



ausDANCE  
QLD

Ausdance Queensland  
Strategic Plan  
2022-25

Ausdance QLD Strategic Plan 2022-25

## VISION

An innovative, sustainable, capable and inclusive dance ecology for Queensland.

## MISSION

Ausdance QLD advocates, provides support and builds capability for the Queensland dance sector

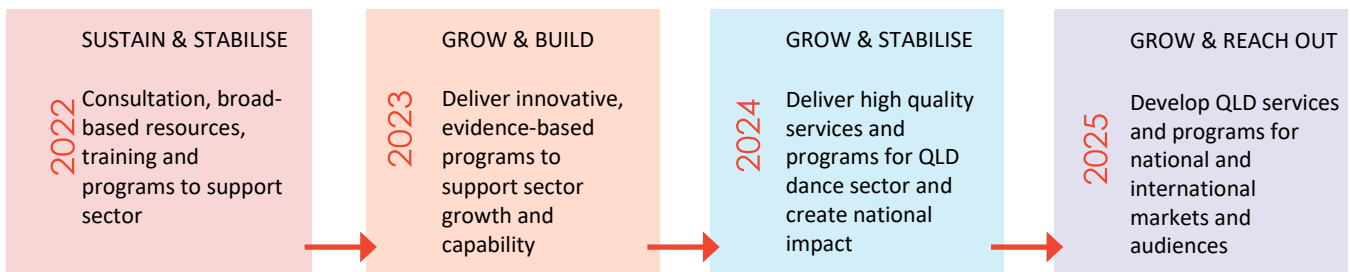
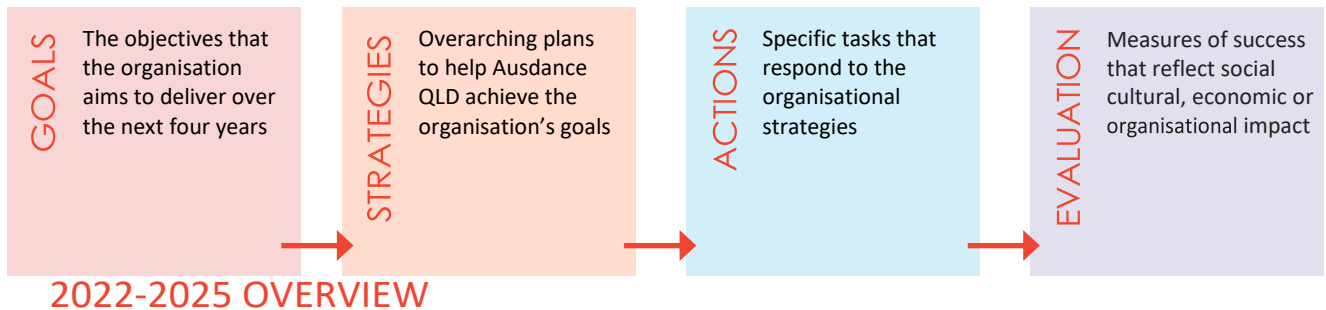
The community of Ausdance QLD acknowledges the Traditional Owners of all Lands and Countries on this continent. We pay particular respect to Elders, Cultural and Community Leaders, and emerging leaders. With this understanding of the country's First Peoples, we are grateful for our place in learning and serving dance, Arts and Culture in Queensland. Ausdance QLD prioritises First Nations' perspectives throughout the organisation, our work and all we support.

Ausdance QLD champions excellence, sustainability, innovation, creativity and diversity in dance by providing services, training and resources to dancers, artists, teachers, students, organisations and audiences to build the long-term capacity of the dance sector across Queensland.

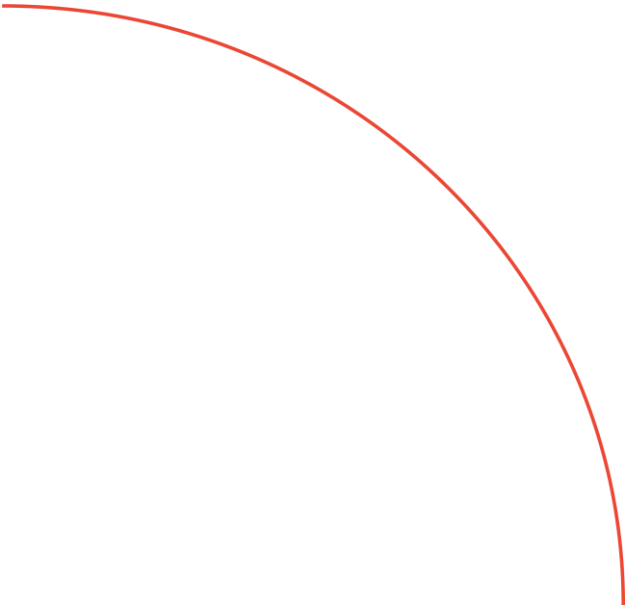
Ausdance QLD aims to respond to sector needs by:

- Providing strong advocacy and leadership for Queensland dance
- Creating systems and programs improving the quality of Queensland dance and dance education
- supporting education, sector development and sustainable career pathways
- improving and increasing participation, inclusivity and diversity in dance
- building and maintaining strong organisational capacity and resilience

## STRATEGIC FRAMEWORK OVERVIEW



# STRATEGIES



## PRIORITY 1:

### Advocacy and Leadership for the Queensland Dance Sector

#### GOALS

- Queensland dance sector feels supported and well represented in local, national, global and digital spaces.
- Queensland dance sector First Nations members are appreciated, valued and influence policy across a wide range of delivery areas
- Queensland dance sector can easily access timely, accurate and comprehensive information relating to the Covid-19 pandemic.
- The Queensland dance sector is regulated with standards in child safety, safe dance practice, education and pay scales.
- Ausdance QLD has a large, diverse and active membership who are able to communicate their needs and have confidence that their input is being actioned.
- Ausdance QLD is the frontline body of knowledge for the dance sector in Queensland and is active in scanning, connecting and promoting the work, efforts and contributions that dance plays in the lives of all Queenslanders.

#### MEASURES OF SUCCESS

##### *Cultural, Social and Economic Impact*

- Increased local, state, and federal political presence and support for Queensland dance events and experiences.
- Involvement in strategic and policy government decisions relating to the Covid-19 pandemic.
- Improvement of profile and reach of small dance businesses and companies.
- Endorsement, publication and adoption of regulations and standards for dance businesses, organisations and practice.
- More demand for Queensland dance practitioners, dance experiences and increased participation and audience attendance.
- Members feel valued, represented and part of a strong and supportive community.

##### *Organisational Impact*

- Existing memberships retained and 40% increase of new memberships year-to-year.
- Increased member satisfaction and participation in Ausdance QLD's services, programs, activities and online platforms.
- Members and the general public agree that the Ausdance QLD online platforms provide accurate, current and relevant information.

Strategy	Actions
1.0 Prioritise First Nations Peoples and ensure members develop greater Cultural capability	<ul style="list-style-type: none"> <li>• Ensure First Nations’ members lead or participating leading in the development of all Ausdance QLD programs</li> <li>• With advice, ensure members follow correct Cultural protocol throughout their activities</li> <li>• Encourage connection, communication and understanding between First Nations peoples and non-Indigenous members</li> <li>• Support increased technical and professional capability of First Nations’ members</li> </ul>
1.1 Influence public opinion and policy by advocating for dance at the local, state, national and international level.	<ul style="list-style-type: none"> <li>• Develop a multi-channel communication and advocacy strategy to promote Queensland dance, dance culture &amp; participation, dance artists and dance educators.</li> <li>• Lobby government to promote the social, cultural and economic value of dance and influence policy at the local, state and federal level.</li> <li>• Ensure Queensland dance is represented at significant industry events, conferences and forums.</li> <li>• Prioritise First Nations’ voices in all public opinion and policy activities</li> </ul>
1.2 Encourage standards for dance practice by leading the development and adoption of industry regulations.	<ul style="list-style-type: none"> <li>• Lead the development and adoption of regulations and standards for safe dance practice in collaboration with academics and industry professionals.</li> <li>• Lead the development and adoption of child safe regulations and standards in collaboration with academics and industry professionals</li> <li>• Provide assessment and endorsement services for practitioners and organisations.</li> <li>• Review and provide information on pay scales, remuneration and insurance for dance practitioners, educators and organisations.</li> </ul>
1.3 Engage with the sector to build membership and encourage diverse sector representation.	<ul style="list-style-type: none"> <li>• Engage in regular consultation and ensure members have multiple communication channels to provide input and feedback.</li> <li>• Prioritise inclusion of First Nations members</li> <li>• Provide a range of relevant benefits for members across different dance professions, practices, genres and regions.</li> <li>• Increase engagement and collaboration with dance businesses, educators and organisations to build sector knowledge and enhance Ausdance QLD’s profile.</li> </ul>
1.4 Ensure current and relevant information about the Queensland dance sector is available and accessible.	<ul style="list-style-type: none"> <li>• Map the Queensland dance sector to ensure Ausdance QLD can provide current and accurate information about dance across the state.</li> <li>• Provide an interactive information hub for dance in Queensland that provides a range of informative, educational and promotional content.</li> <li>• Provide multiple platforms for Ausdance QLD members to promote their practice or business and share their knowledge.</li> <li>• Participate in and contribute to the timely communication of information and advice relating to the Covid-19 pandemic.</li> </ul>

