



**South West Arts Inc
Business Plan
2007/08/09**



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1) MISSION and VISION

Vision

South West Arts encourages and develops all art-forms in the South West region of New South Wales.

Mission

South West Arts seeks to consolidate its role as the peak body for arts and cultural development in the South West region of New South Wales by:

- Developing and promoting contemporary local cultural expression in its many forms
- Exciting, challenging and inspiring South West regional audiences in a wide variety of arts forms
- Supporting and encouraging the sustainability of the fragile volunteer population base
- Enhancing the effectiveness of local government in its cultural development aspirations
- Ensuring South West Arts inc is managed in a sound and financially responsible manner

2) EXECUTIVE SUMMARY

a) Objective Links- Arts NSW and South West Arts

The business plan of South West Arts is guided by the following principles in line with those of the Arts NSW Program Priorities

- to provide development and other services to regional communities
- to strengthen the capacity of communities, artists, and arts organisations by increasing their access to professional arts industry expertise, support and advice
- to enhance excellence and innovation within the context of a diverse range of arts and cultural development practice
- to enhance excellence and innovation within the context of a diverse range of arts and cultural development practice
- to enhance opportunities for communities to develop and manage their own cultural activities and infrastructure.

b) Artistic Rationale

The definition of 'cultural activity' in the South West region is often widely interpreted and varied. It could be best described as 'grass roots' as a result of minimal physical cultural infrastructure (no professional performing arts centre, art gallery or dedicated cultural education provider in the region), and a fragile volunteer base.

This climate makes it very difficult to deliver high end, ready made cultural programs or training, as the communities and stakeholders are often in flux, due in part to the poor agricultural economic environment.

The region does however benefit from the existence of a youth theatre company, a professionally staffed museum, and a high profile rural culture festival-all of which feature as key partners.

The 2007-9 South West Arts Business Plan aims to address these key issues, working at the 'grass roots' through a variety of direct and indirect programs. Through the physical project activity, we aim in the long term to strengthen the capacity of the human and static cultural infrastructure base.

Historically, South West Arts has specialised in a variety of cultural art forms, usually reflective of staff speciality areas. Projects have ordinarily been delivered over one or two shires.

The opportunity to develop truly regional based-multiple shire project activity is a welcomed concept, as it enables far greater strategic use of staff time and resources.

It is believed that the planning process undertaken to simultaneously address art form, gaps in volunteer skill base, geography and timing over a three year period, is the first for the region.

The board and staff of South West Arts have welcomed this opportunity to 'stand back' and strategically address the needs of the region over the short to mid term. It also allows the organisation to adopt absolute clarity of purpose, both internally and externally to its stakeholders.



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c) Financial Outcomes

South West Arts seeks an increase in the core grant request from \$85,000 to \$160,000 per annum. The increase of \$75,000 will provide sufficient support for the growing roles of cultural development, communications and promotions. It will accommodate the changing nature and increasing workload of the RADO position by providing South West Arts with one extra full time dedicated project manager staff member including salary, on-costs, motor vehicle and office.

South West Arts also aims to achieve a 20% reserve by the end of 2009, reflecting the recommended minimum in the 'Securing the future' report. This will enable South West Arts to increasingly develop capacity to withstand and recover from potential financial shock (and as detailed in the Australia Council for the Arts 'Key Organisation Financial Reporting' document).

To achieve this goal South West Arts intends to focus on self developed/delivered resources combined with a significant increase in external funding and sponsorship.

d) South West Arts Goals 2007/8/9

During March 2006 the staff, board and members of South West Arts identified the following goals that are designed to meet the needs of South West Arts stakeholders whilst strengthening internal sustainability in order to deliver high quality, well-focused service in the long term.

GOAL ONE-ARTISTIC

Community Cultural Development, through Artistic Skills Development

GOAL TWO-AUDIENCE

Community based cultural development through individual assistance, group training and networking in governance, communications and resource development to ensure long-term sustainability of volunteer organisations and individuals.

GOAL 3-ACCESS

Visual, Performing and cinematic cultural development through locally based activity teamed with promotion and access to regional, state and national product.

GOAL FOUR-PARTNERSHIPS

Further development of Local Government partnerships-assisting upgrades of infrastructure, development and implementation of cultural policies, and encouraging support of cultural based activities on a local level.

GOAL FIVE-PROFILE

A strengthened public profile through an actively implemented marketing plan.

