

July 2010

Welcome to the July 2010 Positive Solutions newsletter, featuring reports on several of our major consultancy projects within Australia and Hong Kong. These include planning studies for the future development of the performing arts in Hong Kong, strategic planning for the development of the 111-117 Sturt Street Masterplan for Arts Victoria, and development of a sustainable business model for the Rail Heritage Centre for the NSW Office of Rail Heritage. Positive Solutions is also pleased to profile our role in the preparation of the discussion paper, *New Models, New Money*, released by Arts Queensland and the Centre for Social Impact, which proposes the establishment of a Foundation for the Artist.

RECENT NEWS

A Foundation for the Artist

In *New Models New Money*, a discussion paper released this month, Arts Queensland and the Centre for Social Impact propose the establishment of a Foundation for the Artist – the first of its kind in Australia - to bring together public, private and corporate funding for artists and the creation of new work. The Foundation will complement existing funding sources, and offer new forms of support for creative practice and innovation.

Positive Solutions' Director Cathy Hunt was a member of the steering committee that oversaw the research and a team from Positive Solutions produced the international research component for the project.

Click [here](http://www.positive-solutions.com.au/news/PressReleases.aspx) (www.positive-solutions.com.au/news/PressReleases.aspx) for further information and to read Positive Solutions International Research paper or the full discussion paper.

International Conference Presentations

Positive Solutions' Director, David Fishel, recently participated in two conferences in Hong Kong. David delivered a presentation on board performance assessment for a Conference on Corporate Governance for Subvented (subsidised) Organisations. The conference was organised by the Efficiency Unit of the Hong Kong Government as part of an initiative to raise standards of governance in the non-profit sector. David also presented a paper on trends in arts-business sector partnerships to the inaugural Cultural Leadership Summit of the Hong Kong Arts Administrators' Association.

Review an extract from the [Board Performance Assessment](http://www.positive-solutions.com.au/Portals/0/Board_Performance_Assessment_Extract.pdf) (www.positive-solutions.com.au/Portals/0/Board_Performance_Assessment_Extract.pdf) presentation

Read about BoardConnect's board self-assessment tool, [Board Pulse](http://www.boardconnect.com.au/services/healthdiag.html) (www.boardconnect.com.au/services/healthdiag.html)

BoardConnect News



Positive Solutions and BoardConnect have been engaged to deliver a pilot board development program for Arts Victoria. As part of the program, BoardConnect will undertake in-depth board audits and consultation sessions for up to eight key arts organisations in Victoria and deliver a board development and governance workshop program for the wider arts and cultural sector.

BoardConnect is also planning a Symposium in Brisbane in November that will incorporate ten board development events, including panel discussions, visiting speakers and briefings. BoardConnect will also undertake a short residency on the Gold Coast in September, hosted by The Arts Centre Gold Coast.

Expressions of Interest will shortly be called for the next round of the Excellence in Governance program. This program was introduced in January this year and has supported two Brisbane-based organisations in detailed board development work.

For more information on any BoardConnect activity or to subscribe to the BoardConnect newsletter, go to the [BoardConnect website](http://www.boardconnect.com.au). (www.boardconnect.com.au)

NEW CLIENTS

Masterplan for 111-117 Sturt Street

Melbourne's 111-117 Sturt Street houses the Malthouse Theatre, the Australian Centre for Contemporary Arts and Chunky Move Dance Company. Arts Victoria engaged Positive Solutions to lead a masterplanning process in order to encourage greater visitation to, and engagement with, the precinct and to further enhance the existing infrastructure, programs and spaces. Following the appointment of [LAB Architects](http://www.labarchitecture.com) (www.labarchitecture.com), Positive Solutions co-ordinated the planning process including visioning and design workshops, and consultation with key stakeholders.



Image Courtesy LAB Architects

A New Funding Mechanism for Performing Arts Groups in Hong Kong



Positive Solutions, in partnership with GHK Hong Kong Ltd, has been commissioned by the Home Affairs Bureau of the Hong Kong Government to carry out a research study on a new funding mechanism for performing arts groups in Hong Kong. Our work over the 12-month study duration will involve in-depth stakeholder consultation, a number of overseas case studies, and a scenario planning and financial modelling exercise to test alternative funding mechanisms.

Image Courtesy Hong Kong Sinfonietta Ltd.

Cultural Planning for the Brisbane Airport Corporation

Brisbane Airport Corporation has for many years been a significant supporter of the arts in the city. We are currently working with the Corporation to consider future relationships and opportunities for partnerships between the Corporation and the cultural and creative community of Brisbane and South East Queensland, including identifying potential creative uses for the redundant Airport Services building.

Parramatta Artists Studios

In 2006 Positive Solutions assisted Parramatta City Council with planning the Parramatta Artists Studios. Since their opening the Studios have established a strong reputation, providing affordable studio space, mentoring and advisory services to artists, and facilitating international artist exchanges. Positive Solutions has recently provided assistance in reviewing and updating the business plan for the Studios, including undertaking primary research amongst tenants, workshop participants, resident artists and other stakeholders.



