

AN UNLIKELY TOUR

**STRATEGIC
PLAN**

2022-2025



Cover photo: An Unlikely Tour, 2018
Photo credit: Cherrie Hughes
West to Winton, 2018
Photo credit: Alison Richardson

ACKNOWLEDGEMENT OF COUNTRY

Crossroad Arts acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of Australia. We deeply respect the Traditional peoples ongoing connection to Country and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. We acknowledge over 75,000 years of living culture and knowledge and the country on which we create our work, tell our stories through art making and where we live.

In Mackay, we acknowledge the Yuibera and Yuwibara peoples and their Elders past, present and emerging.

We also recognise the Australian South Sea Islanders and the injustices and discrimination the community has suffered for over a century. We recognise that Australian South Sea Islanders are proud of their heritage and that they continue to maintain their identity and links back to their island homelands.



LOOSE ENDS, 2018
Photo credit: Autumn Skuthorpe

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EXECUTIVE SUMMARY

Crossroad Arts has been at the forefront of inclusive arts practices for over twenty years. In and from regional Queensland, we are co-creating opportunities for social change with artists and communities alike. Crossroad Arts will continue to lead and champion equal representation for all artists.

We create highly visible, original and inclusive performance works that subvert the norm and embrace the unconventional. The work continues to agitate, spark discussion and promote Mackay as a leading inclusive destination that gives voice to stories that need to be heard.

From 2022-2025 through our local, national and international work, we will continue to play a significant role in ensuring the national arts ecology is actively involved in:

- Building creative and cultural capacity in communities, artists and industry.
- Providing a critical career pathway for emerging artists by linking them into the sector and broader environment.
- Showcasing visible, subversive and inclusive art led by our focus communities.
- Developing the next generation of cultural leaders through mentorships and training and development activities.
- Working with non-arts partners to develop skills in community engaged practice and program design.
- Seeking out and building the audiences of the future.
- Enriching artistic, social, cultural and political discourse.

We will spearhead strategic and collaborative partnerships with other leading national and international arts companies to explore exciting possibilities and reciprocal learning opportunities that benefit all artists and the communities we work with to support the inclusive arts sector at large. Creating a unified voice to diversify the culture of our stages and screens will create a stronger, wider and more lasting impact on audiences, participants and society.

By moving the company into a permanent and highly visible location to generate an inclusive arts hub, we will not only build the Mackay community's capacity, we will also increase Crossroad Arts' profile to state and national participants and audiences. The core mission of the hub will be to provide a convenient and accessible 'one stop shop' of creativity for the whole community.

We will continue to engage professional artists with and without disability providing important role models and demonstrating to our community the pathways that they can access to continue developing their own careers. We recognise that some artists face more complex barriers to career entry and development so we will work to address this through free and heavily subsidised training and development and paid employment opportunities.

Operationally, we will work to increase the capacity of the organisation to allow programs to grow, community engagement to deepen and to continue to secure private and non-government financial support. This increase in capacity will alleviate core staff from trying to straddle both the operation and creative aspects of the company leading to a more healthy, sustainable and balanced organisational culture. The Board will continue to be integral in assisting in fundraising efforts, profile raising and will provide a diverse range of skills and perspectives to guide the organisation strategically and with determination as we move into the next strategic term.

The company will be guided by our newly established Inclusive Arts Advisory Group and everything we do will be underpinned by our company values to achieve our vision of 'Arts for All'

Our work will be disability-led and self-determined with a focus on authorship and ownership, through collaborative and inclusive processes for artists with disability. We will foster cultural leaders and empower individuals to create a groundswell of new works that challenge convention and redefine aesthetics.

VISION, MISSION AND GOALS

Vision: Arts for all.

Mission: Through leading inclusive arts experiences, we will co-create new narratives with artists with disability that aim to change perceptions and shape the sector of the future.

Values: We will deliver our work in the context of the following:

- DIVERSITY: respect and embrace difference.
- SOCIAL JUSTICE: access and participation in the arts as a human right.
- FREEDOM: to express yourself creatively and culturally.
- INTEGRITY: acting honestly and valuing trust.
- AUTHENTICITY: enable individual expression through collaboration.
- INCLUSIVITY: arts for all.

Goals:

1. OUR ART: create highly visible, subversive and inclusive work.
2. OUR COMMUNITY: foster a diverse, active and proud community.
3. OUR IMPACT: amplify a broad range of powerful voices to enact systemic change.
4. OUR BUSINESS: develop a sustainable, viable and resilient company.

CONTEXT

Local/Regional

The Mackay region covers 7,622 square kilometres and is situated on the traditional lands of the Yuwibara and Yuibera peoples. Mackay is also home to the largest population of Australian South Sea Islanders, the Australian-born descendants of South Sea Islanders first 'black birded' to Mackay in 1867 as a source of labour for the burgeoning sugar industry.

We are around 115,000 community members strong according to the 2016 census. The Mackay region has a rich diversity of people from different cultural backgrounds, many of whom have contributed greatly in shaping our communities and economy. On census night 2016, 4.6% of the region's population (5,153 people)¹ reported a need for assistance with core activities due to a profound or severe disability. Additionally, 17% of the general population of people with disability live in an inner regional area.² Our socio-demographics are also diverse, and we recognise that vulnerable people in our communities need additional support to be able to engage with the arts, and have their voices heard through active participation and creation.

