

A FRAMEWORK MODEL FOR CENTRE DEVELOPMENT

**For the Arts and Culture component
of the Department of Cultural Affairs & Sport
FOR THE PERIOD APRIL 2008 TO MARCH 2010.
Developed by Gay Morris, July 07-April 08**

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1. INTENTION

The purpose of this framework is to support the unit's intention to turn its practice around and put Arts & Culture on the map in the Western Cape.

The Arts & Culture component of the Department of Cultural Affairs and Sport is intended to develop, promote and preserve Arts & Culture, including the different genres, viz. Dance, Drama & Theatre, Literary Arts, Visual Arts & Craft and Music. This is deemed to be core business.

2. A STRUCTURAL MODEL FOR CENTRE DEVELOPMENT

This model recognises that any organisation comprises of three aspects, which are:

- 2.1. The understandings which people have about that organisation
- 2.2. The material arrangements which people have about that organisation: infrastructure, people, time, space and physical resources.
- 2.3. The activities undertaken by organisation, including procedures, activities, systems and rules.

In developing a model for genre development, all three of the above aspects must be harnessed to support the model, otherwise there will be breakdowns.

What follows below are the key understandings, material arrangements and activities to be adopted by the Arts & Culture component 2008-2010. For a full explanation of any one aspect of this Framework, readers are referred to the **Genre Development Report G Morris 15 Feb. 08** (name of electronic doc), available from Nerine Jeaven.

3. UNDERSTANDINGS

3.1. Mission of the Component

The mission of the component is to facilitate the development, promotion and preservation of the genres of dance, drama, literary arts, visual arts & crafts and music within the Western Cape, in communities and in individuals and companies, both professional and amateur.

3.2 The arts are not 'culture' in general.

Ways of eating, courting, writing, worshiping, etc. are matters of culture in general. The unit cannot take on the field of culture in general. The unit's focus is on the arts genres. That is its core business.

3.3 There is a huge diversity of arts products.

The unit is committed to promoting this diversity: providing expressive opportunities to the broadest range of participants and audience in the widest variety of communities.

3.4 Purposes of the arts.

The arts fundamentally develop people as interactive social beings. They:

- Enhance human reflective capacity
- Provide new insights & explore social issues
- Catalyse social action
- Provide enjoyment and relaxation
- Provide an expressive channel
- Develop interpretive skills
- Are informative
- Develop expressive skills
- Promote creative growth
- Promote group and community cohesion
- Provide economic gain
- Enhance the look, feel and experience of communities and towns and so indirectly enhance tourism

SUMMARY

A chief meaning-making device in society is its art works and art products. They enhance people's understanding of themselves. The arts contribute to developing a population of thinking, enquiring and compassionate people who are open to variety of ways of expressing thoughts and feelings and are prepared to consider the thoughts and feelings of others.

3.5 THE DIFFERENT ARTS GENRES:

- Attract different kinds of participants and audiences
- Serve different purposes
- Demand different skills
- Have different outputs
- Are not interchangeably marketable

3.6 GENRE DEVELOPMENT INCLUDES AND ENCOMPASSES:

- Education and training in the arts, developing the range of products, creating new works and fostering artists.
- Development, expansion and facilitation of performance and exhibition opportunities.
- Opportunities for adjudication and feedback
- Developing audiences who enjoy the arts.

3.7 GENRE PROMOTION

For the arts to develop they have to be brought into the public domain. Promotion foregrounds the arts in all the media and in the public sphere. Promotion implies:

- Distribution, organisation and publicity networks are up and running in the province.
- Communication, publicity and marketing of the arts is sustained
- That the arts are respected and admired
- That the arts become embedded in the public consciousness, like sport.

3.8 GENRE PRESERVATION

For arts practices to develop, physical spaces are needed in which to showcase and preserve the arts. Production houses, exhibition spaces, craft markets and concert halls are needed. Preservation includes documentation of the arts: for example play scripts, films, choreographic scores and musical compositions. Artists in training require access to the history and traditions of the arts.

3.9 Broadly speaking, there are three aspects to arts activities. They are:

- (i) Production**
- (ii) Distribution/circulation**
- (iii) Consumption or reception**

Production involves the education and training of artists and arts practitioners and the composition of new arts works.

Distribution makes art works available to those who enjoy or appreciate them

Consumption or reception implies the opportunity to enjoy and appreciate the art work. The arts cannot flourish without all three of these processes being brought into play

4. MATERIAL ARRANGEMENTS

The component must so manage its time, spaces, staff and financial and other physical resources to be effective and to support the production, distribution and reception of arts works.

4.1 TIME

4.1.1 The financial year in the component falls into four quarters: April – June, July –September, October – December, January – March.

