

Arts OutWest Strategic Plan 2008-2012 *adopted 12 February 2008*

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

Preamble

Arts OutWest was first established in 1974 as a community arts program servicing several local government areas of the central west of NSW. In 1987 it became incorporated and had grown to cover 17 local government areas and employ a fulltime regional arts development officer (RADO) funded by the NSW State Government's Ministry for the Arts. The program then began to set out its direction and core programs for the future of arts and cultural development in the central west region of NSW. By focussing on promoting what happens in the region, the development of audiences and gradual support of local artists has led to the establishment of cultural infrastructure in the key regional cities and now also some smaller regional towns.

In 2007 the region serviced by Arts OutWest covers over 73,000 klms which is home to 190,000 people. Arts OutWest has signed Memorandums of Understanding with 12 financially contributing local governments including Lithgow City, Oberon, Bathurst Regional, Mid-western Regional, Blayney, Cowra, Cabonne, Forbes, Lachlan, Parkes, Wellington and Orange City.

The Arts OutWest Board is made up of appointed representatives from each of its contributing Councils, a representative from Charles Sturt University and 3 elected members' representatives from the general financial membership of individuals and organisations. The Board is responsible for the overall governance and policy direction of the organisation.

The organisation employs 2 fulltime staff members and a number of part-time and casual staff depending on need.

The Central West Cultural Directory has grown to listing almost 2000 events and activities promoted in a year, 1800 organisations, approximately 650 artists in all creative practises and 800 venues.

The Arts OutWest website is updated weekly and includes all the What's On information, Cultural Directory, monthly ArtSpeak newsletters, Opportunities for Artists resources and links to a host of other arts and cultural sites of relevance. It is visited on average by 3,500 unique visitors a month and generates audiences for events, activities, participation and employment across a range of sectors.

The promotions program established in the late 1980's has become a well recognised and established feature of regional media, in particular the daily ABC Central West radio program.

Principles

The central west region, its art and culture

The region serviced by Arts OutWest has a rich set of cultures located in what is traditional Wiradjuri country, settled by people from all over the world contributing a diverse cultural spread with growing numbers also arriving from central Africa, the Middle East, SE Asia and the Pacific. Based largely on the full range of agricultural practices and industries, food and wine are a growing attractant for newer residents, as are the diverse learning and cultural opportunities the region has to offer. Most of the population are centred in the larger regional centres of Bathurst and Orange where each have professionally run regional galleries and theatres. Unique attributes in Lithgow, Mudgee and the Mid-western area, Cowra and Canowindra include small galleries, volunteer run theatre and music groups. Blayney and Forbes value their history and heritage while Wellington, with its strong Macquarie Valley Aboriginal heritage also offers a rich base for future regional growth. Oberon is located at the edge of the World Heritage National Park and high country farming and timber, is developing its creative community. Parkes is

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developing itself as a regional hub and a place of exchange with a thriving small community theatre and music scene. Lachlan Shire, like Wellington is home to one of the larger populations of Wiradjuri people offering a growing Indigenous arts scene, particularly among young and older people. Cabonne is effectively the food bowl of the region and therefore food, wine, art and music become a strong focus together with Orange. Two entirely unique museums, the Australian Mineral and Fossil Museum in Bathurst and the Age of Fishes Museum in Canowindra set a national benchmark for regional museums. Lithgow on the other hand has a distinctive industrial heritage and a State Heritage Mine site and Rail museum with so much potential alongside its environmental potential.

The region has a strong educational base with 2 campuses of Charles Sturt University offering a wide range of courses including communications, teacher education and business studies. There are TAFE NSW campuses in every major city and town, residential high schools in Bathurst and Orange and public and independent schools in all towns.

Apart from mining, which is also an important economic driver, newer non-food aligned industries including small to medium scale manufacturing and logistics businesses are opening in the area. These industries bring with them young families and professionals looking for a full range of services and recreational facilities.

Consultation and partnerships

Arts OutWest develops and delivers its services in consultation and partnership with all its key stakeholders. They include the dedicated arts community, youth and community services, education and training providers, health, mental health, disability and aged care services. It also includes Councils – staff and elected members involvement. Economic development and tourism services and providers are becoming key stakeholders in jointly developing and marketing regional cultural products and services. Working with Historical Societies and heritage consultants, Arts OutWest advises and assists in developing programs that promote the distinctive histories of the region.

Partnerships are created to deliver individual projects and on going programs wherever possible.

Inclusiveness and Social cohesion

Arts OutWest endeavours to ensure that all members of the community have the opportunity to access and participate in the arts and cultural life of the community.

Aboriginal and Torres Strait Islanders and people from culturally diverse backgrounds are also included in all programs and where appropriate selected programs target these sectors.

