and Morwell (Latrobe City Council). Feedback from these sessions re-shaped and refined the framework to address the needs of the sector.

The Framework and accompanying guide was published as a web resource on the CDN website in mid-2016. Throughout 2016-2018 the role of Local Government Associations of the Cultural Forum was to help promote its application by councils within their jurisdiction. In 2016 and 2017, full day workshops for councils seeking to apply the Framework within their future planning commitments were held in New South Wales (by LG NSW) Victoria (by CDN) and Western Australia (by WALGA).

In NSW, the Local Government New South Wales (LG NSW) partnered with CDN to deliver six full-day cultural development planning workshops in Sydney, Wagga Wagga, Coffs Harbour, and Albury. More than 30% of NSW councils attended, with 66% of these being regional councils. Participants also included one interstate council staff member who flew from Tasmania and one state-wide organisation. Due to positive participant feedback, LGNSW engaged two local consultants to be trained by CDN to deliver the cultural planning workshops in future years.

In Victoria, CDN coordinated and facilitated five full-day workshops independently in Preston, Broadford, Traralgon, Hamilton, and Kerang. These were attended by 72 participants, 40 of whom were from regional locations and 32 from metro areas, while 67 were Victorian local



government staff, and the remaining 5 were students, representatives from arts organisations or local artists.

In September 2016 and September 2017, the Planning Framework was introduced to local government councillors and senior managers in Western Australia via WALGA and Chamber of Arts and Culture Forum. In 2017, WALGA and the Chamber of Arts proposed to CDN the delivery of state-wide cultural planning workshops for local councils across the jurisdiction, however, as to date, this has not been realised.

At the time of this report, councils whom we were aware of using the Framework or who were in the process of embedding the Framework into their plans included three councils in Western Australia (Perth, South Perth and Bassendean), four council in New South Wales (Coffs Harbour, Paramatta, Tamworth and Waverley) and 15 councils in Victoria (Bass Coast, Casey, Cardinia, Darebin, East Gippsland, Golden Plains, Hume, Melton, Mornington Peninsula, Nillumbik, Southern Grampians, Surf Coast, Strathbogie, and Whittlesea). A council officer from Brimbank (Victoria) commenced a secondment at CDN in early 2019 to learn how to draft a plan based on the CDN framework. The high take up of the Framework in Victoria can be explained by CDN's existing relationships with councils in this state and the services and the support offered by CDN to Victorian councils spanning several years.

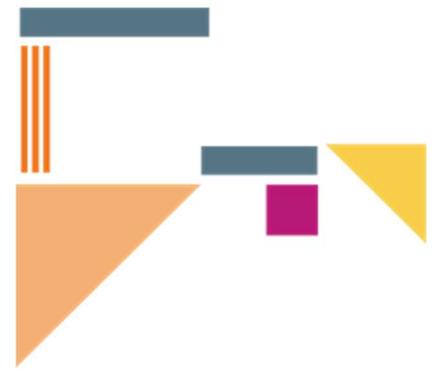
As information about the new framework is shared and councils start to replace existing plans as part of their planning cycle, the number of councils adopting this framework is expected to grow. Regional arts collectives such as Octopod (Lower Hunter Region, NSW) and ArtsWest (Western Melbourne Region, VIC) have approached CDN to assist them with developing cultural development plans for their region. Internationally, the United Nations Global Compact Cities Program engaged CDN to deliver a full day workshop introducing the Framework to representatives from the Bangkok Metropolitan Administration (Thailand), while the United Cities and Local Governments (UCLG) engaged CDN to deliver presentations and workshops on cultural development planning and evaluation on six separate occasions between 2016 and 2018, in the Asia Pacific, to more than 130 officers from 19 nations.

The interest in this Framework indicates a strong desire for robust and integrative planning, while the broad take up of the framework across governments, institutions and organisations (see appendix 3) demonstrates the potential for genuine collaboration and shared objectives across the cultural development sector and three tiers of government in Australia.

Feedback from council staff who participated in the training workshops include common responses as those listed below:

*"I have a better understanding of what is required of myself, certainly in terms of ownership and therefore in regard to what I need to focus on in order to achieve both a development plan/strategy as well as ways to more clearly identify required outcomes and link these to activities"- Strathbogie Shire Council, 2019*

*"We intend to use the framework in our council department to guide the writing of our new strategy, in-house. The framework provides a clear process that draws upon the work of existing key Council strategic documents, as well as the valuable knowledge of staff as evidence base." - Hume City Council, 2019*



### **Measurable Outcomes**

CDN worked with Cultural Forum members and the broader cultural policy sector to establish an agreed set of outcome measures of engagement in cultural activity. These outcome measures do not assess 'quality' or 'excellence' of the cultural activity, but the impact on the person who engages with it and when aggregated, the impact on community.

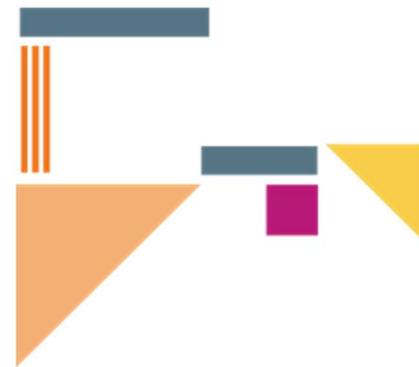
The development of an outcomes schema began with CDN undertaking a wide survey of the literature, encompassing theoretical pieces on the nature and function of cultural practices, policy documents from international bodies advising cultural policy-makers and outcome studies. Findings from this material were sorted first into policy domain areas of cultural, social, economic, governance and environmental. Then material in each policy domain was further distilled into a set of outcomes contributing to the desired future in each domain.

### **Development and dissemination of the Outcomes Schema**

CDN developed the schema with the sector and sought feedback from experts and peers. Consultation during this development stage included presentations to more than 2,300 individual researchers, bureaucrats and practitioners from fields such as cultural development, local government, arts management, evaluation and regional development, in Australia, Asia and Europe between 2012 and 2018 (see appendix 3). Further refinement was enabled by focus group discussions and informal Delphi-style consultations (Rowe & Wright, 2001) with arts managers and decision-makers at federal, state and local government levels across Australasia. Several stages of refinement to the schema were made throughout the period of 2014-2018 with positive responses consistently received, indicating the potential of the schema to address the evaluation needs of the sector.

The five measurable cultural outcomes (also known as the 5MCOs) were endorsed by the Cultural Forum in April 2016, and trials within the sector to validate their use and efficacy commenced shortly after (see Appendix 4). At the time of this report, the City of Perth had released and received feedback from the publication of its Cultural Development Plan based on the Planning Framework and underpinned by the Measurable Outcomes Schema. This was the first of the capital city council to fully adopt the Framework and the Outcomes Schema, which included the writing of the plan being carried out in-house by senior management to ensure council ownership and reflection of the culture of the city. Other councils working with CDN to trial or embed the schema into their evaluation practice included 15 Victorian councils (Banyule, Bass Coast, Cardinia, Casey, Dandenong, Darebin, East Gippsland, Golden Plains, Hume, Maribyrnong, Melbourne, Melton, Nillumbik, Strathbogie and Yarra Ranges), three Western Australian councils (Bassendean, South Perth and Perth), five councils from New South Wales (Coffs Harbour, Paramatta, Sydney, Tamworth and Waverley), and capital cities in other states including Adelaide (SA), Brisbane (QLD), and artsACT (ACT). Other Victorian councils had engaged CDN to complete project evaluations using the schema (Stonnington, Yarra) or to carry out community consultations based on the schema (Southern Grampians). The high take up of the Schema in Victoria can be explained by CDN's existing relationships with councils across the state.

While this schema was developed specifically for local government, several arts organisations, departments from different tiers of government and cultural institutions recognised the value of the schema and also joined the trials alongside local government (see Appendix 4). These included Arts Tasmania (TAS) and the Jeju Foundation for Arts and Culture (South Korea),



Women's Circus (VIC), Western Edge Youth Arts (VIC), the National Gallery of Australia (ACT), and the State Government of Victoria through Creative Victoria's Organisation Investment Program and its 90 funded arts organisations (VIC).

Consultants from Canberra and Western Australia had also contacted CDN seeking permission to use the schema in their work. The Australian Library and Information Association (ALIA) commenced working with CDN to consider the 5MCO's in their review of their national standards, with Melton City Library (VIC) anticipated to become the first trial site for libraries nationally.

The United Cities and Local Government Committee on Culture and CDN had commenced planning to align the UCLG Culture 21 Actions, Sustainable Development Goals and the 5MCO's, with a presentation and workshop in Barcelona and Melbourne scheduled in mid-2019. Additionally, CDN had been approached by Creative New Zealand, Canada Council and Creative Scotland seeking to learn more about the schema. CDN will provide information to these agencies through presentations and scheduled workshops in Edinburgh, Scotland and online. Further workshops and presentations by CDN have been planned in Finland, England and Singapore in 2019.

At the end of the Cultural Forum initiative (November 2018) the 5MCOs had entered the final stage of an initial four-stage validation phase. While the six year Cultural Forum initiative finished in 2018, the research and validation of the outcomes in the other domains will remain a focus of CDN's work into the future, along with assisting the sector with applying the schema to their work. Over the last months of the Cultural Forum, CDN completed and submitted a journal article for peer-review and publication. This publication will formally introduce the five measurable cultural outcomes to the global academic community engaged with this sector.

### **A national input and output data schema**

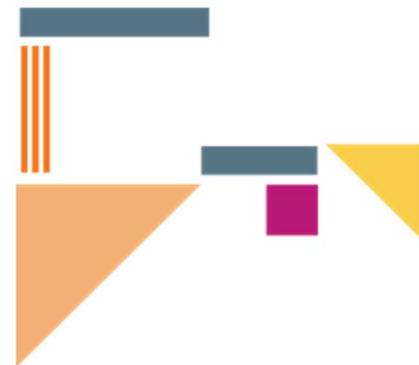
In 2014, CDN undertook a literature review to find what datasets were available on cultural activities across Australia. Of the 95 data sets located, only two included data at local government level (Yazgin & Dunphy, 2014). Capital city members on the Cultural Forum decided to address this with CDN and commenced a project to define and report the scope and quantity of council-led cultural investment and activities across the local government sector in Australia.



Local government arts and culture staff from the Shire of Yarra Ranges (VIC) reading their annual Cultural Tracks Program, 2017

The first two stages of this project (2014-2016) involved capital cities members working with CDN to define the scope of local governments' investment (inputs) and cultural activities (outputs) across Australia and then testing which of these data items could be collected and aggregated. The input and output data schema at this stage consisted of 45 items rolling up to 12 headline items.

In 2017, the Cultural Forum carried out a trial with an expanded sample of all local government types across Australia. This was to discover whether it was possible for councils of different



skill and resource levels to collect data against all input and output categories; and to identify issues and challenges that might occur for councils during the collection process.

After a period of collaborative work clarifying and organising the schema, this project confirmed the agreement of a set of cultural activity classification types that are common across local governments in Australia. The results indicate that most participating councils valued the endeavour, with those of limited resources and small scale equally as likely to be supportive as the larger councils. However, significant challenges were reported by councils in the gathering of data, including varying degrees of prioritisation of cultural activity across councils, capacity in using the collection tools, amount of data being collected within councils across arts, heritage and libraries, and existence of centralised data record systems within councils. Factors reported as impacting gathering and submission of data included frequent and significant structural/staffing changes and a lack of resources to complete the project efficiently.

