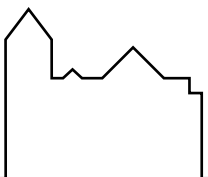




**The home
of creativity
for a world of
possibilities**

Strategic Plan
2024-2028





BlakYard Picnic, Carclew, 2024; Photo: Ben Searcy



Carclew recognises and respects that we are living and creating on unceded Aboriginal Lands. Carclew pays respect to the Kaurna people of the Adelaide Plains. To Elders past, present and leaders emerging today.

Carclew or '*Tutu Karralikanungku - Looking out from above*' extends this respect to all First Nations peoples we collaborate with.

A photograph of two young children sitting on a grassy area. The child on the left is wearing a dark blue t-shirt with the word 'PUMA' in white letters and light blue shorts. The child on the right is wearing a white long-sleeved shirt with some text and is playing with colorful blocks. The background is a blurred outdoor setting with buildings.

**The future is
already here; it's
just very young**



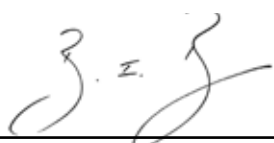
INTRODUCTION

As Minister for Education, Training and Skills and the Minister for Arts, we are delighted to introduce Carclew's 2024-2028 Strategic Plan, showcasing South Australia's leadership in youth arts. As the home of youth arts, Carclew holds the legacy of ensuring every child has access to art, culture and creativity. Carclew has played a key role in enhancing the state's reputation for excellence in youth arts, offering exceptional opportunities for children and young people to engage with and contribute to the arts.

The Malinauskas Government is committed to fostering lifelong engagement with the arts and this means ensuring South Australia's children and young people are supported to participate and experience the joy of arts and culture from the earliest ages. We know that involvement with arts and culture offers incredible benefits for the wellbeing and development of children and Carclew plays a vital role in facilitating that connection.

This strategic plan highlights Carclew's dedication to fostering creativity, innovation, and imagination, in line with South Australia's broader education, economic and cultural strategies. Through dynamic programs and partnerships, Carclew continues to empower the next generation of artists and leaders. By investing in youth arts, we ensure that South Australia remains at the cutting edge of cultural and economic advancement, reinforcing that creativity is crucial for a smart, sustainable and inclusive future for South Australia.

The future is already here; it's just very young.



The Hon Blair Boyer MP
Minister for Education,
Training and Skills



The Hon Andrea Michaels MP
Minister for Arts



BlakYard Picnic, Carclew, 2024; Photo: Ben Searcy

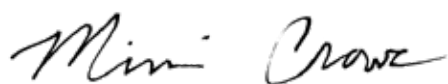
CEO MESSAGE

Carclew's 2024-2028 Strategic Plan represents the beginning of a catalytic period shaping the next decade of youth arts and creativity in South Australia. This plan outlines a commitment to creating a lasting impact, not only for children and young people, but for educators, parents, communities, businesses and our collective creative future. I extend an invitation to join us in cultivating a culture in South Australia with creativity as a driver of growth, innovation, well-being and prosperity.

The future of South Australia is bright, and with creativity at the heart, anything is possible. Together we can build a legacy that transforms lives for generations to come.

Let's invest in tomorrow's creative leaders – starting today.

Ngaityalya



Mimi Crowe
Chief Executive
Carclew



INTRODUCTION

ABOUT US

Carclew is Australia's largest multi-artform cultural institution dedicated to children and young people. The heart of Carclew is our historic house in North Adelaide, which the Government of South Australia gifted in 1971 as a promise that all children and young people have access to art, culture, and creativity.

We believe in the power of children and young people as creators, innovators and world shapers. Through participation in the arts, we inspire and nurture creativity and agency in children and encourage boldness and innovation as they grow.

Carclew exists to elevate the youth arts sector, amplify children's voices and provide opportunities for safe creative expression, access to audience experiences and career development pathways.

Vision

To be the home of youth arts and creativity.

Mission

To connect all children and young people to the world of creative possibilities as artists, learners and audiences.

