Cultural and Creative Industries Strategy

A plan to grow jobs and investment in the cultural economy 2016–2018

Department of State Growth
Contents

Message from the Minister ...................................................................................................... 1
Executive summary ....................................................................................................................2
Introduction ................................................................................................................................ 4
Tasmania’s cultural and creative industries .......................................................................... 6
  Defining the cultural and creative industries in Tasmania .........................................................6
  The value of Tasmania’s cultural and creative industries .........................................................8
Growing the cultural and creative industries .................................................................... 10
A framework for growth ........................................................................................................10
  Sector leadership ...................................................................................................................11
    Actions .................................................................................................................................11
  Building Tasmania’s brand .....................................................................................................12
    Actions .................................................................................................................................12
  Visitor economy ....................................................................................................................13
    Actions .................................................................................................................................13
  Industry development ..........................................................................................................14
    Actions .................................................................................................................................14
  Innovation, training and education .......................................................................................14
    Actions .................................................................................................................................14
  Place and participation .........................................................................................................15
    Actions .................................................................................................................................16
Implementation ......................................................................................................................17
Message from the Minister

In recent years, Tasmania has experienced significant cultural change and now has a vibrancy and energy like never before. Tasmania is recognised nationally and internationally for its cultural and creative industries, which attract people to visit our state, enhance our lifestyle, and create opportunities for Tasmanians.

The Tasmanian Government is a strong supporter of cultural and creative industries. More than 9 000 Tasmanians are directly employed in the cultural and creative industries or in cultural and creative occupations, with countless more employed indirectly through the related tourism, hospitality and retail sectors.

A productive cultural and creative sector is recognised as a marker of a vital and successful economy and a liveable community. At the same time the sector leverages our unique social, cultural and economic circumstances to create products and services of value.

This strategy sets out a framework for growing Tasmania’s cultural and creative industries. It articulates key actions across six strategic areas:

1. Sector leadership
2. Building Tasmania’s brand
3. Visitor economy
4. Industry development
5. Innovation, training and education
6. Place and participation

As Minister, I have been impressed at the breadth and depth of activity and talent across the sector. There is much to be gained by adopting a strategic approach to development and growth and to encouraging collaboration.

The Tasmanian Government is one of many stakeholders in the cultural and creative industries. It is our intent that the actions outlined here support the ambition and aspirations of the sector and the community by articulating a framework for support and cooperation.

In the coming months, the Tasmanian Government will work with Tasmanians, Tasmanian Creative Industries the industry body, and key stakeholders to discuss this approach to growth and how we will implement the strategy.

I encourage you to consider the framework contained within this document and the ways we can work together to grow jobs and investment in the Tasmanian cultural economy.

Vanessa Goodwin
Minister for the Arts

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Executive summary

The Tasmanian Government recognises the importance of the cultural and creative industries to the Tasmanian economy, to attracting visitors to our state and enhancing the lifestyle of Tasmanians. This strategy provides a framework for growing this vibrant and important sector, through the following strategies and actions.

Sector leadership
1. Support Tasmanian Creative Industries as the industry body representing the sector.
2. Support the development of networks, partnerships and collaborations across the sector and related industries.
3. Develop sector-based plans and approaches to grow the cultural and creative industries. (For example, the Screen Tasmania Strategic Plan).
4. Understand and communicate the importance of the cultural and creative industries in Tasmania.
5. Implement the recommendations of the legislative and governance review of Tasmanian Government arts bodies, as appropriate.

Building Tasmania’s brand
6. Ensure Tasmania’s culture and creativity are integral elements of the Tasmanian brand.
7. Promote and market creative products, events and services.
8. Work with the sector to identify new promotional opportunities and markets.

Visitor economy
9. Work with Tourism Tasmania and Regional Tourism Organisations to promote Tasmania’s cultural and creative offering as part of the visitor experience.
10. Utilise cultural and creative businesses’ knowledge, skills and content to promote tourism.
11. Support events that contribute to Tasmania’s brand and increase visitation.
12. Support the creation of authentic Tasmanian cultural products and experiences.