At the completion of the project, 40% of the sample had submitted data, 32% were still in the data collection stage, 17% had not responded to the invitation to join the trial and 11% had declined to participate. This sample did not represent all 22 council types, and therefore could only be considered as representative of the 406 councils across Australia of the same council types, and not of the full 565 councils.

Despite this, the project provides some indicative results for extrapolated national data figures for local government cultural activity. These include a recurrent gross expenditure on culture around \$789m; with \$41m spent on contracts with cultural practitioners; \$64m distributed in grants; and more than 311,642 opportunities for people in Australia to participate in creative and cultural activities provided by local government. This is considered an under estimate of the total activity as the ABS concludes a total \$1.6 billion expended in 2016-2017 on culture and heritage by local government. Nevertheless, a breakdown of that expenditure has never been counted before and this first exercise indicates the challenge of the task, as well as what is possible in the future with the development of a real-time collection method across a sample of councils.

Many of the smaller participating councils indicated that their cultural development activity was limited and therefore many data items in the schema were not relevant to their council. While gathering of cultural data may not be an immediate priority to some smaller councils, by contributing data on what activity they do undertake, a nationally aggregated figure on the amount and scope of local government's contribution to cultural life in Australia is possible.

Some example feedback from participating councils, including those from large urban hubs and those from rural remote communities included:

“Certainly, really valuable to have this information available at our fingertips now. Looking forward to seeing how this project progresses. Happy to participate in the future.” – **Moreton Bay Regional Council**, (Council type: Urban Regional Very Large; population 425,302[ABS, 2016d])

“It will be interesting and positive to hear more about the outcomes and how these outcomes will help councils and their communities now and in the future. Especially for the smaller more rural based councils.”

**Barcaldine Regional Council**

(Council type: Rural remote large; population 2, 865 people, [ABS, 2016b]).

A comprehensive report documenting the findings from this project was presented to the Cultural Forum at its final meeting in November 2018. A journal article is also being prepared for publication in 2019.

It is intended that the lessons learned from this data collection project will inform future initiatives to collect local government cultural data on a national scale. The creation of the input and output data schema now tested and refined, has the potential to offer the first national picture on local government's contribution to cultural life in Australia.

**An online cultural activity building, recording and evaluation platform;  
WhiteBox**

The Cultural Forum has been a valuable clearing house for research and development across the local government arts and culture sector over the past six years. The research outputs created, tested, and refined in consultation with this national group is a significant milestone for the sector.

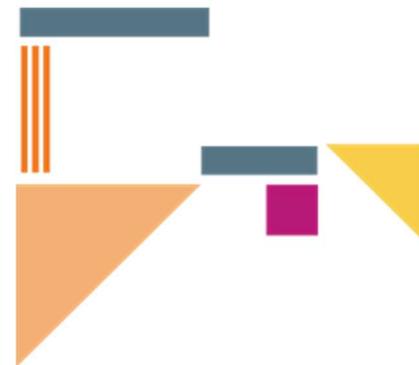
These products developed over the past six years have been brought together into one online system, titled the WhiteBox Outcomes Planning and Evaluation Platform. This system has been developed to offer supports to individual councils and officers to effectively plan and evaluate diverse cultural activities. At the same time, it also provides a sector-development tool in building an ever-increasing library of evidence-based case-studies and research from the material provided by its users. Data from the system can then be aggregated for consistent reporting and data analysis.

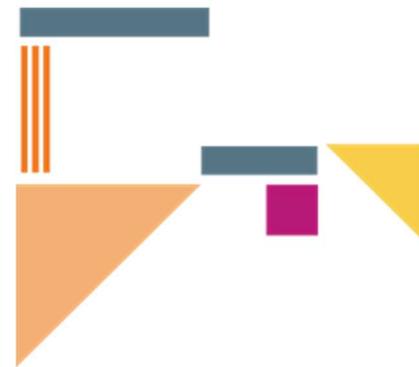
RMIT University in Melbourne, who is globally recognised for its technology and design, has invested in Whitebox by supporting its development and launch via the RMIT Activator Program. CDN is currently carrying out user trials of this system with councils including Perth (WA), Adelaide (SA), Casey (VIC), Paramatta (NSW), Darebin (VIC), Cardinia (VIC) and Yarra Ranges (VIC). CDN also intends to extend to include the trial sites to the wider cultural sector including the National Gallery of Australia (ACT), Western Edge Youth Arts (VIC) and Women's Circus (VIC). Others organisations such as the City of Darwin (NT), City of Sydney (NSW), East Gippsland (VIC), Southern Grampians (VIC), City of Brisbane (QLD), Melton (VIC), Strathbogie (VIC), City of Melbourne (VIC), Bass Coast (VIC), Australian Libraries and Information Association, Islamic Museum of Australia (VIC), State Government of Victoria through Creative Victoria and Creative New Zealand (NZ) have expressed interest in joining future trials.

The release version of Whitebox will go live as an online tool from April 2019 pending the current trials in progress. Participating trial organisations have indicated willingness to be clients of the new system when launched.

**Evaluation of the Cultural Forum Initiative**

This section provides feedback Cultural Forum Members who were invited to share their perceptions of the Cultural Forum's progress towards its objective and whether their participation in the Forum had enhanced their practice capability. CDN conducted one focus group with existing members and then distributed an online mixed-method survey to members as well as past members who had attended more than three meetings.





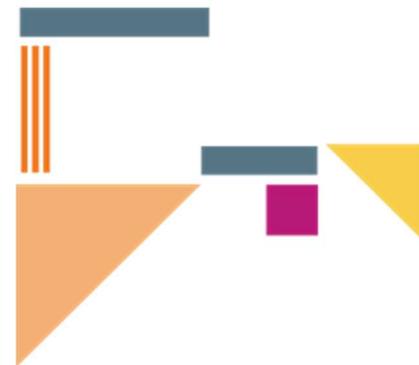
The focus group, led by Dr Kim Dunphy, CDN's Research Consultant, was held on the 28<sup>th</sup> November 2018 with 22 Cultural Forum members as the final activity of the final CF meeting. The purpose of the focus group was to give the opportunity to members to clarify the meaning of each questions and share their experiences with each other, as well as have an opportunity to think about their own answers before completing the online survey. Participants were invited to speak frankly and openly so that the learning from the session was optimised.

For the outcome questions in the survey, Cultural Forum Members were asked to rate their responses by choosing a number on a scale of 1 – 10 that best represented the extent to which the outcome had occurred for them. The standard for this ranged from not at all (a score of 1) to most imaginable (a score of 10). They were also asked to explain why they gave the rating. In addition, Cultural Forum members were asked to offer their opinion on whether they believed the frameworks and schemas developed across the six years helped the sector deliver greater quality, reach and amount of services to its constituents and to what extent (from not at all, slight, moderate, or high, to very high).

The online survey was distributed to members in December 2018 and was open for a total of 8 weeks. A total of 11 responses were received. Among these were six responses from Association representatives (one a past member), and five responses from Capital Cities (one a past member), offering a balanced perspective on the initiatives' impact from those in roles primarily focussed on policy and those in practice.



**Cultural Forum Representatives May 2018:** *Back row from left to right:* Holly Schauble (CDN), John Smithies (CDN), Marie Gunnell (Department for Communications and the Arts), Lea Bacon (LGASA), Stephen Wray (Department for Communications and the Arts), Meagan Robinson (LGAQ), Debra Langridge (WALGA), John Pritchard (ALGA), Sarah Feijen (Adelaide City Council), Paul Gurney (Brisbane City Council), Francesca Valmorbida (MAV), Naomi Drew (City of Melbourne), Debbie Burkevics (ArtsACT), Paul Holton (CDN). *Front row from left to right:* Clare Sullivan (ALGA), Jo Duffy (City of Hobart), Kate Deacon (City of Sydney), Dr. Kim Dunphy (CDN & University of Melbourne), Penny Hutchinson (Cultural Forum Chair), Jeremy Smith (Australia Council), Lisa Walsh (Australia Council), Michael Edrich (LGAT) and Clare Hargreaves (MAV).



### **FOCUS GROUP DISCUSSION**

In the focus group session, Cultural Forum members discussed their perceptions of the Cultural Forum's progress towards its objective of 'increasing the capacity of local government to strengthen the arts and cultural development in their communities.' In groups of two to four Members, members were invited to reflect on and discuss each question.

When sharing back to the larger group their reflections and views, members reported that the Cultural Forum had strengthened their capability to serve their community and to tell the story on how they deliver on their purpose. Of particular significance was the ability to now talk about outcomes relevant to their sector and why the effort is applied to deliver arts and cultural initiatives across Australian communities. Members discussed how the work had not yet broadly reached the wider local government cultural development sector and consequently this hinders their ability to say that the objective had been reached more widely. One member expressed *"We're at the cusp. I feel like we are just about to increase the capability, so in 12 months' time, I think absolutely."*

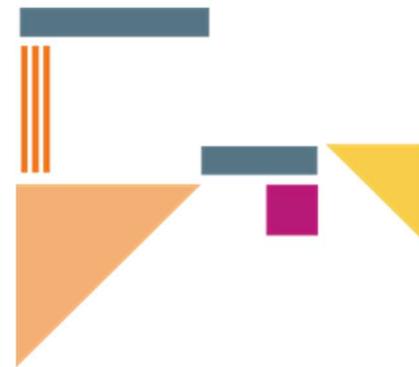


*Cultural Forum members: Lisa Walsh, Head of Research for the Australia Council for the Arts and John Pritchard, Executive Director - Policy and Research, Australian Local Government Association*

Members were then invited to consider whether they had experienced any development of their professional capacity as a result of their involvement. The discussion focussed on whether access to beneficial networks had increased and whether their knowledge had advanced in the area of evidence-based practice. Members reported that the initiative had been invaluable to their practice capability, not only in being armed with the language when communicating with those outside the sector but also in having established strong national networks within the sector.

When reflecting on factors that may have enabled or hindered progress toward these objectives, members reported a key enabling factor was the opportunity to build networks with 'like' organisations who shared similar challenges and experiences. An unintended outcome of the initiative was that Capital Cities Members started collaborating in other areas of their practice outside the Cultural Forum agenda, including working together on issues such as arts infrastructure and social inclusion, with one reporting *"the evolution of the capital cities meetings has been great."*

Members reported that the high turnover of representatives from member organisations was a significant barrier to steady progress of the group's work. Limits on time and money was also discussed, including how the academic rigour of the work was valuable, because resourcing within member organisations simply could not permit such investment, but that the challenge now for the group, would be getting the language right, including translating and packaging the frameworks and tools in a way that can be understood and accessed by the wider local government sector.



Technology and the challenges this present on the ground for local councils was also discussed, with an acknowledgement that government needs to get much better at gathering and utilising big data. It was also raised that the local government arts and culture sector operates within a space where a whole range of competing priorities lie and that more consideration for how the sector can communicate, assist and intersect with other policy areas might assist this work.

One area that members agreed was under-developed was communication and wider sharing of a unified message about the project and work being produced. Developing a communications strategy had been on the meeting agenda of three different meetings from 2017-2018 but this agenda item was never actioned by members allocated with the role to execute this.