Queensland

One in five Queenslanders live with disability; many more are unable to participate in the arts due to disadvantaged circumstances. Crossroad Arts' programs, impacts and audiences reach beyond our local region into Northern and Central Queensland, and across Australia. Through our outreach programs, we are committed to working with regional and remote Queensland communities, giving them access to the arts. Successful collaborations with established Queensland companies such as Dancenorth and La Boite Theatre Company have further strengthened our standing as a leader in inclusive arts practice in Queensland. We are one of the biggest employers in our region of artists with and without disability.

¹ ABS 4430.0 Disability, Ageing and Carers, 2015

² ABS 4430.0 Disability, Ageing and Carers, 2015

National

Due to our positioning as Queensland's only contemporary inclusive arts organisation we remain a critical part of the arts and cultural infrastructure of the Central and Western, Queensland region and the broader ecology of the arts sector.

We are unique in the Australian cultural landscape because:

- We are an independent, community-led, inclusive arts company working with diverse regional and remote Queenslanders to promote their unique voice to the rest of the world through original, creative and collaborative story-telling.
- Underpinning everything that we do is the belief that creating artistic work that challenges assumptions through inclusive collaboration ultimately builds stronger communities.
- Our progressive, political ethos gives voice to alternative viewpoints and shifts perceptions of regional Queensland communities.
- Working within a Community Arts and Cultural Development (CACD) framework means artists and communities with and without disability are at the very centre of the work we produce.



Crossroad Arts is a great company because it includes and celebrates people with disability. I love performing with all the other talented people and meeting new friends.

- Billy Dyer
Performer



An Unconventional Tour, 2019
Photo credit: Celeste Heward

OUR ART

Visible. Subversive. Inclusive.

Artistic Program

Crossroad Arts' core Artistic Program falls under three pillars:

- 1. Artistic Development:** we deliver programs that are designed to ensure people grow as artists through rigorous, skills-based training in collaboration with professional local, national and international artists.
- 2. Community Development:** community is our driving force. Our work is underpinned by the belief that creating artistic works that challenge assumptions through inclusive collaboration ultimately builds stronger communities.
- 3. Outreach:** our outreach program is committed to working with regional and remote Queensland communities. By providing access to inclusive arts and cultural experiences we amplify and create platforms for their unique voices to be heard.

Our work from 2022-2025 will focus on:

- Highlighting important social, cultural and political issues for regional Australian communities through artistic and cultural expression. Targeting and engaging groups that are often overlooked within the inclusive arts sector, in particular people with an intellectual disability, those with alternative communication, those from diverse cultural backgrounds including Aboriginal, Torres Strait Islander and Australian South Sea Islander and those with hidden disability.
- Creating dynamic and excellent creative and artistic outputs with our focus communities.

- Providing wide and varied access points for training and development of artists with disability locally and nationally through workshops, masterclasses and residencies.
- Fostering the development of cultural leaders with disability through structured pathways that provide a springboard to meaningful and supported employment opportunities within the company, and community, as artists and arts workers.
- Creating a sustainable disability- led ensemble of core performers to develop new and tour-ready, contemporary performance works.



The last stop on the tour was a beautiful way to finish a great night – mingling together and celebrating our differences in an inclusive environment.

- Telina James
Engagement Officer



C.R.U.S.H, 2019
Photo credit: Leah McLean

Artists

We are committed to inclusion and diversity, working with people of all ages and from a range of cultural and economic backgrounds.

We collaborate with those with little to no artistic experience, those who are emerging and those that are seeking more professional development opportunities.

We are interested in working with those that may slip through the cracks, have a diverse range of needs and perspectives and are often put in the 'too hard' basket or rendered problematic.

As one of the largest employers of local artists in the region we are committed to the up skilling, training and mentoring of local arts workers and artists in inclusive methodologies and practices.



Just awesome to see the community doing something to remind other that we are all the same people. Amazing messages. So professional. Thanks for a great night.

- An Unconventional Tour Audience member

Process

We don't see disability as something to overcome, transcend or fix. We work with the principles of the social model of disability to adopt a holistic and human rights-based approach that allows us to facilitate and enable a true creative and authentic expression with all those we work with.

Our work is:

- collaborative and responds to community demand.
- embedded and determined by community.
- inclusive, authentic and directly engaging with all members of the community including regionally based artists to generate cultural engagement and activity where agency and ownership is integral.

By collaborating with our community, unique stories are uncovered and unlikely partnerships are formed. We use these threads to connect the community, create vibrant spaces and experiences that strengthen the overall health and wellbeing of our region.

Our work layers texture and richness to create truly inclusive and transformative contemporary performance where the fresh perspectives and lived experiences of disability challenge and redefine aesthetics.



An Unlikely Tour, 2018
Photo Credit: Cherrie Hughes

OUR COMMUNITY

Diverse. Active. Proud.

Focus Communities

Our focus for 2022-2025 is to deepen our engagement with our audiences and communities through our artistic, community and outreach programs.

