

BEMAC ARTISTIC ADVISORY PANEL: APPLICANT INFORMATION PACK

BRISBANE MULTICULTURAL ARTS CENTRE (BEMAC)
May 2024



BEMAC

25 YEARS OF MULTICULTURAL ARTS



creative thinking
positive solutions

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1. INTRODUCTION

1.1 ABOUT THE BEMAC ARTISTIC ADVISORY PANEL

Brisbane Multicultural Arts Centre (BEMAC) is a leading producer of multicultural arts in Queensland. BEMAC's mission is to celebrate and elevate cultural diversity through the arts. BEMAC innovates and commits to partnerships and excellence, inspire and develop new and emerging talent, embrace the diversity of the global industry, and welcome collaboration opportunities, while safeguarding humility and integrity at all times.

BEMAC is seeking Expressions of Interest from experienced, professional, arts, and creative sector leaders to join the BEMAC Artistic Advisory Panel and help drive arts and culture in Queensland.

The inaugural Panel is being established now, with several positions available, including the role of Chair of the Advisory Panel. Appointments will follow an EOI process, and will be for a two-year term, which may be extended to a second term.

The Panel will consist of individuals with expertise, experience, and passion in various domains relevant to the Centre's programming goals, such as artists, cultural practitioners, community leaders, arts program managers and/or producers, educators, philanthropists, and diversity and inclusion advocates.

The Panel will provide high-level advice and direction to BEMAC. The Panel's role is to:

- > Review existing programming strategies and provide feedback for enhancement.
- > Identify emerging trends, themes, and opportunities relevant to BEMAC's programming goals.
- > Offer recommendations on potential collaborations, partnerships, and guest artists.
- > Advise on the selection and curation of cultural events, workshops, performances, and exhibitions.
- > Evaluate the impact and effectiveness of implemented programming initiatives.
- > Provide input on strategies for audience engagement, outreach, and participation.
- > Ensure programming aligns with BEMAC's values of diversity, equity, and inclusion.

The Panel strives to reflect the diverse sector it represents and encourages applications from all candidates representing that diversity.

1.2 ABOUT THE APPLICANT INFORMATION PACK

This information pack provides background on BEMAC and their parent organisation SSI. This information is intended to help applicants consider if this role is right for them, and prepare their **Expression of Interest** (see Appendix 1). It outlines the **BEMAC 2025 Programming Principles** of: Courageous in creativity - Determined in diversity - Enablers in change. **Terms of Reference** for the Advisory Panel are also provided.

The following documents are appended for further reading (and hyperlinked below to download):

- > [BEMAC Strategic Plan 2022-25: Arts Queensland Core Funding](#)
- > [BEMAC 2025 Programming Principles](#)

It is recommended applicants also review SSI's Impact Strategy and most recent annual report (hyperlinked below):

- > [SSI Impact Strategy](#)
- > [SSI Integrated Report 2022-23: Building an impact legacy](#)

1.3 RECRUITMENT SCHEDULE

DATE	ACTION
10 th June 2024	Applications close Please submit the Expression of Interest Form to: admin@positive-solutions.com.au
12 th June 2024	Shortlisted applicants will be contacted by Positive Solutions to prepare for an interview. <i>Expect a call from Positive Solutions on 0422 592 202, and an email from admin@positive-solutions.com.au</i>
24-25 th June 2024	Interviews to commence
1 st July 2024	Successful Advisory Panel members will be notified by BEMAC



2. BEMAC 2025 PROGRAMMING PRINCIPLES

Courageous in creativity. Determined in diversity. Enablers in change.

As Queensland's most dynamic producer of multicultural arts, BEMAC has been successfully staging ground-breaking productions that fuel the diverse practice of artists from a variety of different cultural backgrounds for almost four decades. Established in 1987 by a group of passionate advocates and artists inspired to bring the creative work of a new generation of diverse artists into the spotlight, BEMAC has grown to become the state's leading multicultural arts producer, presenter and artistic development organisation.

We are renowned for showcasing the innovative work of multicultural artists who are largely missed by institutional radars but whose distinctive and distinguished work has the potential to cross from the margins into the mainstream. Our programming is inspiring, distinctively responsive and examines discourses and perceptions on multiculturalism, migration and identity, leveraging the arts as a platform in which to pose difficult questions, challenge entrenched ideas and enable change.

While BEMAC's focus is on championing the culturally diverse artists and their artistry, we also recognise and stand by a broader drive toward inclusion that strives for an industry that is gender-balanced and free from any form of discrimination. We strive to welcome people of all abilities and to support artists, arts workers and audiences alike to remove barriers when it comes to the enjoyment of and participation in the arts.

Our programming principles are underpinned by the following core propositions:

2.1 DETERMINED IN DIVERSITY

Determined in diversity: The permeable evolution of culture

Culture, overarching amalgam of the human experience, envelopes everything we do, informs our values and motivations, and guides our choices and actions. As people move from place to place, culture also learns and discovers, evolves and shifts. The arts, pinnacle of human expression, reflect these journeys –geographical and internal–, accepting and rejecting influences, absorbing and transforming both expression and the world around it. In the Australian context, the confluence of identities that constitute our social fibre calls for embracing and cherishing the power of diversity. BEMAC's program aims to ensure that diverse stories, voices and expressions are duly represented, and that they are embraced and welcomed into a platform of creativity, conversation and cross-pollination.

2.2 COURAGEOUS IN CREATIVITY

Courageous in creativity: Creativity as fuel, originality as driver

The arts provide a context to explore, comment on and unpack the experiences, conditions and pressures of our time, both at a personal and a collective level. Authentic work yields contemporary relevance. Commitment to the practice of art is understood to be fundamental to the development and delivery of such authentic, relevant work. BEMAC's program aims to support artists at all career and development stages, whose creative and professional aspirations are solidly grounded on the creation of original work of the highest quality and relevance possible.

2.3 ENABLERS IN CHANGE

Enablers in change: Self-determination and cultural safety

Central to all human rights, the choice of identity (and identifiers) is with that individual and the communities that they choose to be amongst or seek involvement in. Within BEMAC's programming framework, artists are not bound by any permanent social, political or cultural labels. This includes the individual freedom to operate beyond deterministic qualifiers of migrant status, country of birth, religion, ethnicity, etc. The relevance of an artist –and their relevance to BEMAC's program– is not dependent on their background but on their intent. Artists have autonomy to define and demarcate their discourse in whatever terms they feel comfortable with and choices they make with self-determination will not be judged or used to judge their work.

3. TERMS OF REFERENCE: BEMAC ARTISTIC ADVISORY PANEL

3.1 BACKGROUND

BEMAC, henceforth referred to as "the Centre," aims to serve as a hub for, artistic expression, cultural exchange, and community engagement. As part of its mission, the Centre seeks to develop diverse and dynamic programming that reflects the interests and needs of the community. To support the contemporary relevance, quality, and innovation of its programming, the Centre is establishing a Programming Advisory Panel.

3.2 PURPOSE

The Programming Advisory Panel will provide strategic guidance, expert advice, and recommendations to the Centre's management team regarding the development, implementation, and evaluation of programming initiatives. The Panel's insights will support the Centre in fostering creativity, inclusivity, and excellence in its programming.

3.3 SCOPE

The Programming Advisory Panel's scope of work will include the following:

- > Reviewing existing programming strategies and providing feedback for enhancement.
- > Identifying emerging trends, themes, and opportunities relevant to the Centre's programming goals.
- > Offering recommendations on potential collaborations, partnerships, and guest artists.
- > Advising on the selection and curation of cultural events, workshops, performances, and exhibitions.
- > Evaluating the impact and effectiveness of implemented programming initiatives.
- > Providing input on strategies for audience engagement, outreach, and participation.
- > Ensuring programming aligns with the Centre's values of diversity, equity, and inclusion.

The Advisory Panel does not have a governing role in the Centre. Its membership is appointed by SSI.

3.4 COMPOSITION

The Programming Advisory Panel shall consist of individuals with expertise, experience, and passion in various domains relevant to the Centre's programming goals. Panel members may include, but not be limited to:

- > Artists
- > Cultural practitioners
- > Community leaders
- > Arts Program managers and/or Producers
- > Educators
- > Philanthropists
- > Diversity and inclusion advocates

3.5 RESPONSIBILITIES OF PANEL MEMBERS

Panel members shall commit to actively participate in Panel meetings, contribute constructively to discussions, and fulfill the following responsibilities:

- > Review materials provided by the Centre in advance of meetings.
- > Share expertise, insights, and recommendations based on professional experience.
- > Respect diverse perspectives and contribute to a collaborative and inclusive decision-making process.
- > Maintain confidentiality regarding sensitive information discussed during Panel meetings.
- > Serve as ambassadors for the Centre's programming initiatives within their respective networks.

3.6 MEETING FREQUENCY AND FORMAT

The Programming Advisory Panel shall convene between two and four times per year, with meeting frequency determined by the Centre's programming needs and scheduling constraints. Meetings may be conducted in person, virtually, or through a combination of both, as deemed appropriate by the Panel Chair and Centre management.