## **SURVEY RESULTS & DISCUSSION**

### **Objective: increasing the capacity of local government to strengthen the arts and cultural development in their communities.**

Survey respondents consisting of current and former Cultural Forum members were invited to share their perceptions of the Cultural Forum's progress towards the objective of increasing the capacity of local government to strengthen the arts and cultural development in their communities. They were asked to do this using a scale from 1 to 10, where 1 is not at all and 10 is the most imaginable.

A diverse range of responses were given by current and past members, with the average rating being a 6 out of 10 (from not at all to most imaginable). A range of explanations for these scores were offered.

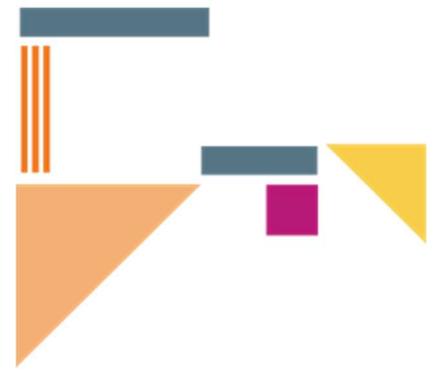
Respondents generally felt that more work to achieve the objective was needed as the benefit experienced by Capital Cities had not yet extended to LGAs across Australia. Despite it being too early to know what impact these frameworks and schemas may have on the sector and the communities it serves, many respondents felt they would have a positive flow on effect, once applied across the sector. One respondent explained that "the work is exceptional and has the potential to increase the capacity of local government in this regard in the most imaginable way possible but is not yet complete; it needs to be rolled out nationally in every local government (or as many as possible)."

Many felt the most significant change experienced now was through expanding and strengthening networks within the sector. One member felt these newly established networks and shared understandings could "have long range benefits and improve resilience in the face of sector challenges."

Respondents were asked whether they had experienced any development of their professional capacity as a result of their involvement in the initiative. They were first asked to



*Left to right: Marie Gunnell (Department of Communications and the Arts), Robyn Higgins (City of Darwin), Lisa Colley (City of Sydney), Sarah Feijen (City of Adelaide).*



rate their practice capability on a scale of 1-10 where 1 was not at all and 10 was the most imaginable having now participated in the Cultural Forum. Next, they were asked to rate their practice capability using the same scale of 1-10 before participating in the Cultural Forum.

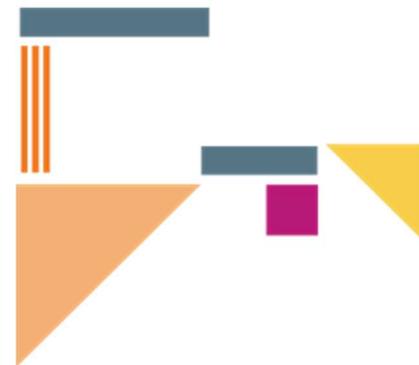
Positive change was reported by respondents in respect to increased professional capability, new knowledge they had gained and the beneficial networks and resources they had acquired. The average amount of change was 3 out of 10 from not at all to the most imaginable. When asked to explain why they had given this rating a range of explanations were offered including the unique and broadly scoped network that was brought together to solve sector challenges, the deeper inquiry into cultural policy than might be possible in ordinary practice, and the platform the Cultural Forum provided to gain internal support for the sector's work.

Two respondents reported that they felt cooperation and collaboration was not a strength of the initiative, with one suggesting the presence and role of the local government associations from each jurisdiction had not yet been taken advantage of by the Cultural Forum group. An Association member's role was to represent the members of their jurisdiction and in turn communicate the work of the group back to the local government members in their jurisdiction.

One possible explanation for this not being clearly understood may have been the high turnover of representatives from member organisations and information not being handed-on from existing representatives within their organisation. Another possible explanation may be members feeling insufficiently armed with the right communication tools to effectively share the work of the Cultural Forum with their members. Some Association members worked with the Cultural Forum to deliver trials and workshops across their jurisdiction and sought out opportunities to see the work publicly presented and shared with councils. When this did occur, the response from councils was positive and had a flow on effect in their area. The challenge was keeping momentum going when staff changes occurred.

In one state, trials had commenced in partnership with the state association and workshops had been planned. When the existing representative left the organisation, plans to deliver these workshops were not realised. The new representative then reported that their jurisdiction had been excluded from pilot trials, without recognising or being aware of the work that had been laid out earlier in their jurisdiction. To mitigate this challenge, the Secretariat of the Cultural Forum travelled to meet with all members prior to every meeting, so they could be briefed on the project and given as much information as possible in order to fully engage.

Respondents were asked to offer their opinion on whether they believed the frameworks and schemas developed informed by the Cultural Forum and developed across the six years would help the sector deliver greater quality, reach and amount of services to its constituents and to what extent (from not at all, slight, moderate, or high, to very high). 7% reported the resources were slightly useful, 39% believed them to be moderately useful, 45% saw them as highly useful and 7% reported them to be very highly useful. There was a relatively even spread on which tools were considered the most useful, with the cultural planning framework considered to be a marginally more useful offering to the sector than the rest. The differing perspectives on what was considered highly useful and only moderately useful may be explained by the differing positions of policy and practice that Cultural Forum members came from. Two respondents had also been a part of the initiative several years ago and had not seen or been



involved in developing the tools. Qualitative feedback on the usefulness of the frameworks was mixed with some suggesting the tools were “excellent, rigorous and highly useful and practical tools”, “cutting edge, relevant and world-class” and “ground breaking”. Other reported that their ‘potential has not yet been realised’ because they are not “yet well known.”

A baseline assessment of cultural planning across Australia using a representative national sample of councils was carried out in 2017-2018. This includes analysis of the number and quality of cultural development plans and assessed council plans more broadly against CDN’s Planning and Evaluation Framework. This study documents a starting point to determine change to cultural plans of councils across Australia that may be catalysed by use of the Framework and Schemas developed by CDN and the broader cultural sector. This baseline study has now been published in a peer-reviewed journal: *Australian Journal of Public Administration*.<sup>2</sup>

### **Case studies from the sector**

This section offers feedback from those within the sector who have commenced trialling the frameworks and schemas created with the support of the Cultural Forum. While it is too early to measure the impact that these resources might have on the capacity of the sector to strengthen cultural development in their communities, a number of case studies have been compiled that provides an indication of the sector’s experience with embedding the frameworks and tools into their practice to date.

#### **LOCAL GOVERNMENT CASE STUDY 1: Strathbogie**

A small council located in North-central Victoria with a population of 10,485 residents<sup>3</sup>

**Trialling:** Framework for Cultural Development Planning; Schema of Measurable Cultural Outcomes for whole of council planning

In 2018 Strathbogie Shire Council contacted CDN seeking feedback on their draft cultural development plan. The Council invited CDN to meet with members of the Tourism, Arts and Culture Advisory Group. This was followed by a workshop in which the CDN Planning Framework was presented in more detail to the Council’s Mayor, CEO, Councillors, CEO of Goulburn Valley Libraries, executive staff from relevant department and

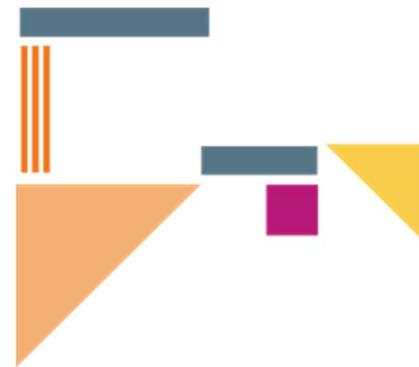


Whole of Council Planning Workshop in Ngambie 2019. *From left to right:* Rueben Preece – CEO Goulburn Valley Libraries, Claire Taylor-Manager Arts, Culture and Economy, Deb Ellis- Manager Community Wellbeing and Member of the Tourism, Arts and Culture Advisory Group, David Roff – Group Manager Corporate and Communities, Steve Crawcour- Strathbogie Shire Council CEO, Cr Deb Bower-Councilor, Cr Amanda McClaren – Mayor of Strathbogie Shire Council, John Smithies, EO, CDN.

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<sup>2</sup> Uppal, S. & Dunphy, K. (2018). Outcome-focussed planning in Australian local government: how council plans and cultural development plans measure up. *Australian Journal of Public Administration*.

<sup>3</sup> <https://profile.id.com.au/strathbogie>



some Members of the Tourism, Arts and Culture Advisory Group. The session allowed those attending to explore and discuss the possibilities and benefits of applying the Framework across their Council planning.

After the workshop participants were asked if they had gained any new knowledge, ideas or insight on planning as result of information presented in the workshop. On a scale of 1 to 10, where 1 is not at all and 10 is the most imaginable, participants rated an average 8/10 for the new knowledge they had gained from the workshop.

Seven explanations about why participants gave this rating included:

“This workshop gave us the missing part of our strategic puzzle. The information challenged our thinking and was presented professionally. In terms of why not a 10/10 I think there is more reading and research to be done from our end”

“We were floundering in the development of our Tourism, Arts and Culture Strategy. This workshop was refreshing as we had all the Councillors and staff on the same wavelength and I believe we can now complete the development of the Strategy.”

“The workshop articulated the way forward to achieving my thoughts allowing others to understand what I have been trying to explain for some time. I feel I have gained the tools to better effect cultural change into the future.”

“I have a good understanding of the subject but gained a better understanding of the language needed and governance to effectively make a difference to our current procedures and organisational culture.”

“It really clarified my understanding and strengthened my knowledge of how to communicate this with others. Could see this framework being applied in numerous areas.”

“Although I have reviewed the information on the CDN website, having the information explained to me in person in context with case studies was a game changer and also a light bulb moment. It definitely gave me a greater understanding of what is required and therefore a greater understanding of how to go about achieving it.”

“I feel more confident now using the language in cultural planning. Having Councillors and executive members involved ensures they also have the understanding as well.”

### **LOCAL GOVERNMENT CASE STUDY 2: City of Casey**

Victoria’s most populous municipality located in the south-east of metropolitan Melbourne

**Trialing:** Framework for Cultural Development Planning; Schema of Measurable Cultural Outcomes; Whitebox Outcomes Planning Platform.

The City of Casey engaged CDN to assist them in writing their Arts and Cultural Development Strategy 2018-2022 utilising the CDN Framework. This was the Council’s first arts and cultural strategy and was approved by Council. When asked why they chose to adopt the CDN Framework it was explained:

“We wanted to be part of a larger national conversation, be able to offer deeper analysis into the outcomes of arts and cultural programming. Eventually we would like

to be able to map creative outputs to economic benefits of healthier and more engaged society.”

While still in the early trial phase, the Council reported:

“The plan provides a structured guide to engaging with the CDN outcomes and the required justifications around programming to use this process. I believe, given time, this could form a more formal and initial process of all programming activity which will provide concise reasonings with associated measurable actions directly linked to the Council Plan.”

When asked about the strengths and weaknesses of the Framework and Schema, the Council reported:

“There is an enormous potential here, the Framework provides clarity of decision making which is key in local government. More work needs to be done on linking this framework clearly to a tangible set of results – why is it important to stimulate creativity? What are the flow on effects of this? I believe having this sort of data readily available would elevate this framework.”

“Strengths are the requirement to base planning in research or practical examples providing immediate context and support to a programming decision. Weakness is the inherent complexity in the required questioning to test against these outcomes.”

“We are very happy to be part of the process to build a robust reporting mechanism for arts and culture programming and events.”

