

Positive Solutions Previous Clients

Prepared by



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Research, Policy and Cultural Planning

Client	Year	Title	Description
Arts ACT	2002, June	Festivals Strategy	Developed Festivals Strategy for this unit of the ACT Chief Minister's Department, which included identifying opportunities for the ACT Government to enhance and support festivals, providing recommendations regarding the overall program of festivals in the ACT, and offering strategies to develop partnerships between festivals and business and other organisations.
Arts NT	2002, October	Northern Territory Arts Policy Review	Review of Arts Policy and Funding Framework for the Northern Territory, including consultation with artists in Darwin, key stakeholders, review of interstate programs and grant processes, options and framework discussion. The new Policy was subsequently adopted by the NT Government.
Arts NT	2006, February	Review of Indigenous Arts Strategy: <i>Building Strong Arts Business</i>	Completed Review of the Northern Territory Indigenous Arts Strategy – <i>Building Strong Arts Business</i> launched in August 2003. This was a six year initiative of the Territory Government which included the establishment of an Indigenous Arts Unit in Arts NT. The Review summarised the key achievements of the Strategy in relation to the goals and anticipated outcomes; raised issues concerning the problems that have been encountered in delivering the Strategy; and made some specific recommendations for a planning framework, investment and the future of specific Initiatives.
Arts NT	2004, September	Northern Territory Key Organisations Funding Program redevelopment	Assisting NT Government Officers to develop and implement a revised funding program for key/triennial clients. This included review of current systems, mapping of all other State and Territory triennial/multiyear funding programs, policy alignment with recently developed new arts policy for the Northern Territory (and with other key Government directions), and establishment of systems and procedures.

Client	Year	Title	Description
Arts Queensland	1999, February	Art and Industry Policy	Research and policy development for the Queensland State Government into possible relationship between the arts and other industry sectors, with particular focus on job creation for artists.
Arts Queensland	1998, September	Cultural Facilities Policy	Industry development consultancy to: evaluate funding programs and mechanism for cultural facilities development; and to facilitate the development of a design in the environment strategy. This was subsequently adopted as a significant new Government policy initiative.
Arts Queensland	1999, March	Federal Performing Arts Review Submission	Coordinated the Queensland State government's response to a strategic review of major performing arts organisations, undertaken by Federal Government, the "Nugent Enquiry".
Arts Queensland		Review of Funding Programs	Primary and secondary research amongst successful and unsuccessful grant applicants, and comparative research with other funding agencies. Development of options and recommendations to inform a comprehensive restructuring of Arts Queensland funding programs for the arts. The recommendations were subsequently accepted by the Minister for the Arts and implemented.
Arts Queensland		Art Built-in Policy Review	Art Built-in is the Queensland Government Public Art Policy. After six years of implementation the Policy was reviewed by Government Architect Michael Keniger with the assistance of an Expert Reference Group. Positive Solutions was engaged to assist the review process through running a series of focus groups around the State and facilitating the process of report production.
Arts Queensland		Evaluation of A-Venue Contemporary Music Initiative	A qualitative and quantitative evaluation of the A-Venue Program delivered in Queensland from 1999-2002. This included consultation with key stakeholders, participants and venue representatives and evaluation of the program's strengths and weaknesses to inform the state-wide delivery of a contemporary music initiative in the future.

Client	Year	Title	Description
Arts Queensland and Department of Premier and Cabinet		Review of Signature Arts and Cultural Festivals in Queensland	Engaged by Arts Queensland and the Department of Premier and Cabinet to review signature arts and cultural festivals in Queensland. Outcomes of the review included development of a framework that will inform government's policy, planning and decision making on its long term investment in signature arts and cultural festivals; and providing recommendations about any required changes to current resourcing and funding arrangements.
Arts Queensland and QIAMEA	2006, November	Indigenous Art Centres Study Stage Two	Analysis of the major existing Indigenous Art Centres in Queensland to document the best practice models for success and sustainability.
Arts Victoria	2002, July	Review of Cooperative Audience Development Initiative	Conducted a review to produce actionable recommendations to inform Arts Victoria's future support in the area of cooperative marketing, audience development and, potentially, sector branding. This included interviews with successful, unsuccessful applicants, non-applicants and other project leaders.
Arts Victoria/ Australia Council		Development of Performing Arts Exports	Research into export markets and entry mechanisms for Australia's performing artists and companies; preparation of detailed dossiers on a range of countries; advice on long-term arrangements for market intelligence gathering and dissemination. These dossiers were published in 2000 by the Australia Council as Let's Tour, Quick Guide to Exporting Australia's Performing Arts.
Auckland City Council August 06	2006, November	Review and Assessment of The Edge's Arts Agenda Proposal for 2007/2008	To help Auckland City develop a funding agreement with The Edge, Council engaged Positive Solutions to give expert advice, undertake an assessment of THE EDGE's® Proposal, and benchmark against other major arts and entertainment venues.
Australasian Performing Arts Centres Association Conference (APACA)	1999, August	Audience Development in a Community Context	Delivery of a presentation to APACA Conference in Cairns in 1999, outlining how performing arts centres can become integral to the community. Issues covered included use of touring companies, creating product, education programs and artist in residence programs.

Client	Year	Title	Description
Australia Business Arts Foundation	2000, January	Case Studies	Researched case studies for the ABAF "Gold Book." This book provides examples of a range of business arts partnerships for organisations throughout Australia.
Australia Council	2003, June	Audit of Contemporary Visual Arts Audiences	Research into Contemporary visual arts and craft audiences and an audit of audience related services, in conjunction with Woolcott Research and Judith James Consultancy.
Australia Council	2002, April	Contemporary Music Development Program Evaluation	An impact assessment to inform future directions for investment in contemporary music sector support, including collation of available industry statistics, evaluation of the distribution and export of contemporary music products and services.
Australia Council	2003, May	Dance Sector Analysis	Conducted an analysis of the subsidised dance sector in Australia to assist the Australia Council shape policy and determine expenditure priorities. This included analysis of dance companies, interviews with dance practitioners, producers, education and training institutions, a scan of successful funding interventions internationally and a detailed analysis of the Australia Council's funding of dance during the last ten years.
Australia Council	2004, August	Audience Development Review	Conducted a review of Audience Development initiatives supported by the Australia Council. The review aimed to produce a strategic, long term framework to assist Council in developing an audience development policy for the future. The project included consultation with Australia Council officers and successful and non-successful applicants, as well as a review of audience development initiatives in other countries and a broad literature review.
Australia Council	1999, February	Multicultural Arts Officer projects	National mapping of current work in the field of multicultural arts/work by or with people of Non-English Speaking Background, to inform policy debate by Australia Council.