Industry development
13. Promote Tasmanian Government business assistance programs to businesses in the cultural and creative industries.
14. Support businesses to build and meet national and international export demand for Tasmanian cultural and creative goods and services.
15. Actively promote the Tasmanian Government ‘Buy Local’ policies for procurement of cultural and creative content.
Innovation, training and education

16. Support the development of hubs and co-working spaces to encourage innovation, knowledge sharing, networking and creativity.

17. Pursue key infrastructure projects through public/private partnerships.

18. Develop and implement workforce development plans for relevant sector groups.

19. Support mentoring, workforce placements and internships, as well as vocational and tertiary education and training.

20. Encourage young people to develop the entrepreneurial skills to build careers in the cultural and creative industries.

21. Promote opportunities delivered through technological and digital innovation to create and distribute cultural and creative content.

Place and participation

22. Encourage and support regional events.

23. Encourage creative precincts and activity.

24. Promote Tasmanian design and architecture in urban planning and ‘place making’.

25. Support programs and activities that recognise and support traditional and contemporary Aboriginal arts and culture.

26. Continue to promote opportunities for inclusion of public art in construction and ‘place making’ projects.
Introduction

Tasmania has a unique position in the imagination of Australia and the world. We are increasingly being recognised as an attractive destination for visitors and migrants, in large part due to our physical environment, our high quality cultural products and experiences and our creative industries.

While this success is the result of many people’s work over many years, it is undeniable that the substantial private investment in recent years to create the Museum of Old and New Art (MONA) and by the Tasmanian Government in public museums (including the Tasmanian Museum and Art Gallery) and our historic places (including Port Arthur), have created a significant boost to the state’s cultural development and profile.

Responding to global economic evolution, and fuelled by the growth of technology and service-based industries, Tasmania is looking for new ways to compete for investment capital, knowledge capital and entrepreneurial capacity.

To be competitive, the state needs to retain and develop its current unique position through characteristics and capabilities that distinguish it from its competitors and acknowledge both its advantages and constraints.

Given the growing reliance of our economy on, and expectation of, a vibrant and successful cultural life, a considered approach is needed to growing the cultural and creative industries.

This strategy provides a framework for growing investment and jobs in Tasmania’s cultural and creative industries. It articulates strategies and actions for consideration and implementation by the sector; businesses, the community and all tiers of government.

It is the starting point for conversations that need to be had with the many stakeholders that comprise this complex sector about our shared approach to growth. The plan includes a range of new, existing and proposed activities. Over the coming months, the Tasmanian Government will engage with the sector to determine the priorities within this strategic framework and identify who can collaborate and partner to deliver the best outcomes.
CASE STUDY: Savage Interactive

Savage Interactive is a Tasmanian company that has created Procreate, an iPad app that enables artists to paint or draw photorealistic pictures using their fingers or a stylus.

In 2013, Procreate won the prestigious and highly competitive industry based Apple Design Award and the software is now also attracting recreational users. The product was also recently picked up as a launch app for the highly anticipated Apple Watch and has generated in excess of $1 million in sales to date.

Despite global success, the company have made a conscious decision to remain in Tasmania and believe the state has made a positive impact on the way the software was developed and the way Savage Interactive works as a company.
Tasmania’s cultural and creative industries

Defining the cultural and creative industries in Tasmania

At its broadest, culture can be defined as:

*The set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs.* (United Nations Educational, Scientific and Cultural Organisation (UNESCO), 2001)

In order to understand what is meant when we refer to the cultural and creative industries, a useful reference is the international framework of ‘cultural domains’ adopted by UNESCO.

The cultural domains include:

- cultural and natural heritage (including museums and historic places)
- performance and celebration (including music, performance arts festivals and events)
- visual arts and craft (including fine art, photography and craft)
- audio-visual and interactive media (including film, television and radio, gaming, apps, web, animation and social media)
- design and creative (including fashion, jewellery, furniture, advertising and architecture).

In this strategy, the term cultural and creative industries will be used, with this reflecting businesses and employees within the UNESCO cultural domains.

The cultural and creative industries tend to be characterised by the following factors:

- a predominance of small to medium enterprises – with a handful of larger players
- relatively low barriers to entry and exit
- movement between subsidised and for-profit operations
- clusters around urban centres to take advantage of sharing skills and resources
- local, national and international networks.