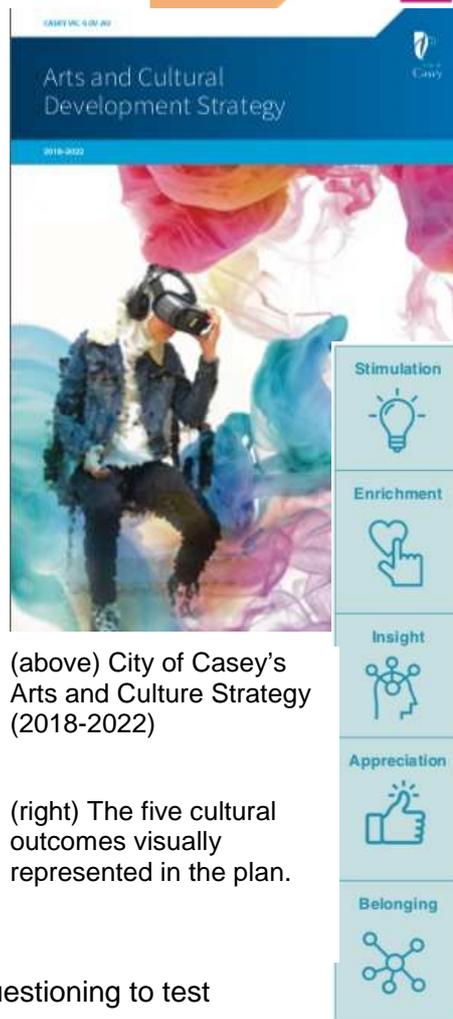
CDN and City of Casey are planning to trial a range of evaluation methods against the schema that can be adopted by staff when working with people with diverse abilities.

**LOCAL GOVERNMENT CASE STUDY 3: Nillumbik Shire Council**

Located in the outer northern Suburbs of Melbourne with rural localities beyond the urban area and a 2016 census population of 61,273<sup>4</sup>



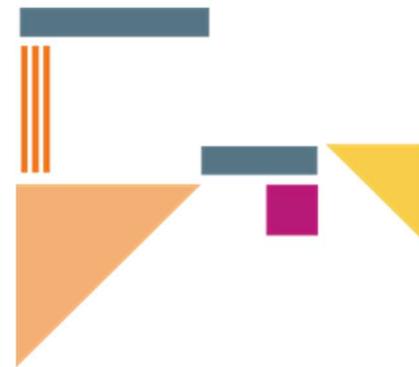
Nillumbik Shire Councils 2018-2022 Arts and Culture Plan



(above) City of Casey's Arts and Culture Strategy (2018-2022)

(right) The five cultural outcomes visually represented in the plan.

<sup>4</sup> Australian Bureau of Statistics (23 October 2017). "Nillumbik (S)". 2016 *Census QuickStats*. Retrieved 9 February 2019



**Trialing:** Framework for Cultural Development Planning; Schema of Measurable Cultural Outcomes

In 2017, two representatives of Nillumbik Shire Council attended CDN's Cultural Planning Workshop hosted at Mitchell Shire in Broadford, Victoria. Their initial feedback from the workshop included:

“[We] got a lot out of the day and it has really set us on course for our forthcoming Arts & Cultural Plan.....[.]....The work you are doing from advocacy at the highest level and across the sector to provision of data and other resources really underpins the work we are doing. It is really very much appreciated and will be very well utilised.”

Following the workshop, Nilumbik Shire Council set about to utilise the CDN Planning Framework to develop their new Arts and Culture Plan 2018-2022, which was adopted by Council in early 2018. The Arts and Culture Coordinator at Council reported:

“The Plan was very well received which lead to it being formally adopted by Council. Much work was necessary early in the peice to educate Council as to cultural planning principles under the Framework and rationale for the Outcomes Schema. This is particularly pertinent as Council likes to see an aspirational wish-list of activities. It took some negotiation and discussions through briefings to shift Council's mindset to think more holistically and focus on outcomes.”

Report on how staff members within the Council responded to the Plan included:

“The Plan is used to inform business planning. It has informed the structure of the unit and workforce planning. The Outcomes Schema is forefront in our evaluation processes.”

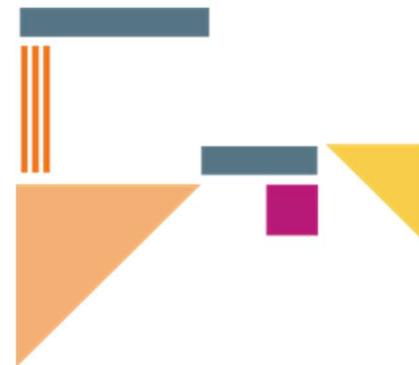
“The Plan assists team members to be effective as it directly informs our strategic focus and business planning.”

“At the time of consultation and development of the Plan we employed much cross-functional collaboration and contribution into the Plan. Early in the Plan's life there was much staff ownership. Other departments saw the relevance of the Outcomes Schema to their business area and were keen to similarly adopt the same framework and build a consistent reporting mechanism for social impact/cultural value across the organisation.”

Having followed the plan for 12 months, reflections on their experience include:

“The Framework had been a good resource for our work...“Our organisation needed to adjust some areas to suit organisational and business needs but overall it provided an important structure to build on from.”

“The strength of the Framework and Outcomes Schema is that it is evidence-based, and consistently utilised by numerous other LGAs and peak cultural institutions. This enables us to be talking the same language across our sector. It also gives integrity to the plan from a governance perspective. The weakness of the Framework is that it does need to accommodate flexibility for Council to adjust to its own business needs. The Outcomes Schema could be simplified, particularly in relation to language in order the lay person can understand the question asked of them.”



The Council recommended a way to address this weakness could include having:

“LGAs who have adopted the Framework and/or Outcomes Schema to meet through a Community Day of Practice to share their experiences.”

In 2019 CDN set up a community of practice group of Victorian councils who are using the CDN frameworks and schemas. The group shares challenges and successes with applying the tools in practice and develops additional tools to support their application.

#### **ARTS ORGANISATION CASE STUDY 4:**

##### **Western Edge Youth Arts (WEYA)**

A community youth performance company based in the western suburbs of Melbourne with a 20-year track record of cutting-edge creative practice with culturally diverse emerging artists and marginalised communities.

**Trialing:** The Cultural Development Planning Framework; Schema of Measurable Cultural Outcomes; Whitebox Outcomes Planning Platform.

In 2018, WEYA engaged CDN to assist the organisation with integrating CDN’s Planning Framework and Outcomes Schema across their organisation. At the same time, WEYA became a trial site for the Whitebox Outcomes Planning Platform. The organisation mapped existing strategic priorities to the CDN Planning Framework and commenced building and evaluating their projects utilising the Whitebox system. Having now carried out several evaluations with their young participants, WEYA offered feedback and reflections on utilising the system to produce outcome reports.



Caliban Performance by WEYA participants.  
*Cast from left to right: Ebony McGuire, Natalie Lucic, Ror Akot, Piper Huynh, Craig Gunguta, and Amarachi Okorom.*  
*Photographer: Jorge de Araujo.*

When asked how difficult or easy the Whitebox Activity Workflow was to follow the organisation reported:

“The workflow took a bit of discussion with CDN to understand, but once understood it was easy to follow. Consideration of which outcomes are best suited takes time and enables robust discussion about the organisation’s goals which is a healthy aspect. There is a tendency to want to select more than one outcome in one domain and prioritising one over the other is not always suitable. The Whitebox tool, while still being developed, is going to be invaluable for the project.”

WEYA reported they chose to participate in the Whitebox trials because:

“[They] had identified the need to completely overhaul the existing evaluation processes to better enable management and the Board to understand the organisation’s impact and areas that could be improved. Importantly while a lot of

evaluation was being undertaken, it wasn't aligned with the Strategic Plan. We also recognised the need to be evaluating impacts rather than outputs."

Offering feedback on their experience of using Whitebox to date, the organisation reported:

"The evaluation trials have been going really well. There's a big commitment from staff to contribute and learn from the evaluation. We are working towards having the evaluation from the trials significantly inform the strategic planning processes in 2019/20.

Importantly, we've observed from the first two evaluation activities run in 2018 using the Whitebox processes that the sessions with our participants to collect their responses has given them the opportunity for much more in-depth consideration and reflection of their experiences. The qualitative feedback in particular is very informative. The staff feel that the evaluation with them is also more worthwhile. This is mainly due to changing from a 10-12 question survey to the new process of group discussion around two questions and then having the participants write their own scores and comments. We are at the stage of compiling reports, which is providing the space for staff reflection and assessment to inform continuing practice."

WEYA reported the data that had been gathered to date was very informative explaining:

"WEYA was extremely confident based on past practice and evaluation that participants experienced a feeling of being valued. However, by narrowing the evaluation to just two outcomes we've been able to identify the factors that contribute to this in more depth."

The organisation confirmed the activity workflow within Whitebox was informing their work but that:

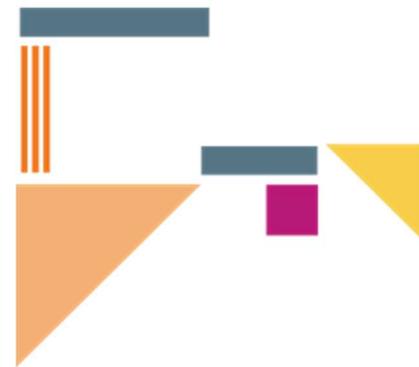
"The key will always be making the time for discussions with staff about the results and clearly defining the lessons learnt and changes that need to be made. These discussions are also critical to enable a shared language and purpose for what we are doing. Regardless of the framework, goals, questions etc., there has to be an organisational culture that supports continual improvement."

WEYA felt the strengths and weaknesses of the workflow in Whitebox included "its systematic approach and focus on the planning process to start with," reporting "the online tool will be great, but it still needs work on the user interface and reporting functions."

## **CONCLUSION**

The Cultural Forum was a unique and ambitious initiative that brought together a diverse local government arts and culture sector to collectively attempt to solve several of its policy and practice challenges. The group met twice a year across a six year period and contributed toward the development of a range of tools intended to aid the sector in carrying out evidence-informed, outcome focused work in their communities.

In evaluating how the Cultural Forum initiative impacted on the sector, Cultural Forum participant responses indicate that the collaborative approach to address these challenges resulted in the formation of beneficial national networks within and between policy and practice



and that members expect this to offer long term benefits beyond the life of the initiative. The six years of collaboration provided momentum for local government cultural development professionals to recognize themselves as part of a national sector, while contributing to the development of tools created with the hope that they may support the delivery of outcome focused, evidence-informed planning and evaluation, and the collection of consistent data on a national scale.

Other organisations trialling these tools reported that to date, they have found the schemas and frameworks have strengthened their capability to serve their communities and armed them with the language to communicate how they deliver on their purpose.

While an extensive national roll out of these frameworks and schemas is still yet to come, CDN believes that the academic rigor and collaborative approach taken to develop these tools, has contributed to development of high quality and practical evidence-informed solutions to strengthening local government cultural development across the Australia. As the frameworks and schemas become more embedded into practice and refined through trials and application by local government, CDN anticipates the quality, reach, understanding and amount of local government cultural activities in communities across Australia will continue to grow. With a baseline study now complete, CDN intends to track any change into the future, to determine where the sector adopt approaches to practice that are based on values, directed toward council goals, focused on outcome, informed by evidence, underpinned by a theory of change and respondent to evaluation and what difference such an approach makes to the local government arts and culture sector and the cultural life of Australians.

