

2005 - 2007 Arts OutWest Inc. Strategic Plan

Adopted at AGM 2005

Mission: Arts OutWest will promote, facilitate, educate and advocate for arts and cultural development for the communities of the central region of New South Wales

Goal 1: Increase opportunities for all communities to access and participate in arts and cultural development initiatives.

Strategy	Performance Indicator	Timeframe	Who
1.1 Assist artists and communities to participate in, develop and manage their own arts and community cultural development	<ul style="list-style-type: none"> ➤ Strategies in place to identify needs ➤ Number of workshops, training sessions etc ➤ Number of AOW assisted projects managed locally 	Annually	EO; AOW staff Board ad hoc committee
1.2 Establish and maintain links with identified groups	<ul style="list-style-type: none"> ➤ Identify targets including; professional artists, Aboriginal, Cultural and Linguistically diverse peoples, People with Disabilities, Young people, Older people ➤ Developed working relationships with identified groups ➤ Coordinate biennial Youth Arts and Skills program ➤ Coordinate annual Arts and Disability program ➤ Contribute to the development of Aboriginal arts and cultural development 	Ongoing Annual	EO; AOW staff
1.3 Attract project funding and assist in developing arts and cultural initiatives in response to needs to the regions	<ul style="list-style-type: none"> ➤ Identify needs ➤ Grant application assistance provided ➤ Project funding received for the region ➤ Number of regional projects implemented, where AOW played a role 	Ongoing Ongoing Annually Annually	EO; AOW staff
1.4 Provide support to volunteer and professional arts infrastructure	<ul style="list-style-type: none"> ➤ Identify and maintain a range of partnerships with local and regional arts and cultural organisations ➤ Types of support provided to local arts, and cultural groups and other networks ➤ Track and record assistance 	Ongoing Annual Quarterly	AOW Board, EO
1.5 To provide referral, networking and information dissemination	<ul style="list-style-type: none"> ➤ Monitor and manage responses to requests in suitable reporting formats for all stakeholders and funding bodies ➤ Comprehensive Database maintained 	Quarterly Ongoing	AOW staff Admin Officer

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Goal 2: Promote and advocate the positive economic and social value of arts and community cultural development to government, other agencies and the broader community.

Strategy	Performance Indicator	Timeframe	Who
2.1 Encourage and assist Local Government to become more actively involved in arts and cultural development.	➤ MOU renegotiated and signed by all participating Councils	June '05 Annually	EO EO
	➤ Number of councils establishing, reviewing and implementing their cultural plans	Annually	EO EO
	➤ Number of councils supported in developing their cultural plan	Quarterly	
	➤ Number and scope of specific development oriented projects discussed with local governments	Annually	EO/Board
	➤ Each Council has an established 'peak body' to act as a liaison between Council and community		
2.2 Provide advice and input into state and federal government arts and related policy development relevant to the region	➤ Input to Regional Arts New South Wales via Association meetings	Ongoing	RANSW Board member; EO
	➤ Input to relevant committees through presentations, forums, conferences, meetings and correspondence	Ongoing	EO; Board
	➤ Submissions to relevant agencies	Ongoing	EO; Board
2.3 Work strategically with other regional agencies to realise goals	<ul style="list-style-type: none"> ➤ Identify regional agencies including ➤ Central Tourism ➤ Film Central ➤ Economic development boards ➤ Education and Training organisations ➤ Environmental agencies ➤ Health 	2005 and ongoing	EO, Board

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Goal 3: Develop audiences for Arts and Cultural Development initiatives