Core Purpose

To have the greatest impact for the greatest number.



To have the greatest impact for the greatest number



Marlon Motlop, BlakYard Picnic, Carclew, 2024; Photo: Ben Searcy





Young artists, Pom Pom, Davoren Park, 2018; Photo: Dave Court



Fern Miles, Backyard Picnic, Carclew, 2023; Photo: Samuel Graves

GUIDING PRINCIPLES

First Nations respect

First Nations voices and values are at the centre of all we do. We respect ongoing connections to Country and cherish our place on Kurna land. Through our commitment to First Nations children, artists and communities, we aim to ensure a safe space to learn and educate, inspire awareness and respect, and help to develop the cultural leaders of tomorrow.

Amplify and elevate

We are committed to amplifying and elevating the youth arts and arts sectors through partnerships, research, data and resource sharing. We seek out, listen deeply to and platform young voices.

Future shaping

The jobs of tomorrow will need creativity and agency. We connect throughout a young person's life to support their confidence, wellbeing, skills, knowledge, connections and opportunities and investigate future education and training models in an aim to move from best practice to next practice.

It's a home, not a house

Carclew is a place filled with fun, joy and creative ways to learn that encourage agency and innovation. It is a place you are nurtured when you are young and, though you eventually grow up and leave, you always have a connection to Carclew. There is always space for our friends from regional and remote areas. Everyone is welcome at Carclew.

VALUES

Carclew is for all children and young people. We welcome seldom-heard voices and exist to help young people learn and thrive. We are lateral thinkers about where art and creativity happen, connecting across geographic boundaries and policy settings.

Sustainable

We focus on financial sustainability to ensure long term success and resilience for Carclew, the youth arts sector and creative career pathways. Art and creativity deepen our commitment to First Nations principles and our community learning about environmental, social and creative sustainability.

Youth Upwards

We start with listening and working alongside children and young people to create a future with them, not for them. We champion First Nations and seldom-heard voices at decision making levels and support agency for young people through funding, resource sharing and investing.

Accountable

We take our responsibility as the holders of Carclew's legacy and commitment that all children and young people have access to art, culture and creativity as core to all areas of our work. Planning, reporting, delivery, culture and improvement are fundamental to how we learn and grow as an organisation.

Joy

We foster an environment where people are free to play, express themselves and feel a sense of belonging. Carclew is in service to the children and young people of South Australia - we take joy in this responsibility and seek to create joy in all we do.





Young artist, Pom Pom, Davoren Park, 2024; Photo: Charlotte Smith



Pom Pom's 10th Birthday Party, Davoren Park, 2023, Photo: Daniel Marks

OUR WORK

Sector Leadership

Through valuing and demonstrating collaboration, resource sharing and meaningful partnerships we champion the collective success and impact of the youth arts sector in South Australia, nationally and internationally.

First Nations

Ongoing commitment, investment and support of First Nations creative programs, artists, businesses and communities.

Creative learning and education

Embedding our work in education systems supporting South Australian schools, teachers and students.

Workshops & Events

Delivery of an annual program of youth arts activities at our North Adelaide home.

Funding

Supporting youth arts organisations and young artists through annual funding allocations, subsidy, fellowships, project support, data collection, research and collaboration.



OUR WORK

Partnerships

Partnering with organisations and agencies to amplify their mission through art and creativity with children and young people.

Career Pathways

Connecting early career creatives with industry professionals and all children to creative futures across diverse areas of our society.

Skills Development

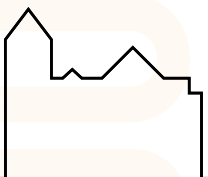
Investing in creative skills development for young creatives.

Entrepreneurship

Through our programs we diversify our revenue streams and increase our fundraising to further support and expand Carclew's programs, subsidies and outcomes.

Venue

Our historic home is open to the community through venue hire, event delivery and creative development opportunities.