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## **APPENDICES**

### **Appendix 1: Qualitative Responses from Focus Group, 28 November 2018**

The group discussed their perceptions of the Cultural Forum's progress towards its objective of increasing the capacity of local government to strengthen the arts and cultural development in their communities. Members were then invited to consider whether there they experienced any development of their professional capacity as a result of their involvement. Specifically, whether participation in the Cultural Forum led to the development of any knowledge, skills or new ideas that enhance their capacity to do your job effectively and/or provided any access to beneficial networks or other resources that contribute to your professional capacity. Finally, members will be invited to discuss aspects of their experience involved in the Cultural Forum that may have contributed or hindered progress towards these outcomes. Responses from this discussion included:

- "It's strengthened our capability to serve our communities, it's strengthened our capability to tell the story on how we deliver on our purpose. The methodology around the outcomes has certainly strengthened that story. It's given us the base to do that!"
- "The tools, while still in beta phase are really helpful. Understanding the need to talk about outcomes, especially the why as oppose to just the how and to better understand the role of government and exactly what we are investing and our difference from arts organisations, although we have to say it is mostly at a local government capital cities level at this point where all this is happening."
- "It's a valuable mechanism to understand the purpose and reality of the outcomes and the why actually inspires people to do more and it's actually a bottom up way to understand what people are doing in rural and remote areas and that this is valuable in how this can feed up into the national picture."
- "It's a good link between the policy officers and practitioners and I think that's some of the challenge as capital cities are very much into the practice and ass are into funding and policy so it's a good link between two and to ground that a little bit."
- "We're at the cusp, so I feel like we are just about to increase the capacity, so in 12 months' time, I think absolutely."
- "We think yes it has added to capacity and skills. From [our organisations perspective] It was the process internally of having to get from A to B in terms of getting that core data through the data project, actually caused ppl to think differently about how we were collecting data, where it was, different convos with assets and finance, so there was a capability that was being built through being given that challenge. It did actually hone people and honed us in the cultural area to do better at explaining exactly what it is we needed and what we wanted from the rest of the organisation. The trial cause a whole lot of conversations that have moved to a much stronger sense of purpose and the why being data/where is the evidence. It's been impetus for a whole lot of conversations."
- "It's actually made the conversation much easier now moving into this phase and really given the people the capability to take it to the next level."
- "The most imaginable was the sentiment of this group. It's been invaluable I think for me personally. I think if I had been paddling against the tide in getting my cultural development plan up this work has been my paddle. So, I think it's again about the 'why' and having the language [at hand] has been the most valuable tool."
- "The network has been hugely valuable, the knowledge, the research studies, the data and evidence, the case studies and learnings that have come through, the frameworks that we've been able to use, it's all been hugely helpful."
- "Working with outcomes as part of our strategic planning has given me a new way to speak to the rest of my organisation that we didn't have before. We are talking about

value because often you feel like you are smashing your head against a brick wall when you are trying to talk about value because its moved now beyond the language of 'did you like it' or 'didn't you like it' to something that is measurable and contextual and something you can compare, which the economic development department can understand and the active and healthy department can understand, so that's made our jobs a lot easier in my team and it's also been something I've been able to take to our sector and get the sector excited about because it's a language they know inherently and they see the value of having that standardised language and way of explaining what they already know."

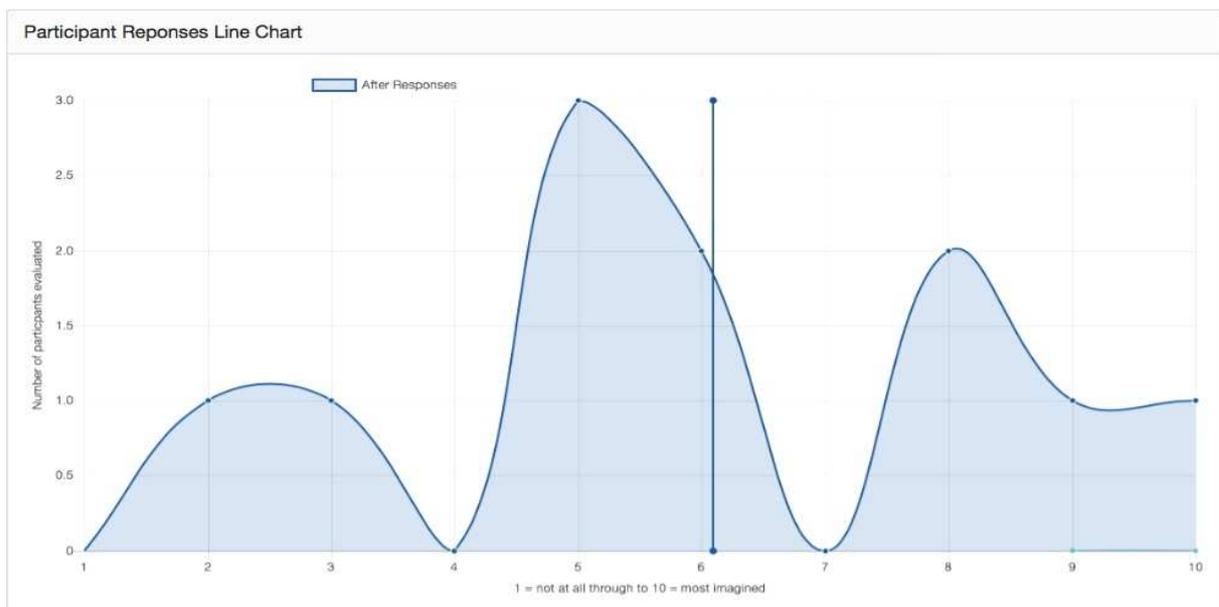
- "It's a strength based approach and through the cooperation and collaboration that has actually contributed to leaps in knowledge and has aligned with individual capacity and that's been helpful in the way it can be applied to our own networks. We've also noted the value of the associations and capital cities as a network and its helped keep the role of LG in mind when thinking about research perspective. The CF has also provided advocates for our work through the professional network. Provides confidence in the direction of what we are thinking."
- "This has been a really valuable thing for [our organisation] and government because before this we had no involvement with other capital cities or LG talking about arts...."
- "Even though this started off talking mainly about data and research...., it's also been great, the evolution of the capital cities meetings.... where now we are actually now talking about other similar issues like social inclusion and arts infrastructure plans and things that are common issues among us, so it's been great to develop these networks."
- "We found.... marketing and communication has been lacking. The format of the spreadsheets was often a bit difficult to use, useability of particularly in the beginning was quite awkward. Needing a standard message to sell the project was lacking as well and turn over with council staff was a huge barrier to the work."
- "It's also about resourcing. It's about time and money and about how we needed the academic rigor to understand the academic language and purpose but then the next step is to have a translator that rather than each of us having to translate it for our organisation and audience have a professional to be able to package it. It really is a time and money thing."
- "Wearing both hats... knowing what's in the papers for this Forum.... but then having to design a questionnaire...seeing how the audience reacts to it makes me realise...You've got the rigorous academic and policy language on the one hand but when it comes to saying to audience members, a sophisticated way of did you have a good time and what did you get out of it, without it impacting on their experience ..... we've got a bit more work to do to get that language right. The whole communications thing is an interesting set of questions."
- "An opportunity of this group is to see particularly at that national level where arts and culture intersects with a whole range of other of priorities, so it's not a stand-alone issue,.....things like international tourism research shows [tourists] come here because they want to do arts and culture. Social inclusion, regional development [are] real opportunities. It's again about that language... how do we use what we've got here to say this can really assist a lot....."
- "Going forward I think IT itself is going to be a big issue.....governments have to get much better at big data, not only that they have to be able to map everything they do."

## Appendix 2: Survey Data

**Objective: increasing the capacity of local government to strengthen the arts and cultural development in their communities.**

Survey respondents consisting of current and former Cultural Forum Members were invited to share their perceptions of the Cultural Forum's progress towards objective. They were asked to do this using a scale from 1 to 10, where 1 is not at all and 10 is the most imaginable.

A diverse range of responses were given by current and past Members, with the average rating being a 6 out of 10 (from not at all to most imaginable).



When asked to explain why respondents gave this rating a range of explanations were offered.

- “The challenge with this work and similar work is how to reach 535 councils” with another suggesting “For the Capital Cities Members there was benefit but this has not necessarily extended to LGA's across [the jurisdiction]”.
- “It is difficult to evaluate the work of the Cultural Forum in the absence of direct feedback from councils or empirical data that demonstrates increased capacity.”
- “The work is exceptional and has the potential to increase the capacity of local government in this regard in the most imaginable way possible but is not yet complete; it needs to be rolled out nationally in every local government (or as many as possible). The Forum is key in this next crucial step.”
- “If the baseline data is captured by a majority of LGAs both metro and regional then I believe it will strengthen the sector”
- “The work on measurable outcomes has been really exciting, but I feel that we're only just getting started.”
- “The work done to develop a national set of cultural principles will be able to provide Local Government with what is necessary to strengthen art and culture.”
- “The greatest takeaway from participating was that national standards had been developed through robust conversations. This is the primary platform from which we can take the conversation (and the principles) to local government for incorporation into local plans and procedures.”

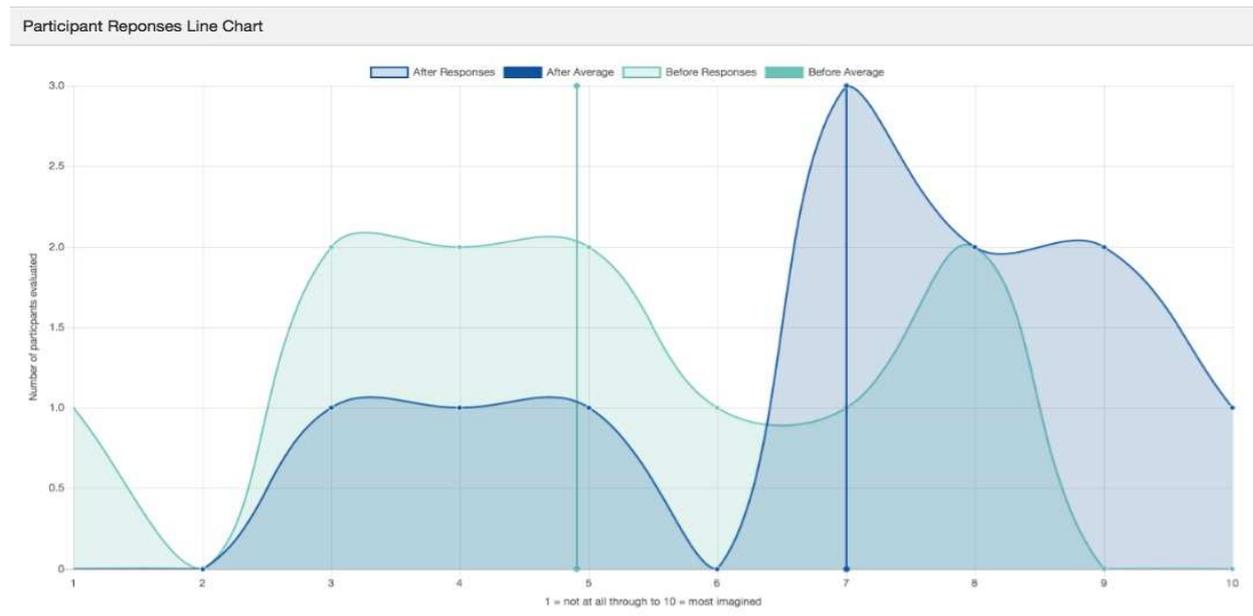
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**Objective: To develop Cultural Forum Members professional capability, knowledge and access to beneficial networks and resources.**

Respondents were asked whether they had experienced any development of their professional capacity as a result of their involvement in the initiative. They were first asked to rate their practice capability on a scale of 1-10 where 1 was not at all and 10 was the most imaginable having now participated in the Cultural Forum. Next, they were asked to rate their practice capability using the same scale of 1-10 before participating in the Cultural Forum.