Strategy	Performance Indicator	Timeframe	Who
3.1 Promote arts and cultural development projects and initiatives of the central west through the print and electronic media	<ul style="list-style-type: none"> ➤ AOW promotional strategy refined and implemented ➤ 11 AOW What's On Calendars circulated ➤ 11 ArtSpeak Monthly News bulletins circulated ➤ 500 AOW radio segments broadcast through community radio, ABC and commercial stations ➤ AOW branded TV segments produced and broadcast through Prime TV ➤ Min. 20 AOW accredited articles featured in local, regional, state and national print media 	Ongoing Monthly Monthly Weekly Weekly Ongoing	MPO Admin & MPO MPO
3.2 Ensure mechanisms in place for effective collection of information on arts and cultural activities in the region	<ul style="list-style-type: none"> ➤ Systems maintained to record number & type of activities ➤ Develop templates and manage appropriate Website and databases ➤ Collect information on time 	Annually Ongoing	MPO, EO MPO, Admin
3.3 Ensure ongoing continuation of Arts OutWest media promotions and partnerships	<ul style="list-style-type: none"> ➤ Continue to establish, maintain and monitor our media partnerships ➤ Media and Promotions officer to prepare guidelines and training for all staff to take over media when necessary ➤ Review guidelines on accessing AOW promotion services 	Annually As required Annually	MPO/EO MPE; EO AOW staff/Board
3.4 Provide information on arts and cultural events, projects and initiatives of the central west through AOW internet site	<ul style="list-style-type: none"> ➤ AOW internet site updated minimum monthly ➤ Re-evaluate Internet Site 	Ongoing Annually	Info O; PO; EO AOW staff/Board ad hoc committee
3.5 Develop and maintain mechanisms for marketing arts and cultural products and services within and beyond the region	<ul style="list-style-type: none"> ➤ Business and professional development workshops and forums ➤ Central West arts marketing strategy ➤ CW Artists web-pages ➤ CW Cultural tourism products and services ➤ CW Cultural Map 	Ongoing 2005 2005 Annual 2006	

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Goal 4: Ensure that Arts OutWest is recognised as the key representative body and advocate for arts and cultural development in the region.

Strategy	Performance Indicator	Timeframe	Who
4.1 Ensure AOW satisfies the expectations and needs of its stakeholders and that it achieves a high level of customer satisfaction	➤ AOW programs and services are prioritised in relation to its resources	Annual	EO, Board
	➤ MOU reporting and servicing is met	Quarterly	EO; Board
4.2 Ensure that AOW represents and advocates for the Region in accordance with stakeholder needs	➤ AOW identifies and acts on the needs of the region	Annual	AOW staff; Board
	➤ AOW participates in major debates and forums on cultural development	Ongoing	
	➤ AOW is represented on key committees and representative bodies	Annual	
	➤ AOW lobbies local State and federal members of Parliament to achieve positive outcomes for stakeholders	As required	
4.3 Ensure that AOW Regional Arts Board structure is representative and reflects the diversity of the region	➤ Obtain feedback from members on AOW representation and performance	Bi-Annually	
	➤ Role of board and board membership structure reviewed	2005	Board
	➤ Representative board structure maintained	Annual	Governance committee
	➤ Target and include youth, Aboriginal and Culturally diverse representation	Annual	

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Goal 5: Ensure Arts OutWest operates efficiently, effectively and appropriately

Strategy	Performance Indicator	Timeframe	Who
5.1 Ensure financial and legal responsibilities are met	<ul style="list-style-type: none"> ➤ Constitution reviewed ➤ Annual statement, AGM, audit, annual report ➤ Funding acquittals to funding bodies ➤ Sound financial management - budgets and reporting 	Bi-annually Annually As required Quarterly	EO; Board
5.2 Ensure sound planning and evaluation mechanisms are in place	<ul style="list-style-type: none"> ➤ Strategic plan review ➤ Organisational evaluation ➤ Staff performance, job descriptions and contracts reviewed 	Annually	AOW staff; Board ad hoc committee
5.3 Ensure sound operational management is in place	<ul style="list-style-type: none"> ➤ Staff planning and communication mechanisms in place ➤ Organisational review ➤ Board training – after each AGM ➤ Manage memberships ➤ Administrative and technologies strategies reviewed ➤ Annual Operations Plan functioning 	Ongoing Biennial Annual Ongoing Annually Annual	AOW Staff EO EO/Board AOW staff AOW staff; Board EO and Staff
5.4 Secure funding sources for Arts OutWest	<ul style="list-style-type: none"> ➤ MOU's and Agreements with Local Government and other stakeholders budgeted and committed ➤ Strategy for securing corporate funding developed and implemented ➤ Other sources of funding/sponsorship explored and secured 	Annual 2005 Ongoing	EO; Board EO, Finance Committee EO; Board Finance committee
5.5 Policies and Procedures Manual developed and maintained	<ul style="list-style-type: none"> ➤ Policies drafted and adopted by staff and Board ➤ Policies made operational and effective ➤ Policies reviewed 	Mid 2005 Ongoing 2007	EO, Staff, Board Staff and Board Board