Representative traits of the Tasmanian cultural and creative sector include the following:

- **Connection** – we are a comparatively well-networked community, and can move quickly to respond to market opportunities.
- **Resourceful** – our island-ness encourages resilience and resourcefulness that translates into innovation and a more creative approach to problem solving.
- **Agility** – our connections enable us to respond and to adopt new directions quickly, we are entrepreneurial and accept risk.
- **Scale** – our small population and market size allows us to compete against mass-produced consumption with products that are niche, differentiated or bespoke.
- **Place** – we are connected to our physical location, with this influencing our creative products and services, and our relative global isolation provides opportunities and strength.

These factors present opportunities to exploit our unique circumstances to our advantage.
Tasmania’s cultural advantage

Tasmania’s unique cultural community has a value in, and of itself, however, it also holds value for related industries.
The value of Tasmania’s cultural and creative industries

A strong and vibrant creative sector has value in itself, but also has broad reaching positive effects on our economy and community, driving value in related industries such as tourism, retail and hospitality in both urban and regional areas.

Strong cultural and creative industries also attract visitors and residents and improve the lifestyle of Tasmanians. Conversely, increased market opportunities through growth in related industries can be leveraged for the cultural and creative sectors as a result of growth in other sectors (for example, tourism and hospitality).

Capturing and expressing the value of the cultural and creative industries is difficult. While it is possible to quantify the number of people employed (through Census information), it is difficult to measure the economic impact for related industries.

In addition, the social, community and cultural value delivered through these industries is difficult to quantify. Importantly industry data collected by the Australian Bureau of Statistics is difficult to analyse in sufficient detail to inform actions at a state level.

Therefore, specific activity to collect and interpret ‘for purpose’ data will assist in greater understanding. Tasmania’s scale presents a unique opportunity to develop this work.

The creative chain

[Diagram showing the creative chain: Creation, Making, Dissemination, Exhibition/Reception, Consumption/Participation, Archiving/Preservation, Education/Training, Supply, Demand]

UNESCO/Pratt 2006
Fast facts

- In 2011, there were 9,311 persons in Tasmania employed in a cultural and creative occupation and/or a cultural and creative industry.
- The cultural and creative industries’ value add is 2.8 per cent.
- In 2011, 3.1 per cent of working Tasmanians were employed in the cultural and creative industries.
- International data indicates for every one person employed in a creative occupation, another five jobs are generated in the service economy.

Growing the cultural and creative industries

Research from elsewhere in Australia and overseas suggests that there are several strategies that will assist to grow jobs and investment in the cultural and creative industries in Tasmania. This includes effective leadership, promotion and marketing, business support and investment, embedding the sector within the visitor economy, workforce development, securing appropriate infrastructure, and supporting strategic partnerships.

The Australian, Tasmanian and local governments all have a role to play in supporting the growth of the cultural and creative industries.

Governments can assist by supporting effective leadership and governance within the sector, facilitating strategic partnerships, delivering business support programs, providing seed funding and incentives for growth, supporting workforce development, ensuring the Tasmanian brand encapsulates the cultural and creative industries, providing supporting infrastructure and reducing regulatory barriers.

For the sector to grow, however, it will need more than just government support. Cultural and creative businesses, employees and the Tasmanian community will need to promote the sector and support growth.

A framework for growth

The following section presents a framework for growing jobs and investment in the cultural and creative industries. It lists six areas of strategic focus and 26 actions to be implemented over the next three years. The majority of these actions will be implemented by the Tasmanian Government, in partnership with the cultural and creative industries sector and the Tasmanian community.
CASE STUDY: The Kettering Incident

The Kettering Incident is a $15 million dollar television series filmed entirely in Tasmania, produced by Porchlight Films for Foxtel and distributed internationally by BBC Worldwide. The Tasmanian Government, through Screen Tasmania invested $1 million in the largest television series to have ever been filmed in the state. This resulted in a $6 million spend in the state, employing 110 Tasmanian cast and crew and numerous suppliers. Filming wrapped up in December 2014 and took place at Kettering, around Bruny Island and other locations around south eastern Tasmania.