Positive change was reported by respondents in respect to increased professional capability, new knowledge they had gained and the beneficial networks and resources they had acquired. The average amount of change was 3 out of 10 from not at all to the most imaginable. When asked to explain why respondents gave this rating a range of explanations were offered.

- “Having an agreed set of measures and outcomes is a really important step in LG understanding its value on the National agenda and assisting understand where investment should be applied.”
- “The work is exceptional and has the potential to increase the capacity of LGs in this regard in the most imaginable way possible but is not yet complete; it needs to be rolled out nationally in every local government (or as many as possible). The Forum is key in this next crucial step.”
- “The information provided by the Cultural Forum and the gathering of information across our local Council raised awareness internally about the significance of arts and cultural development and the economic and social outcomes it provides.”
- “The opportunity provided in bringing state representatives together with senior executives and government agency, was unique. There was a genuine effort by all involved to get something out of this which led to some great discussions and insight. The economies of scale were very diverse, but the core nature of the work similar. increased understanding of the national picture stimulating but also at times frustrating.... access and exposure to national cultural leaders, insight into program development/processes/strategic thinking as well as very pragmatic solutions to common issues.”

- “The above skills are used in policy development but the Cultural Forum provided deeper content and context.”
- “The Cultural Forum definitely raised awareness and skill in this area and required collaboration.”
- “We had momentum to gather evidence based planning but not the internal support to undertake this, until we had the Cultural Forum meetings and sharing of knowledge.”
- “[The Cultural Forum provided] an understanding about the role of different jurisdictions, the broad scope and differing scale of culture and how it positively impacts people and communities.”
- “At the time I was not in a position to implement many of the ideas and concepts I was exposed to through the Cultural Forum. Some 4 to 5 years later I am leading a team which is responsible for the development of Council strategies, and am now in a position to implement an arts and/or culture strategy and ensure the strategy or plan is written in a way that allows for effective evaluation and demonstration of progress toward measurable goals.”
- “Yes, the link between Council and the personal development of some of my staff members and myself to form relationships nationally was of great benefit. The sharing of information very valuable. Asking other counterparts questions on their policy developments around local arts economy development and engagements and being able to share results has increased, especially now these relationships have been formed.”
- “It is difficult to evaluate the work of the Cultural Forum in the absence of direct feedback from councils or empirical data that demonstrates increased capacity. The rating of 3 was provided due to the benefits derived from the assembly of national stakeholders who were commonly committed to sector development; however it is disappointing to note that Victoria is now the only State with a dedicated Arts & Culture representative.”
- “The Cultural Forum brought together Capital Cities and Local Government Associations which was invaluable as they will now work collaboratively toward the common goal of evidence and capacity building.”
- “The greatest benefits of the Cultural Forum lay in expanding networks and communities of interest, to facilitate the learnings of the participating jurisdictions. The benefits of new connections and shared understandings may not create immediate results but can have long range benefits, and improve resilience in the face of sector challenges.”
- “My own capability increased however a full understanding at an organisation level is less well known. Relied heavily on individuals engaging senior staff in organisation and securing support across the organisation - not an easy task in local government. If the baseline data is captured by a majority of LGAs both metro and regional then I believe it will strengthen the sector.”
- “The challenge with this work and similar work is how to reach 535 councils. Hopefully the Councils that have engaged will be useful peer support for other Councils.”
- “[jurisdiction] didn't feature in the pilot stages. However, the work done to develop a national set of cultural principles will be able to provide Local Government with what is necessary to strengthen art and culture.”
- “It's a great start, good collaboration, but lacks penetration across Local Government (i.e. non-capital cities). Also hasn't yet fully explored and taken advantage of the LG Association presence and role.
- “Collaborating with other capital cities has been extremely valuable, as has developing a consistent approach in terms of data collection and measurable outcomes.”
- “Arts and culture departments do not always have the capacity to undertake research and data collection, hence the weakness in evidenced based planning. Sector collaboration has traditionally been informal, or program based (conferences, program

partnerships etc.) Sector collaboration in strategy/planning/data gathering etc. just did not happen.”

- “Access and exposure to national cultural leaders, insight into program development/processes/strategic thinking as well as very pragmatic solutions to common issues and of course troubleshooting politics!”
- “The sharing of information about what other Councils were undertaking and the relationship links and measures by their state governments provided the sharing of ideas and results about arts and cultural development projects.”
- “It is useful to get the different perspectives from around the table.”
- “I highly value the time to meet directly with peers and to share insights in between meetings.”
- “The rigour of the forum and CDN work and the exchange with other capital cities were incredibly helpful and enlightening.”
- “I greatly appreciated meeting and hearing learnings and challenges from around Australia. I respected the opportunity to meet and engage with AusCo, the CDN Board and Dept. staff. The Associations' meetings bought in key speakers which were also invaluable to my professional development more broadly and enabled us to hear latest information, report findings, and to trouble shoot tricky policy shifts in a timely and collective fashion.”
- “Without the Forum this would not have happened.”

**The usefulness of the schemas and frameworks created with support of the Cultural Forum**

Respondents were asked to offer their opinion on whether they believed the frameworks and schemas developed informed by the Cultural Forum and developed across the six years would help the sector deliver greater quality, reach and amount of services to its constituents and to what extent (from not at all, slight, moderate, or high, to very high). 7% reported the resources were slightly useful, 39% believed them to be moderately useful, 45% saw them as highly useful and 7% reported them to be very highly useful.

<b>OUTPUT</b>	<b>Not at all</b>	<b>Slight</b>	<b>Moderate</b>	<b>High</b>	<b>Very high</b>	<b>No response</b>
National input and output data schema	0	1	4	5	0	10
The schema of measurable outcomes	0	0	6	2	2	10
The cultural planning framework	0	0	3	7	0	10
Whitebox outcome planning platform	0	2	2	3	1	8
	0	3	15	17	3	38

There was a relatively even spread on which tools were considered the most useful, with the cultural planning framework considered to be a marginally more useful offering to the sector, than the rest. The differing perspectives on what was considered highly useful and only moderately useful may be explained by the differing positions of policy and practice that Cultural Forum Members came from. Two respondents had also been a part of the initiative several years ago and had not seen or been involved in developing the tools.

Qualitative feedback on the usefulness of the frameworks was mixed including:

- “Excellent, rigorous and highly useful and practical tools.”
- “It is hugely disappointing that the excellent work of the Forum has lost funding and will be stopped prematurely. It is cutting edge, relevant and world-class.”
- “This work is ground breaking and has given us a reliable and evidenced based framework that can apply at any scale of local government.”
- “I don't feel this is yet well known? How can you assess the impact of quality reach and amount of services unless you do this over time?”
- “Potential has not yet been realised widely.”
- “Unable to respond due to limited evidence.”
- “As my involvement with the Cultural Forum ended prior to these outputs being finalised, and I took up a role on the periphery of the Arts and culture sector, I am not aware of their existence. Therefore, unfortunately, I cannot comment on the effectiveness or helpfulness of these outputs.”
- “Based on our usage of the services.”
- “To be honest in [jurisdiction] there are already several online platforms to measure input, output and outcomes. What the sector needs is a nationally endorsed framework to align local, state and national objectives which will elevate the art and cultural industry profile to key stakeholders and funding bodies which in turn returns the benefit to community.”
- “I'm not across the Whitebox platform. The other areas are critical though I'm unsure of their current status. Certainly, LGA's in [jurisdiction] do not seem to be across.”
- “The outcomes and potential of Whitebox are really exciting.”

**Appendix 3: Consultation on the framework and schema development  
2012-2018**

<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Australian and international government professionals, policy makers, bureaucrats, academics, artists and artswriters	<i>Public presentation:</i> Making Culture Count conference, University of Melbourne.	40	Melbourne, Australia, May 2012	40
Victorian and NSW local government professionals, artists and artswriters	<i>Workshop: Planning and evaluation for local cultural development,</i> Murray Arts.	30	Albury, Australia, August 2013	70
Evaluation professionals and academics	<i>Public presentation:</i> Australasian Evaluation Society Conference, Brisbane.	20	Brisbane, Australia, September 2013	90
Academics and artists, local government professionals	<i>Public presentation: Spectres of Evaluation</i> Conference, University of Melbourne.	10	Melbourne, Australia, February 2014	100
Victorian local government professionals and elected leaders	<i>Workshop: Cultural Development Planning</i> workshops, by CDN	125	Melbourne, Australia, April—June 2014, May 2015	225
South Australian local government professionals, artists and artswriters	<i>Workshop: Evaluation</i> workshop, Regional Arts SA	40	Adelaide, SA, June 2014	265
Academics	<i>Public presentation:</i> Social impacts of the arts forum, Deakin University.	6	Melbourne, Australia, June 2014	271
European artists, arts managers, policy-makers	<i>Public presentation: Rethinking Cultural Evaluation: Going Beyond GDP,</i> ENCATC Advanced Seminar	50	Paris, France, October 2014	321
Academics and artists, regional development professionals	<i>Public presentation:</i> Regional Studies Association Conference	10	Melbourne, Australia, Sept 2015	331

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Evaluation professionals and academics	<i>Public presentation:</i> Australasian Evaluation Society Conference, Melbourne.	10	Melbourne, Australia, Sept 2015	341
Academics and artists, local government professionals	<i>Public presentation:</i> Public Pedagogies Institute Conference, Melbourne	10	Melbourne, Australia, Nov 2015	351
Representatives of seven state and territory local government associations and the national peak body for local government ALGA, Ministry for the Arts, Australia Council for the Arts and CDN, eight capital cities' arts managers	<i>Round table:</i> National Local Government Cultural Forum	19	Melbourne, Australia, November 2015 and April 2016	370
Victorian local government professionals	<i>Presentation</i> Local Government Professionals Arts and Culture Committee	30	Melbourne, Australia, March 2016	400
State government bureaucrats and managers	<i>Presentation</i> at Creative Victoria	6	Melbourne, Australia, March 2016	406
Victorian local government professionals and elected leaders	<i>Presentation</i> Municipal Association of Victoria Arts and Culture Committee	30	Melbourne, Australia, March/June 2016	436
Senior policy managers from the Federal Ministry for the Arts, Australia Council for the Arts	<i>Focus group</i>	12	Canberra, Australia, March 2016	448
New South Wales local government professionals and cultural agency managers	<i>Presentation:</i> Local Government NSW Arts and Culture Seminar	45	Sydney, Australia, April 2016.	493