## PRIORITY 2:

### Promote sector development and sustainability

#### GOALS

- Queensland dance practitioners and educators have access to a wide range of professional development opportunities.
- The Queensland dance sector is known for creativity, innovation, best practice and critical thinking.
- First Nations dance and Cultural practitioners are connected to and inform the broader Queensland dance sector
- The Queensland public understands the positive impact of dance practice on psychosocial, health and well-being outcomes
- Queensland dance sector has increased business operational and strategic business/ operational knowledge.
- Dance practitioners, educators and organisations in Queensland are successful and sustainable with astute entrepreneurial skills to navigate the cultural economy with ease and acumen.
- Local, national, global and digital audiences enjoy exemplary dance and dance-related education including dance-led interdisciplinary and trans-disciplinary work from Queensland creators.

#### MEASURES OF SUCCESS

##### *Cultural, Social and Economic Impact*

- Engagement in Ausdance QLD's activities stimulates creativity to develop new works, projects, experiences, events or collaborations.
- Increase in new works or experiences developed by members as a result of participating in Ausdance QLD activities.
- Participants gained new knowledge, ideas or insight from participating in Ausdance QLD's activities.
- Increased employment in the Queensland dance sector
- Increase in economic wellbeing, employability or sustainability for members.
- Sustain existing dance sector and grow the number of new organisations, collectives, businesses and individuals making their career the dance sector.

##### *Organisational Impact*

- Interdisciplinary membership increased.
- Increase in creative partnerships and collaborations.
- Increased sub-sections of dance sector membership.

Strategy	Actions
2.1 Foster excellence and best practice through professional development and training for dance practitioners and educators.	<ul style="list-style-type: none"> <li>• Provide professional development, skills training, mentorships, peer to peer, workshops and networking to foster excellence, innovation and creativity.</li> <li>• Promote and share opportunities for members and stakeholders to access professional development opportunities outside of those generated within the Ausdance QLD program.</li> <li>• Facilitate access to Queensland, Australian and international industry professionals and examples of best practice across a wide range of contexts and communities.</li> </ul>
2.2 Build capacity and sustainability for dance practitioners and educators by providing access to business development programs and services.	<ul style="list-style-type: none"> <li>• Provide information, resources and business and financial advice to foster entrepreneurialism and financial sustainability.</li> <li>• Provide business skills training, mentorships, workshops and networking to build capacity, sustainable practice and career pathways for dance practitioners and educators.</li> </ul>
2.3 Grow the profile for Queensland dance by supporting the development and presentation of new dance experiences or projects.	<ul style="list-style-type: none"> <li>• Assist members to access resources for creation and development of projects.</li> <li>• Facilitate work-in-progress discussions for new work in development.</li> <li>• Support choreographic development.</li> <li>• Promote and celebrate dance, dance-led interdisciplinary and trans-disciplinary work that shows innovation, creativity and risk-taking.</li> <li>• Broker meaningful introductions to assist members to find collaborators, resources, partners, venues or management.</li> </ul>

## PRIORITY 3:

### Improve dance accessibility and diversity

#### GOALS

- Local, national, international and global audiences' value, enjoy and participate in Queensland dance.
- Queensland dance sector considers and embraces social change relating to First Nations Peoples and diverse communities.
- Full and equal opportunity is available to all Queenslanders who want to practice and experience dance.
- Increase accessibility for First Nations dance practitioners to participate in and contribute to broader dance experiences.
- Queensland dance reflects the diverse identity of our state.
- Regional, rural and metropolitan dance practitioners, educators and organisations feel supported and well represented.

#### MEASURES OF SUCCESS

##### *Cultural, Social and Economic Impact*

- Increase in participation, attendance and new audiences, including digital audiences for Queensland dance experiences and events.
- Increase in access to high quality dance experiences in regional and rural areas.
- Ausdance QLD facilitates and enables dance experiences that increase the expression of cultural diversity (how we are different) or sense of belonging to a shared cultural heritage (how we are the same) by sharing Queensland stories and celebrating Queensland storytellers.
- Physical and mental wellbeing improved as a result of participating in dance experiences.
- Queensland communities are strengthened through increased understanding of community members.
- Participants increased their understanding of other people, cultures or abilities through participating in Ausdance QLD activities.

##### *Organisational Impact*

- Increased diversity of membership and leadership of Ausdance QLD year-to-year.
- Increased participation and number of activities delivered in regional areas.
- Increased quality, quantity and diversity of digital resources available.
- Ausdance QLD programs and services have accessibility options increasing year-to-year.