We will:

- be guided by an active and diverse Inclusive Arts Advisory Group.
- be informed and advised by Ambassadors through the Ambassador Program.
- continue to build on our relationship with other inclusive arts groups in Mackay.
- welcome groups, individuals and organisations to utilise our accessible space and maximise its central and highly visible location space.
- lead and build on creating a convenient 'one stop shop' of creativity for the whole community with access and inclusion at its core to further generate a sense of togetherness, belonging and pride.

We're excited to uncover and give visibility to stories that often go untold and to highlight the strength and hopes of our most vulnerable community members. We are motivated to authentically represent those that are underrepresented or misrepresented and are interested in debunking myths, smashing stereotypes and working to create positive impact within our community.

4.3 million Australians (18.3 %)³ are estimated to have disability which is increasing due to our ageing population.

The above statistic coupled with our regional locality which can present limited opportunities, resources and services and an increased likelihood of social and cultural isolation lead us to work with some of the country's most vulnerable people; those with disability of all ages and backgrounds living in regional Australia.

³ ABS 4430.0 Disability, Ageing and Carers, 2015

Inclusive Arts Advisory Group

Our newly formed Inclusive Arts advisory group comprises of members who all have a diverse range of lived experience of disability.

From 2022-2025 the group will deepen and strengthen their engagement with Crossroad Arts and will become active 'agents for change' across the community. The group will be employed to assist with profile raising and creating connection within their specific community, e.g. a Deaf community member to engage and attract the community to events, productions, workshops etc.

Ambassador Program

Selected community members with disability who are artists or have an interest in the arts will be invited to become champions for inclusive arts and will also become change agents in the community.

Ambassadors will represent a broad range of disability ie sensory, physical, intellectual, hidden (eg mental, Aspergers).

There will be paid opportunities in the below areas:

- Speaking engagements- promoting inclusive arts at conferences, seminars, functions and events.
- Workshop Facilitation- co-facilitating workshops alongside an experienced inclusive arts practitioner.
- Schools engagement- speaking at schools and showcasing work.
- Devising new performance work.

Ambassadors will also be given the opportunity to attend leadership courses and seminars where their access requirements and fees will be met.



Partners

Our authentic storytelling highlights important social, cultural and political issues for regional Australian communities through artistic and cultural expression. This is achieved through reciprocal relationships with strategic, creative and cultural partners.

We ensure partnerships target and engage groups that are often overlooked within the inclusive arts sector, in particular people with an intellectual disability, those with alternative communication, those from diverse cultural backgrounds including Aboriginal, Torres Strait Islander and Australian South Sea Islander and those with hidden disability.

Driving and securing strong, robust and sustainable partnerships amplifies visible, subversive and inclusive art making.

We aim to deepen these connections with the following stakeholders:

Sector

Arts:

- **Artists with and without disability:** we support and partner with established, emerging and high potential artists and leaders with and without disability.
- **Leading contemporary arts organisations:** those leading in inclusive arts practice and organisations willing to implement accessibility initiatives.
- **Government:** local, state and federal peak funding. Direct support through funding, in kind resources including venues, marketing and advocacy across the sector as a whole.
- **Non government:** disability arts and advocacy bodies.
- **Philanthropy:** philanthropic and private sector donors invested in the sustainability and capacity of the arts sector in regional/rural Australia.

Non-Arts:

- **Disability service providers:** advocacy, profile raising of the organisation, assist in uncovering new talents and people over 18+ who have limited day activities in a regional context.
- **National Disability Insurance Agency:** Crossroad Arts will access NDIA funds for artistic program that will also develop leaders with disability in the sector.

Community

Arts:

- **Wider community in remote or regional communities:** identifying arts and cultural groups/ services/events in regional Australia and providing access to professional artistic opportunities.

Non-Arts:

- **Businesses:** non-arts businesses to create unlikely meeting points in creative works and private sector support. For example, an artist with disability occupying a tattoo shop as part of an artistic residency or a local real estate agent sponsoring project costs.
- **Other services:** intergenerational and intercultural projects that create powerful works and profound connections. For example, Aboriginal, Torres Strait Islander and Australian South Sea Islander organisations, aged care residences, schools, culturally and linguistically diverse meeting places, mental health services and youth at risk.
- **Accessibility services:** such as Deaf Services Queensland, Vision Australia, The SubStation (captioning and audio description company) and audio describers.



OUR IMPACT

**Amplified.
Broad.
Powerful.**

Markets

Our mission underpins all of Crossroad Arts messaging and is demonstrated by determined profile raising through traditional and non-traditional channels.

We will continue to identify and target key markets through the development of unlikely partnerships and by leveraging the networks of supporters, service providers, art and non-art organisations and peak bodies.

Our messaging and communications aim to give voice to the unheard, disrupt and provoke alternative narratives in public spaces to shake up and shift societal norms.

Local

Our regional positioning presents us with both opportunities and challenges in ensuring voices of artists with disability are easily accessible across all branding and communications.

Trust and genuine relationship building are critical to the success of our engagement and audience development.

Our local markets feel connected and invested in Crossroad Arts. Due to our population size and recent economic revitalisation, championing in any area of the community is seen as a success for the whole community and is promoted with pride. This ownership results in accelerated community engagement and private sector investment.