4.1.2 Planning and budgeting falls within this cycle and deadlines will be met. Planning will anticipate enactment by six months.

4.1.3 The component notes that the arts and culture sector has its own annual rhythm, determined by:

- School terms and holidays
- Regional and national festivals
- The tourist season,

of which account must be taken in planning and budgeting.

4.2 SPACE

4.2.1 The Western Cape is a geographically diverse region, including coastal resorts, the popular Winelands and Garden Route, the sparsely populated little Karoo and Cedarberg regions.

4.2.2 The department will develop a 'vision of the whole': knowing where what is happening, where too little is happening and how arts activities reinforce and enhances regional identity and demographic profiles.

4.3 MATERIALS

The component commits itself to streamlining its processes within the complex and layered governmental systems.

The component will:

- Accumulate its institutional knowledge and experience by means of regular written reports
- Develop an accessible filing and knowledge storage system so that past experience, best practices, funding models, and all data base information collected are accessible to inform present challenges.
- Develop a blog for the Cultural forums
- Develop a blog for community-based arts initiatives
- Develop an events calendar in which all component sponsored arts events are advertised.
- Develop web access to funding processes, procedures and forms.

4.4 PEOPLE

In terms of its own personnel, the component is committed to:

4.4.1 Strong leadership, including:

- Change management
- Recognising excellence and diligence
- Lobbying at senior levels for the Arts & Culture sector.

4.4.2 Teamwork, including:

- Adopting a problem-solving approach
- Acknowledging special skills and using them(not everybody is equally good at everything)
- Obtaining buy-in to negotiate agreements
- Regular team meetings

4.4. III EFFECTIVE WORKING PROCESSES, INCLUDING:

- Clear lines of reporting (as per component organogram)
- Communicating across the tiers of management and personnel, horizontally and vertically
- A collaborative, consultative style
- Punctuality
- Sharing administrative tasks out fairly
- A commitment to the mission of the component
- Keeping to timeframes
- Developing record keeping
- Matching budgets with component goals
- Effective and regular means of interfacing with the public in the Cape Town office

4.4. IV ON-GOING STAFF DEVELOPMENT, INCLUDING:

- Regular viewing of art works and practising critical evaluation
- Familiarisation with professional bodies
- Developing a relationship between genre team and genre-professional consultant

5. ACTIVITIES

From 2008 to 2011, the component will focus its activities in the following areas:

1. Genre leaders in the component will watchdog for their genres
2. Find out exactly what is happening in the province by undertaking audits
3. Take action 2008-2010 in specific sectors
4. Promote Arts and Culture through marketing the component
5. Agree intra-, inter- and extra-departmentally on who does what
6. Develop partnership agreements with other structures for sharing responsibilities
7. Manage the funds to arts organisations effectively

The details are below.

5.1 GENRE LEADERS FOR EACH DISCIPLINE WITHIN THE COMPONENT

There are genre leaders within the component personnel. The tasks of Genre Leaders are to:

- Lobby for their discipline
- Form a "genre team" who debate and formulate the issues
- Provide the contact with the public
- Advise the component in all matters related to the particular genre

- Procure a suitable consultant
- Develop a relationship with the consultant for their genre
- Manage any contingency funds made available and report regularly

5.2 GETTING TO KNOW WHAT IS HAPPENING IN THE PROVINCE

5.2.1 The component will make an audit of the Arts and Culture sector in the province as per the sectors set out in the diagram

5.2.2 The component will evaluate the current state of affairs

5.2.3 The component will develop an overall picture of arts activities in the region

5.2.4 The component will earmark goals for 2008-2010

Professional and voluntary organisation undertaking arts activities	Cultural Forums	Physical spaces (including schools)	Festivals	Genre development projects led by the component 2005 to 2008
What genre?	What district?	Where are these? District? Town?	Where are these?	In each district, & municipality
Which town?	What municipality?	Under whose authority?	When are they?	Who is served demographically?
Which municipality?	What town?	What facilities an offer?	Under whose authority?	What genre is served in each?
Extent of component support (where applicable)	Other important info	Usage Clientele?	Role of the arts in the Festival?	Extent of the project in terms of time and numbers of people
Name and contact details	Names and contact details	Contact details	Names and contact details	Budget per annum