Sector leadership

Leadership is critical to the growth of any sector of the economy. Strong and effective industry peak bodies position sectors for growth, advocate for sectors with governments, promote and market sectors and lead workforce development.

Tasmanian Creative Industries Ltd was formed as the representative body for the cultural and creative industries sector. Its role is to connect, promote and grow Tasmanian cultural and creative industries and to provide a collective voice. The Tasmanian Government allocated funding to Tasmanian Creative Industries Ltd in 2014-15 and 2015-16 to establish itself as the industry body and to undertake valuable research into the sector.

In 2015, the Tasmanian Government commenced a legislative and governance review of Tasmanian Government arts bodies. In the coming years and following consultation, the recommendations of this review will be implemented, as appropriate, to ensure Tasmania’s arrangements are contemporary and positioned to meet current and future challenges.

Actions

1. Support Tasmanian Creative Industries Ltd as the industry body representing the sector.
2. Support the development of networks, partnerships and collaborations across the sector and with related industries.
3. Develop sector-based plans and approaches to grow the cultural and creative industries (for example, the Screen Tasmania Strategic Plan).
4. Understand and communicate the importance of the cultural and creative industries in Tasmania through a research partnership with Tasmanian Creative Industries Ltd.
5. Implement the recommendations of the legislative and governance review of Tasmanian Government arts bodies as appropriate.
Building Tasmania’s brand

There’s little doubt about the impact that our vibrant culture and creative industries, attractions and events have on the Tasmanian brand.

In recent years, we have seen a spike in Tasmania’s visitor numbers, and the rise in prominence of our culture and creativity has inspired the state’s artists and in many ways, has changed the way Tasmanians think about ourselves and our state.

Tourism Tasmania and Brand Tasmania have capitalised on this by incorporating Tasmania’s culture and creativity into Tasmania’s brand and into various marketing campaigns. This gives Tasmania, its products and services an authentic point of difference in increasingly busy marketplaces.

In order to grow the cultural and creative industries, we need to ensure Tasmania’s culture and creativity continues to feature in the Tasmanian brand and that we market creative products, services and events consistently with that brand, for maximum effect.

Actions

6. Ensure Tasmania’s culture and creativity are integral elements of the Tasmanian brand.

7. Promote and market cultural and creative industries’ products, events and services (including through the Tasmanian Arts Guide and the Discover Tasmania Events webpage).

8. Work with the sector to identify new promotional opportunities and markets.
Visitor economy

The Tasmanian Government and the Tourism Industry Council of Tasmania recently released *T21 - the Tasmanian Visitor Economy Strategy 2015-2020*, to assist in meeting our target of 1.5 million visitors to Tasmania per year by 2020. Achievement of this goal relies on all aspects of the visitor economy working together.

The Tourism Tasmania Visitors Survey shows that in 2014, of the top 10 most popular activities undertaken by visitors, five were cultural.

Further, the success of the Tasmanian winter events program (highly leveraged around cultural activity) is smoothing the cyclical nature of visitation and creating more consistent demand.

This strategy recognises the importance of creating experiences and events to encourage visitation and enhance the lifestyle of Tasmanians. The cultural and creative industries are key to ensuring visitors and locals have an emotional and cultural connection to the state. Growth in the visitor economy will also create growth in the cultural and creative industries.

Actions

9. Work with Tourism Tasmania and Regional Tourism Organisations to promote Tasmania’s cultural and creative offering as part of the visitor experience.

10. Utilise cultural and creative businesses’ knowledge, skills and content to help promote tourism.

11. In accordance with the Tasmanian Government Events Strategy, deliver events that contribute to Tasmania’s brand, enhance the lifestyle of Tasmanians and create a trigger for visitation.

12. Support the creation of authentic Tasmanian cultural and creative products and experiences, including through Arts Tasmania.
Industry development

In growing our cultural and creative industries, it will be important to support creative endeavours across the state. Assistance will be required to support development of cultural and creative content alongside the commercial and organisational capacity to meet growing demand.

In addition to the support provided through Tasmanian Government bodies such as Arts Tasmania and Screen Tasmania, stronger connections between the sector and government small business programs will be developed.