National/International

As a result of effective collaboration, our organisation remains a critical part of the arts and cultural infrastructure of the Central and Western, Queensland region. In doing so we genuinely represent the stories of regional life.

With the current spotlight being on people with disability and the increasing willingness and interest from mainstream companies, programmers and curators to work more inclusively and diversely Crossroad Arts will be at the forefront of these shifts as a leading and pioneering inclusive arts company who has worked in this space for over two decades.

By creating a unified voice to diversify the culture of our stages and screens, we will create a stronger, wider and more lasting impact on audiences, participants and society at large. This includes developing the sector by offering continued employment and leadership pathways for artists with disability.

We will push the boundaries with and address the interests of the following markets across the sector:

Artistic

- Artists with and without disability
- Established, emerging and high potential leaders with disability as artists in residences and Ambassadors
- Local community arts and festival stakeholders including visual arts, music, dance, film and theatre
- Leading contemporary arts organisations including theatre, visual arts, festival, literature, music, dance and cross-cultural
- Established artists and arts leaders with disability nationally
- Peak bodies for the arts and inclusive arts
- Intergenerational and intercultural communities
- Ages - children to 100 years
- Accessible venue owners - Mackay Entertainment and Convention Centre
- Local, state, federal and philanthropic funding arms
- Accessible venues and presenters
- Interns and arts practitioners seeking for training and development

Community

- Accessibility agencies and peak bodies
- Aboriginal, Torres Strait Islander and Australian South Sea Islander communities
- Friends and families of people with disability
- Supporters/champions who promote the work to the wider community
- People who live in remote or regional communities
- People who exist on the fringes, marginalised and are often forgotten or overlooked
- Unemployed people, low income families and middle-upper income families
- Students or interns interested in work placement, training and development opportunities

Non- arts

- Disability and health service providers
- Schools, alternative education and home-school groups
- Peak bodies for disability services and agencies
- Local government and tourism
- Private sector supporters/champions – patrons, partners and donors
- Access services



It always feels a bit special and surreal to be in such an 'inclusive' environment, where everyone is listened to and respected equally and all contributions are valued.

- Georgia Cranko
Artist





LOOSE ENDS, 2018
Photo credit: Alison Richardson

OUR BUSINESS

Sustainable. Viable. Resilient.

Organisation

Internal and external situation

Internal

Crossroad Arts has a team of skilled people involved in all areas of the organisation. Both employees and Board members are committed to the organisation's vision of Arts for All. Our CEO/ Artistic Director has a nationally recognised reputation for her commitment to community arts and improving social participation for people with disability. Many of the Board members have had a long involvement and association with the organisation. This has provided stability and cohesion particularly going through the significant event of the retirement of the founding CEO/Artistic Director in 2017 and the appointment of his successor.

Being a small organisation, one of the challenges is the limited capability to expand outside of the delivery of the artistic program. This impacts the sustainability of the organisation as external funders have an expectation the organisation can generate alternate income. With only capped staff capacity there are limits to the ability to expand into new horizons such as the National Disability Insurance Scheme (NDIS) which is critical to our stakeholders and artists being able to participate effectively.

An additional challenge is the limited pool of specialist skills available in a regional community to work and support the arts and disability sector. A significant amount of time goes into mentoring and developing these skills from core staff and then often that person will leave for more opportunities in a metropolitan area.

Developing other income streams is a key priority to reduce risk and reliance on funders and increase the stability of the organisation.

External

Crossroad Arts has a well-established reputation of delivering high standard creative programs and the presentation of original and new performances. For over twenty years the organisation has celebrated the lives of communities at regional, national and international levels.

The organisation has held strong and positive relationships with key stakeholders including state and federal funding bodies, and organisations which support the arts, disability and aged sectors.

The employment of the new CEO/Artistic Director has provided the opportunity to reinvigorate interest and demonstrate the value of the organisation by exploring and creating new ideas and partnerships. This has assisted with growing the supporter base for the organisation. Federal government incentives such as the NDIS have created the potential to expand partnerships, develop social and community capacity and create income diversification and business streams for the organisation.

Our key risks/ challenges over the next four years are:

- Ongoing sustainability through loss of support from key funding bodies.
- Missed opportunities with expanding the organisation through need to focus on operational matters.
- Limited market for artistic offerings.
- Inability to create new and diverse income streams.
- Succession planning for both key staff and board members.
- Ability to attract and retain casual staff/ arts workers.

- Tyranny of distance being costly creates difficulties staying connected within state and national conversations.
- Capacity to provide programs and opportunities outside of the Mackay region.
- The impact of the rise in global temperature.

Whilst it is important to identify our key challenges, we believe there are many opportunities.

Our opportunities include:

- Raising the profile of the organisation locally, nationally and internationally.
- Showcasing existing work.
- Being established and recognised as an inclusive arts centre – a home for our regional communities.
- Establishing an income diversification plan which will assist with the organisation being less reliant on the usual funding streams.
- Building local, regional and state sector capacity through the development of arts workers with and without disability and including the creation of an ensemble of core performers.
- Becoming recognised as a regional advocacy leader for accessibility and social inclusion matters.
- Building new audiences and tour-able work.
- Developing sustainability through building regional leadership, new partnerships and collaborations including exploring social and community participation opportunities through NDIS.
- Delivering organisational excellence with all policies and procedures in place.
- Resilience building – through creative recovery and response to natural disasters that may occur locally.