Sustainability

Arts OutWest works on the principle of building capacity in the community and to this end the Strategic Plan for 2008-12 will focus on key initiatives that will strengthen the resilience of regional and rural communities in the central west region to create opportunities that generate innovative solutions via the arts.

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PRIORITY	Goals	Strategy	KPIs	State Plan Priority reference
Priority 1 Community Cultural Development	1.1 Audience development		<i>Core service</i>	E8, R4
	1.1.1	Communications & Promotion	Deliver 12 month Media & promotions program	
	1.1.2	<i>Energise the West</i> Media program	Radio Print media & Television program	
	1.1.3	Marketing	Develop New marketing tools Record audience numbers	
	1.2 Community engagement		<i>Core service</i>	R4
	1.2.1	Advice and assistance	Record contacts with Individuals, groups & organisations, Councils, Agencies Participate as an advisory member in Film Central and other regional cultural initiatives	
	1.2.2	Funding and resources	CASP recommendations, RAF and other successful grants by and for community	
	1.2.3	Networking	Attend local & Regional events Host 1 Regional Arts Forum a year	
	1.3 Key targets		<i>Ongoing</i>	
	1.3.1	Tourism	New cultural tourism joint initiatives	E8, P6, E5
	1.3.2	Education & Training	2009, 2011 ArtStart programs	S4, P4, P7
	1.3.3	Health	GWHS partnership realised and evaluated	S1,
	1.3.4	Aboriginal	Maximised opportunities & outcomes	F1, R4
	1.3.5	Disability & Aged	Biennial program focus & IDPWD Maximise opportunities and outcomes	F2, F3
	1.3.6	Culturally & Linguistically Diverse (CALD)	Integrated into every program	R4
	1.3.7	Children and Young People	Integrate and target relevant programs	S4
1.3.8	Environment	Integrated into projects and programs	E3	

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PRIORITY	Goals	Strategy	KPIs	State Plan Priority reference
	1.4 Develop Regional projects		<i>Funding dependant</i>	R4
	1.4.1	Creative Industries Development	2008-12 program developed New initiatives in place	P6, E8, E5
	1.4.2	Youth Arts	CW Indigenous Dance & Performance development project Biannual ArtStart and other youth focussed programs and festivals	S4, R4 S4, S3
	1.4.3	Celebrate Ability	2008 Biennial	F2, F3
	1.4.4	Art & Health	Bathurst 2008 pilot linked also to mental health and art programs	
	1.5 Advocacy and representation		<i>Core Service</i>	S8
	1.5.1	Local presence	Meetings & Events	
	1.5.2	Regional presence	Attendances	
	1.5.3	State and national representation	Policy comment and inputs Presentations Actively participate in and contribute to the Regional Arts NSW network at Board and employed officer level Participate in the Western Region Coordination Management Group meetings	

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Priority 2 Capacity Building and Training	2.1 Coordinate cultural capacity building		<i>Core service Grow with funding increase</i>	P7	
	2.1.1	Professional development program	Conduct 6 Workshops per annum Connect stakeholders to opportunities		
	2.1.2	Arts specific training	2 workshops per annum Refer to arts training courses		
	2.1.3	Traineeships	1 per annum		
	2.1.4	Volunteer program	2 per annum		
Priority 3 Governance and Operations	3.1 Governance		<i>Core Service</i>		
	3.1.1	Maintain Board	Annual recruitment		
	3.1.2	Training & development	Annual training and induction		
	3.1.3	Secure Core and Program Funding	Annual and triennial		
	3.1.4	Meet Funding & Statutory requirements	Annual reports Annual General meeting		
	3.1.5	Policy development & review	Annual review		
	3.2 Operations		<i>Core Service</i>		
	3.2.1	Office management	Maintain amenity and services		
	3.2.2	Financial management	Annual budget, monthly and quarterly reports, annual audit Finance and Fundraising sub-committee engagement		
	3.2.3	HR management	Staff recruitment as required Staff management Payroll management Staff training & professional development		
3.2.4	Compliance	Reporting Insurances OH&S and Risk			
3.2.5	Planning and evaluation	Annual plan & regular updates Annual surveys of services			

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Business/Operational Plan 2008 - 2009

EO = Executive officer; CO = Communications officer; CDO = Cultural Database office; PO = Project officer/artsworker; CA = Casual admin; CS =Casual specialist