Actions

13. Promote Tasmanian Government business assistance programs to businesses in the cultural and creative industries.

14. Support businesses to build and meet national and international export demand for Tasmanian cultural and creative goods and services.

15. Actively promote the Tasmanian Government ‘buy local’ policies for procurement of cultural and creative content.

Innovation, training and education

The cultural and creative industries’ workforce is defined by those employed in the cultural and creative industries and those in creative occupations embedded in other industries (for example, a designer working in the mining industry).

A skilled and flexible cultural and creative industries’ workforce is critical to growth in these industries. Workforce development plans are industry owned and industry led plans that set out the training needs for a workforce now and in the future.

These plans review the current workforce profile and skillset and determine upcoming education and training needs based on projected growth and changes in the sector.
The Department of State Growth assists industry sectors to develop workforce development plans and also supports various workforce training and education programs.

Tasmanian Creative Industries Ltd is working with the Department of State Growth to progress a workforce development plan for the screen industry. Once this plan has been completed, other workforce development plans may be pursued for those sectors identified with the potential for strong growth.

In order to grow the cultural and creative industries and encourage job creation, we need to support Tasmanian businesses and employers in the sector. The majority of businesses are small, employing less than 20 people.

Assistance required by these businesses includes support during the start-up phase, for marketing and promotion, for major projects or events, for skills development and capacity building and to build and meet national and international demand for Tasmanian cultural and creative goods and services.

Actions

16. Support the development of hubs and co-working spaces to encourage innovation, knowledge sharing, networking and creativity.

17. Pursue key infrastructure projects through public/private partnerships.

18. Develop and implement workforce development plans for relevant sector groups.

19. Support mentoring, workforce placements and internships, as well as vocational and tertiary education and training.

20. Encourage young people to develop the entrepreneurial skills to build careers in the cultural and creative industries.

21. Promote opportunities delivered through technological and digital innovation to create and distribute cultural and creative content.
Place and participation

Cultural activities and environments contribute positively to our attractiveness as a place to live and raise a family through providing a range of activities that encourage social and economic participation.

There is an increasing community expectation of opportunities to participate in cultural activities of all forms. Our cultural ecology responds to our status as an island state with a regionally dispersed population, to create unique and authentic products and experiences.

Actions

22. Encourage and support regional events.
23. Encourage creative precincts and activity.
24. Promote Tasmanian design and architecture in urban planning and ‘place making’.
25. Support programs and activities that recognise and support traditional and contemporary Aboriginal arts and culture.
26. Continue to promote opportunities for inclusion of public art in construction and ‘place making’ projects.
Implementation

This strategy provides a framework for growing the cultural and creative industries. It broadly describes the approach the Tasmanian Government will take to growing the sector.

However, recognising that culture is not created by government, these actions will need be implemented collaboratively by the cultural and creative industries, businesses, the community and all tiers of government.

Over the coming months, the Tasmanian Government will engage with the cultural and creative industries sector to determine the activities that will need to be undertaken to deliver each of the strategies and actions contained within and identify who is best placed to deliver these activities.

Through the 2015-16 Budget, the Tasmanian Government committed to investing $150 000 towards the implementation of this strategy and to support growth in the cultural and creative industries.

The Tasmanian Government will work in partnership with Tasmanian Creative Industries Ltd and key stakeholders to determine priorities for this expenditure in 2015-16.

Activities developed to realise the actions outlined in this strategy may require additional support over the coming years and sources for this support will need to be identified and pursued.

The Tasmanian Government will report regularly on the implementation of this strategy. Noting the difficulties in accessing appropriate data with respect to the value of the cultural and creative industries, the Tasmanian Government will also work with Tasmanian Creative Industries Ltd to identify partners and mechanisms to collect and collate data to monitor growth in the sector.

CASE STUDY: Metal Urges

Metal Urges is a fine jewellery business based in Hobart, they employ 11 staff, including six full-time artists. Most of their business is made up of bespoke jewellery commissions with a large and growing national and international customer base.

Metal Urges is a participating business in the Tasmanian Government’s COLLECT Art Purchase Scheme which enables them to offer interest free loans to Australian residents to commission jewellery. The scheme is an innovative approach to supporting Tasmanian artists and arts businesses and the jobs they create.
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