3.7 REPORTING STRUCTURE

The Programming Advisory Panel shall report directly to the Centre's Program Manager and SSI Queensland General Manager Client, Connection, Health and Wellbeing. The Panel Chair shall facilitate communication between Panel members and Centre management, ensuring that recommendations are duly considered and implemented where feasible.

3.8 DURATION

The initial term of the Programming Advisory Panel shall be two years, with the possibility of extension based on mutual agreement between Panel members and Centre management.

3.9 AMENDMENT AND REVIEW

These Terms of Reference may be amended or updated as necessary, with changes subject to approval by the Centre's Executive Director or designated management representative. An annual review of the Panel's effectiveness and relevance shall be conducted to ensure alignment with the Centre's evolving needs and priorities.

3.10 ADOPTION

These Terms of Reference for the Programming Advisory Panel are hereby adopted by the Centre's management team and shall take effect upon approval.

Date of Adoption: [Date]

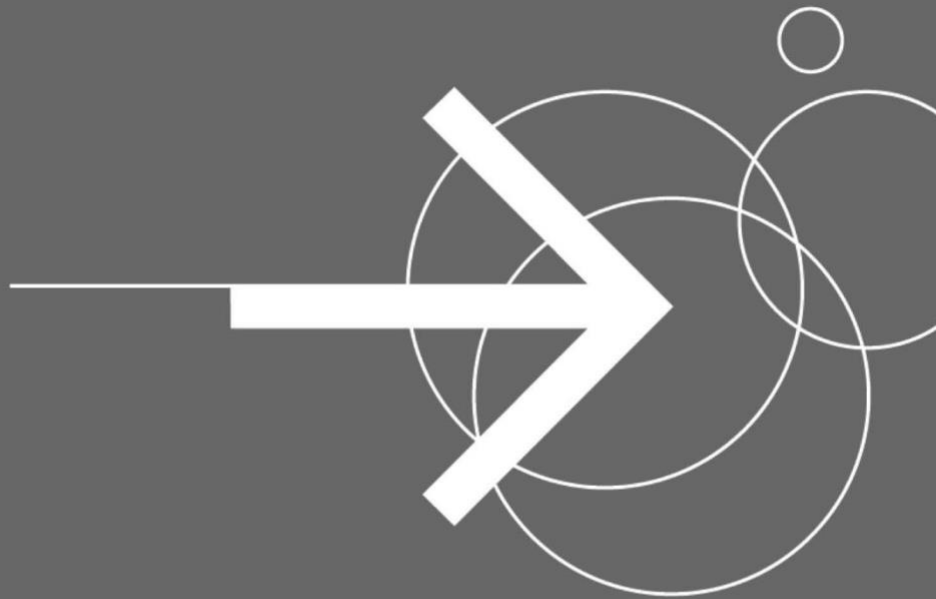
Signed: [Signature of designated management representative]

APPENDIX 1: BEMAC ADVISORY PANEL EXPRESSION OF INTEREST FORM

Note: This document is also available as a stand-alone word document, for ease of populating.

Access the word document here:

<https://www.positive-solutions.com.au/wp-content/uploads/2024/05/BEMAC-Advisory-Panel-EOI.docx>





BEMAC ADVISORY PANEL – EXPRESSION OF INTEREST

PART 1 – YOUR DETAILS

Name	
Email	
Phone	
Postal Address	
Organisation	
Position	

Do you identify as a person of Aboriginal or Torres Strait Islander origin?

- No
- Yes, Aboriginal
- Yes, Torres Strait Islander

If you identify as both Aboriginal and Torres Strait Islander origin, please mark both boxes.

PART 2 – SKILLS AND EXPERIENCE

Please briefly explain why you would like to be part of the BEMAC advisory panel	
What specific skills or experience would you bring to the advisory panel?	
What connections do you have that may be useful for the advisory panel?	
Please list your current board/panel memberships	

(commercial, non-profit, arts)	
Please list or describe your past experience sitting on advisory or governing boards/panels	

Would you like to be considered for the Chair's role?

- Yes
- No, i am applying for one of the member roles

PART 3 – AVAILABILITY

How many days per month could you commit to the work of the advisory panel (assuming a two-year tenure)?	<input type="checkbox"/> One <input type="checkbox"/> Two <input type="checkbox"/> Three <input type="checkbox"/> More than three
Please comment on your answer if necessary.	

PART 4 – REFEREES

Please provide the name and contact details of two referees who are familiar with your board/panel/committee work and/or your specialist knowledge		
Referee 1	Name:	Contact:
Referee 2	Name:	Contact:

Applications close on the 10th June 2024, and interviews will be held on 24th – 25th June 2024.

Please submit your completed application form to: admin@positive-solutions.com.au

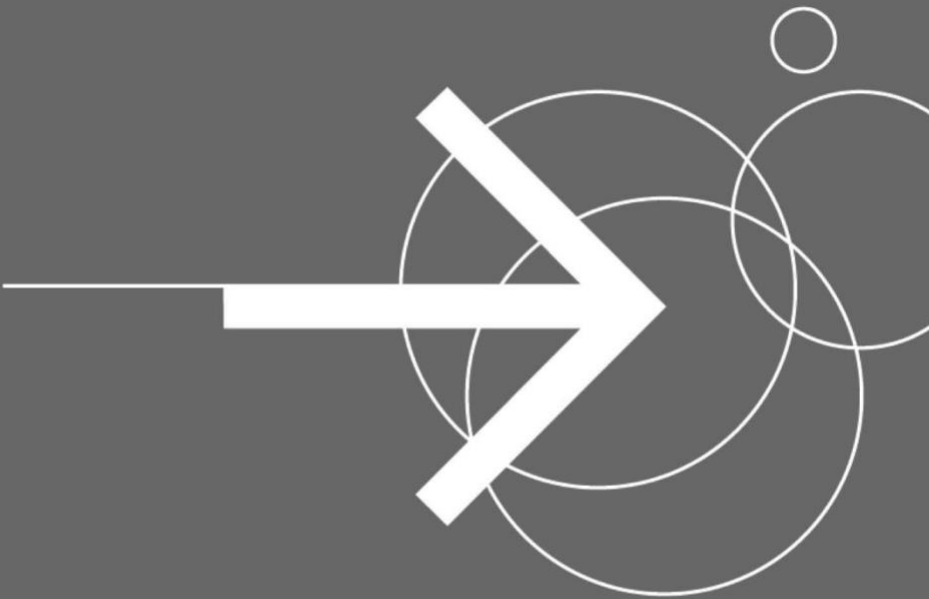
Please direct any questions regarding recruitment for the BEMAC Advisory Panel to:

Positive Solutions

Phone: 0422 592 202

Email: admin@positive-solutions.com.au

APPENDIX 2: BEMAC STRATEGIC PLAN 2022-25:
ARTS QUEENSLAND CORE FUNDING



2022
2025

STRATEGIC PLAN
ARTS QUEENSLAND
CORE FUNDING

BEMAC

Company Activity





ACKNOWLEDGEMENT

BEMAC acknowledges the Country and people of Australia's First Nations. We pay our respects to Elders, past, present and emerging.

We acknowledge the continuous living culture of First Nations Australians, their diverse languages, customs and traditions, knowledges and systems.

We acknowledge the deep relationship, connection and responsibility to land, sea, sky and Country as an integral element of First Nations identity and culture.

1 - INTRODUCTION

The Brisbane Ethnic Music and Arts Centre was established in 1987 by a group of passionate advocates and artists, inspired to bring the creative work of a new generation of multicultural artists into the spotlight. Over time, the name has evolved to become known as simply BEMAC. For 35 years we have engaged, developed and showcased culturally diverse artists while also using the arts as a platform to build social cohesion and helping audiences gain a deeper appreciation and understanding of Australia's Cultural diversity.

The last 12 months operations across the Arts Sector have been impacted by the Global pandemic, however, BEMAC's diverse programming and events model, along with its increasing use of digital technologies has assisted it to manage the impacts.

This four-year plan provides a road map of how BEMAC will continue to deliver its multi-arts programs across Queensland. The first year will focus on recovery -

rebuilding our programs and services to its successes and levels prior to COVID - 19. Years 2 and 3 will be a period of growth as BEMAC aims to continue to expand its footprint and reach throughout Queensland. This will include working with settlement agencies such as Multicultural Australia, Townsville Multicultural Support Group and Cairns Centacare to deliver the regional programs that are currently on offer in South East Queensland to locations in the Western, Northern, and Far North Queensland.

Years 4 and 5 will be a period of seeing BEMAC thrive with an underpinning focus of economic sustainability, by making use of BEMAC's Charity status and extending its resource base to include increasing private sector support by way of donations and sponsorships.

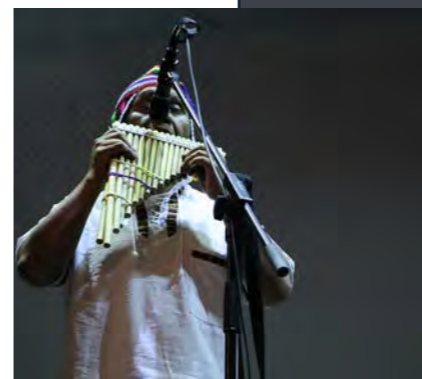
Throughout the plan our focus and strategies are aimed at developing and showcasing culturally diverse artists, while also using Art as a platform to drive social change and increase social cohesion.