If Crossroad arts does not exist, it would mean there would be no access or support for people with disability including me and I believe that it would be extremely difficult for me to work as an artist which would also not be available if there are no support from anyone who does not know anything about disabilities.

- Brenden Borellini
Artist in Residence and Ambassador

Board

The Board of Crossroad Arts provides effective governance that is adaptable, responsive and competitive in a challenging financial environment for the arts and cultural sectors.

It is collectively comprised of diverse views, skills and knowledge within the arts and disability community and private sectors, locally and nationally.

As the stewards towards our vision of 'Arts for All', the Board actively supports the artistic vibrancy, relevance and sustainability of Crossroad Arts.

In collaboration with staff the Board ensures that the organisation remains buoyant as we explore the transformative potential of our art making and navigate uncharted territory.

The Board's main functions are fiduciary, legal, governance and policy making, strategy and fundraising.

Specifically, these duties include:

- Set policy and key performance indicators.
- Create and actively participate in any required sub-committees.
- Review, approve and monitor the annual budget and financial performance against budget.
- Recruit, select, support and manage the performance of executive staff.
- Conduct and set long-range strategic planning.
- Represent Crossroad Arts to the community, government, funding bodies and philanthropists.
- Assist in fundraising.
- Approve and evaluate the artistic programming.
- Review and renew its own performance against its objectives.
- Board succession - increasing representation and inclusion of people with disability at a governing level.

Delegation and monitoring

- 6 meetings minimum per/year and monthly financial reporting with comprehensive reporting against all key performance indicators, safety and strategy (including financial).
- Monthly financial reporting to delegate of the Board for distribution.
- Compliance calendar including obligations of both operational and Board.
- Regular financial reviews managed by key staff and Financial sub-committee.
- A Board charter that sets out the Board's purpose, structure, function, culture and expectations.

- A comprehensive list of protocols and procedures including financial delegations, approval procedures, reporting against strategy on all projects.

The Board monitors its own performance through reviews (external and internal) and continuous renewal strategy.

Succession

The Board is committed to ensuring diverse and inclusive community representation and has developed a number of strategies for recruitment and diversity of Board members.

Our strategies include:

- A skills matrix of Board member skills, knowledge and experiences.
- Detailed annual induction programs.
- Training days to remain current in inclusive practices/ protocols (e.g. Disability Awareness, Mental Health First Aid, Working in First Nations context; LGBTQI Awareness; and Unconscious bias). Also in Board member roles and responsibilities, skills development for succession planning.
- Development of key governance documents such as a Board charter, Delegation of Authorities and Code of Conduct for Board members.



An Unlikely Tour, 2018
Photo credit: Cherrie Hughes

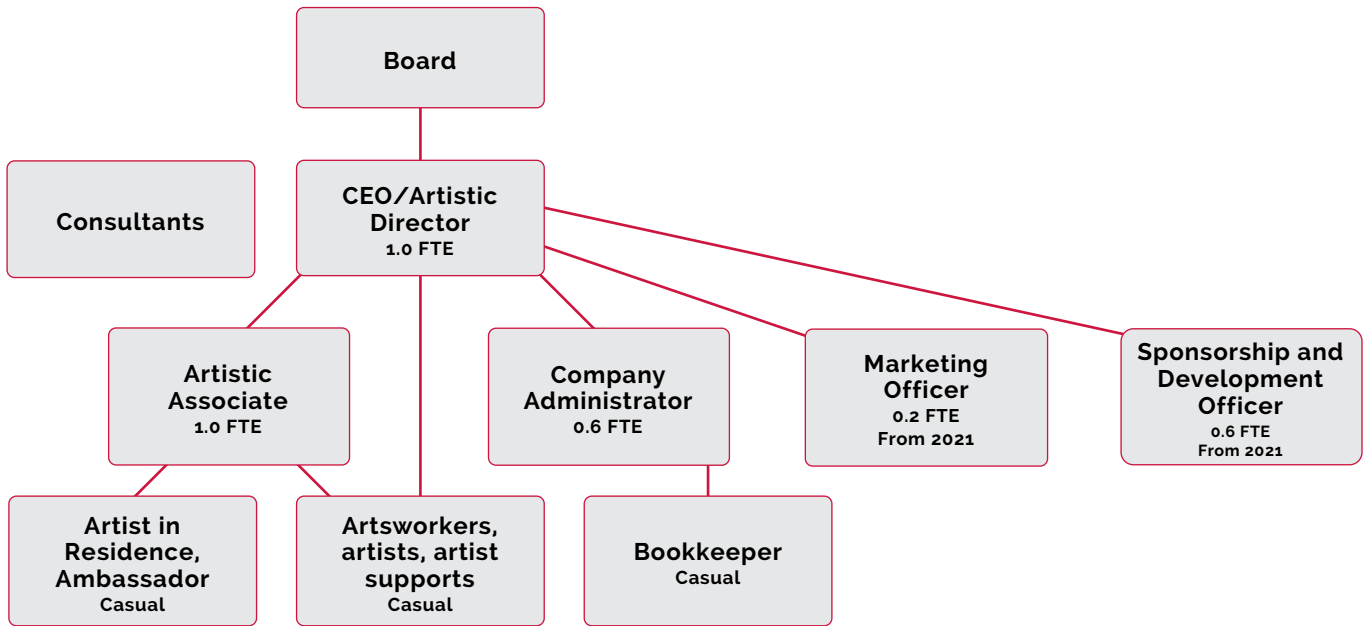
Staff

Inclusive employment strategies are a core component of Crossroad Arts work in 2022-2025.