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Australia Council	1999, October	Review of Cooperative Marketing Activity in the Arts	Researched current cooperative marketing activity throughout Australia, and in the UK and USA; prepared recommendations to Australia Council on future investment in cooperative marketing initiatives.
Australia Council and NSW Ministry for the Arts	2003, August	Review of Theatre for Young People (TYP)	Conducted a review of TYP, including quantitative and qualitative research as well as a complete overview of audience development activities and results. This resulted in presentation of options to inform the Australia Council's and New South Wales Ministry's future interventions and investment in TYP.
Brisbane City Council	2001, October	Creativity Discussion Document	Preparation of a discussion document on the Creative City including Internal consultation with the key Directorate and individuals in BCC, external consultation with individuals from the cultural sector, and research into key international issues and successful models.
Brisbane City Council - City Design	2003, June	Bulimba Creek Cultural Audit	Undertook research into the cultural significance of the Brisbane suburbs aligned with Bulimba Creek, including a report on each suburb's community profile, community activities, places of significance, and people and local stories.
Cairns City Council	2002, October Box 16	Community Consultation Session	Facilitation of Community consultation day, addressing and exploring issues (tourism, regionalism, Indigenous issues, and an overall definition of culture) facing Council in their preparation of a Cultural Plan.
Darebin City Council 2005-06	2006, July	High Street Northcote / Westgarth Arts Precinct Study, Darebin, Victoria	Preparation of a strategy and action plan related to development of High Street Northcote and Westgarth as a significant metropolitan arts precinct. The study includes a wide-ranging literature review and research into urban creative precincts in Australia and elsewhere.
Darwin Waterfront Consortium	2007	Cultural Plan	Currently working with the key stakeholders in the re-development of the Darwin Waterfront to develop a Cultural Plan which will inform all cultural and creative activity within the project, including consultation with Larrakia Nation and Larrakia artists.

Client	Year	Title	Description
Department of Communication, Information Technology and the Arts (DCITA)	2005, June Box 25	Cultural Ministers Council: National Performing Art Touring Consultancy	Examination of policy underpinning national performing arts touring in Australia, its administration and support. Undertaking of extensive data collection from Performing Arts organisations, venues, relevant agencies and peak bodies
Geelong Cultural Precinct	2007	Demand Assessment for Arts Centre and Library	To assist with master-planning for the Geelong Cultural Precinct, Positive Solutions investigated likely future demand for the principal facilities within the Geelong Performing arts Centre and future demand for the Library. On the basis of primary research and benchmark evidence, we were asked to recommend appropriate specific facilities for the Arts Centre and for the Library.
Gladstone City Council and Calliope Shire Council	2000, April	Cultural Mapping	As part of development of a cultural plan for both Gladstone and Calliope Shire Council Positive Solutions undertook an initial mapping exercise with all communities in the region, using focus groups, individual interviews, and a local survey.
Gold Coast City Council	2002, April	Creative Industry Audit of the Gold Coast	Research into the breadth of cultural and creative activity on the Gold Coast including an audit of the number of organisations and people working in the sector, as well as a more detailed study into the visual arts, craft and design sub-sector.
Gold Coast City Council	2006 - 2007	Arts Infrastructure Review	Initially, an audit of all facilities available for arts activities on the Gold Coast – dedicated cultural facilities, community halls, church halls, hotel function spaces, parks and beaches. Subsequently, preparation of a framework for the future development of arts facilities, in light of the gaps in provision identified through the audit, and in the context of City Council arts, cultural and economic policies.
Gold Coast City Council	2002, February	Public Art Policy	Development of a Public Art Policy for the Gold Coast including an examination of current public art in the City, consultation with internal Council and key external stakeholders, arts community and public, and production of both a Policy document identifying opportunities and strategies, and a summary public document.

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Griffith University: Gold Coast Campus	2001, June	Market research	Research into perceptions of the arts components at Griffith University's Gold Coast campus to inform development of programs, and strengthening of industry linkages.
Hobsons Bay City Council 2005-06	2006, June	Hobsons Bay Arts Buildings Strategy, Victoria	Assisted in framing a strategic approach to the development of ten buildings for arts and cultural purposes. This study provided a route map for the development of the identified cultural facilities, and provided advocacy material which would support efforts to secure commitment and resources for the development of the facilities.
Hong Kong Government	2002, November	Cultural Facilities Strategy (in conjunction with GHK Hong Kong Ltd)	A review of the provision of regional/district cultural and performance facilities in Hong Kong, including an assessment of community needs and advising on the nature of provision requested. Preparation of detailed strategy for development and management of facilities in the future; international benchmarking against other major cities.
HPA Architects (Mirvac)		Development proposal for inner-city housing project	Developed a public art strategy as part of a bid to purchase riverside land from BCC which needed to include public access and parkland.
Ipswich City Council	2001, July	Review of Cultural Policy	Development of a new cultural policy for this key centre in the heart of Australia's fastest growing region, South East Queensland. Since the Council's first cultural policy in 1993 there has been rapid population expansion, and significant developments in cultural infrastructure.
Livingstone Shire Council		Cultural Planning	Cultural mapping of the Shire and economic analysis of the cultural sector followed by assisting the Shire Council with policy development.
Livingstone Shire Council 2007		Arts and Cultural Policy	5 years ago, Cathy wrote an Arts and Cultural Policy for Livingstone Shire Council. She is going back to re-evaluate the policy and design a public art policy for the Shire also.

Client	Year	Title	Description
Made to Move, Playing Australia and Australia Council		National Marketing Strategy	In conjunction with Judith James, worked with the three stakeholding clients to analyse the impact of Made to Move on the development of contemporary dance audiences during the three years since Made to Move's inception, and on the development of a coordinated marketing strategy for the future.
Maroochy Shire Council	2001, June	Arts Facilities Strategy	Review of facilities used for the performing and visual arts, and development of a framework for future development of cultural facilities in the Shire.
Public Galleries Association of Victoria (PGAV)	2004, July	PGAV Benchmarking Exercise	Positive Solutions worked with the Public Galleries Association of Victoria (PGAV) to benchmark the public gallery sector of Victoria. Over 30 public galleries were surveyed providing a basis for future measurement of the sector and an advocacy tool to lobby local, state and federal governments.
Queensland Government – Arts Office	1998	Development of a Public Art Policy	Research and facilitation of consultation for the development of a Public Art Policy.
Shire of Yarra Ranges	2002, February	Cultural Facilities Planning Study	Development of a plan for cultural facilities in the Yarra Ranges region, north east of Melbourne in Victoria, involving consultation with key stakeholders, artworkers, businesses, venue operators and Council members. The strategy was adopted by Yarra Ranges Shire Council, and Positive Solutions was subsequently engaged to assist with preparation of a framework for further detailed planning.
South Bank Corporation		Cultural Planning	Positive Solutions recently worked in partnership with Urban Cultures, to assist the South Bank Corporation on the facilitation of a cultural planning process for Brisbane's South Bank. The cultural identity of South Bank is seen as vital to its future development as a world class urban quarter. An initial issues paper was produced which was followed up by workshops with key stakeholders early in 2006.