2 - OUR PURPOSE AND ARTISTIC VISION

2-1- OUR PURPOSE

BEMAC engages, develops and showcases culturally diverse artists, connecting them to their audiences and supporting social inclusion and belonging for all communities - no matter where they come from, their beliefs, what language they speak, or their level of ability.



2-2- OUR ARTISTIC VISION

BEMAC aspires to become Queensland's leading multicultural arts development organisation, utilising best practice models of engagement and development with and for our audiences, artists, communities and our organisation.

2-3- OUR VALUES

DIVERSITY

We celebrate and elevate social inclusion and cultural acceptance through the arts.

CREATIVITY

We innovate and commit to establishing creative partnerships.

ACCESSIBILITY

Our Programs, partnerships and events are accessible to all Queenslanders.

LEADERSHIP

We inspire and develop new and emerging talent to increase their visibility and support their agile adaption to achieve professional leadership.

SUSTAINABILITY

We embark on a continuous improvement journey with our artists and communities to deliver a sustainable, strong and vibrant arts culture, transforming the lives of Queenslanders.



3 - OUR GOALS

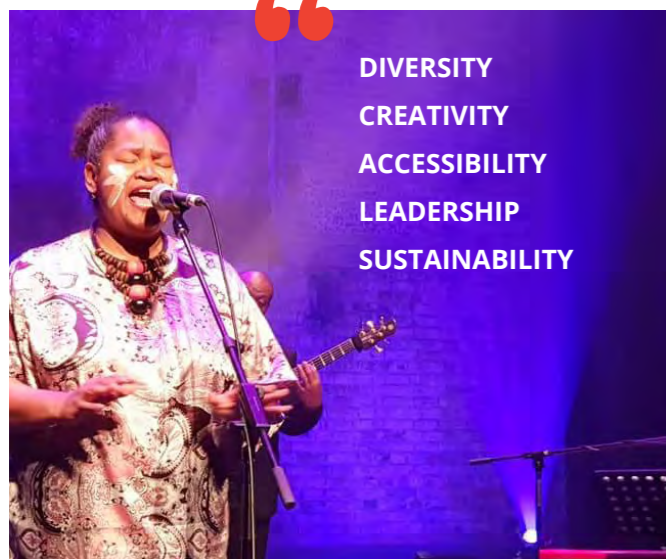
The key goals and strategies that will be implemented over the next five years are as follows:

3-1- SHOWCASE SOCIAL INCLUSION, PROMOTE CULTURAL ACCEPTANCE AND DRIVE SOCIAL CHANGE.

BEMAC will deliver a range of projects, festivals and cultural events which have the dual purpose of providing public platforms to showcase talented artists and cultural practitioners from culturally and linguistically diverse (CALD) backgrounds, while also building social cohesion and helping audiences gain a deeper appreciation and understanding of Australia's cultural diversity. We will use art to drive social change highlighting key social issues such as domestic violence, racism, mental health and social isolation through performances and workshops. Art therapy workshops will also be delivered to newly arrived refugees and migrants across the state in conjunction with key stakeholders.

3-3- INCREASE ECONOMIC OUTCOMES AND SUSTAINABILITY FOR ARTISTS & BEMAC.

Our focus over the next four years will be to assist, not simply with the integration of CALD artists, arts workers and communities into 'mainstream' opportunities, programs and organisation, but to impact institutional change within mainstream organisations to enable diverse artists and workers to become leaders in Queensland arts. Strategies will include joint partnership initiatives with organisations such as Queensland Ballet and La Boite as well as expansion and promotion of BEMAC's CALD artist booking agency. BEMAC will also focus on its own financial viability, hosting a major event each year (commencing with its 35 yrs Gala event in 2022) and promoting its charity status to gain donations and sponsorships from corporates and philanthropists.



3-2- ORGANISE, PARTNER OR SUPPORT MULTICULTURAL ARTS CELEBRATIONS THROUGHOUT QUEENSLAND.

BEMAC will build on previous successful regional and remote projects to continue to grow and expand our footprint and reach in Queensland's regional communities. We will also look to the future to develop a national and international presence through the support and reach of our parent body Settlement Services international (SSI) which has links to these markets. Our geographic reach will be expanded through our partnerships with local arts and settlement agencies and local government authorities, with a focus on delivery in Western Queensland, North Queensland and the Far North. In particular, we will engage and partner with our First Nation's people and organisations to support the delivery of collaborative events and activities that bring together First Nations people, CALD and mainstream.

3-4- CHAMPION AND DEVELOP MULTICULTURAL ARTISTS.

BEMAC will continue to discover, promote and develop Queensland's CALD artists, arts workers and communities. We will provide open mic and la Fete de la Musique events across Queensland to attract new artists, while workshops with our creative team will assist in building their capacity and skills. BEMAC will continue to work with Brisbane City Council under its QUBE Effect program to produce and promote videos of new and upcoming artists and showcase artists on our website and social media.

3-5- ACTIVATE QUEENSLAND MULTICULTURAL CENTRE (QMC) AND REGIONAL SPACES TO CONNECT WITH LOCAL AUDIENCES AND INCREASE BEMAC'S BRAND VISIBILITY.

In year 1 BEMAC will focus on reactivating the QMC post COVID by hosting live shows and art exhibitions to increase audience numbers once again. In addition to hosting its own events, BEMAC will continue to open QMC to multicultural groups and artists to run their own events. BEMAC will aim to establish similar sites across the State having already established an agreement with the Kingston Butter Factory in Logan City and seeking opportunities with other local councils. BEMAC will also grow its partnership with the DPEW to offer space to emerging diverse arts organisations to utilise the QMC as an arts incubation space.

How	What	Key Performance Indicators				
By 2025 we will...	We will achieve this by...	The measures for this are...				
		2021/22	2022/23	2023/24	2024/25	
Showcase social inclusion, promote cultural acceptance and drive social change	• Implement Social inclusion events and activities across Qld.	• Workshops/events highlighting key social issues	1 - Mental Health (MH)	2- Domestic violence (DV)+ Arts Therapy (AT)	3 - MH, AT and Youth (Yth)	4- DV, MH, AT, Youth
	• Share our diverse stories and celebrate our diverse story tellers.	• Showcase diverse artists	10 SEQ artists	10 SEQ Artists	12 Qld Artists	12 Qld Artists
	• Implement arts therapy programs	• TAFE Art Therapy groups	1	1	1	1
Organise, partner or support local multicultural arts celebrations and events throughout Qld.	• Support and partner multicultural arts celebrations across the state	• Qld wide events - e.g. Culture Train (multiple locations)	-	SEQ incl Toowoomba	SEQ + NQ (Cairns or Townsville)	SEQ +NQ (Cairns, Townsville & Rockhampton)
	• Celebrate culturally significant days	• Chinese NY • Refugee week, Qld Multicultural Month, • East Coast Homelands Tour	3	4	5	6
	• Expand BEMAC footprint and reach in regional areas	• Youth workshops in regional areas	1-Ipswich & Logan	1- Toowoomba	Settlement providers North Qld	Settlement providers FNQ
	• Increase events and partnerships with First Nations Artists and organisations	• First Nations workshop/conference • Arts Connect - First Nations Exhibition	1 x workshop 1x Art Exhibition	CQ	North Qld	FNQ
	• Increase partnerships with mainstream organisations	• Partnerships events with La Boite- music in the round, Qld Ballet - Cultural Fusion Nights and Qld Music Festival	10	16	18	18
	• Conduct social media and monthly website features of artists.	• Monthly artist features on website • Social media features for all artists	12 Artists 12 Artists	12 Artists 12 Artists	12 Artists 12 Artists	12 Artists 12 Artists
Increase economic outcomes and sustainability for Artists and BEMAC	• Expand Artist booking Agency.	• Artists listed on Booking agency	200	250	300	350
	• Increase private sector income - corporate sponsorships, donations & philanthropic trusts.	• Annual fundraising event • Increase in private sector income. • Create membership/subscriptions	1 8%	1 8%	1 8%	1 12%
	• Produce festivals/shows for other organisations/Councils	• Bris Asia, QUBE Effects and Brisbane Festival	2	2	3	3
	• Establish digital Market place to sell artist merchandise and products	• Listing on marketplace	50	70	85	100
	• Hold Open Mic/la fete de la Musique events across Qld to attract new artists.	• No. of new artists engaged each year	-	10	15	25
Champion and develop multicultural artists.	• Provide training on Digital Adaption.	• No. of training workshops delivered	10	11	12	12
	• Link artists to Business development training	• No. of artists assisted to access support and training	10	15	20	25
	• Showcase new Artists	• Qube Effect -BCC - new artist videos produced and promoted	12	12	12	12
	• Artist Development Workshops	• Regional artist development workshops • REKON • APRA	SEQ 5 2	Central Qld 5 2	NQ 5 2	FNQ 5 2
Activate QMC and regional spaces to connect with local audiences and increase BEMAC's brand visibility	• Re-activate live shows at QMC	• BEMAC Live shows at QMC	5	4	5	5
	• SEQ Live Shows	• BEMAC Live @KBF Logan	5	5	5	5
	• Showcase Multicultural art	• World of Music Ipswich	1	1	1	1
	• Creative Night Markets at QMC	• Implement Qld Multicultural Art exhibitions	5	8	9	11
	• Implement online booking system.	• Night Markets	0	1	1	2
	• Number of external bookings	5	7	10	15	