Strategy	Actions
<p>3.1 Grow and develop new audiences for dance by enabling access to diverse dance experiences</p>	<ul style="list-style-type: none"> <li>• Provide and promote live, digital and virtual opportunities for dance engagement.</li> <li>• Support and promote projects and programs within the sector and community that actively encourage engagement and dance participation.</li> <li>• Support projects and programs that engage dance outside 'presentation' formats such as community arts, First Nations' Cultural education, health and wellbeing, dance in specific demographics.</li> <li>• Minimise barriers to access such as geography, technology or finances</li> <li>• Align programming with existing events or opportunities to leverage Ausdance QLD's impact, reach and visibility.</li> </ul>
<p>3.2 Support the dance sector in regional areas by improving regional service delivery and local knowledge</p>	<ul style="list-style-type: none"> <li>• Develop and provide services, projects and member benefits for both metropolitan and regional members.</li> <li>• Partner with regional stakeholders to provide appropriate and relevant services and programs for regional areas.</li> <li>• Improve digital capability and online resources for practitioners and educators across the state.</li> </ul>
<p>3.3 Support an inclusive and diverse dance sector by improving accessibility and providing a wide range of member benefits, services and opportunities.</p>	<ul style="list-style-type: none"> <li>• Provide services, activities and programs that encourage, support and involve participants from diverse cultural and social backgrounds.</li> <li>• Enable activities across professional, community, educational and recreational dance fields.</li> <li>• Facilitate projects and partnerships with First Nations organisations and individuals.</li> <li>• Partner with appropriate stakeholders and engage with specialists to deliver projects and programs that respond to niche audiences, communities and stakeholders.</li> <li>• Ensure that Ausdance QLD is considering accessibility at every stage of program design, development and delivery.</li> </ul>



## PRIORITY 4:

### Maintain strong organisational capacity and sustainability

#### GOALS

- Members feel confident that the organisation can consistently provide high quality programs, services and advice for the dance sector.
- Ausdance QLD standard of corporate governance is working towards best practice.
- Ausdance QLD evolves its governance and practice to embed respect and increased understanding of First Nations' Peoples and Cultures
- Ausdance QLD is financially secure with diverse sources of revenue.
- Clear policies and procedures are in place to ensure transparency and accountability.
- Ausdance QLD adheres to Not-for-Profit Association Rules and regulations as stipulated by state and federal legislation.

#### MEASURES OF SUCCESS

##### *Cultural, Social and Economic Impact*

- Membership confidence and satisfaction.
- Members donate to Ausdance QLD.

##### *Organisational Impact*

- Knowledgeable, skilled and confident staff and board members.
- Yearly increase in revenue through government funding corporate sponsorship, donations and private giving.
- Improved revenue from membership, activities and initiatives.
- Positive and reciprocal working relationships with Ausdance National and the Ausdance network.
- Additional projects, events and member services.

Strategy	Actions
4.1 Provide best practice management and delivery of quality member services through strong governance.	<ul style="list-style-type: none"> <li>• Build organisation capacity and skill base of staff, board and volunteers through professional development opportunities.</li> <li>• Design succession planning for board and staff to ensure continued replenishment of skills and knowledge.</li> <li>• Develop and maintain best practice policies and procedures to ensure operational efficiency.</li> <li>• Regularly evaluate effectiveness and quality of corporate governance.</li> </ul>
4.2 Build fiscal resilience by securing sustainable and diverse revenue streams for the organisation.	<ul style="list-style-type: none"> <li>• Maintain a suitable CRM and database to track and manage membership payments.</li> <li>• Develop and implement a comprehensive fundraising strategy.</li> <li>• Seek increased support from government funding partners to grow core operations and services for members.</li> <li>• Actively seek out corporate sponsorship, industry partners and private donors.</li> <li>• Conduct suitable market research to ensure revenue generating programs will be successful and produce strong return on investment.</li> <li>• Examine new initiatives that can generate ongoing revenue for the organisation.</li> </ul>
4.3 Maintain transparency through clear communication with members.	<ul style="list-style-type: none"> <li>• Provide a comprehensive annual report to Ausdance QLD membership and stakeholders that includes operational and financial reporting.</li> <li>• Maintain regular communication and consultation with members.</li> <li>• Utilise peer-review panels, subcommittees, working and specialist focus groups through annual callouts to Ausdance QLD members and the sector.</li> </ul>

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**ausDANCE**  
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**Ausdance QLD**

The Judith Wright Arts  
Centre

Level 3  
420 Brunswick Street  
Fortitude Valley QLD 4006

Phone: 07 3122 7628  
admin@ausdanceqld.org.au  
[ausdanceqld.org.au](http://ausdanceqld.org.au)

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