Client	Year	Title	Description
TOGA Group	2007	Newcastle General Hospital	This project was fairly similar to the cultural plan that was developed for the Darwin Waterfront, for the Newcastle General Hospital.
Townsville City Council	2000, January	Cultural Plan for Townsville	Prepared a cultural planning document for Townsville, following consultation with cultural organisations, a survey of 400 local residents, and options discussion within City Council. The plan also addressed specific issues related to cultural facilities in the city.
Willoughby City Council	2000, November	Development of Cultural Facilities in Civic Place	Development of a preferred option and initial design brief for the cultural component of a major civic centre development in the heart of Willoughby, a key regional location on Sydney's North shore.

Visual Art Projects

Client	Year	Title	Description
Bank of Queensland		Arts installation program	A biannual temporary art installation for the reception area of the new premises for BoQ's head office in Edward Street, Brisbane.
Caloundra City Council		Ken Hinds Collection	Stage 1: Options Analysis of potential options for the use of the Ken Hinds Collection – commissioned by Caloundra City Council. Currently moving in to Stage 2: a feasibility study around the notion of a cultural precinct in Caloundra. Currently seeking legal advice of structure of the organisation that owns the collection.
Clifton Cloney Project Managers		11-33 Exhibition Street, Melbourne	Management of the artwork procurement process for the entrance to the new building.
Consolidated Properties		Public Art Advice for 175 Eagle Street	Commissioning artists for public art for 175 Eagle Street, a major mixed use commercial development in the Brisbane CBD, and research into the history and current social and cultural significance of the site for the Developers, in conjunction with Urban Art Projects and Artworkers Alliance.
Gadens Lawyers	2005	Artist in Residence Program	Sourced and managed 6 month program of an artist in residence at Brisbane and Sydney offices
Gadens Lawyers, Brisbane	2005, 2006, 2007	Top Ten Art Exhibition	Curate and manage the development of an exhibition and catalogue of 10 emerging artists hosted by Gadens Lawyers
Gadens Lawyers, Brisbane and Sydney	2002 to current	Curatorial Services	On-going curatorial services for Gadens Lawyers Brisbane and Sydney on their corporate art collections. Positive Solutions have provided the firms with a collection policy in response to their corporate ethos and brand,

Client	Year	Title	Description
			relocated, revised, catalogued and curated the collection in their new premises, purchased new artworks and documented the works. In addition we have introduced contemporary artwork through cutting-edge foyer art installations, artist in residence program and programmed a series of educative artist talks.
Hassell, Brisbane		Exhibition Programming	An annual temporary exhibition program for an architect and interior design firm. We provided Hassell with a quarterly program that would create a dynamic space in their new offices with the aim to expose and educate staff and clients to a range of contemporary art practices.
Investa		120 Collins Street, Melbourne	Procurement of two major foyer artworks for the refurbishment of a prominent inner city commercial building.
KAUST 'King Abdullah University of Science and Technology' – Saudi Arabia	2007	Curatorial Framework	Working with Urban Art Projects, consultants Renai Grace and Cathy Hunt of Positive Solutions are developing a Curatorial Framework for Art in the Public Realm in Saudi Arabia.
KPMG Brisbane		Curating artwork	Positive Solutions Consultant Renai Grace provides ongoing curatorial advice for KPMG's art collection including deaccessioning, relocating and purchasing new works.
Maribyrnong City Council		Public Art Plan for Nicholson Street Mall	Positive Solutions was engaged to write a Public Art Plan for Nicholson Street Mall and source artists to work collaboratively with the project landscape architects HASSELL.

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Mater Health Services	2007	Mater Redevelopment Project	In November 2005, Positive Solutions were engaged to assist the Mater with the development of a plan for the procurement of art works, including public art commissioning for the redevelopment of the Mater Mothers and Mater Adults Hospital in Brisbane. This is a \$165 million public/private initiative which will make the Mater Mothers the largest Maternity hospital in Australia. The Art Work Plan includes a curatorial rationale for the commissioning and purchasing of new work; the identification of key sites for artwork commissioning; the short listing of artists for those opportunities and proposals for the appropriate project management of the art work procurement.
Mater Health Services 2007	2007	Artwork for Mater Mothers	Having completed the first stage of the Mater study to determine the most appropriate way for the commissioning of 2d and 3d artwork for the development, Positive Solutions are now managing the 2d commissioning process and UAP the 3d commissioning process. We also have an overseeing role in whole project.
Mater Health Services 2007	2007	Curating the Collection	Currently engaged to assess and make recommendations on the overall Mater collection of art with a view to developing a policy and framework for future commissioning throughout the campus.
Mater Health Services 2007	2007	Fundraising	Working with the committee to raise funds for Mater Health Services.
Mercer Human Resources		11-33 Exhibition Street, Melbourne	Following the initial planning work with Gertrude Contemporary Art Spaces,

Client	Year	Title	Description
			<p>Positive Solutions was appointed as the public art project manager for a foyer artwork commission for Mercer Human Resources' new head offices designed by Bates Smart in Melbourne. The three-storey high glass vitrine located on the corner of Flinders Lane and Exhibition Street houses Peter Hennessey's "A Rare Occurance (Of Gigantic Orchids: S. Australis Vs D. Maculata)" which was installed in November 2005.</p>
<p>Nettleton Tribe / Pradella</p>		<p>Roma Street Development</p>	<p>We are providing advice to Nettleton Tribe on the process for creating integrated public artwork for the Roma St Residential Development Project, including commissioning of a Project Artist.</p>
<p>QIAMEA – Department of Premier (Judith James)</p>		<p>International Buyers</p>	<p>Cathy Hunt providing specialised advice to Judith James Consultants, to bring in international buyers on a 5 day trip to view Indigenous artwork in Queensland.</p>
<p>South Bank Corporation</p>	<p>2001, May</p>	<p>Public Art Strategy</p>	<p>A public art strategy and policy document to encourage a rational approach to public art within the Corporation's area in South Brisbane, including the South Bank Parklands. Engaged in 2007 to assist in the implementation of the Policy.</p>
<p>TOGA Group</p>		<p>TOGA Art Award</p>	<p>Following on from the Darwin Waterfront Cultural Plan, Positive Solutions worked with Toga on their proposal for an annual art award. A major exhibition of Territory Art was held in Parliament House in Darwin to launch the award. Also assisted with the catalogue designed by Tony Gooley.</p> <p>As well as the TOGA Art Award we are overseeing</p>

Client	Year	Title	Description
			the public art strategy for the Darwin Waterfront.
UAP		Public Art for Reconciliation Place	Assisting UAP through providing curatorial services to the team currently developing public art for stage 4 of Reconciliation Place in Canberra, including sourcing artists and input into the content of each of the artworks.
UAP		Evolution	UAP Artist's workshops, taking artists through the concept design stage of public art creation. Evolution is a residential project opposite GoMA.