Other key performance indicators are:

	2021/22	2022/23	2023/24	2024/25
REACH				
Total number of attendees and/or participants (annual total)	30,000	40,000	45,000	50,000
Percentage of attendees/participants or clients/members (annual total) who are new to your organisation	20%	25%	30%	35%
QUALITY				
Percentage of attendees/participants or clients/members who rate your work as good or excellent	75%	80%	85%	90%
IMPACT				
No. of paid artists or arts workers	300	400	450	500
Percentage of Indigenous participants/attendees	5%	7%	9%	10%
VIABILITY				
Percentage of total income that is private sector sponsorship	8%	8%	8%	12%
Percentage of total income that is earned income	42%	44%	45%	45%



4 - STRATEGIC CONTEXT ANALYSIS

This plan builds upon the strengths of an organisation that has been delivering Multicultural Arts across Queensland for nearly 35 years. Over that time, it has built up partnerships and expertise and learnt to adapt and modify its operating model, focus and management systems to respond to the increasingly diverse population, changing technological advances and audience viewing preferences.

Most significantly, the context of BEMAC's operating environment over the next four years will further be considered against the backdrop and complexity of the global pandemic which has delivered a considerable shock and ongoing disruption to the Arts Industry across Australia. It also takes into consideration the global changes as a result of 'Black Lives Matter', the '#metoo' movement and other significant issues that have impacted dramatically on the performing arts space.

4-1- S.W.O.T. ANALYSIS

STRENGTHS

- 35-year history of success in delivering Multicultural Arts
- SSI and Access -experience in working with refugees and migrants, strong infrastructure and experienced governance.
- Strong Community engagement and connection with community leaders - Solid Foundation with CALD community
- Well regarded in the community. People are passionate about BEMAC.
- QMC – brings in revenue and provides a venue for live performances. It is situated in a prime position.
- Professional Long-term Artists
- Links with Multicultural Youth throughout Qld – Multicultural Youth Council of Queensland
- Access delivers employment services.
- Strong relationships with Business through Access' role as a Multicultural Ambassador
- History of partnering with mainstream arts organisations e.g. Qld Ballet and La Boite

WEAKNESSES

- Relies heavily on Access and SSI for in-kind infrastructure support.
- QMC is not accessible by public transport
- Does not capitalise on its Charity status.
- Low level of income that is earned from donations, philanthropy or sponsorships.
- No volunteers or interns used to support BEMAC

OPPORTUNITIES

- Strong partnerships with other Art Organisations, funding bodies and all levels of government
- Digital equipment for live streaming during COVID
- Social inclusion through the arts – builds on work that is already a focus of Access and SSI- mental health, anti-racism, DV, social isolation etc.
- Increase mainstream audiences.
- Increase sponsorships and donations from corporates – DGR status.
- BEMAC Advisory panel brings experienced artists & mentors to support innovative programming and advice.
- Redevelopment of Gabba, cross river rail and Queen's wharf development, all highlight the central location of QMC as part of the entertainment precinct.
- Potential 2032 SEQ Olympic games - opportunity for multicultural performers

THREATS

- COVID-19 – reduced live shows and reduced income for BEMAC and Artists.
- Over reliance on Govt Funding
- Lack of Investment in the arts
- Financial recovery from COVID may reduce potential for donations and sponsorships.

4-2- INTERNAL STRENGTHS

Our internal strengths have given us resilience and stood us in good stead to survive the rollercoaster ride of COVID 19. These include our longevity, reputation, unique market position, strong governance, assets and diverse programming model.

4-2-1 Strong Governance

In 2015 BEMAC formed a management agreement with Access Community Services (Access), which subsequently became a subsidiary of Settlement Services International (SSI) in 2018. Both Access and SSI are not-for-profit community based social service organisations, with an esteemed history of building diverse communities and encouraging individuals to achieve their full potential. They extensively lobby political and economic bodies and are considered genuine leaders in diversity and multicultural affairs. Access itself has over 30 years' experience in the provision of social services and social enterprises for migrants, refugees and diverse clients. The group has a combined workforce of approximately 1,000 and brings with it management and financial credibility to underpin BEMAC's future.

The ownership group carries with it a remarkable asset which is unique in the arts sector. This relationship empowers BEMAC with an exceptional opportunity to draw on a very specific skillset of a cross-cultural workforce with many decades of experience. Most importantly it is highly skilled at overcoming the numerous cultural, language and diversity complexities which tend to pose barriers, for artists and arts production organisations alike, to the production of great art.

BEMAC is able to draw upon the trust created over decades of deeply embedded associations with communities via engagement through Access' various projects servicing skills and training programs, employment services, disability employment services, mental health services, sporting bodies, multi faith groups, and regional relocation services. BEMAC's unique engagement model provides a more demand driven, agile approach to diverse art that engages and unites communities and activates spaces.

Importantly this structure affords BEMAC, through its grassroots connection to community, the opportunity to facilitate a demand driven approach to diverse arts production. We also believe it will provide our creatives a broad and flexible range of funding opportunities, helping to strengthen sustainable pathways for positive social impact.

The ownership group heralds a strategic shift in the way arts are delivered to the community. It offers a unique, professional and sustainable investment option for government and corporates guaranteeing governance, diversity and innovation in the arts and community engagement. Our approach is inspired by the belief that everyone deserves the opportunity to develop their creative potential, and to participate and contribute meaningfully in Australia's cultural evolution.





4-2- INTERNAL STRENGTHS

4-2-2- Long term Expertise, Highly Regarded and Unique Market Position

Established in 1987 BEMAC has grown to become the state’s leading multicultural arts producer, presenter and artistic development organisation. This reputation and expertise has served us well in developing long term partnerships and project management opportunities with local, state and federal governments. Some of the significant (including many multi-year) projects delivered by BEMAC are:

- Production of the QUBE Effect project for Brisbane City Council
- Managing the Regional Arts Services Network (RASN) project across Logan and Ipswich.
- Providing social inclusion projects and events across Queensland including the Culture Train
- Running the Outback Creatives project which developed remote dance sector and showcased First Nations fashion development.

BEMAC runs Queensland’s ONLY commercially successful CALD artists booking agency which sells and curates cultural experiences, not just ‘acts’. With over 450 diverse CALD artists on its roster, highlight bookings in 2018 included 4 out of the 5 performing artists for the opening ceremony of the 2018 Commonwealth Games, an achievement covered by SBS world news with a piece specifically on BEMAC. The opening ceremony was viewed by an estimated worldwide television of 1.5 billion internationally.

More recently, in January of 2020 BEMAC ran ‘The BEMAC Stage’ for two weeks at the ‘Brisbane International’ tennis tournament attended by world #1 Ashleigh Barty and many other top seeded players.

In partnership with Diversity Arts Australia - Australia’s key Australia Council funded organisation for cultural diversity and racial equity in the arts – BEMAC recently (August 2020) instigated, designed and co- chaired Australia’s first ever national round table for Australian multicultural arts organisations. Hosted online, our first event was attended by representatives from over 50 organisations nationwide from Screen Australia to SSI and representatives from every state and territory in Australia.

BEMAC’s overall outcomes in 2018/2019 included:

Attendees	76,319	(20,380 in regional Qld, 785 interstate, 500 overseas)
Participants	6,217	(4,563 in regional Qld, 25 interstate, 8 overseas)
Percent who rate our work good or excellent	98.28%	
Paid artists /arts workers	994	(54% CALD & 7% First Nations)

In the 2019/20 financial year, despite the global impact of COVID in mid-March 2020, BEMAC’s outcomes were astounding:

Attendees	40,260	(12,693 in regional Qld, 700 overseas)
Participants	4,404	(2,667 in regional Qld, 7 interstate, 18 overseas)
Percent who rate our work good or excellent	95.75%	
Paid artists /arts workers	943	(58% CALD & 5% First Nations)

BEMAC will continue to grow and expand its regional focus, while also looking to the future to develop a national and international presence through the support and reach of our parent body, SSI which has links to these markets.

4-2- INTERNAL STRENGTHS

4-2-3- Queensland Multicultural Centre

On behalf of the Queensland Government, BEMAC manages the \$11 million Queensland Multicultural Centre (QMC) in Kangaroo Point. This state-of-the-art asset purpose built in 2012 includes one large theatre performance space (224 seating capacity) and a number of function spaces and multipurpose rooms suitable for a range of events, meetings and seminars. The venue also features a kitchen, box office and bar. Located within the prominent inner-city suburb of Kangaroo Point and underneath the iconic Storey Bridge, BEMAC partners with a number of professionals to offer customised event solutions in a range of areas including professional technical services, ticketing management, photography, videography and more. The QMC also offers an additional source of revenue for BEMAC as well as providing facilities for digital live streaming of performances which is particularly important during COVID-19.