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Australian local government professionals, artists and artswriters, cultural agency managers.	<i>Presentation: Re-imagining, Re-generating Regional Places</i> , Regional Arts Australia webinar.	100	National on-line, Australia, June 2016	593
Academics, local government and arts organisation practitioners	<i>Debate: Can culture be developed?</i> Global Frictions Seminars	85	Story Hall, RMIT University, Melbourne, June 2016	678
Australian government professionals, artists and artswriters, cultural agency managers	<i>Presentation: Regional Arts Australia</i> webinar, national on-line	65	National on-line, Australia, July 2016	743
Cultural tourism managers and business from across the Asia-Pacific	<i>Workshop and focus group: United Cities and Local Government Asia-Pacific</i>	25	Jeju Island, Korea, July and September, 2016	768
Cultural Policy researchers	<i>Presentation: International Conference of Cultural Policy Research</i>	17	Seoul, Korea, July 2016	785
Cultural policy researchers, state and local governments managers	<i>Presentation: Research Unit in Public Cultures</i> , University of Melbourne	40	Melbourne, Australia, September 2016	825
Local government councillors and senior managers	<i>Presentation: WALGA and Chamber of Arts and Culture</i>	30	Perth, September 2016	855
Australian local government professionals, artists and artswriters, cultural agency managers	<i>Presentation: Regional Arts Australia Conference</i>	11	Dubbo, regional NSW, Australia, October 2016	866
New South Wales local government professionals	<i>Workshop: Cultural development planning workshops</i> , Local Government Association, NSW	30	Regional NSW and Sydney, Australia, October, November 2016	896

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Victorian artists and artsworkers, cultural agency managers	<i>Workshops:</i> Creative Victoria Organisations Investment Program	90	Melbourne, Australia, October/November 2016	986
NSW local government cultural development managers	<i>Workshops:</i> Local Government NSW workshops,	81	Albury, Sydney, Coffs Harbour, Wagga Wagga, NSW, December 2016- March 2017	1,067
Councillors and executives	<i>Briefing:</i> City of Perth Council briefing.	10	City of Perth, March 2017.	1,077
Senior local government managers and planners	<i>Workshops:</i> Waverley and Randwick Councils CD Planning workshop	29	Waverley and Randwick, NSW, May 2017	1,106
UNITAR Cifal Jeju, Cultural Tourism Forum	<i>Workshops:</i> CIFAL Jeju UNITAR (United Nations Institute for Training and Research)	16	Jeju, Korea, May-17	1,122
Asia-Pacific local government managers	<i>Presentation:</i> United Cities and Local Government Second Culture Summit	24	Jeju, Korea, May 2017	1,146
Victorian local government managers and cultural development staff, elected reps	<i>Workshops:</i> Melbourne and regional Victoria	64	CDN Cultural Development Planning Forums, July 2017	1,210
Western Australian local government councillors.	<i>Presentation:</i> WALGA and Chamber of Culture and the Arts, Forum on <i>Culture and Planning</i>	25	Perth WA, September 2017	1,235
Commercial company	<i>Regular meetings/reviews:</i> Cultural Counts	3	Melbourne, ongoing	1,238
Company	<i>Regular meetings/reviews:</i> Smarty Grants	2	Melbourne, ongoing	1,240
Organisation	<i>Regular meetings/reviews:</i> Creative Partnerships	3	Melbourne, ongoing	1,243
Academics and students	<i>Presentation:</i> School of Arts, RMIT University	30	Melbourne,	1,273

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Academics	<i>Regular meetings/revision:</i> School of Economics, Finance and Marketing - RMIT University	3	Melbourne, 2017-2018	1,276
State Government	<i>Presentation:</i> All Jurisdictions Meeting	30	Melbourne, November 2016	1,308
Academics, students, arts and culture sector experts and practitioners	<i>Public presentation:</i> University of Melbourne, Dr. Kim Dunphy presentation on the CDN outcomes schema	50	Melbourne, 2016	1,358
Arts Organisations	<i>Public presentation:</i> Arts West 'Art of Measurement' professional development forum	120	FCAC, Melbourne, November 2017	1,478
Arts organisations	<i>Presentation:</i> Footscray Community Arts Centre FCAC Generate Evaluation	14	Melbourne, November 2017	1,492
Regional arts organisations and artists	<i>Public presentation:</i> ArtsLand, Dubbo, NSW	150	Dubbo, October 2016	1,642
Ars organisations and international students	<i>Presentation:</i> Cultural tourism students from Lahore, Pakistan and Australian company Cultural Infusion	15	Melbourne, May 2017	1,657
Academic	<i>Meeting:</i> Professor David Throsby and colleague. UNSW?	2	Sydney, May 2017	1,659
Local government	<i>Workshops:</i> Four Cultural Development Planning Workshops in partnership with LGNSW	91	Albury, Coffs Harbour, Wagga Wagga, Sydney	1,750
Councillors and LG Executive	<i>Presentation:</i> Councillors and Executive of the City of Perth	13	Perth, May 2017	1,763
Ian Potter Foundation Art Grantees	<i>Presentation:</i> Evaluation Forum organised by the Ian Potter Foundation for their arts grantees	12	May, 2017	1,775
Artists	<i>Focus Group:</i> City of Darebin focus group session	9	Northcote Town Hall, City of Darebin, Victoria	1,784
National Cultural Organisation	<i>Presentation:</i> Creative New Zealand	4	Wellington-Melbourne, videoconference, May 2017	1,788

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Local government officers and executives	<i>Workshop:</i> City of Waverly and City of Randwick	32	Bondi Beach, New South Wales, May 2017	1,820
ALIA Executive	<i>Meeting:</i> Australian Public Libraries Alliance (APLA)	1	Deakin, ACT, August, 2018	1,821
University administrators and planners	<i>Presentation:</i> University of Melbourne Engagement interested in using the measures and system for the new, and to be built, student precinct	6	University of Melbourne, Parkville, Victoria, August 2017	1,827
Australian and international cultural organisations development executives,	<i>Presentation:</i> Culture Business 2017 Conference held at the Arts Centre Melbourne	135	Arts Centre Melbourne, August, 2017	1,962
Community arts organisations and artists	<i>Presentation:</i> Yarra Ranges Creative Communities Forum	165	Healesville, October, 2017	2,097
Local government professionals	<i>Presentation:</i> LGPro Arts and Culture Special Interest Group (SIG)	18	City of Melbourne, October, 2017	2,115
Local government professionals	<i>Workshops;</i> Four planning and evaluation workshops with cultural program managers at City of Parramatta.	15	Paramatta, March, 2018	2,130
Cultural Organisations' Directors, CEOs and senior Executives	<i>Presentation:</i> GLAM Peak (Galleries, Libraries, Archives and Museums),	23	Drill Hall, Melbourne, March, 2018	2,153
Cultural researchers and academics	<i>Presentation:</i> iNARPA (International Network for Audience Research in the Performing Arts)	28		2,181
Melbourne business and cultural leaders	<i>Presentation:</i> Arts Subcommittee of the Committee for Melbourne,	21	Mar-18	2,202
Students and academics	<i>Presentation:</i> Masters students at NIDA, UNSW.	12	University of New South Wales, June 2018	2,214
Students and academics	<i>Presentation:</i> RMIT Arts Management Masters students	18	RMIT University, Melbourne, June, 2018	2,232

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<b>Organisation</b>	<b>Details</b>	<b>Pax</b>	<b>Location/Date</b>	<b>Tally</b>
Local government professionals	<i>Workshops:</i> Fifth presentation of workshops on cultural development planning for cultural tourism using CDN's planning and evaluation framework. This is part of CDN's role as advisor to the UCLG ASPAC Committee on Culture.	25	Jeju Island, South Korea, June, 2018	2,257
Cultural academics, professionals	<i>Presentation:</i> ICCPR international conference in Estonia.	10	Estonia, August 2018	2,267
State Government	<i>Presentation:</i> Create NSW executive and policy managers	9	Sydney, August, 2018	2,276
National Cultural Institution	<i>Presentation:</i> National Gallery of Australia	9	Canberra ACT, May 2018	2,285
Academics, students, practitioners.	<i>Presentation:</i> The 20th International Conference on Cultural Economics hosted by RMIT.	25	August 2018, RMIT University, Melbourne	2,310
Policy organisation	<i>Meeting:</i> Australian Policy Observatory	1	Melbourne, September 2018	2,311
Local government professionals across the Asia Pacific	<i>Workshop:</i> CDN presents its 6 <sup>th</sup> workshop on cultural development planning and evaluation, in Surabaya, Indonesia. This is part of CDN's role as advisor to the UCLG ASPAC Committee on Culture.	35	Surabaya, Indonesia, September 2018.	2,346
Artists, arts organisations	<i>Presentation:</i> Footscray Community Arts Centre FCAC Generate Evaluation	13	November, 2018	2,359

**Appendix 4: Trial sites for the schema outcomes and/or planning framework**

<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
ArtsACT (ACT)	Local government <i>(Capital City)</i>	2018-2019	Embedding the outcomes into its business plan that is currently being developed. artsACT is also reviewing its organisational funding model and is seeking to adopt the measures in future deeds and acquittals.
Banyule Council (VIC)	Local government <i>(Urban developed very large)</i>	2017	Adopted the 5MCO's for their Banyule Arts and Culture Strategic Plan 2017 - 2021.
Bass Coast Shire (VIC)	Local government <i>(Urban fringe medium)</i>	2018-2019	Embedding the CDN Planning Framework and Outcomes Schema in their new Arts and Culture Plan..
Cardinia Shire Council (VIC)	Local government <i>(Urban fringe large)</i>	2018-2019	Engaged CDN to assist with undertaking a baseline evaluation of one their festivals using the CDN outcomes schema and embedding the CDN Planning Framework and Outcomes Schema into their new arts and culture strategy.
City of Adelaide (SA)	Local government <i>(Capital City)</i>	2017-2019	Embedded the 5MCO's in their Cultural Strategy 2017-2023 and is currently a trial site for the Whitebox Outcomes Planning Platform.
City of Brisbane (QLD)	Local government <i>(Capital City)</i>	2019	Embedding the terminology used in the Framework and Schema into Council and the way it communicates across 13 major organisations and three signature festivals. The environmental and economic teams of Council are interested in using the Schema of Outcomes.
City of Casey (VIC)	Local government <i>(Urban developed very large)</i>	2018-2019	Embedded the Planning Framework and Outcomes Schema into their Arts and Cultural Development Strategy 2018 – 2022 and is currently a trial site for the Whitebox Outcomes Planning Platform.
City of Darebin (VIC)	Local government <i>(Urban developed very large)</i>	2017-2019	Embedding the Planning Framework and Outcomes Schema into their new strategy. Currently a trial site for the Whitebox Outcomes Planning Platform.
City of Darwin (NT)	Local government <i>(Capital City)</i>	2019	Currently reviewing the technical specifications of the Whitebox Outcomes Planning Platform for adopting within Council.