Priorities	Goal	Strategy	Actions	Timeframe	Who	\$Budget	Outcome
Priority 1 Community Cultural Development	1.1 Audience development						
	1.1.1	Communications & promotion	Annual program plan	January - December	CO	\$52,000	Delivery of annual plan
			What's On	Weekly update DB	CO		
			Website maintenance	Weekly	CO CDO		
			ArtSpeak & Opportunities	monthly	CO		
			Cultural Database upgrade and maintenance	Jan- July 08 Ongoing	CDO CO	\$10,000	
	1.1.2	<i>Energise the West</i> media program	Deliver Radio segments	weekly	CO		Scripts delivered
			Prepare & issue Media Releases	Min. Fortnightly	CO		26 issued/annum
			Proposed TV segments	Min fortnightly	Contract Journos/film	Additional \$20,000 required	Sponsor secured Program running
			Negotiations with media & sponsors, Orana & Outback Arts	February 08	EO CO Board		
	1.1.3	Marketing	Annual Plan	January 08	CO		
			AOW brochure and other stationary	March 08	designer		Brochure printed and in distribution
			Special events	May 08	All staff		Annual Regional ARTS Gathering
			Video & other Documentation	ongoing	contract	\$10,000	AOW regional projects documented

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	1.2 Community engagement				Primarily EO	\$65,000	
	1.2.1	Advice and assistance	Councils, Arts Councils, organisations, groups, individuals	Ongoing – email, phone, in person	EO		Contacts, follow-up actions & results recorded
					EO Board reps		Attend meetings
					EO with Board rep		Deliver presentations
	1.2.2	Funding and resources	CASP	Jan-April 08	EO, CO		Manage CW program
			Guidelines updated	ongoing	EO, CO		Website information up to date
			Letters of support	ongoing	EO		All requests met
			Assist with writing and review of applications	ongoing	EO		Success in grants across region
	1.2.3	Networking	Forums	quarterly	EO		Convened across the region
			Inter-agencies	On request	EO		Attend and presentations
	1.3 Key targets						
	1.3.1	Tourism & Economic	Central NSW Tourism & operators	2008	EO		Cultural Tourism initiatives
			DSRD	2008	EO		Articles in regional business news
			ACC	2008	EO Board		Joint initiatives in Arts Business training and development
	1.3.2	Education & Training	Schools	Annual	EO CO		Engaged school communities

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			Tertiary and community education	Annual	EO CO		Professional development sessions Opportunities taken up by staff and students
	1.3.3	Health	GWAHS	2008 pilot	EO PO		Program delivered
	1.3.4	Aboriginal	Aboriginal Agencies	Annual	EO PO CO		Share Information Develop initiatives in line with key regional project areas
			Individual artists & arts workers		EO		Arts and cultural development activities
	1.3.5	Aged & Disability	Aged & Disability Services	Annual	EO CO PO		Celebrate Ability
	1.3.6	Culturally & Linguistically Diverse (CALD)	Integrated into every program	Ongoing	All		Promote Living in Harmony Multicultural Festivals & Events
	1.3.7	Children and Young People	Integrate and target relevant programs	Annual	EO CO PO		Engage with schools, youth services, training institutions
	1.3.6	Environment	Environment groups & agencies, individuals	2009	EO		Engagement with CMA's; Greening Australia local groups;

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	1.4 Regional projects					Project Funding approved		
	1.4.1	Creative Industries	Mapping and Survey			\$60,000 50/50 secured		
		Central West Cultural Directory	Review, update maintain	March 08 ongoing	CO PO			
		Research all sectors	Survey	July 08	consultant		Report completed and disseminated	
			Report & evaluate	Sept 08	consultant			
		Establish Key initiatives for identified sectors	Prepare Strategy based on priority and achievability	October 08	EO PO			
			Visual Arts Network	Dec 08 - 2009				
			Performing Arts	2009				
			Aboriginal Arts	2009		EO		Access appropriate funding
			Cultural Tourism	2008 - 2009		EO PO		Access appropriate funding Marketing initiatives developed
	1.4.2	Bathurst Art and Health	Employ specialist coordinator & mentor	2008	EO PO	\$65,000		
			Auspice community workshops program			EO PO	\$18,800	
	1.4.3	Youth Arts	CW Aboriginal Dance & Performance project	2008	EO Local groups	\$31,900 Awaiting \$5,000FYA	Program delivered in Kelso Wellington Cowra	
	1.4.4	Celebrate Ability	IDPWD program and others to be developed	2008 & 2009	EO CO	Apply for funding	Promotion of IDPWD	