Business Planning and Organisational Development

Client	Year	Title	Description
Aboriginal and Torres Strait Islander Independence School in Acacia Ridge (Kulkathil)	2001, October	Development Plan	Preparation of a development plan for the Indigenous Skills Centre run by the Aboriginal and Torres Strait Islander Independence School in Acacia Ridge, specifically examining what training is most needed to assist Indigenous people into employment or self-employment, and Kulkathil's role in providing this.
Arts ACT	2003, April	Contemporary Glass Centre Business Plan	Development of a Business Plan for a major new Contemporary Glass Centre in a redundant Power Station on the Kingston Foreshore, including consultation with key stakeholders, competitor analysis, options development, design implications, financial projections, risk assessment and sensitivity analysis. ACT Government approved capital and operating expenditure for the project.
Arts Law Centre of Australia	2003, March	Business Plan	Preparation of a business diagnostic including review of existing planning and budgetary material, consultation with board, staff members and key stakeholders.
Arts Queensland & DPC (Dept of Premier & Cabinet)		Review of Signature Arts and Cultural Festivals in Queensland	Engaged by Arts Queensland the Department of Premier and Cabinet in a review of signature arts and cultural festivals in Queensland
Arts Tasmania	2005, August	Governance Review of the Salamanca Arts Centre	Positive Solutions was commissioned by the Tasmanian Government to advise on future structure and governance arrangements for one of Tasmania's most visible cultural organisations. The recommendations were

Client	Year	Title	Description
			accepted by the Government and the Arts Centre, and are in the process of implementation.
University of Auckland	2004, June	Review and Development of Dance Program	Conducted a review of the National Institute of Creative Arts & Industries (NICAI) Dance Program within the context of an analysis of the market for dance education in New Zealand. Advised on the future of the program and assisted in the preparation of a Business Case for the future Dance program.
University of Auckland	2005, May	Review of Arts Management Program	Reviewed the University of Auckland's Arts Management Program and identify a preferred option for the future of the program.
University of Auckland	2005, October	Architecture and Planning Options Study	Undertook a benchmarking study for the research and teaching of built environment disciplines and provided advice on the future relationship between the School of Architecture and the Department of Planning.
Australia Council		Dance North Strategic Plan Development	Positive Solutions was engaged by the Australia Council to assist Dance North in Townsville with development of their strategic plan, at a time of significant change for the company following appointment of a new General Manager and Artistic Director.
Australian Copyright Council	2003, April	Business Plan	<p>Business diagnostic for the Australian Copyright Centre including review of budgetary material, consultation with board and, staff members and key stakeholders.</p> <p>Provided leadership for the preparation of a business plan for the Council, which provided copyright advice and advocacy on copyright issues related to arts and cultural activity in Australia.</p>

Client	Year	Title	Description
Australian Festival of Chamber Music		Business Plan	Steered the Festival through the preparation of a three-year business plan to support forward planning and grant applications.
Bangarra Dance Theatre	2001, April	Business Plan	Preparation of a business plan for Bangarra, Australia's leading Indigenous Performing Arts organisation, including a review of existing planning and budgetary material, consultation with Stakeholders as well as Board and Staff, Environment analysis, and risk analysis.
Blacktown City Council	2002, February	Business Plan for Outdoor Amphitheatre	Preparation of a Business Plan including financial projections and cost benefit analysis for the proposed Rooty Hill Amphitheatre. This included consultation with Council, the Architects, potential users (both commercial and community) and management staff of established national outdoor venues. The project is currently being advanced to detailed design stage. Positive Solutions has provided additional advice on fund-raising to meet capital costs.
Brisbane City Council		Museum Director Recruitment	Assisted in recruiting experienced candidates for the inaugural post of Director, Museum of Brisbane, including contacting numerous museum and gallery staff in both Australia and New Zealand, distribution of information kits and collation of applications for Council.
Brisbane Powerhouse	1998	Benchmarking Study	Provided operational and financial benchmarks with a range of appropriate contemporary arts centres internationally.
Brisbane Riverfestival		Strategic Planning and Benchmarking	Conducted strategic planning sessions for River Festival Board and staff, and subsequently provided

Client	Year	Title	Description
			operational and financial benchmarks with a range of appropriate river and water festivals nationally and internationally.
Caboolture Shire Council		Review of Caboolture Urban Country Music Festival	Positive Solutions was engaged by Caboolture Shire Council to assist council's Events Team to review the Urban Country Music Festival.
Casula Powerhouse Arts Centre	2002, October	Business and Development Plan	Business and development plan for the Powerhouse and Liverpool Regional Museum, through a planned \$10 million development, including establishment of any new management arrangements that may be appropriate for the next phase of the facilities' operation.
Colourised Festival	2007	Business Planning	Assisting Christine Peacock to re-consider the way in which the Colourised Film Festival is presented.
Commercial Development Consortium, Hong Kong		Development of West Kowloon Cultural District, Hong Kong Business planning for cultural precinct	One of the largest single cultural developments – the incorporation of a range of major cultural facilities in a harbourside development at West Kowloon, Hong Kong. Co-ordinating with architects, urban planners, engineers, theatre technical consultants and finance specialists, Positive Solutions prepared detailed business and operational plans for a three-theatre complex, a major entertainment area, a 5000-seat Water Amphitheatre, and a series of outdoor piazzas. Positive Solutions was engaged as sub-contractors to GHK HK to advise the Hong Kong Government on long-term financial implications of a revised set of proposals for the cultural facilities which will form of the Cultural District.
Company B / Belvoir Street	2002, July	Business Plan	Development of a Business Plan involving a diagnostic (including market, competitor and risk analysis; examination

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			of artistic and financial drivers; identification, evaluation and prioritisation of strategic initiatives and KPIs); and an operational plan, including performance measures/milestones and five year budget projections.
Craftwest, Perth (renamed FORM)		Strategic Planning	Assisted with facilitation of the organisation's Strategic Planning process
Department of Communication, Information Technology & the Arts (DCITA) 2005		Review of the Australian National Academy of Music (ANAM) and the Australian Youth Orchestra (AYO)	Provided information and advice to the Government on best practice in elite classical music performance training, and recommendations on the future support of these two key organisations.
Educang		Board Self-Assessment	Educang is an inter-church institution which, under one board, manages the operations of several schools south of Brisbane. Positive Solutions was engaged to assist with Board self-assessment processes
Feral Arts		Business Planning	Positive Solutions assisted Feral Arts in the creation of a business plan to market their CCD software used to create digital records and stories. This three year business plan was required to create some demonstration projects, for example Mater Hospital.
Footscray Community Arts Centre, Melbourne		Facilities Review	Examined the current and future facility needs of the organisation and options for infrastructure development.
Gladstone Entertainment Centre	1998, June	Business Diagnostic and Strategic Planning	Detailed situational analysis for this regional receiving theatre, covering market, human resources, financial systems and incorporating primary research amongst users/hirers, audiences and non-attenders; followed by assistance with preparation of a Strategic Plan.
Gold Coast Arts Centre		Board Development	Engaged by the Gold Coast City Council to prepare a Duty Statement for the Board members of the Gold Coast