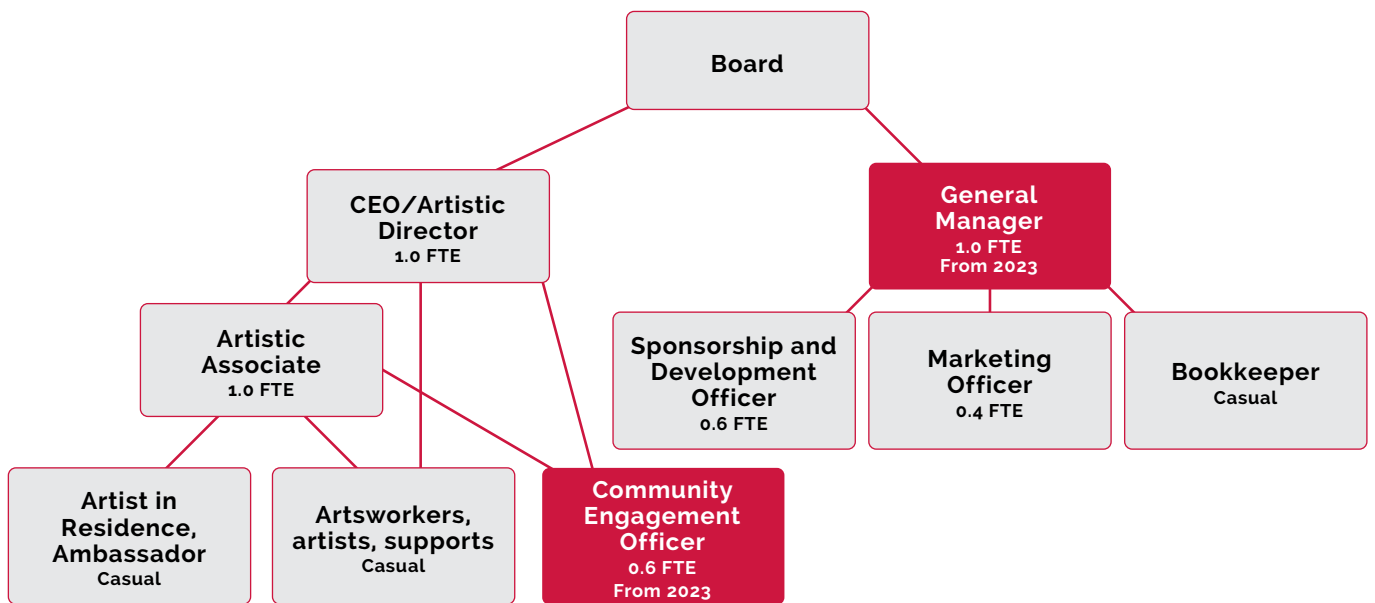
Fostering the development of arts and cultural leaders with disability through structured pathways that provide a springboard to meaningful and supported employment opportunities with the company in both operational roles and as artists and arts workers.

We ensure that access to employment embraces all, regardless of an individual's access requirements, gender/identity, orientation, culture or religion.

Current staff structure



2022-2025 staffing structure:



N.B. New roles are highlighted in red.

Succession

Crossroad Arts inclusive arts practice requires trained staff that are equipped with the right skills to work intuitively, respectfully and with zeal. In a regional context uncovering and retaining key staff with these niche skills is a challenge.

Considerable time and resources are invested to train and develop artists, arts administrators and arts workers living in Mackay and then they are saluted as they accept opportunities in metropolitan areas.

To maintain a diverse pool of employees to call upon for projects and regular programming the following strategies have been developed to ensure the artistic legacy of Crossroad Arts into the future.

1. Executive team

Crossroad Arts has identified the value in investing in specialised recruitment consultants with experience and networks within the sector. This has been useful to attract high quality candidates for positions like Artistic Director/CEO.

2. Artists/ Arts workers/ Artist Supports

Community members demonstrating the right intrinsic qualities are identified and provided regular grassroots training and development to deliver projects in co-facilitator or artist support roles.

We provide wide and varied access points for training and development of artists with disability locally and nationally through workshops, masterclasses and residencies.

A sustainable disability-led ensemble of core performers to develop new and tour-ready contemporary performance works ensures structured pathways to support the development of professional artists with disability.

Crossroad Arts provides leadership opportunities that lead into regular employment pathways whilst increasing the capacity of the organisation.

3. Knowledge and processes

Crossroad Arts maintains and reviews ongoing codification of processes, systems and the documentation of cultural memory to ensure that new employees can easily access and deliver the key goals of the organisation.



Measures

Evaluation

We capture data from audiences, participants, partners and stakeholders through surveys, anecdotal story gathering, capturing and measuring transformations as a result of engagement through documentation including surveying, anecdotal and photography and film.