BEMAC is in the final stages of securing an agreement with Logan City Council to deliver events from the newly refurbished Kingston Butter Factory and will identify suitable venue sites across Regional Queensland.

4-2-4- Diverse Programming and Arts Focus

BEMAC’s diverse programming and events model has proven to be a major strength during COVID. We deliver a wide range of events/programs across a large cross section of the arts sphere. Our artists include stand-up comedians, a full mix of traditional and contemporary singers, musicians (traditional and cultural instruments), visual arts, dancers (classical, ballet, modern, cultural) theatre plays, drama and poetry.

We deliver workshops, tours, festivals, conferences, video projections, recordings and exhibitions and have the capacity and facilities to implement live streaming and/or digital adaptations or to implement small activities and events in local areas. We have been able to continue to deliver on many of our programs post COVID and have either exceeded or only fallen slightly short of our Key Performance Outcomes during 2019/2020. During this time, BEMAC also increased its focus on providing individual advice or consultations to artists or arts and cultural workers helping them with their agile transformation and adaptation. New works also grew by 3033% due to the creation of new digital showcases. This level of diversity in our programming and artist development will continue to be a focus over the next four years.



4-3- INTERNAL CHALLENGES

Our internal challenges are to consolidate and reconstitute an agile, sustainable arts delivery model while also responding to increasing demand and addressing the adverse effects of COVID-19.

4-3-1- Financial viability

In the prior financial year, BEMAC's financial resources have on average been derived from 41% grant Funding, 56% earned income, and a minimal 3% from private sector income. A further \$220,000 per annum has been subsidised since 2016 from Access/SSI as in-kind costs to cover marketing, financial management and management support. The challenge for the future will be to revisit the manner in which we have historically obtained financial resources for our projects and to seek additional private sector funding from sponsors and donors. We will engage the professional services of organisations experienced in sourcing funding from a broader alternative field of funders including corporations and philanthropic bodies. Consideration will also be given to additional income generated from earned sources, such as establishment of the BEMAC Club offering discounted tickets, priority seating and invitations to opening night events.

BEMAC is able, through its partnership with Access and SSI, to challenge the model in which conventional arts organisations manage its human resources for program delivery, seamlessly merging professional arts delivery with health, community development, community social impact, social enterprise and more. This model has proved hugely effective in the management of the RASN project, with both regions managed by BEMAC / Access gaining strong forward momentum in the arts industry in a powerfully collaborative and community-focussed process.

In order to navigate the broad scope of our programming, and the complexities associated with our multi-faceted Diverse community, we will maintain a flexible structure of human resourcing that enables us to engage fit-for-purpose subject matter experts to produce the project of the time. Our agile human resourcing model will be underpinned by highly experienced SSI/Access personnel from various disciplines including community engagement, marketing, senior management, professional development, administration, human resourcing, contract management, finance, legal, and workplace health and safety.

The demand for our support within the Diverse community exceeds the capacity of current funding available. This requires careful consideration on our part to engage new sources of funding, deliver a flexible resourcing structure, and strategically select projects to ensure the maximum benefit to artists and communities.

In addition to the support gained from the ownership group, it will be critical to garner alliances and collaborate with complementary arts organisations. Our opportunity to engage the SSI/Access networks, combined with the skillset of the ownership group will reinforce formulating strategically designed collaborations with government, community groups, faith-based groups, educators, sporting groups, health, mental health, Diversity Training teams, and other arts organisations to ensure significant improvements in the value of funding. Further support and advice will be garnered from the BEMAC Advisory panel, building on the experience and knowledge of local Artists/leaders. The wide-ranging nature of the sectors with whom our ownership group engages will facilitate greater acceptance and penetration to a wider more mainstream audience.

When building our human resource base, we will make every effort to identify and or educate individuals that reflect internally, the Diverse communities we serve. We have made substantive progress on this front, with 71% of our ownership group identifying as being Diverse. We currently employ diverse staff throughout all levels of the organisation, working in harmony with non-diverse colleagues reflecting a culture of social cohesion. We will also work to educate the sector that simply being from a Diverse community does not qualify one to be an expert in working inter-culturally, inter-sectionally and inter-generationally. To that end we will regularly enlist the services of our Diversity Training team at Access to build the skills required to successfully work within the Diverse community for our own organisation and those with whom we collaborate.

BEMAC will also seek to incorporate more unpaid staff such as volunteers and internships, providing an additional human resource while also assisting these individuals to gain relevant skills and resume' building experience to assist with future employment.



4-3-2- Visibility and Reach

While BEMAC has a significant reach through current platforms including website, social media and regular newsletters, the focus for the next four years will be on developing more sophisticated audience data, enabling us to tailor communication for particular audience segments and target new audiences.

The BEMAC website is currently being refreshed and updated, through secured funding, and will be completed before the end of the 2020/21 Financial Year. The new site will have a more interactive audience focus with the option of Artist registrations and commercial booking of Artists online.

BEMAC will also focus on further increasing its social media presence and extending the marketing and visibility of the organisation's brand across Queensland and Australia over the next 4 years, with a relaunch planned for 2022 to coincide with BEMAC's 35th Birthday.



4-4- EXTERNAL OPPORTUNITIES

4-4-1- Cultural Diversity

Our diversity brings great opportunity. With 28 percent of the Australian population being born overseas, and with a further 21 percent of those born in Australia having at least one overseas-born parent (2016 Census), our diversity is undisputable. Queensland is even more diverse with 29 percent of residents born overseas and 45.2 percent having at least one parent born overseas. Yet diverse Australians are not equitably represented in our creative industries, nor within the decision-making positions of our arts organisations.

Different perspectives and traditional wisdoms can inspire creativity and drive innovation. It can provide us with richer life experiences through food and celebration for example. However, diversity can be a challenge, particularly for newcomers as they form their sense of belonging and connection. Through music, film, digital arts, comedy, and other pursuits, we can support diversity and strengthen our community cohesion and understanding. Art forms can be a safe way to start conversations about the harmful impacts of race-based discrimination and the benefits of diversity. This is particularly important given reports of COVID-19-related racism being on the rise worldwide and the recent announcement by the Queensland Government about an inquiry into serious vilification and hate crimes – by the Queensland Parliament's Legal Affairs and Safety Committee. In addition, there has been the burgeoning issue of Black Lives Matter across the world and the importance of working appropriately for and with People of Colour and Multicultural communities. This has led to an appetite for change and a growing acceptance that all people have rights and should be treated with respect.



Similarly, the overall percentage of CALD funded professional arts projects is small, the barriers that CALD artists and arts workers face immense and the ability for most major organisations to place CALD artists and arts workers within key leadership role remains token at best.

While international travel to the rest of the world has been curtailed until at least 2022 due to border closures, BEMAC will seek to use that to its advantage by promoting multicultural arts as an opportunity to experience different cultures and the world from our own backyard. The motto will be simple “COVID Shut us out from the rest of the world, BEMAC brings the World to you.” This will be a feature of our marketing and programming strategies over the next 2 years.

BEMAC has also used Arts as a therapeutic tool to overcome past trauma using visual art and drama as a replacement for conversation, which is particularly important for people whose first language is not English. This will continue to be a priority over the next 4 years.

BEMAC is in the best position in Queensland to build grass roots outcomes for multicultural communities into professional artistic outcomes in a way that is positive for the communities, the artists and the sector.

4-5- EXTERNAL THREATS

4-5-1- Global Pandemic



The necessary measures taken to protect Australians from the COVID-19 pandemic saw an unprecedented social and economic impact on Australia's arts sector. Venues closing their doors, some permanently, and artists cancelling their performances and programs. BEMAC's diversity in terms of Art mediums (singing, dance, theatre plays, poetry, workshops, festivals, conferences, video projections, exhibitions) and audience engagement (live performance, live streaming, digital displays etc) have stood it in good stead to weather and withstand the impacts of the pandemic. This has been further enhanced by BEMAC's progression over the past 4 years to establishing a wider reach across Queensland. Although our major premises are in Brisbane (QMC), our programs are regional, and events are delivered across Queensland. This further ensures that major city restrictions (such as a 3-day Brisbane lockdown) and state border closures do not affect the majority of our Arts projects which can continue to be held in those regions or areas unaffected by restrictions. BEMAC will continue its focus on delivering programming and events across regional areas throughout Queensland as well as working in conjunction with SSI to deliver multicultural arts across state borders and to the rest of Australia.

COVID-19 impacted the health, wellbeing, and economic circumstances of individuals, corporations and governments. Cultural and creative industries are vital to reconnecting and rebuilding our society and our economy. They drive productivity, community engagement, our wellbeing, cultural identity, and social cohesion. Australia's cultural and creative industries have been amongst our most affected by the pandemic. During this disruption, many of our diverse creatives drifted from the industry. Our role is to encourage them to return, develop their skills, and build communities through the power of their art.