Image Courtesy of Parramatta Artists Studios

We will also be undertaking a review of the Studios' artSMART initiative – an industry development program to strengthen the business skills of artists.

2High Festival

Positive Solutions is working with Backbone Youth Arts to produce a three year business plan for the [2High Festival](http://2highfestival.com) (<http://2highfestival.com>) which will act as a blueprint for the future growth and direction of this successful two day festival at held at the Brisbane Powerhouse which provides an opportunity for young and emerging artists to showcase their interactive displays of art, live music and performance.

South East Alliance of General Practice Board Development

The South East Alliance of General Practice (SEAGP) has contracted Positive Solutions to undertake a board development program. The program will include a detailed board self-assessment survey of all board members, and an individual interview with each. Positive Solutions will also review board papers and associated planning documents to produce a report detailing recommendations and actions for the board to ensure continued success of the organisation and effectiveness of the board.

PROGRESS REPORTS

Office of Rail Heritage



Image Courtesy NSW Office of Rail Heritage

The NSW Office of Rail Heritage has engaged Positive Solutions to develop a business model for the NSW Rail Heritage Centre in Thirlmere which is currently undergoing a significant upgrade due for completion in 2011. The project is a collaborative partnership between RailCorp's Office of Rail Heritage and NSW Rail Transport Museum. The consultancy includes engagement with a diverse range of stakeholders to inform the business model which aims to maximise visitor numbers and create financial sustainability.

West Kowloon Cultural District: Mode of Governance for Performing Arts Facilities

The West Kowloon Cultural District is an ambitious and visionary arts and cultural development. The Hong Kong Government has endowed a new development authority (the West Kowloon Cultural District Authority) with over HK\$21 billion in order to construct a wide range of performing arts and visual arts facilities, to be located in a 40-hectare site which will also include commercial, residential and other components. Information on the project can be found on the [Authority's website](http://www.wkcda.hk) (www.wkcda.hk).

Positive Solutions was selected to advise the West Kowloon Cultural District Authority on the most appropriate mode of governance for each of these venues or clusters of venues. We have been assisted by GHK Hong Kong Ltd, AEG Ogden and Minter Ellison. A key part of the consultancy was to investigate the governance arrangements of a selected list of performing arts and entertainment venues around the world, to inform discussion on governance arrangements for the West Kowloon Cultural District.

Cairns Cultural Precinct successful State government funding bid

Positive Solutions was part of a multi-disciplinary team led by Queensland Government Project Services and contracted by Cairns Regional Council to produce a detailed feasibility study, concept plan and business case for the creation of a new cultural precinct for Cairns. The precinct is to include a new regional performing arts centre, a major new public plaza, a new

regional museum and car parking. On June 8, 2010 it was announced that the Queensland State Government would contribute \$42.5 million towards the precinct which is expected to deliver a strong boost to the Cairns economy and provide a dedicated home to the creative industry sector in Cairns. For more information visit the Cairns regional council [website](http://www.cairns.qld.gov.au/content/CulturalPrecinct/index.html). (www.cairns.qld.gov.au/content/CulturalPrecinct/index.html)

COMPLETIONS

Feral Arts

Positive Solutions was engaged by Feral Arts to undertake an independent evaluation of the organisation's artistic program, Storytelling in the Public Interest, by undertaking a series of in depth interviews with key program partners across a number of sectors. The report produced by Positive Solutions will inform Feral Arts business planning process and provide valuable feedback on the company's work over the last three years.

Arts New South Wales Cultural Facilities Audit



Shoalhaven Entertainment Centre. Photo: Ross Pulsford

After engagement with local government cultural officers across New South Wales, Positive Solutions has collected detailed information on 261 local government owned cultural facilities across the state. This information will form the basis of a cultural facilities map to appear on the Arts New South Wales website and provide a significant new resource for Arts New South Wales officers, local governments and peak bodies.

OTHER NEWS

Creative3 International Forum

The Creative3 International Forum was held on April 14-16 and hosted by QUT Creative Enterprise Australia (CEA). The conference brought together more than 200 delegates from across Australia to participate in a program of events centred around achieving commercial outcomes for creative businesses, empowering individuals and organisations alike to harness the power of three – creativity, investment and enterprise. Both Positive Solutions Directors, David Fishel and Cathy Hunt, participated in the event facilitating panel discussions. David is also currently the Chair of CEA.



Careers

Positive Solutions is currently looking for a Research and Administration Officer and a Financial Analyst and Manager. The Research and Administration Officer is an existing position that has been held by Joanna Maunder, who was recently successful in gaining a position as the Sponsorship and Philanthropy Co-ordinator at The Brisbane Powerhouse. Joanna will continue at Positive Solutions on a part-time basis. The Financial Analyst and Manager position is a newly created post within the company. Please visit our [Careers](http://www.positive-solutions.com.au/Aboutus/Careers.aspx) (www.positive-solutions.com.au/Aboutus/Careers.aspx) page to download the duty statements and to obtain information on how to apply.