- Surveys provided to audience members and collated for acquittals, future grant applications and for inclusive arts advocacy.
- Identify key community members to provide feedback on specific areas of the project during and after its completion: access, social engagement, capacity building, artistic and professional development as an example.
- Volunteers, contractors and staff to provide feedback on operations, project management and audience observations during informal discussions, debriefs and in surveys.

Our methodology will analyse and evaluate complex qualities of a project: such as qualitative data or emotional impacts.

- We will utilise a participatory approach: interviewing and through accessible methods to measure the changes in confidence, social networks and skills by interviewing participants, artists, stakeholders and their supports.
- Inviting participants to provide personal stories of the significant change as a result of the participation.
- Capturing these changes through active debriefing with arts workers and staff involved in the projects.
- Utilising photography and film to capture the stages of a project's development and completion i.e. community consultation, creative development, rehearsal and performances. Reflections after the completion of the project.

We are also aware of the limitless ripple effect of our advocacy work across the community. We document the impact and monitor through regular consultation the access initiatives implemented as a result of our advocacy through inclusive arts practice.



Artspace Mackay is committed to inclusivity and equal access to our exhibitions, activities and events for all. In 2018 Artspace Mackay staff participated in an access forum facilitated by Crossroad Arts and, after hearing an impassioned talk from Arts worker Brenden Borellini about the effective use of braille in café and restaurant menus he encountered on a recent trip overseas, we quickly introduced both braille and large text format menus into our adjacent Foodspace café. We have also introduced regular Auslan interpretations of artist and curators' talks. Our commitment to these inclusion activities has certainly been influenced by the incredible work Crossroad Arts does in advocating for high levels of accessibility and disability awareness within our local institutions.

- Tracey Heathwood
Director Artspace Mackay

APPENDIX

Key Performance Indicators

Goals	KPI	Target 2022	Target 2023	Target 2024	Target 2025
OUR ART <i>Visible. Subversive. Inclusive.</i>					
Work					
Create highly visible, original and inclusive performance works that subvert the norm and embrace the unconventional (<i>Major cross community production for Mackay Festival of the Arts</i>)	Number of major productions	1	1	1	1
Creative development for tour- able performance works	Number of creative developments		1		1
Creation of national/international tour-able performance works	Number of tour-able works	1		1	
Audience satisfaction	% of audience members who rated the work excellent or good	98%	98%	98%	98%
Increase employment opportunities for emerging and professional artists with disability	% of artists with disability employed during major works and projects	60%	70%	80%	85%
Development					
Support the development of local artists with disability (<i>Artist in Residence</i>)	Number of regular local Artist in Residence programs both short and long term	2	2	3	3
	% of artists and collaborators from our focus communities	100%	100%	100%	100%
Support the creative development of disability led new performance work; including individuals, collectives and companies (<i>CONVERGE- artist residencies with La Boite and Dancenorth</i>)	Number of annual CONVERGE programs	1	1	1	1
	% of artists and collaborators from our focus communities	50%	50%	50%	50%
Training					
Maintain and grow an annual skills-based training intensive for emerging and professional artists in collaboration with local, national and international artists (<i>C.R.U.S.H</i>)	Number of participants, artists and collaborators from our focus communities	50	55	60	70
Community development and capacity building	Number of training opportunities for students/ arts workers such as internships	2	2	2	2

Goals	KPI	Target 2022	Target 2023	Target 2024	Target 2025
OUR COMMUNITIES <i>Diverse. Active. Proud</i>					
Access					
Establish and be guided by an Inclusive Arts Advisory group	% of people on Inclusive Arts Advisory group from our focus communities	100%	100%	100%	100%
Be leaders in access and inclusion	% of Auslan interpreted events	100%	100%	100%	100%
	% of Audio described events	30%	35%	40%	40%
	Publications provided in alternate formats (Easy Read, braille, large print)	100%	100%	100%	100%
	All participants' access requirements met	100%	100%	100%	100%
Advocacy					
Develop strong, resilient arts leaders with disability	Number of Ambassadors in Ambassador Program	5	5	5	5
	Number of events and engagements attended by Ambassadors	7	10	10	10
Development					
Increase community engagement through the employment of a Community Engagement Officer	Number of participants in regular Workshop Program	50	55	60	65
	Number of partnerships procured eg. schools, services, community organisations	5	7	10	10
	Number of community workshops locally and throughout Central QLD i.e schools, services, community organisations	25	30	35	35
	Number of participants in community workshops (total)	500	600	700	700
Participant satisfaction	% of participants who rated the programs good or excellent	98%	98%	98%	98%
Employment opportunities for people with disability as co-facilitators and arts practitioners	Number of people with disability employed	4	4	5	5