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
City of Melbourne (VIC)	Local government (Capital City)	2017-2019	Embedded the 5MCO's and some of the economic outcomes into their Creative Strategy 2018-28. Uses the Cultural Forum input/output data schema for their annual data collection activities.
City of Paramatta (NSW)	Local government (Urban developed very large)	2017-2019	Engaged CDN to deliver a series of four workshops on the 8 step activity workflow within Whitebox. Is using the Outcome Schema to evaluate their activities. Currently a trial site for the Whitebox Outcomes Planning Platform.
City of Perth (WA)	Local government (Capital City)	2018-2019	Adopted the Planning Framework and the Outcomes Schema in their Cultural Development Plan 2018-2024. Is currently a trial site for the Whitebox Outcomes Planning Platform. Has embedded the Cultural Forum input/output data schema into their annual data collection activities.
City of South Perth (WA)	Local government	2018-2019	City of South Perth have prepared their draft Cultural Plan 2019- 2023 utilising the CDN Planning Framework
City of Stonnington (VIC)	Local government (Urban developed large)	2018	Engaged CDN to carry out an evaluation of a 4-year arts project using the CDN outcomes schema and 8 step activity workflow now in Whitebox.
City of Sydney (NSW)	Local government (Capital City)	2017-2019	Working to an existing plan so the outcome measures have been retrofitted for its grants program. The City is keen to see Whitebox integrate with Smarty Grants and Culture Counts. Has embedded the Cultural Forum input/output data schema into their annual data collection activities.
City of Yarra (VIC)	Local government (Urban developed large)	2018	Engaged CDN to carry out an evaluation of a VicHealth funded youth arts project using the CDN outcomes schema and 8 step activity workflow now in Whitebox.
Coffs Harbour (NSW)	Local government (Urban regional large)	2017	Embedded the CDN outcomes schema into their Creative Coffs Cultural Strategic Plan 2017-2022.
East Gippsland (VIC)	Local government (Urban regional medium)	2019	Embedding the CDN Planning Framework and the CDN outcomes schema in their new Arts and Culture Plan.

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Geelong Regional Alliance (Geelong, Golden Plains, Queenscliffe, Surf Coast and Colac Otway Shire)	Regional local government alliance	2018	The Alliance invited CDN to conduct a workshop introducing the CDN Planning Framework and Outcomes Schema to councils within the Alliance.
Golden Plains Shire Council (VIC)	Local government (Rural agricultural very large)	2018	Embedded the CDN Planning Framework and the CDN outcomes schema in their Arts and Culture Strategy 2018-2022
Local Government New South Wales	42 organisations (28 Regional and 14 Metro) including 39 NSW councils, 1 Service Org, one RADO, 1 interstate council who flew from Tasmania and one state wide org.	2017-2018	Engaged CDN to deliver a series of 6 full-day cultural development planning workshops across NSW (workshops held in Sydney, Wagga Wagga, Coffs Harbour, Albury). Paying participants totalled 91 individuals / 42 organisations (28 Regional and 14 Metro). This included 39 NSW councils, 1 Service Org (MGNSW), one RADO, 1 interstate council who flew from Tasmania and one state-wide org (MGNSW). Due to positive participant feedback, LGNSW engaged two local consultants to be trained by CDN in delivering these cultural planning workshops in future years.
Melton City Council (VIC)	Local government (Urban fringe large)	2018-2019	Melton City Library to be a Whitebox trial site in 2019 as part ALIA trials (libraries nationally).
Mornington Peninsula (VIC)	Local government (Urban fringe very large)	2017	Engaged CDN to help integrate the CDN Planning Framework and CDN outcomes schema into their new strategy, prior to a change in department staff.
Nilumbik Shire Council (VIC)	Local government (Urban fringe medium)	2017-2019	Embedded the CDN Planning Framework and the CDN outcomes schema in their new Arts and Culture Strategy.
Shire of Yarra Ranges (VIC)	Local government (Urban fringe very large)	2018-2019	Embedded the CDN outcomes schema in their Creative Communities Strategy 2018. The Creative Communities Department has engaged CDN to increase the capacity of its grant recipients to undertake evidence-based planning and evaluation that incorporates and measures outcomes from the schema and 8 step activity workflow now in Whitebox. Is a Whitebox trial site 2019.

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Southern Grampians Shire Council (VIC)	Local government (Rural agricultural very large)	2018-2019	Engaged CDN to design and deliver community consultation for the Hamilton Gallery development plans utilising the CDN Planning Framework and Outcomes Schema.
Strathbogrie Council (VIC)	Local government (Rural agricultural very large)	2019	Engaged CDN to help integrate the CDN Planning Framework and CDN outcomes schema into their Arts and Culture Strategy 2019-2022 and overarching Council Plan.
Sunshine Coast (QLD)	Local government (Urban developed very large)	2018-2019	Requested to join the 2016-2017 & 2017-2018 national input/output data collection project. Has embedded the Cultural Forum input/output data schema into their annual data collection activities.
Tamworth Regional City Council (NSW)	Local government (Urban regional medium)	2018	Embedded the CDN Planning Framework and the CDN outcomes schema in their Tamworth Region Cultural Plan 2018-2023
Town of Bassendean (WA)	Local government (Urban developed small)	2018	Embedded the CDN Planning Framework and the CDN outcomes schema in their Arts and Cultural Plan (in draft as of 2018)
Victorian Councils	Local governments (40 attendees from regional locations, 32 were from metro areas.)	2017	CDN facilitated five full-day (fee-paying) workshops on Cultural Development Planning across Victoria (locations: Preston, Broadford, Traralgon, Hamilton, and Kerang) where participants were introduced to the planning framework and outcomes schema. The five workshops were attended by 72 participants; 67 of these were Victorian local government staff, while the remaining 5 were students, representatives from arts organisations or local artists.
Waverly Council (NSW) and Randwick Council (NSW)	Local governments (Urban developed large and Urban developed very large)	2017-2018	Engaged CDN to help both councils consider how they might carry out cultural planning as merged councils.
Whittlesea (VIC)	Local government (Urban fringe very large)	2017	The Community Cultural Development team engaged CDN in 2017 to help develop an internal cultural plan using the CDN Planning Framework and CDN outcomes schema.

**Other engagement in the frameworks**

<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Arts Tasmania (TAS) and the Jeju Foundation for Arts and Culture (Korea)	State government and international federal arts agency	2018-2019	Engaged CDN to evaluate a three-year international artists exchange between the two governments, using the CDN outcomes schema. Whitebox trial site 2018-2019
Australian Library and Information Association (ALIA)	National association	2018-2019	Engaged CDN to trial the five measurable outcomes in their national evaluation program. Melton City Library (VIC) will be the first trial site.
ArtsWest (VIC)	Regional arts alliance in the western suburbs of Melbourne	2018-2019	Engaged CDN to carry out some data analysis in 2019. Is seeking to engage CDN to assist with embedding the CDN framework and outcomes schema into its new strategy.
United Nations Global Compact Cities Program and the Bangkok Metropolitan Administration (Thailand)	Bangkok senior local government managers	2017	Engaged CDN to deliver a full day workshop introducing the CDN Planning Framework and Outcomes Schema to local government representatives from Thailand.
Beyond Empathy (NSW)	National arts organisations (AusCo funded)	2018-2019	Adopted the CDN outcomes schema for their evaluations
Create NSW (NSW)	State Government		Approached CDN to conduct a teleconference with 4 government staff on the Planning framework and outcomes schema
Creative New Zealand (NZ)	International Federal Arts Agency	2017-2019	New Zealand arts agency Creative New Zealand have continued dialogue with CDN since 2016. They remain interested in the outcomes schema and planning framework and in 2018 held a meeting with CDN to have demonstration of Whitebox.
Creative Scotland (UK)	International Federal Arts Agency	2018	Engaged CDN to conduct a teleconference with 4 government staff on the Planning framework and outcomes schema

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Creative Victoria (VIC)	State Government	2017-2019	Engaged CDN to align the national input/output data schema to their OIP Assessment Reporting Framework. Undertaking a 4 year trial using the CDN outcomes schema for its Organisation Investment Program reporting. 90 leading arts organisations across Victoria are engaged in this trial. These organisations are now in their third year (2019) of trialling the schema and evaluating against its outcomes.
<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Creative Lenses Final Conference: Culture and Business Models in Challenging Times	A partnership of 13 organisations including cultural centres, international networks, universities, creative business incubators and cultural agencies from 9 European countries.	2019	Engaged CDN to present and deliver a workshop on the framework and schema in Finland.
Dionysus (consultant) (ACT)	Cultural development company	2018-2019	Using the outcomes schema to evaluate events and projects
Global Districts Network	International organisation	2018-2019	Has had an interest in outcomes schema since 2016 and is looking for opportunities for its members to be introduced to the Outcomes Schema and has invited CDN to attend the next Summit for this to occur.
Ian Potter Foundation (VIC)	Philanthropic organisation	2017-2018	Invited CDN to present the outcomes schema to their grantees as a first use of the measures with artists, and in the context of broader evaluation and measurement developments in the philanthropic sector. Other philanthropic organisations were in attendance.
IFFACA	International organisation	2018-2019	Invited as a guest to the IFFACA summit and to conduct meetings with arts agencies
Islamic Museum (VIC)	Cultural institution	2018-2019	Has requested to be a Whitebox trial site in 2019

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
KALAAC, Country Arts WA, Australian National University, Vanuatu Kaljoral Senta, Further Arts Vanuatu, Field Ready Ltd (WA & Vanuatu)	Various including: WA Kimberley Region's Peak Indigenous Law and Culture Centre, a university, and local and international arts organisations.	2017-2019	A consortium (KALAAC, Country Arts WA, Australian National University, Vanuatu Kaljoral Senta, Further Arts Vanuatu, Field Ready Ltd) has approached CDN to be a partner in a 10 million dollar funding bid to the Macquarie Foundation to undertake a major community project that involves building and activating a community of practice across Australia and the Pacific, of facilitators of culturally based co-creativity. They have engaged CDN as the evaluation partner and are seeking to use Whitebox for the project.
National Gallery of Australia (ACT)	National cultural institution	2018-2019	Whitebox trial site 2018-2019
Octopod (NSW)	A regional alliance based in Newcastle, servicing Lake Macquarie, Maitland, Port Stephens and Cessnock Local Government Areas.	2018-2019	Engaged CDN to provide advice on embedding the CDN planning framework and outcome schema into a new regional cultural plan that will respond to the Greater Newcastle Metropolitan Plan 2036. This collaborative regional plan intends to ensure that arts and culture are integrated as part of the city's transition and development.
RMIT Centre for Social and Global Research and Charles Darwin University (VIC & NT)	National Universities	2018-2019	Engaged CDN to use Whitebox for the evaluation of a large indigenous community research project in outback Alice Springs.
Tarrawarra Museum of Art (VIC)	cultural institution	2019	Engaged CDN to use the outcomes schema as part of their program evaluation in 2019.
United Cities and Local Government	International organisation	2017-2019	Will be meeting with CDN in 2019 to discuss aligning the Culture 21 actions, Sustainable Development Goals and the 5MCO's
United Cities and Local Government Asia Pacific	Regional organisation (Asia Pacific)	2016-2019	Engaged CDN to deliver presentations and workshops on cultural development planning and evaluation on six separate occasions since 2016
University of Melbourne (VIC)	National University	2018	Approached CDN seeking to participate in the WhiteBox trials being set up with cultural institutions and libraries and councils, regarding their New Student Precinct.

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<b>Organisation</b>	<b>Organisation type</b>	<b>Year</b>	<b>Description of Engagement</b>
Western Edge Youth Arts (VIC)	arts organisation	2018-2019	Embedding the CDN Planning Framework and Outcomes Schema into their organisation and is a Whitebox trial site in 2019.
Women's Circus (VIC)	arts organisation	2018-2019	Embedding the CDN Outcomes Schema into their organisation and is a Whitebox trial site in 2019.
Wurinbeena (VIC)	arts organisation	2017-2019	Engaged CDN to conduct a project evaluation using the CDN outcomes schema

Cultural Development Network Ltd.  
March 2019