Due to uncertainty around boarder closures, international travel, public gatherings, and significant disruption to operations, the resumption of business for our diverse creative workforce will require careful consideration of agile transformation strategies and new ways of delivering art in a post-COVID-19 world. In 2020 BEMAC received funding through Arts Queensland to purchase new digital streaming equipment. This allowed us to increase our digital footprint with the implementation of a new docuseries which saw 10 artists tell their stories, focusing on their personal and cultural attachment to their Art, their identity and their tradition. The series also featured 30 second teaser clips on social media. Over the next 4 years, BEMAC will continue to support and assist our artists by providing training on digital adaption and establishing a digital marketplace where artists can sell merchandise, artworks and products and promote local events.

BEMAC will also seek to introduce and mentor new artists through a range of community engagement strategies including open mic sessions and la Fete de la Musiqu (Music Day) events, encouraging and supporting new and emerging artists. We also have in 2020 and will keep on live streaming some of our events, offering hybrid solutions to all our audiences.

BEMAC's approach invites our diverse communities to contribute to our artistic vibrancy by engaging and re-engaging with artists and their communities ensuring that the art we support, and produce is current, relevant and appealing.



4-6- MARKET ANALYSIS

BEMAC is in the enviable position of being quite unique in terms of its focus, target group and operations. For nearly 35 years BEMAC has served as Queensland's sole arts organisation dedicated to the presentation, production and development of CALD artists and arts within the state. BEMAC runs Queensland's ONLY commercially successful CALD artists booking agency, selling and curating cultural experiences not just Acts. Our point of difference is both our diverse target group and also our diversity of focus. This is in terms of the types of arts that we deliver, the use of arts for entertainment, social inclusion, education and therapeutic value, the mentoring, support and opportunities offered to individual artists and also the method of engagement that we showcase to the art sector.

Some arts organisations are focused on predominantly artist development and delivering an entertainment experience while others are more geared to addressing or communicating social issues through art or using art for therapeutic means. BEMAC provides all of these and

more. Many of the projects, events and festivals we deliver have the dual purpose of providing public platforms to showcase talented artists and cultural practitioners from CALD backgrounds, while also building social cohesion and helping audiences gain a deeper appreciation and understanding of Australia's Cultural diversity. Our target group is focused on CALD artists who make up 55% of participants. A further 5% are First Nations participants. The remainder are mainstream, such as the QUBE Effect, due to a recent strategic approach by BEMAC to hold 'mainstream contracts' which assists CALD artists, arts workers and communities to integrate into mainstream opportunities, programs and organisations. Our audiences are deliberately both mainstream and CALD in order to achieve our goal of community engagement and connecting people through Art. One of our key values is that our programs are accessible to all, including people from different age groups, cultures, genders, backgrounds and income streams.

The outcomes that BEMAC achieves includes:

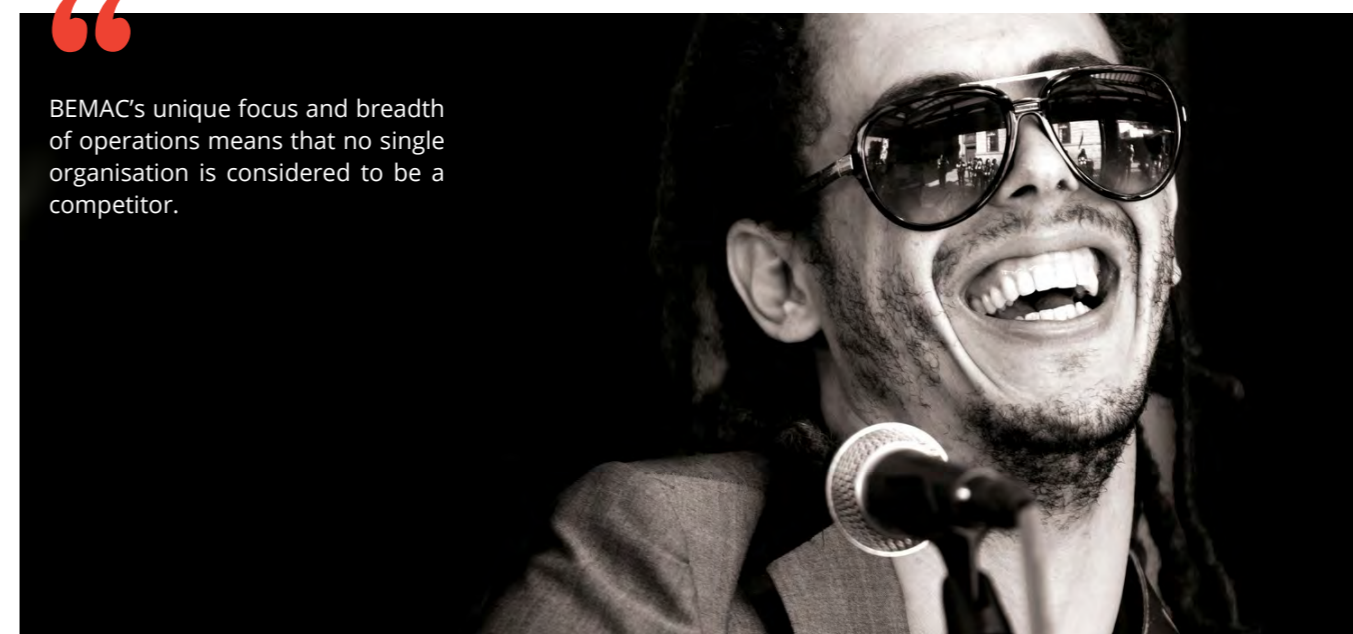
- Mentoring and supporting artists and cultural practitioners from refugee and migrant backgrounds to develop or continue their creative practice and gain economic benefits in Australia.
- Increasing the representation of diverse Australians in our creative industries.
- Providing entertainment to the community through Arts and Culture
- Operating a booking agency to connect multicultural artists with commercial opportunities.
- Using art as therapy to assist vulnerable people including people with disabilities, mental health, torture and trauma, and abuse.
- Connecting people from diverse backgrounds through art
- Using art as a medium to address or communicate pressing social issues (domestic violence, racism etc) and create lasting cultural change.



Connecting people from diverse backgrounds through Arts and Culture



BEMAC's unique focus and breadth of operations means that no single organisation is considered to be a competitor.



4-6-1- Competitors and Collaborators

BEMAC's unique focus and breadth of operations means that no single organisation is considered to be a competitor. Our aim is to develop strategic partnerships with advocacy, government and arts organisations that enhance understanding and promotion of cultural diversity in the arts.

As a result, BEMAC considers all of the other arts organisations as collaborators and has partnered with many of these agencies over the years. These have included:

- **Queensland Ballet** – partnership with Queensland Ballet to deliver Culture Fusion – Cultural Dance Showcase
- **La Boite Theatre** – partnership to deliver World Music in the Round
- **QMF** – partnership to include CALD artists in City Symphonies
- **Diversity Arts Australia** - In August 2020 BEMAC in partnership with Diversity Arts Australia (Australia's key organisation for cultural diversity and racial equity in the Arts) co-chaired Australia's first ever national roundtable for Australian multicultural Arts organisations. Our two organisations have also partnered to deliver the 'stories from the future' workshop to vision an inclusive future for CALD artists.
- **Red Ridge Interior** - BEMAC has run the Outback Creatives project in partnership with Barcaldine based Red Ridge Interior (dance development and First Nations fashion development)
- **Australian Performing Rights Association (APRA/AMCOS)** contributed funding for song writing workshops as part of Logan Live.

Arts agencies who BEMAC will seek to collaborate with in the future include Women of the World (WOW), Access Arts, BlakDance, Backbone Youth Arts, Q Music, Blacklash collective and Feral Arts.

BEMAC also has strong partnerships and collaborations with governments and other stakeholders. These include:

- **Local Government** – BEMAC delivers QUBE Effect project for Brisbane City Council and collaborates with Logan City Council and Ipswich City Council in the delivery of Arts Queensland's Regional Arts Services Network (RASN). BEMAC is intending to collaborate with other regional councils across Queensland in achieving its goal of expanding its reach throughout Queensland.
- **State Government** – BEMAC has received strong support and funding from Arts Queensland (operational/core and project funding), Department of Education and Training (Skilling Queenslanders for Work), Premier and Cabinet (We are Logan Choir), Multicultural Affairs Queensland – Multicultural Month etc.
- **Federal Government** – BEMAC recently received Australia Council project funding for BEMAC Live, Outside In, and other professional development opportunities.
- **4EB** – BEMAC has a weekly radio show on Radio 4EB on Tuesday mornings called "Breakfast with BEMAC" which is also aired on the digital channel on Friday mornings.
- **TAFE Qld** – BEMAC is currently in collaborative discussions to establish multicultural choirs across Queensland and to deliver therapeutic Arts programs to newly arrived refugees attending AMEP classes at TAFE.
- **District Studios** – BEMAC has collaborated with District Studios for management of QUBE Effect.

5 - OUR STRATEGY

Over the next 4 years BEMAC will focus on continuing to champion and develop multicultural artists while also using art to showcase inclusion and cultural acceptance and to educate on key social issues. Our programming will include involving audiences in thought provoking shows and events that promote discussion about topical issues such as racism, domestic and family violence and mental health. In addition to live shows, we will also increase our digital offerings including the successful pilot docuseries last year that showcased artist's cultural backgrounds and their art. In line with our increasing regional presence, the docuseries will feature artists from outside of the south east Queensland.