Client	Year	Title	Description
			Arts Centre, and a Board member Code of Conduct, to assist suitable Board recruitment processes. Preparation included surveys and interviews with Board members.
Gold Coast City Council	2005, May	Gold Coast Arts Centre Organisational Development	Gold Coast Arts Centre is one of Australia's largest arts centres, with theatre, gallery, cinemas and other facilities. Positive Solutions was engaged by Gold Coast City Council to develop a revised financial reporting model and a range of key performance measures, benchmarking against the reporting procedures used by other major arts centres around the country. Subsequently, we were engaged to advise on board membership and future recruitment procedures.
Greening Australia	2005	Organisational Review <i>Towards a New Federation</i>	Facilitation of planning with each of the State and Territory entities, to explore options for restructuring Greening Australia nationally.
Griffith University Creative Arts	2001, June	Communications Strategy	Research into the competitive positioning of Griffith University's overall creative arts offer (including Queensland Conservatorium and Queensland College of Art), and development of a suitable branding to strengthen Griffith's profile in the market.
Interactive Theatre		Strategic Planning	Development of a growth plan for this independent, Brisbane-based company which has a growing portfolio of theatre-based corporate training and entertainment services.
Inverell Shire Council	2006, September	Inverell Transport Museum Concept Development	Positive Solutions assisted the Museum Committee in developing: an expanded Vision for the Inverell

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			Transport Museum; a supporting business and marketing strategy; and a design brief.
KickArts	2006, October	KickArts Centre of Excellence in Printmaking Business Planning	Examined the viability of establishing a Centre for Printmaking, to be based at the Centre of Contemporary Arts in Cairns. This included developing a business plan for such a facility, and indicating the building requirements, infrastructure, equipment and materials for successful operation of such a facility.
Kooemba Jdarra	2002, June	Business Plan	Preparation of a business plan for Kooemba Jdarra including a business diagnostic and review of recent results, a joint board-staff workshop, and operational plan with first year budget in detail.
Major Brisbane Festivals		Establishment of Major Brisbane Festivals	Assisted with establishment of a new festivals management organisation with responsibility for two of Queensland's largest festivals, the Brisbane Riverfestival and Brisbane Festival. Helped the Board with transition to new management arrangements and recruitment of key senior staff.
Maryborough and Districts Entertainment and Cultural Centre "Brolga Theatre"	1998, December	Business and Management Plan	Business Plan for the \$11 million new-build 900-seat theatre and multi-purpose space. Opened 2001 in association with architects Bligh Voller Neild.
Monte Sant'Angelo College, NSW	2007, current	School Development and Governance	Examining the status and effectiveness of the College's current fundraising, marketing and community relations activities. Conducted interviews of internal and external stakeholders, and undertook benchmarking research amongst other private schools in Australia.

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Moonee Valley City Council	1998, September Box 3	Development of Moonee Ponds Town Hall "The Clocktower"	Review of previous planning and feasibility work related to the conversion of the Town Hall to a dedicated cultural complex; and subsequent assistance with preparation of a funding bid to the Victorian State Government, which secured \$1.5 million.
National Aboriginal and Islander Skills Development Association Dance College (NAISDA) Sydney		Strategic Planning	Governance development program and assistance with the development of a strategic business plan.
National Museum of Australia	2001, August	Foundation Consultancy	Research into fund-seeking Foundations in Australia, and formulation of advice to the Museum on the appropriateness of using a Foundation or an alternative structure to frame the Museum's philanthropic and sponsorship programs.
National Seniors		Strategic Planning	With over 300,000 members National Seniors represents the interests of a wide range of Australia's over 55s. A significant recent initiative is the development of a research-focused Centre for Productive Ageing, exploring issues around the social and economic productiveness of older people. Positive Solutions assisted with framing a strategic plan for the Centre.
Auckland City Council (New Theatre Initiative)		Due Diligence Review and Business Plan	Conducted a due diligence review of New Theatre Initiative on behalf of the Auckland City Council. This process involved an Audit of NTI's Business Case, including a review and subsequent development of the business plan in order to advise on further steps necessary prior to committing capital expenditure.

Client	Year	Title	Description
New Theatre Initiative		Business Plan Development	Following a due diligence review of the New Theatre Initiative, Positive Solutions assisted the New Theatre Initiative in the further development of a business plan.
Object Australian Centre for Craft and Design		Business Planning	Facility development of a strategic plan for Australia's leading craft and design agency at a time of relocation and significant transition; included the opening of a new gallery and a strategic alliance with Sydney Opera House.
Opera Australia	2007	Strategic Plan	Develop an organisational strategy for Education that covers both audience development and community access.
Penrith City Council, Joan Sutherland Performing Arts Centre	2003, July	Strategic and Business Planning	Business, organisational and transition plan for a \$12 million extension and improvement to the Joan Sutherland Performing Arts Centre to a two-auditorium venue, with enhanced range of music and meeting rooms. As at August 2003 the project advanced to the issue of tender documentation for construction.
Queensland Artworkers Alliance	2001, April	Strategic Planning	Assistance with development of a strategic plan for one of Queensland's leading service organisations.
Queensland Conservatorium at Griffith University	2001, April	Strategic Planning	Facilitation of strategic planning processes, and internal and external research, to inform preparation of a three-year strategic plan for the Conservatorium.
Queensland Indigenous Arts Marketing and Export Agency (QIAMEA)		Strategic Plan	Assistance with the preparation of a strategic plan for this Queensland Government Agency.

Client	Year	Title	Description
Queensland Museum		Marketing Plan	Development of a marketing plan for the Queensland Museum, including: consultation with marketing staff; facilitation of a group session; and assessment of progress and issues pertinent to each staff members' site.
Queensland Performing Arts Trust		Reconciliation Strategy	Development and implementation of strategies to strengthen the relationship between Queensland's premier performing arts complex and the Indigenous community, through programming, marketing and human resource initiatives.
Queensland Rugby Union	2001	Strategic Planning	Development of a strategic plan for QRU, including industry research, consultation with board and management team members and key stakeholders, and scenario planning to vision future environments for the QRU.
Queensland Theatre Company	1995, June	Business Plan 1995/1998	Director David Fishel undertook an organisational review and assisted in the development of the 1995-1998 business plan for Queensland Theatre Company.
RedHOT Arts	2003, September	Organisational Review	Conduct a review of the RedHOT Arts Project, a cooperative marketing service in Alice Springs, including impact evaluation on audience development; analysis of the success and potential future direction of key services; future management options and a proposal of a model for future development including estimated budget outline.
Regional Galleries Association QLD / Museums Australia Queensland		Organisational Restructure	Assisted development of a new organisational structure with the merger of RAQ and MAQ