Timothy Piggott at filming of *Aced It*, a short film produced by Carclew 2023 Project & Development grant recipient Jasmine Leech, Gumeracha, 2023; Photo: Kellie Jantke



“Art makes life better”

- Wallace, 4 years old.



Jerome Oosting, Thriving People, Carclew, 2023; Photo: Samuel Graves

THE CHALLENGE

Carclew has a vital, loved and valued history. Our connection and commitment to amplifying and elevating youth arts and creativity is over half a century old.

Our challenge is to integrate this legacy with the demands of a rapidly changing world. Arts organisations and not-for-profits everywhere are facing a critical inflection point; increasing demands on public funds for climate crises, an ageing population, infrastructure, and social demands mean we are being asked to compete for funding in ways that did not previously exist. Technology is advancing and we are entering an age of artificial intelligence and automation where there is uncertainty about the careers of the future.

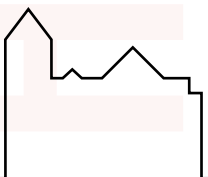
It is crucial that we understand and quantify the impact of Carclew's programs past and present, and use this evidence to demonstrate our value, the value of the youth arts sector and our role in shaping the future.

THE CHALLENGE

THE OPPORTUNITY

There is growing evidence of the intersection between creativity, the arts, and social, environmental, and economic policy. Research confirms the importance of creativity in policy and economic development and the role of arts and culture in practising and harnessing creativity. The World Economic Forum Future of Jobs Report 2023 outlines that the most important skills for future workers will be analytical and creative thinking¹. These findings are reinforced by PwC in its report on the workforce of the future²: “Those workers performing tasks which automation can’t yet crack, become more pivotal – and this means creativity, innovation, imagination, and design skills will be prioritised by employers.” This finding is backed by CEO surveys in the report, as when asked for their most sought after skills “problem-solving, adaptability, collaboration, leadership, creativity and innovation top the list.”

These skills are built through play, joy, safety, and creative expression. Carclew will play an important role in future shaping, not just for young people and their health and wellbeing; but also the families, communities, systems, policies and economies they exist within.