5.3. TAKING ACTION 2008-2010 IN THE FOLLOWING SECTORS:

Professional and voluntary organisation undertaking arts activities	Cultural Forums	Physical spaces (including schools)	Festivals	Genre development projects led by the component 2005 to 2013
Where are the gaps in service provision?	Constitution and Mission statement	Identifying partners to run or service creative spaces	Identify profile of component support for festivals (budget)	Assess outcomes from these projects in terms of genre development and promotion
What are the infrastructural needs?	Organisational structure	Establish goals, timeframes; target clientele; budget	Identify focus for support at festivals	Develop policy for component projects 2008-2013
How can these activities be better utilised by the component (by means of service provider agreements)?	Representivity and membership	Establish partnership agreements with service providers and spaces	Identify kickbacks for component from festival	Where? Why? Genre? Target participants? Purpose? Facilities needed? Budget?
How can these activities be better utilised by the public through information dissemination	Way forward Relationship with the component, Relationship with the municipality Developmental aims	Establish cooperative agreement with WCED in terms of after-hours use of creative spaces and facilities	Set monitoring and evaluation Processes in place	Set monitoring and evaluation Processes in place
	Promotion and lobbying opportunities		Implement component advertising at festivals	Implement component advertising at all such projects

5.4. PROMOTION ARTS AND CULTURE THROUGH MARKETING THE COMPONENT

The Arts and Culture component will establish its identity in the public consciousness, and make the province proud about Arts & Culture, through marketing by means of:

- Using a by-line on all correspondence business cards, banners and posters
- Having a business card with easy contact details for the unit
- Developing a presence on all arts-related websites and on the government website
- Displaying the units support on banners at events, festival and projects
- Providing a generic information pamphlet on the component
- Demanding that all events sponsored by the component publicly acknowledge this
- Publicising all component-funded arts initiatives on the component website

5.5 AGREEING INTRA-, INTER- AND EXTRA-DEPARTMENTALLY ON WHO DOES WHAT. This will avoid duplication of effort and clarify who is responsible.

Unit responsible	Task	Parties responsible	Task
Arts & Culture	Oral history through storytelling	Heritage	Oral history archiving
Arts & Culture	Writers workshops and public readings for writers	Language & Libraries	Book development & distribution
Arts & Culture	Visual art workshops and local exhibitions	Private and Provincial galleries	Professional art exhibitions
Arts & Culture	Developing community arts	Heritage and Museums	Community & professional art exhibitions
Arts & Culture	Isolated rural areas craft development	Public and Private craft sector	Craft development as an industry & in tourism
Arts & Culture	Must demarcate the boundaries of their involvement with craft		

5.6 MAKING PARTNERSHIP AGREEMENT FOR CO-OPERATION, SHARED RESPONSIBILITIES OR EARMARKED RESPONSIBILITIES

This will avoid unnecessary competition, perception of “poaching” or being “side-lined” by institutions with more financial “muscle”.

Home unit	Proposed partner	Area of co-operation
Arts & Culture	Consulting partners in each of the disciplines	Fixed-term contracts for consultative advice from an acknowledged
Arts & Culture	Professional arts organisation	Identified by the unit and service provider agreements set up to meet area specific needs within clear time frames
Arts & Culture	Western Cape Education Dept.	Use of school arts-specific facilities after hours
Arts & Culture	Dept. of Labour or manpower	Provision of caretaking to schools using arts-specific Facilities after hours
Arts & Culture	Dept. of Public Works	Development of building or renovation plans for provision of creative spaces
Arts & Culture	Municipalities	Provision of spaces and facilities for arts-related initiatives in terms of the Municipality finance Management Act
Arts & Culture	Local Arts Organisations	Maximising use of local creative spaces by planning classes and activities
Arts & Culture	Dept. of Economic Affairs and Tourism	Support for the Craft Industry
Arts & Culture	Dept. of Economic Affairs and Tourism	Support for the Music Industry
Arts & Culture	Dept. of Economic Affairs and Tourism	Support for the Performing Arts Network of South Africa (PANSA)

5.7 MANAGING THE FUNDS TO ARTS ORGS, COMMUNITY ORGS AND INDIVIDUAL'S BY MEANS OF ARMS-LENGTH FUNDING TO ARTS PRACTITIONERS AND GROUPS, COMPONENTIAL DIRECT GRANTS TO COMPANIES AND ORGANISATIONS,

5.7.1 The component is committed to service delivery in respect of arms-length, transfer funding by:

- Being "user friendly" to the public
- Establishing a "calendar" of fixed funding deadlines for application & disbursements for 2009-2011
- The calendar should allow for funded activities throughout the financial year, not only in the third and fourth quarters
- Continuous public access to updated funding information and processes on the website
- Streamline and consolidating the processes of funds allocation
- Monitoring transfer fund recipients

5.7.2 The component is reviewing its policy in respect of direct grants to companies.

- It may replace direct grants with three-year service-providers contracts
 - Such providers would need to report bi-annually and be subject to monitoring
 - The unit is currently earmarking such service providers. Watch this space!
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