Client	Year	Title	Description
Salamanca Arts Centre, Hobart	2007, April	Strategic Planning	Assisted with the Salamanca Arts Centre's strategic planning process, including facilitation of board and staff planning workshops, and ongoing review of draft materials.
South Bank Corporation		Creative Director Recruitment	Assisted in recruiting candidates for the inaugural post of Creative Director, South Bank Corporation, including drafting of position description and networking through the arts and related sectors.
South West NRM		Strategic Planning	South West NRM is one of 14 regionally-based natural resource management groups in Queensland, formed to encourage sustainable land management practices in the South West of the State, and to implement an agreed management plan for the area. Positive Solutions undertook governance training for South West NRM, and guided the development of a strategic plan.
Sunshine Coast Area Consultative Committee		Strategic Planning	Facilitation of a strategic planning process for SCACC, to provide clear direction for the future. Review of corporate structure and Rules of Association – in view of the market environment which currently forms the context for SCACC's work. Review of Committee and staffing structure, to ensure efficiency, motivation and effectiveness of committee; and to ensure maximum leverage from staff resources. Committee training and development
The Queensland Orchestra (TQO)		Futures Workshop	Conducted a workshop to examine possible future directions for The Queensland Orchestra. Preparation included a review of global orchestral

Client	Year	Title	Description
			developments, including interviews with key TQO stakeholders, UK, US and Australian orchestra personnel.
Torres Strait Regional Authority (TSRA)		Strategic Plan	Facilitated a two day workshop with all artists and arts workers in the Torres Strait to develop a strategic plan for the development of the arts industry, with support from TSRA, Arts Queensland, Australia Council and DoCITA.
Urban Art Projects (UAP) Remote Projects		Business and Marketing Plan	Remote Projects is the working title given to cast metal work produced from 2000-2002 through a partnership between Urban Art Projects, urban artists and fabricators and Indigenous artists and Art Centres on two Remote Aboriginal Communities, Maningrida in the Northern Territory and Aurukun in Queensland. Development of a 4 year business plan for the implementation of Old Way - New Way, the production and promotion of cast metal artwork by Indigenous artists living in remote areas of Australia.
Viscopy (Visual Arts Copyright Collecting Agency)		Business Plan	Redevelopment and upgrade of Business Plan in conjunction with Viscopy's Board and Staff, including consultation with the Australia Council for the Arts.
Windmill (The Australian Children's Performing Arts Company)		Business Planning	Development of a Strategic and Business Plan for the Australian Children's Performing Arts Company in Adelaide, including workshops with staff and board, SWOT analysis and examination of internal and external environments, financial projections and sensitivity analysis.

Client	Year	Title	Description
Woodford Folk Festival		Business Planning	Conducted business planning for the sustainability of the Woodford Folk Festival, including evaluation of income generation options; benchmarking against other national and international festivals, financial modelling and options evaluation.

Facilities Planning

Client	Title	Description
Arts Queensland, Design Institute of Australia	QLD Design Centre – Strategic Planning	Positive Solutions Director, Cathy Hunt, is currently facilitating the consultants for the QLD Design Centre Task Force. The Task Force has been engaged by the Minister for Arts with the desire to implement a new QLD Design Centre, potentially on the old TAFE site at Kangaroo Point, Brisbane.
Arts Katherine	Katherine Regional Cultural Precinct Feasibility Study and Business Plan	Feasibility study, business and operational planning for the development of a cultural precinct in Katherine that will house local arts organisations, as well as interpret and present the Indigenous and non-Indigenous histories and cultures of the region. As a result of the study, financial support for the project was offered by the NT Government and the project is now being pursued by Katherine Town Council.
Arts Victoria	Demand for Recital Facilities	Study into the demand for a new Recital Hall for Melbourne, including review of all currently used venues, assessment of chamber music output, preparation of options for future development.
Auckland City Council	Cultural Demand Study	Conducted a cultural demand study for the development of an arts precinct in Auckland's CBD, adjacent to the Town Hall.
Auckland Theatre Company	Infrastructure Options Analysis	Identified options for administration, rehearsal and performance venues for New Zealand's principal theatre company. Evaluation of the options and recommended route forward to secure long-term accommodation for the company
BEMAC (Brisbane Multicultural Arts Centre) Facility Plan	Facilities Plan	Currently undertaking a venue feasibility study for Brisbane Multicultural Arts Centre (BEMAC), exploring and developing future options for the relocation of the centre's activities. The study will account for the needs of BEMAC's stakeholders, resourcing and relationships with funding bodies/government.
Beaudesert Shire Council	Beaudesert Arts and Cultural Centre	Options preparation and evaluation, and demand assessment for the development of an arts and cultural centre in Beaudesert, SE Queensland. Leading a team, which also included Cox Rayner Architects, we undertook needs analysis, site assessment and cost-benefit analysis.
Beaudesert Shire Council	Masterplanning for a Cultural Precinct in Beaudesert	Following completion of our cultural facilities strategy and feasibility study for a Cultural Centre for Beaudesert, the Shire Council engaged Positive Solutions and Cox Rayner Architects to assist with master planning for a proposed Cultural Precinct to include workshop, exhibition and performance space for arts and creative businesses, retail elements and new central library.

Client	Title	Description
Brimbank City Council	Arts & Cultural Centre Business Feasibility	Undertaking a feasibility study for the development of a cultural centre in Brimbank. Currently in second stage dealing with concept selection, functional design and spatial allocations and a business plan.
Brisbane City Council 2002	Brisbane Powerhouse Cultural Precinct	Feasibility study, business and operational planning for conversion of a redundant power station to a performing and visual arts centre, and accommodation for several arts organisations - opened 2000. Positive Solutions also led the recruitment program to appoint the Artistic Director, and prepared an initial economic impact study.
Burrinja (DRCCC) and the Shire of Yarra Ranges	Master Development Plan	Positive Solutions worked with Hayball Leonard Stent Architects to define the configuration for the new facilities and prepare a coherent business plan and operating model for the augmented cultural centre.
Shire of Yarra Ranges, supported by Arts Vic 2006-07	Burrinja	Updating Financial Model developed as part of the Master Development Plan for Burrinja
Cairns City Council	Feasibility study for future Cairns Regional Performing Arts Centre	Feasibility assessment for a proposed Cairns Regional PAC, including interviews with key stakeholders, consultation with potential presenters, hirers and tourism agencies, analysis of operating costs, and detailed cost-benefit analysis. Following successful completion of the study, Council proceeded to a site selection process.
Cairns City Council 2006-07	Cairns Cultural Hub	This project regarded the potential integration and co-location of a Regional Performing Arts Centre and Regional Museum in the Cairns CBD to create a focal point of the city's redeveloped waterfront area. Positive Solutions provided support to the Cairns City Council's feasibility study and business case to highlight the issues impacting the successful integration of the museum and to identify opportunities to enhance the commercial attraction of this cultural hub.
City of Greater Bendigo 2005-07	Masterplanning for Arts Precinct Development, Bendigo, Victoria	Positive Solutions was engaged by the City of Greater Bendigo to undertake a study on the development of buildings used for the arts, with a particular focus on facilities in the View Street area. The study involved examination of site development options and assisted Council in reaching a decision regarding location of cultural facilities in the future, including a new middle-scale theatre. We were subsequently engaged to assist in preparing an overview of the proposals
Dance North	Arts Hub Study	Positive Solutions was initially engaged by the Australia Council to assist Dance North with development of their Strategic Plan. Following from this, Positive Solutions undertook a Premises Study for Dance North to assist in determining whether the company should