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	1.5 Advocacy and representation					\$30,000 for travel and meetings	
	1.5.1	Local presence	Councils and local communities	Min. annual Council presentations	EO, CO, Board rep		
	1.5.1 1.5.2	Local presence Regional presence	Councils and local communities RCMG & NSW Premier's	Attend meetings	EO, CO, Board rep		Presentations and dissemination of reports and documentation
				Attend 2 mtgs/annum	EO		Receive advice and provide advice on relevant arts and cultural matters
	1.5.2 1.5.3	Regional, State and national representation	CWRDB/DSRD	Meet as required	EO, Steering Committee		Participate in the Western Region Coordination Management Group meetings
			CENTROC	Meet regularly	EO		Creative Industries Strategy survey
			Film Central	Attend meetings and advise	EO		
			Federal Regional Committee (ACC)	As required	EO		Input into policy, plans and initiatives
			Inter-agency		EO, CO		Develop
			Staff and Board members on relevant committees	April, August, October, December	EO Board rep.		Meet and address as required

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							Actively participate in and contribute to the Regional Arts NSW network at Board and employed officer level
							Attend & report back on national Regional Arts Australia Conference
Priority 2 Capacity building and training	2.1 Coordinate community capacity building		Creative Volunteering & other Workshops	2008-9			
	2.1.1	Professional development program	Arts Business Event management Creative Volunteering	2008 & 2009	EO Consultant Consultant	\$8,000	
			Art & Health	2008	PO	included	6 workshops conducted
			Art & Environment	2009	consultant	\$ required	
	2.1.2	Arts specific training	Public Art Community art	2008			
	2.1.3	Traineeships	Arts administration	2008 & 2009	EO		2 workshops conducted
	2.1.4	Volunteer program	1-2 CSU internships/annum	2008 & 2009	EO CO	In kind	Min 1 traineeship secured
			Mail-out volunteer	monthly	CO	In kind	Internships completed
			Project volunteers	As required/recruited	EO PO	In kind	Timely Mail-outs Volunteer acknowledged

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							Project volunteers acknowledged
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Priority 3 Governance and Operation	3.1 Governance						
	3.1.1	Maintain Board	Annual general meeting	End April –May	EO		Meetings convened and attended 16 Board members
			Quarterly Board meetings	February May August October	Board members EO FO CO		Reports prepared and circulated
			Elect executive annually				Executive engaged
	3.1.2	Training & development	Induction & National RAA conference	May-June October 08	EO Board members		Board members attend
	3.1.3	Secure Core and program resources	Register Arts OutWest on the Register of Cultural Organisations and secure deductible Gift recipient status	June 2008	EO Board members		Arts OutWest registered and able to receive deductible donations Arts OutWest Cultural Fund promoted to donors
			Apply and secure funding from National, State and local government sources	Annual	EO		Core funds secured Projects funded
			Undertake fundraising campaign	Annual	Finance sub-committee		Non government funds and resources achieved
3.1.3	Meet Funding & Statutory requirements	Provide reports as required	Annual	EO		Funding acquittals Annual returns and other reports submitted and accepted	

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	3.1.4	Policy development & review	Review and update	Annual February	Staff and Board		Policy and Procedures manual up to date
	3.2 Operations						
	3.2.1	Office management	CSU Agreement for space and services	2007	EO		2008-2012 signed
			IT systems & equipment	As required	staff		Up to date computers and relevant programs in use Additional equipment purchased as required
			Vehicle	Annual turnover	EO, FO		Vehicle purchased for full use by EO and other staff as required CSU loan vehicle accessed on cost recovery basis as required
	3.2.2	Financial management	Annual Budget	November Review quarterly	EO, FO, Board		Budget approved and operation
			Monthly & Quarterly Reports		FO		Reports delivered and approved by Board
			Annual Audit	February	FO Auditor		Auditor appointed at AGM Auditor approves annual financial accounts and project accounts
			Maintain processing all book-keeping	Weekly monthly	FO		All invoices issued and accounts paid

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			Operational grants	triennial	EO, FO		Grants received
			Council MOUs	Triennial review 08 following LGA elections	EO, Board FO		MOU's resigned by June '09
	3.2.3	HR management	Recruit Staff	Ongoing	EO, Board		New staff appointed when and as required
			Performance Review	Annual	EO, Board		Staff review completed and documented Contract renewed
			Training and development	As needed Attend regional and State based professional development RAA national conference Oct 08	All		Staff up to date in IT programs, Risk management Attend arts specific relevant workshops and conferences including National Conference in Alice Springs
			Staff meetings	fortnightly	All		Meetings documented and actioned
	3.2.4	Risk Management & Compliance	Preparation , review and reporting	April-May	EO, Public Officer, FO staff		Reports disseminated and actioned
	3.2.5	Planning and evaluation	Consult on Strategic & Business Plan Prepare final document Board to approve	Annual Oct- Dec	EO All		Plan in operation

ACTIONS and REVIEWS

Final circulation to Board members for comment and input by end December
Addition made 10/1/08 to Governance 3.1.3

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Final circulation all stakeholders for comment and input by end JANUARY

Final adoption latest 12 February 2008 Board meeting