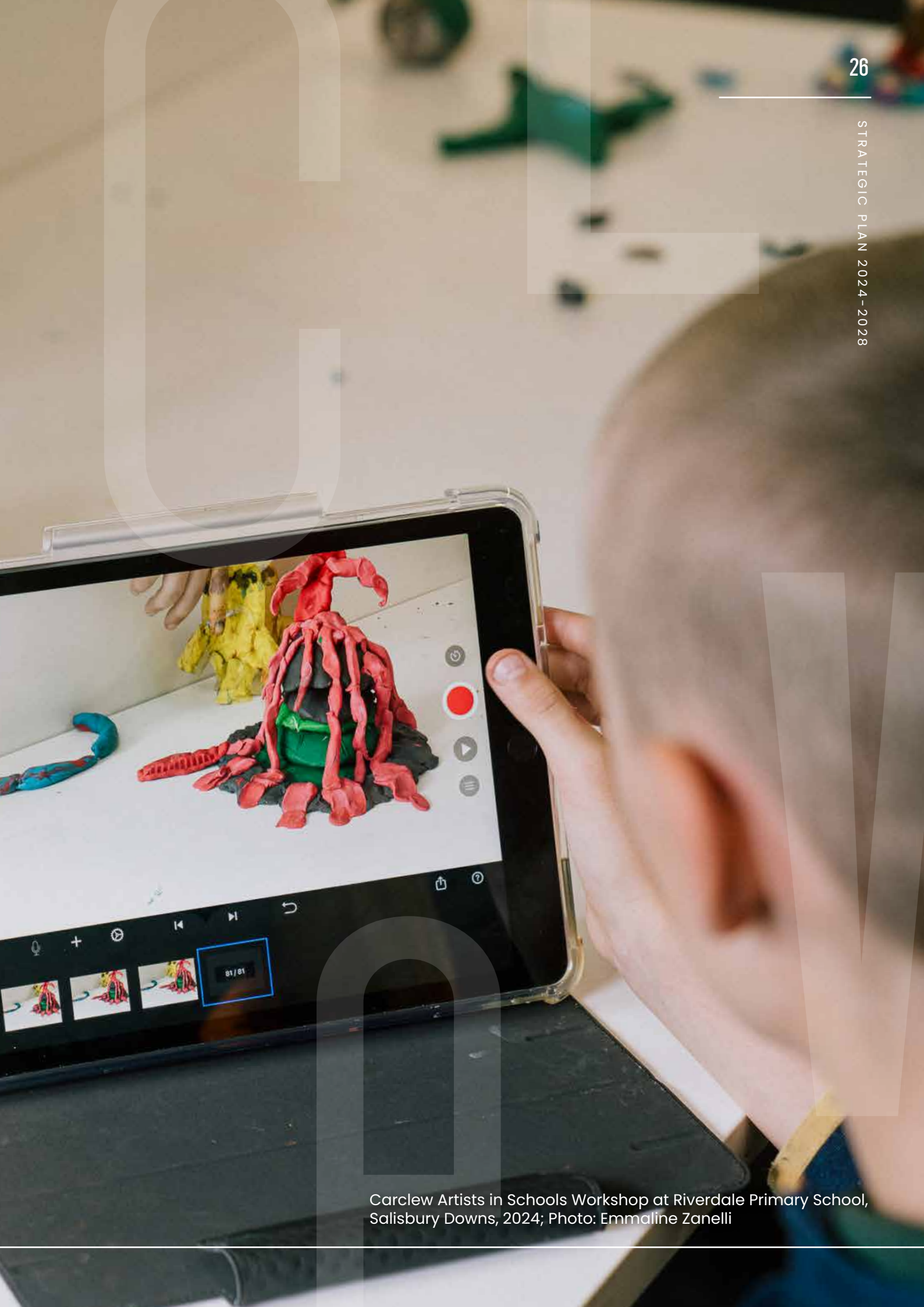
Tal-Kin-Jeri, BlakYard Picnic, Carclew, 2024; Photo: Ben Searcy



**“I learnt the views
of perspective
and thinking
outside the box”**

- Thomas, Carclew in Schools participant





Carclew Artists in Schools Workshop at Riverdale Primary School, Salisbury Downs, 2024; Photo: Emmaline Zanelli



Pom Pom's 10th Birthday Party, Davoren Park, 2023; Photo: Daniel Marks

OUR STRATEGIC RESPONSE

GOAL 1

Amplify and elevate youth arts.

Our priorities for the next four years:

- Youth Arts sector leadership
- Influence government, industry and the national policy and funding landscape
- Grow our grants and funding programs
- Initiate creative technology programs
- Develop and implement a youth arts theory of change with the sector

GOAL 2

Art, culture and creativity for every child and young person in South Australia.

Our priorities for the next four years:

- Empower First Nations leadership
- Youth agency at the core of our work
- Reinvigorate programming at Carclew
- Amplify, elevate and support regional and remote South Australia
- Prioritise programs and opportunities for seldom-heard voices

OUR STRATEGIC RESPONSE

GOAL 3

Enhance education, skill-building and career development pathways.

Our priorities for the next four years:

- Expand Carclew in Schools
- Undertake an early career artists pathways review
- Expand our training programs, mentorships and industrial conditions support
- Embed creative technology programs and pathways to support the jobs of tomorrow
- Develop entrepreneurial programs through Carclew to support sustainable careers in the arts

GOAL 4

Be a sustainable organisation that welcomes ideas, innovation and growth.