Client	Title	Description
		relocate into a proposed new performing arts facility for Townsville.
Department of Public Works – Queensland Government	Cultural Consultancy for Roma St Parklands	An overview of all cultural issues relevant to the development of the Parkland to inform the integration of public art on the site.
Gold Coast City Council 2007	Evandale	Working with Architectus Brisbane to create a Cultural Precinct Masterplan for Evandale, working with a Council Advisory Committee to develop the masterplan concept to a stage where funding can be sought from a variety of sources
Homebush (Oretone Pty Ltd)	Feasibility study for a cultural facility	Conducted a feasibility study and development plan for a cultural facility to be located in a disused cinema (and former theatre) building in Homebush, Inner Western Sydney.
Lend Lease	Cultural framework document for North Lakes	Research and assessment of planning information to inform the development of public art and other artwork strategies for the North Lakes development in Pine Rivers Shire (SE Qld).
Maroochy Shire Council	Youth Arts & Entertainment Centre	Feasibility study and options for development of a dedicated youth entertainment centre for this South East Queensland local authority in one of the fastest growing areas in Australia.
Parramatta City Council	Artists' Studios Planning in Parramatta	The Myer Inquiry drew attention to the need for affordable workspace for visual artists and craftspeople. Positive Solutions and innovarchi architects assisted Parramatta City Council with plans for adaptation of an existing building in the heart of Parramatta to provide studio space for up to 20 artists, including operational and business planning for this new facility. The Studios are now operating.
Parramatta City Council	Parramatta New Generation Centre	Preparation of a submission to NSW Arts Ministry (and Premier) to secure financial support for a Gallery as part of a cultural centre including Gallery, Library, Heritage Centre and other elements. Preparation of detailed financial model to support the submission.
Parramatta City Council	New Generation Centre Staffing	Research and advice on an integrated staffing and operational structure for the new library, gallery and heritage centre, which forms part of a major civic and commercial redevelopment in the centre of Parramatta.
Public Art Agency, Arts Queensland	Industry Scan and Skills Audit	Review of the nature and skills levels of current project managers operating in the public art arena, to inform development of a customised professional development program.
Queensland Government, Design Institute of Australia and Brisbane City	Feasibility study into the development of a Design Centre for Brisbane.	A 9 month study, including extensive industry consultation and international research to determine the role and need for a Design Centre in Brisbane to promote and grow the Queensland Design Industries. Overseen by the Architecture, Design and Visual Arts

Client	Title	Description
Council		Steering Group formed through the Creative Industries Strategy, the outcomes of the study will be released in late 2005.
Queensland Government – Environmental Protection Agency	Gladstone Civic Theatre	Preparation of a preliminary feasibility study for the adaptive re-use of the Civic Theatre in Goondoon Street, Gladstone.
Queensland Government (Environmental Protection Agency and Queensland Parks and Wildlife Services)	Integrated Cultural Opportunities Assessment (ICOA) for Great Walks of Queensland	Assisting the Queensland Government EPA and QPWS to investigate opportunities to implement the Queensland Government's Art Built-in policy through the Great Walks of Queensland. Development of the ICOA has included consultation with Traditional Owner Groups, and taken into consideration environmental impact, budgetary requirements, public accessibility, aesthetics and individuality of each area.
Redland Shire Council	Facilities feasibility study	Study into cultural facilities' development needs for the Shire, incorporating both qualitative and quantitative research amongst members of the public, reviews of current facilities, and consultation with arts organisations and practitioners. Subsequently asked to undertake several further facilities' related studies for the Shire.
Redland Shire Council	Review of Performing Arts Facilities	Subsequent to the facilities feasibility study carried out in 1998, we conducted a review of performing arts facilities in the Shire to inform short-term decisions which Council needs to take on development of performing arts facilities.
Redland Shire Council	Redlands Community Cultural Centre Options Study	Identifying and evaluating options for a significant upgrade or re-development of the existing Redland Community Cultural Centre, to include a customised performing arts facility. Following successful completion of the study. Council is now proceeding with construction of a 450-seat theatre space and ancillary facilities.
Shire of Yarra Ranges	Feasibility Study – Lilydale Court House	Positive Solutions was engaged by the Shire of Yarra Ranges to assist with defining a preferred future operating arrangement for the Lilydale Court House. This study will involve Identification of options and recommendations for the future use of the building for cultural (and possibly other community) purposes.
Tabcorp Holdings Limited	A New Museum for Singapore	Positive Solutions supported Tabcorp's initial development proposals for a major integrated resort at Marina Bay, Singapore, with concept development and detailed business planning for a new museum/visitor attraction focused on the theme of innovation and creativity. The project included benchmarking of new media centres and other institutions internationally, a series of brainstorming sessions, and consultation with a wide range of cultural organisations in Singapore.

Client	Title	Description
Urban Art Projects	Heart of the City – Streetscaping Features Project	Development of the ICOA (Integrated Cultural Opportunity Assessment) for the Gold Coast City to inform selection for public art works for the Heart of the City, including international research, community and stakeholder consultation.
Waikato District Council (Arts Waikato)	Waikato Creative Industries Innovation Centre, Hamilton (Scoping Study and Research Study)	Assisted the Waikato Creative Industries Innovation Centre Steering Group to undertake a scoping and research study for a regional creative industries innovation centre in Hamilton. The study included assessment of the proposed location, stakeholder consultation and further research into international models.
Waitaki District Council	Oamaru Opera House planning	Positive Solutions, with Williams Ross Architects, prepared options for Waitaki District Council for the future development of the Oamaru Opera House, and produced a business and operational plan following selection of a preferred option. The project included consultation with local residents, and with community, cultural and business organisations.
Wollongong City Council	Redevelopment of Wollongong City Town Hall	Demand assessment for a concert hall for Wollongong (or replacement of existing Town Hall), as part of a major CBD redevelopment. Options evaluation, public focus groups and preparation of an initial business model.
Wyong Shire Council -	Cultural Facilities Feasibility Study	Feasibility Study into the development of community cultural facilities for the new town centre of Warnervale.
Wyong Shire Council	Wyong PAC	Preparation of a detailed business plan and design brief for the proposed Wyong Performing Arts Centre. We are leading a team which includes Williams Ross Architects and a number of specialist consultants.