Goals	KPI	Target 2022	Target 2023	Target 2024	Target 2025
OUR IMPACT <i>Amplified. Broad. Powerful.</i>					
Profile					
Increased visibility through employment of Marketing / Communications Coordinator	% of new people on e-news database	20%	25%	30%	32%
	Number of TV, print, radio and online - local	30	35	40	42
	Number of TV, print, radio and online - state	7	8	9	9
	Number of TV, print, radio and online - national	3	4	4	4
	Number of TV, print, radio and online - international	2	3	4	4
	% increase of new online supporters (social media)	50%	50%	50%	50%
	% of new audience members	50%	50%	50%	50%
Partnerships/ collaborations outside the LGA (Local Government Area)	Number of partnerships/ collaborations	7	7	9	9
Engagement					
Increase audience attendance of artistic program	Total attendance	7,500	7,500	10,000	12,500
OUR BUSINESS <i>Sustainable. Viable. Resilient</i>					
Capacity					
Retention of core staff/increase capacity	Number of key positions filled	6	6	6	6
Development					
Training and development of regional inclusive arts workers and artist supports	Number of practitioners trained and developed	5	5	5	5
Increased income streams through the employment of a Sponsorship and Development Coordinator	Total raised funds through the Annual Appeal	12,500	15,000	17,500	18,000
	Total raised funds through LOOSE ENDS	6,000	7,000	8,000	9,000
	Number of major private donors including foundations and individuals	1	2	2	2
Secure non-government funding	% non-government income to government income	25%	27%	31%	33%
Governance					
Diversity of Board members	% of PWD, Aboriginal and Torres Strait Islander, CALD, LGBTQI+, regional and remote representation, diverse age range	More than 75%	More than 75%	More than 75%	More than 75%
Board succession	Number of 'shadow' members in training	2	2	2	2
Maintain active fundraising subcommittee	Provide support and advice on fundraising campaigns	✓	✓	✓	✓

Financial Overview

	2022	2023	2024	2025
Income				
Performance, Activities and Sales	45,000	33,000	45,000	45,000
Donations, Fundraising and Sponsorship	18,500	22,000	25,500	29,000
Interest and Other Unearned and Earned Income	600	600	600	600
Arts Queensland Operational Grant	150,000	150,000	150,000	150,000
Arts Queensland Other Grant/s				
Australia Council Operational Grant	150,000	150,000	150,000	170,000
Australia Council, Other Grant/s				
Philanthropic Grant/s Funding	100,000	120,000	150,000	170,000
Other Local Gov't, State and Commonwealth Grants	190,000	185,000	185,000	185,000
Total Income	654,100	660,600	706,100	749,600
Expenditure				
Artists, Other Creatives and Production Personnel	92,331	62,900	89,940	102,640
Administration Salaries and Fees	317,740	351,300	360,100	374,300
Salaries and Fees On-costs	34,229	37,500	40,000	41,600
Administration Costs	100,750	103,300	105,860	110,050
Production, Program and Touring Costs	81,540	77,355	80,955	93,400
Promotion, Marketing and Documentation	22,100	22,700	23,200	23,800
Total Expenditure	648,690	655,055	700,055	745,790
Annual Surplus (Deficit)	5,410	5,545	6,045	3,810

Artistic Program Overview

Artistic Program Overview 2022-2025

Pillar	Program	Location	Partners	2022	2023	2024	2025
Artistic Development: Programs that are designed to ensure people grow as artists through rigorous, skills-based training in collaboration with professional local, national and international artists.	C.R.U.S.H <i>Community. Regional. Up Skill. Haven</i> 3 day intensive in contemporary performance making for people with and without disability with all levels of experience	Mackay	La Boite Theatre Company and Dancenorth. Possible other partners include: Back to Back Theatre, Restless Dance and DADAA.	●	●	●	●
	CONVERGE <i>Artists in Residence</i> An artist with disability will be given time, space and a stipend to create new performance work across 3 QLD companies	Mackay, Townsville and Brisbane	La Boite Theatre Company, Dancenorth, Mackay Entertainment and Convention Centre	●	●	●	●
	Major production Major cross community production as part of Mackay Festival of the Arts	Mackay	Mackay Festival of the Arts	●	●	●	●
	National/ international tour-able disability-led performance Funded performance created and led by artists with disability that is ready to tour both nationally and internationally.		Possible presenters include: Sydney Festival, Edinburgh Fringe Festival, Unlimited Arts Festival, Perth Festival, Melbourne Festival	●		●	
	Community Development: Our work is underpinned by the belief that creating artistic works that challenge assumptions through inclusive collaboration ultimately builds stronger communities.	Performance in the Gallery Weekly workshop exploring & responding to current exhibition through music, movement and performance. Fee for service. Targeting 18+yrs from disability day services.	Mackay	Artspace, Mackay	●	●	●
	LOOSE ENDS Annual fundraiser. Quirky, short performance evening showcasing performers with and without disability.	Mackay	Mackay Entertainment & Convention Centre	●	●	●	●
	School holiday performance workshop 3 day workshop exploring & responding to current exhibition through music, movement and performance. Fee for service. Targeting 7-12 yrs and 13-17yrs participants with and without disability.	Mackay	Artspace, Mackay	●	●	●	●
Outreach: We are committed to working with regional and remote Queensland communities giving access to arts and cultural experiences	Workshops in multi media, music production, performance	Mackay, Moranbah, Dysart, Sarina, Clermont, Emerald, Bowen	Isaac Regional Council, Central QLD Regional Arts Services Network, Sarina Youth Centre, Moranbah Arts Centre	●	●	●	●



Contact Us

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