Our priorities for the next four years:

- Uplift our administration and systems
- Plan to prosper by diversifying income streams
- Care for and enhance Carclew house and grounds
- Build, invest in and care for a great workplace culture
- Engage and connect with our leaders at the Board, State, national and international levels



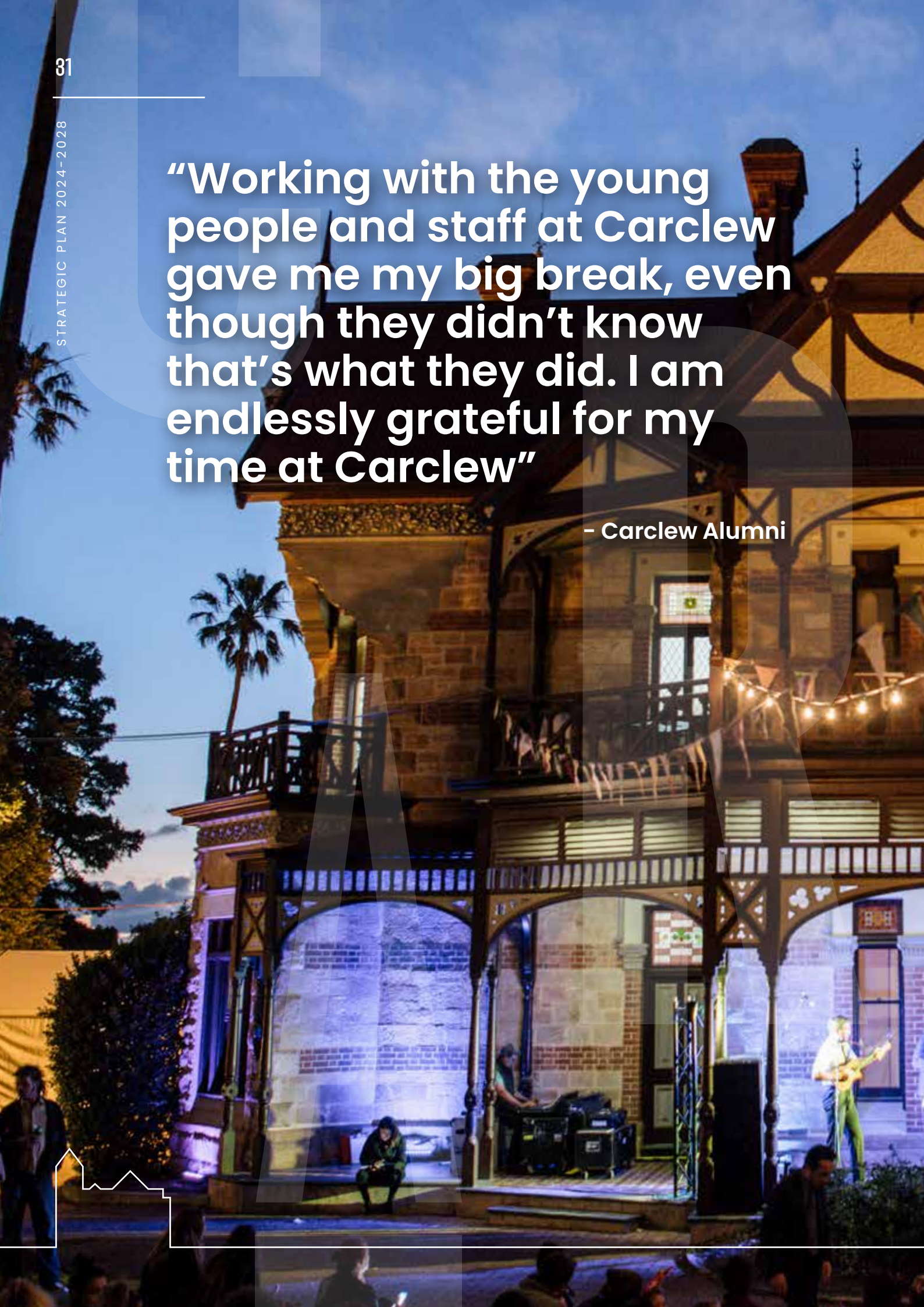
A photograph of a woman, Danielle Lim, performing on stage. She is wearing a traditional pink and gold embroidered outfit, possibly a traditional Chinese or Vietnamese garment. She is gesturing with her right hand, palm facing forward, fingers spread. The background is dark, and the lighting is focused on her. A small orange bowl is visible on a table in the foreground to the left.