Board Development and Training

Client	Title	Description
Arts Queensland	Planning and Governance	During the introduction of significant changes to Arts Queensland's funding programs, we prepared and delivered a series of workshops on strategic and governance implications of organisational changes which might accompany the new funding regime.
Arts Queensland, Arts Tasmania, Arts SA, Northern Territory Department of Arts and Museums	Board Training	Prepared a customised program to train the Board members of arts and cultural organisations in Brisbane. The program covered the Board's involvement in fund-raising, advocacy, marketing, planning and human resource issues as well as clarifying Board/Trustees' legal and financial responsibilities. The Program was subsequently delivered for organisations in South Australia, the Northern Territory and Tasmania.
Arts SA	Income Generation Seminars	Developed a one day program for small and middle scale arts organisations to review all their independent fundraising and income generating options, assess their strengths and weaknesses in the field of income generation, and determine the most appropriate areas to focus upon.
Australia Business Arts Foundation	Draft of Business Case Guide for Small Scale Arts Organisations	Draft of a version of ABAF's Business Arts Partnerships Guide (AKA "Red Book) aimed at smaller-scale arts organisations, to improve on development of their business sector partnerships.
Australia Business Arts Foundation (formerly Australia Foundation for Culture and the Humanities) and The Australia Council	Arts Business Partnership Training	Development and delivery of a national program, assistance with a published Guide for arts organisations on the development of their business sector partnerships, and authoring of 12 in-depth case studies of arts-business partnerships.
Australia Business Arts Foundation and the Australia Council	Board Development program	Development of a national Board Training Program which aimed to assist small and medium sized arts organisations in building stronger boards and improving their governance processes.
Australia Council	Leadership in the Multicultural Arts Sector (in conjunction with Cultural Diversity Services)	National survey of officers working in the multicultural arts sector to identify professional development needs to strengthen leadership in the sector, advise on most appropriate training mechanisms, and initiate negotiations with potential training providers.
Australian Institute of Management	Governance and Leadership Training	Development of Governance and Leadership training programs for not for profit organisations, with the Governance program being delivered on a regular basis since early 2000.

Client	Title	Description
Department of Sports and Recreation	Governance and Leadership Training	Development of Governance and Leadership training programs for funded clients of the Department of Sports and Recreation in several locations throughout Queensland.
Desert Channels Natural Resource Management (NRM)	Governance Training	<p>Provision of customised governance training for the Board members of Desert Channels NRM (one of 14 regionally-based natural resource management groups in Queensland, formed to encourage sustainable land management practices in the South West of the State). The following NRM groups received the training:</p> <ul style="list-style-type: none"> ○ Burdekin Dry Tropics ○ Desert Channels ○ NRM South East Queensland ○ South West NRM (Charleville) ○ Mackay Whitsundays NRM <p>Implementation of an agreed management plan for the area.</p> <p>Positive Solutions also assisted with strategic planning and a communications plan for South West NRM.</p>
Home and Community Care	Governance and Leadership Training	Development of Governance and Leadership training programs for Home and Community Care Resource Units.
Non-profit Boards	Board Training	Delivered one and two-day training programs for several hundred arts and non-profit boards, both on an in-house basis and through open public programs with board members from a variety of organisations. Developed similar programs for the Australian Institute of Management and the Australia Business Arts Foundation.
Queensland University of Technology Fundraising Program	Arts Management and Fund-raising Training	David Fishel, Partner in Positive Solutions was engaged as adjunct professor to the Marketing School at QUT in Brisbane to deliver seminars on arts management and various aspects of fundraising from individuals, foundations and corporations. The program was directed at Development Officers in the cultural, educational and welfare sectors.
Toowoomba and Golden West Regional Tourism Association	Governance Training	Positive Solutions was engaged to deliver customised Governance Training for Toowoomba and Golden West Regional Tourism Association, one of a system of membership-based Regional Tourism Organisations supported by Tourism Queensland.
Tourism Queensland	Governance Training and Board Booklet	Positive Solutions was commissioned by Tourism Queensland to develop a handbook, Boards that Work , providing Governance advice for Regional Tourism Organisations throughout the state and to provide an overview of Governance issues for officers working with Tourism Queensland.

Client	Title	Description
University of Southern Queensland	Board Training	Provision of governance training for the members of the Board
The Wilderness Society	Board Training	Provided customised Governance training for the Management Committee, following consultation with members of the committee.

Governance Training and Planning Facilitation has also been provided for the following organisations, which include regional tourism organisations, natural resource management groups and not-for-profits:

Australia

- Aboriginal Health Service, Brisbane
- Alzheimer's Association
- Auswide Projects (Skills Training Employment Program)
- Baptist Union of Queensland
- Burdekin Dry Tropics
- Centacare
- Craft Queensland
- Desert Channels Natural Resource Management group
- Division of General Practice, Redcliffe Bribie Caboolture
- Endeavour
- Gold Coast Community Care
- Greening Australia – **Planning Facilitation**
- Guide Dogs for the Blind
- HACCC Resource Unit
- Interactive Theatre – **Planning Facilitation**
- Kooemba Jdarra
- Mental Illness Fellowship of Australia
- Mackay Whitsundays Natural Resource Management Group
- Mater Hospitals Trust
- National Aboriginal Islander Skills Development Association (NAISDA)
- National Seniors (Centre for Productive Ageing) – **Planning Facilitation**
- Natural Resources Management South East Queensland (SEQ)
- Object
- Opera Australia – **Strategic Plan**
- Outback at Isa
- Queensland Council of Social Services
- Queensland Police Citizens Youth Welfare Association
- Queensland Rugby Union
- Queensland Theatre Company
- Royal Flying Doctors Service
- St Luke's Nursing Service
- Schizophrenia Fellowship
- Sherwood Respite Service
- Somebody's Daughter Theatre, Melbourne – **Strategic Planning Facilitation**

- South West Natural Resource Management group
- Sundale Retirement Village
- Sunshine Coast Area Consultative Committee (SCACC) – **Strategic Planning Facilitation**
- Tasmanian Chamber of Commerce & Industry
- Tasmanian Public Trustee
- Toowoomba General Practice
- Toowoomba and Golden West Regional Tourism Association
- Tourism Queensland
- Tourism Whitsundays
- Tropic Sun Theatre – **Strategic & Business Planning Facilitation**
- University of Southern Queensland
- The Wilderness Society
- Youth Action

UK

- Arts Council of England
- British Film Institute
- Royal Shakespeare Company
- Royal National Theatre
- City of Birmingham Symphony Orchestra
- National Museums of Scotland

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