A key focus over the next four years will be to further extend our programs to new locations across the state and improve levels of access and support. In order to do this, we have garnered the commitment and support from our settlement agency partners throughout the State – Multicultural Australia, Townsville Multicultural Support Group and Centacare Far North Qld who will partner with us in delivering BEMAC programs across Qld. Live shows have been extended to regional areas in addition to festivals and events. With support from our governing body – SSI, we will also seek to extend our programs nationally over the next 3-4 years with a future focus beyond 4 years to international projects. Partnering with the SSI Arts and Cultural Team is providing significant national outcomes, such as the East Coast Homelands Tour. This national partnership will continue to grow and provide outstanding support for Queensland's CALD artists and arts workers.

Financial sustainability is a necessary goal for BEMAC, with our past operations being largely subsidised by Access and SSI over the past five years. We will aim to engage new sources of funding, deliver a flexible resourcing structure, and strategically select projects to ensure the maximum benefit to artists and communities. We will also provide support and assistance to Artists to enable them to flexibly respond to changing events by providing training on digital adaption and establishing a digital marketplace where artists can sell merchandise, artworks and products and promote local events. Linked to our financial future is the need to increase BEMAC's Brand Visibility so that our programs and events are well known and attended and to increase the potential for corporate sponsorships and donations as well as additional revenue from event income and sales. Our measure of success will be when BEMAC is financially viable, well known throughout local communities and considered a leader amongst its peers, by artists and audiences alike.

BEMAC's aim is to sustain its current activities and increase its profile over the next two years (2021-2023), build and grow its geographic reach and programs for the period 2023-2024 and continue to thrive (both economically and in reputation) during the period 2024-2025.



6 - ORGANISATIONAL SUPPORT PLANNING

6-1- FINANCIAL PLAN

BEMAC is a Band 2 Arts Organisation. We have been operational for almost 35 years and in receipt of Multi-year Organisation funding from Arts Qld for the past eight years. During this time, we have been able to grow and increase our resources while managing a continually expanding program of events and Artists. BEMAC has also significantly increased its geographic coverage over this time. While initially based in Brisbane and delivering programming and Artist support to the Brisbane community, we have over the years increased our coverage to south-east Qld with receipt of multi-year funding to deliver the RASN program across Ipswich and Logan City. Based on demand from the community over the last couple of years we have started to expand our programs to other regional areas across the state through strategies such as the Culture Train and the Outback Creatives project in partnership with Barcaldine-based Red Ridge Interior (dance development and First Nations fashion development).

6-1-1- Current Financial Position

For the last 4 years, BEMAC has received funding of \$100,000 per annum under the Arts Qld Organisational Fund. This has equated to just under 10% of our total expenses each year. In addition to this core funding from Arts Queensland, the staff funded from this grant, have been able to successfully apply for and manage a range of other grants, with grants income increasing from \$287,115 in 2017 to \$425,353 in 2019, largely due to BEMAC receiving RASN funding from Arts Queensland. The majority of BEMAC's financial resources have been derived from earned income. These has accounted for around 60-65% of our income, with the total income peaking at \$711,013 during the 2018/2019 financial year. This income dropped by 20% in 2019/2020 due to the impact of COVID-19 and our resultant low audience numbers at live shows, with ticket sales decreasing from \$28,227 in 2017/18 to \$7479 in 2018/19 and \$2265 in 2019/20.

Additional boosts to our private sector income came from donations and sponsorship included \$72,000 from an apartment developer in 2017/18 to gain access to parking and \$55,000 in QLD Govt sponsorship for Culture Train in 2018/19. This accounts for high donations/sponsorships in 2017/18 and 2018/19 and a significant reduction in 2019/20.

In addition, both Access and SSI have contributed significant additional in-kind costs in the order of \$221,000 per annum through the use of Access shared services -marketing and accounting services, which has not been recognised as either income or expenditure in its financial budgeting and acquittals.

Budget 2017 - 2020

	2017/2018	2018/2019	2019/20
INCOME			
Govt funding	\$287,115 (28%)	\$405,651 (34.5%)	\$425,353 (41.7%)
• Arts Qld (core funding)	\$ 100,000	\$100,000	\$100,000
• Australia Council Project (operational)	\$ 69,441	\$66,297	-
• Local govt funding	\$61,950	\$27,975	\$82,833
• AQ project funding	\$10,000	\$191,429	\$214,570
• AC project funding	\$40,724	-	-
• Other Grant funding	\$5,000	\$19,950	\$27,950
Earned Income	\$642,354 (64%)	\$711,013 (60.5%)	\$568,534 (55.8%)
• QMC ticket sales	\$28,227	\$7,479	\$2265
• Performance Fees	\$29,578	\$16,142	\$28,831
• Art work/ Publication sales/retail	\$98,021	\$129,010	\$93,672
• Activities and services and resources	\$486,528	\$558,382	\$443,766
Private sector Income	\$72,663 (7.2%)	\$55,618 (4.7%)	\$5,900 (0.5%)
• Donations/sponsorship income	\$72,663	\$55,618	\$5,900
Other Income	\$1015 (0.1%)	\$1089 (.09%)	\$18,115 (1.7%)
• Interest Income	\$1015	\$1089	\$115
• Job Keeper Subsidy	-	-	\$18,000
Total Income	\$1,003,147	\$1,173,371	\$1,017,902
Expenses			
Staff costs	\$584,213	\$674,971	\$685,541
Cost of sales including market, production & promotion	\$316,795	\$345,447	\$248,952
Operating costs	\$92,810	\$84,203	\$93,060
Total expenses	\$995,357	\$1,104,621	1,027,553
Net profit	\$7,790	\$48,800	(\$9,651)



6-1-2- Growth Forecast

BEMAC will focus on alternative income streams and BEMAC's financial viability, means that the organisation's reliance on Government funding reduces from 50% of overall income in 2021/22 to 43% in 2024/25. At the same time earned income increases from 42% of overall funding in the first year to 45% in year 4 and private sector income increases from 8% in 2021/22 to 12% in Year 24/25.

Accordingly, wages will also increase as the major expenditure across the four years, as we extend our reach and outputs.

BEMAC's future plan includes a further growth in geographic coverage including the implementation of live shows in North Qld, Far North Qld and Western Qld and increased delivery of programs that address social inclusion issues such as social isolation, racism and domestic and family violence. This increase in live shows will result in increasing revenue in ticket sales, while additional earned income will be provided through BEMAC's performance and co-producer fees as it outsources its skills and experience to manage projects on behalf of other entities e.g. BrisAsia. This sees our earned income increasing from \$551,000 in year 1 to \$641,704 in year 4.

Our forecasting is also based on a strategy of increasing and diversifying our income base with a concerted focus and effort in regard to increased private sector income – donations, fundraising and sponsorship. BEMAC is in the fortunate position of being a registered charity and will promote its tax deductibility during marketing of key events such as the BEMAC Gala fundraising Event to be held later this year. We will also acquire sponsorship funding through joint projects with Qld Ballet and sponsorship of major events such as Culture Train and Arts development workshops at QMC and across the regions.

Budget Forecast 2021-2025

	2021/22	2022/23	2023/24	2024/25
INCOME				
Govt funding	\$ 653,250 (50%)	\$662,500 (50%)	\$665,000 (47%)	\$625,000 (43%)
• Arts Qld (core funding)	\$ 205,000	\$205,000	\$205,000	\$205,000
• AQ project funding (RASN)	\$200,000	\$200,000	\$200,000	\$200,000
• AC & other project funding	\$98,250	\$100,000	\$100,000	\$100,000
• Local Govt Funding (QUBE)	\$140,000	\$140,000	\$140,000	\$100,000
• Other Govt Funding (BMLS-MAQ)	\$10,000	\$17,500	\$20,000	\$20,000
Earned Income	\$ 551,000 (42%)	\$ 582,600 (44%)	\$612,480(45%)	\$641,704 (45%)
• BMLS ticket sales & Subscriptions	\$27000	\$30,000	\$30,000	\$30,000
• Performance/co-producer Fees	\$12000	\$15,000	\$18,000	\$19,000
• Activities and services	\$240,000	\$252,000	\$264,600	\$277,830
• Resources	\$200,000	\$210,000	\$220,500	\$231,525
• Retail	\$72,000	\$75,600	\$79,380	\$83,349
Private sector Income	\$106,179 (8%)	\$78,544 (6%)	\$117,002(8%)	\$178,504 (12%)
• Sponsorship - cash	-	-	\$17,000	\$47,000
• Donations/event income	\$5,000	\$15000	\$25,000	\$40,000
• Fundraising	\$5,000	\$15,000	\$25,000	\$40,000
• Sponsorship -inkind	\$96,179	\$48544	\$50,002	\$51,504
Total Income	\$1,310,429	\$1,323,644	\$1,394,482	\$1,445,208
Expenses				
Staff costs	\$720,687	\$742,308	\$794,577	\$827,414
Cost of sales - production & promotion	\$408,777	\$417,217	\$425,911	\$434,865
Operating costs	\$83,896	\$86,415	\$89,009	\$91,682
In-kind expenses	\$96179	\$48544	\$50,002	\$51,504
Total expenses	\$1,309,539	\$1,294,484	1,359,499	\$1,405,465
Net profit	\$890	\$29,160	\$34,983	\$39,743

6-2- GOVERNANCE STRATEGY

6-2-1- Role of the Board and Governance

The day-to-day operations of BEMAC are managed by the Business Development Manager, Betty Moinet. Betty has high level event, business management and marketing skills and is the founder of the Brisbane French Festival. Betty received the French National Order of Merit in 2019 and was a finalist in the Lord Mayor's Multicultural Person of the Year in 2020.