**“I found my people,
my voice, myself at
Carclew and went on
to be a performer for
the next 20 years”**

- Carclew Alumni

“Working with the young people and staff at Carclew gave me my big break, even though they didn’t know that’s what they did. I am endlessly grateful for my time at Carclew”

- Carclew Alumni





Dusk Arts Market, Carclew, 2019; Photo: Morgan Sette



Uncle Ivan-Tiwu Copley OAM, Thriving People, Carclew, 2023; Photo: Samuel Graves

MILESTONES

YEAR 1

Build

Shifting from focused programs to expansive growth, we continue what works and plan for the future.

- Lead development of South Australian youth arts sector vision for the future
- Enliven Carclew house as a hub of activity
- Deliver Year 1 of the Emerging First Nations Creatives 18 Month Residency Program
- Strengthen partnerships in the education sector for program delivery in South Australian schools by expanding Carclew in Schools
- Grow our fundraising programs to support the sector

YEAR 2

Impact

Capturing and quantifying the impact of our work, the youth arts sector, and of creativity on young lives.

- Develop a theory of change with impact measurement and data collection for the sector
- Implement grant program growth and changes
- Increase our funding for grants and funded companies through philanthropic and revenue earning programs
- Launch a volunteer program
- Deepen our music initiatives to develop career pathways and nurture contemporary music careers in SA



MILESTONES

YEAR 3

Grow

Expanding from a solid and revitalised foundation where our work can shine.

- Bring the sector together through events, reports and data capture
- Celebrate our annual Carclew graduates and alumni
- Implement a friends and development program to connect from childhood to adulthood
- Year-round programming, events and partnerships with festivals and events
- Develop a creative youth plan for South Australia

YEAR 4

Embed

Cementing the value of Carclew and youth arts in South Australia and beyond.

- Tell our story and the stories of youth arts across South Australia, nationally and internationally
- Shape and influence policy for youth arts
- Provide arts training, residency and professional development opportunities
- Deliver programs with best practice industrial conditions supporting future arts and creative workers
- Infrastructure review and planning





Ricky Albeck & the Belair Line Band, Carclew 2022 Project & Development grant recipients, Backyard Picnic, Carclew, 2022; Photo: Samuel Graves

The Carclew Strategic Plan 2024-2028 was published by Carclew Inc. in October 2024

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Facilitation support from Rebecca Wessels, Ochre Dawn and Zamina Blenkinsop, Deloitte

Consultation for this plan included insights from 215 respondents to the Carclew 2023 Experience Survey, Carclew Staff and 2023 Sharehouse resident consultation.

Tutu Karralikanungku (Looking Out From Above) is used with permission from Kurna Warra Karrpanthi.

'Youth Upwards' is a term generously shared by and used with permission from Riverland Youth Theatre.

To all current and former staff and board members of Carclew, thank you. This plan is part of an ongoing legacy of youth arts in South Australia. You are all a part of the story we tell about the past, and an important part of the future.

Thank you to the youth arts sector comprised of companies, artists, schools, communities and businesses.

Carclew would like to acknowledge outgoing Chair, Rachel Healy for her vision, passion and commitment to Carclew, its legacy and its future.

A special thanks is also extended to Carclew's Patron, Marjorie Fitz-Gerald OAM without whom Carclew would not exist.

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carclew.com.au

Back cover: Backyard Picnic, Carclew, 2022; Photo: Samuel Graves



**Government
of South Australia**

¹ World Economic Forum (2023) Future of Jobs Report 2023 ISBN-13: 978-940631-96-4

² <https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf>



Explore Arts, Carclew. Photo: Charlotte Smith, 2024.

A large group of people is gathered on a green lawn in front of a historic, multi-story stone building. The building features a prominent circular tower with a conical roof and a red brick chimney. The scene is set outdoors with palm trees and other greenery. The word "CARCLEW" is overlaid in large, white, bold, sans-serif capital letters across the center of the image. In the bottom left corner, there is a white outline of a house or building shape.

CARCLEW