Betty reports through to the CEO of Access, Gail Ker (OAM), who is responsible for the management and conduct of the business of BEMAC, including ensuring that all contract KPIs are met and funds are expended in accordance with contract requirements, organisational policies and procedures and financial delegations. Gail is renowned for her expertise in innovative service solutions for newly arrived migrants and humanitarian entrants, which has been recognised through Awards such as Winner of a Qld Telstra Businesswoman of the Year - For Purpose and Social Enterprise Category in 2017. In 2018, she was named as one of the Queensland Greats by Queensland Premier Annastacia Palaszczuk in a ceremony at the Queensland Art Gallery. The CEO provides monthly reports to the SSI Board on all operational and governance matters related to BEMAC. The SSI group board of Directors meets monthly and receives and reviews all financial reports and grant acquittals.

The CEO of SSI, Violet Roumeliotis (AM and GAICD) is the 2017 Telstra Businesswoman of the Year and has been named one of AFR's Top 100 Women of Influence for 2018 in the category of Diversity & Inclusion. She was awarded the title of Community Fellow from Western Sydney University for outstanding service to the community and the 2018 InStyle Women of Style Community Champion. During her eight years as CEO, Violet has taken SSI from a Sydney-based organisation with 68 staff to an 900-plus workforce that supports more than 37,500 people nationally each year.

The BEMAC Governance structure also includes the establishment of an Advisory Group to provide high level, strategic and well-informed advice to assist BEMAC in delivering on its purpose and vision, as it seeks to secure and maintain its current Queensland position as a renowned multicultural arts organisational leader.

The purpose of the Advisory Group is twofold:

- to identify and provide feedback, directional advice or offer potential opportunities and scope for the intended improvement, development and expansion of the work of BEMAC, and
- to advance the interests of BEMAC by providing strategic and relevant advice to the CEO and within the scope of these terms of reference.

A formal Expression of Interest (EOI) process has been established where identified and/or nominated individuals will be assessed and selected by the CEO based on their ability to meet and satisfy relevant criteria. The criteria for appointment is that applicants have:

- Local, State, National and International Networks.
- Leadership, Board and / or Governance experience.
- Public status and influence.
- Specified areas of expertise (for example employment, research, cultural practise, and/or financial management).
- Diversity (CALD, LGBTIQ+, and First Nations) community member / links; and
- Arts industry experience.

Each member is appointed for a two-year term, with a possible extension for a further two years subject to performance as assessed during annual reviews. All Advisory members are voluntary and non-renumerated and the maximum term for each member is four years. The SSI Group CEO reports on the Advisory Group's work to the SSI Board of Directors.

BEMAC is currently finalising recruitment of the Advisory Group, which will include high profile and qualified First Nations and CALD representatives. The advisory group will have a key role in assisting the organisation to achieve its vision and goals and implementation of this plan. In addition to an annual financial audit, both the SSI Board and the advisory group undergo external annual audits.

6-2-2- Succession Planning

One of the benefits of the BEMAC/Access/SSI merger is that it brings together a large team with a breadth of knowledge and skills. This has allowed BEMAC staff to seek marketing advice and support from the Access' Marketing team and to gain support and mentoring from SSI's Arts and Culture Branch. This model also allows for a strong risk management approach with existing staff able to temporarily relieve in vacant roles, while recruitment occurs, or to manage when staff are on annual leave. Our model of having a core team of staff and outsourcing to contractors for particular projects, also ensures that we continually have access to a pool of professionals, allowing us to easily upscale or reduce our workforce in accordance with demand.





BEMAC

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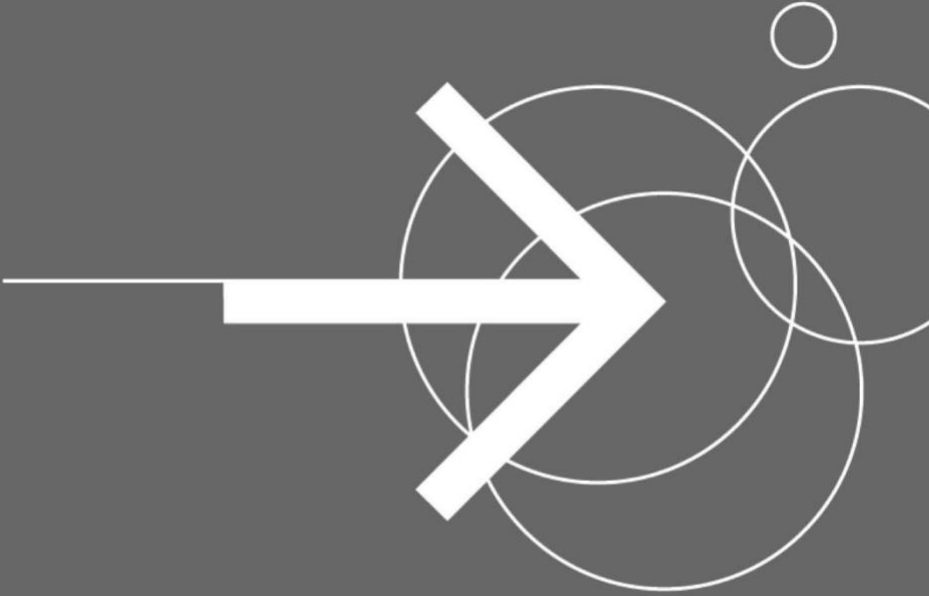
Website

www.bemac.org.au

www.qmc.org.au



APPENDIX 3: BEMAC 2025 PROGRAMMING PRINCIPLES







2025 Programming Principles

**Courageous in creativity.
Determined in diversity.
Enablers in change.**

As Queensland's most dynamic producer of multicultural arts, BEMAC has been successfully staging ground-breaking productions that fuel the diverse practice of artists from a variety of different cultural backgrounds for almost four decades. Established in 1987 by a group of passionate advocates and artists inspired to bring the creative work of a new generation of diverse artists into the spotlight, BEMAC has grown to become the state's leading multicultural arts producer, presenter and artistic development organisation.

We are renowned for showcasing the innovative work of multicultural artists who are largely missed by institutional radars but whose distinctive and distinguished work has the potential to cross from the margins into the mainstream. Our programming is inspiring, distinctively responsive and

examines discourses and perceptions on multiculturalism, migration and identity, leveraging the arts as a platform in which to pose difficult questions, challenge entrenched ideas and enable change.

While BEMAC's focus is on championing the culturally diverse artists and their artistry, we also recognise and stand by a broader drive toward inclusion that strives for an industry that is gender-balanced and free from any form of discrimination. We strive to welcome people of all abilities and to support artists, arts workers and audiences alike to remove barriers when it comes to the enjoyment of and participation in the arts.

Our programming principles are underpinned by the following core propositions. >>>

Determined in diversity: The permeable evolution of culture

Culture, overarching amalgam of the human experience, envelopes everything we do, informs our values and motivations, and guides our choices and actions. As people move from place to place, culture also learns and discovers, evolves and shifts. The arts, pinnacle of human expression, reflect these journeys –geographical and internal–, accepting and rejecting influences, absorbing and transforming both expression and the world around it. In the Australian context, the confluence of identities that constitute our social fibre calls for embracing and cherishing the power of diversity. BEMAC's program aims to ensure that diverse stories, voices and expressions are duly represented, and that they are embraced and welcomed into a platform of creativity, conversation and cross-pollination.





Courageous in creativity: Creativity as fuel, originality as driver


The arts provide a context to explore, comment on and unpack the experiences, conditions and pressures of our time, both at a personal and a collective level. Authentic work yields contemporary relevance. Commitment to the practice of art is understood to be fundamental to the development and delivery of such authentic, relevant work. BEMAC's program aims to support artists at all career and development stages, whose creative and professional aspirations are solidly grounded on the creation of original work of the highest quality and relevance possible.





Enablers in change: Self-determination and cultural safety

Central to all human rights, the choice of identity (and identifiers) is with that individual and the communities that they choose to be amongst or seek involvement in. Within BEMAC's programming framework, artists are not bound by any permanent social, political or cultural labels. This includes the individual freedom to operate beyond deterministic qualifiers of migrant status, country of birth, religion, ethnicity, etc. The relevance of an artist –and their relevance to BEMAC's program– is not dependent on their background but on their intent. Artists have autonomy to define and demarcate their discourse in whatever terms they feel comfortable with and choices they make with self-determination will not be judged or used to judge their work.



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