GOAL SIX-FINANCE AND OPERATIONS

Sound financial, administration and governance policy/procedures that are actively implemented to ensure the organisations long term sustainability



3) HISTORY

Initiated in 1983 through joint efforts of several local government bodies, the Arts Council of NSW and interested members of the community, South West Arts has enhanced the cultural life of communities in the South West for over twenty three years.

The organisation commenced with the establishment of the RADO position (part-time). During this period, South West Arts has consistently received strong local government support continuously, with local government contributions to the program increasing annually.

In response to the low level of cultural institutions in the region, South West Arts has been the catalyst to developing two significant programs, of which both are now fully independent organizations in their own right.

In 1989 South West Arts ran a three month pilot program in youth theatre. This led to the eventual establishment of Outback Theatre Program (a mobile youth and community theatre resource servicing western NSW), which now supports a full time Artistic Director base in Hay.

South West Arts also played a role in establishing a regional instrumental tuition program, South West Music which is now based in Deniliquin from the Town Hall, and employs 10 part time tutors in a variety of string and wood instruments.

Since 1997, South West Arts became fully devolved from the Arts Council of NSW, and is now regionally self-managed by a nine member peer elected board.

Members of South West Arts believe that involvement in the Arts strengthens and unites communities by creating a better environment and quality of life. There are also economic advantages as arts create employment and encourage tourism by promoting and developing the identity of the region.

South West Arts values the importance of cultural history to our region, and works to facilitate and deliver relevant cultural opportunities for our communities in the ten local government areas that stretch over a vast expanse of 81,659 square kilometres.

4) SITUATIONAL ANALYSIS

a) Geography

The South West is a true 'outback' region, remote and isolated- covering an area of approximately 81,659km². Geographically the region is spread out, with pockets of villages throughout each local government area. Deniliquin is the largest, with a population of 8000 people. The average size town for the region is approx 2000 people.

Ten Local Government regions form the membership of the South West Arts Regional Arts Development program. With a total population of 80,569 people spread across the many rural and isolated communities, there is a high need for community cultural development.

Most towns within the region are at least one hour drive to the nearest town, and even further from a regional centre (outside the region) such as Wagga Wagga, Albury or Griffith, where cultural activity can be accessed readily. North to south travel in the region is approx 400km's, whilst the east to West extreme is approx 300km's.

b) Infrastructure

The South West Region has little in the way of dedicated cultural infrastructure. Visual arts spaces amount to one council run gallery space, and two community run galleries. Performing arts infrastructure is even sparser, with the largest venue being a 220 seat flat floor shire hall. Most often performing arts is accommodated in golf clubs, school gymnasiums and shire owned halls. An adequate register of these venues and associated equipment does not exist. At the time of writing, Deniliquin Town Hall, the largest, potentially multi use venue in the region was being assessed for redevelopment. (An ongoing process for some years)

c) Demographics

Whilst the South West region of New South Wales is large and geographically diverse, broadly speaking the demographics of age, gender, income, industry and unemployment are reasonably similar. The ten Local Government areas that involved in the Regional Arts program of South West Arts fall under two regional development boards, , seven shires being Deniliquin, Conargo, Jerilderie, Murray, Wakool, Berrigan and Balranald under the *Murray Regional Development Board* and Hay, Carrathool and Murrumbidgee under the *Riverina Regional Development Board*.

Age and Population Distribution

LGA	Population	Size of Area
Balranald	2,938	21,419 sq km
Berrigan	8,148	2,049 sq km
Carathool	3,100	18,976 sq km
Conargo	1,448	3,737 sq km
Deniliquin	8,208	130 sq km
Hay	3,703	11,438 sq km
Jerilderie	1,877	3,397 sq km
Murray	5,832	4,328 sq km
Murrumbidgee	2,642	3,408 sq km



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Wakool	4,789	7,549 sq km
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Whilst varying slightly, many local government areas have experienced a slow decline or either a steady level of population, mainly driven by the under 40 population. The medium age throughout South West region is 39, with several shires experiencing a significantly ageing population such as Berrigan, due to 'river-change' retirees.

Industry

Much of the region's working activity is focused on agricultural and rural industries, including rice other cereal growing in the south east, and grazing in the north. Agriculture provides 30%- 60% of the areas employment.

Unemployment

The unemployment level throughout the south west remains steady at about 3-5%, varying slightly from shire to shire.

Education

Due to the lack of any tertiary institutions within the South West, one of the highest and common qualifications is a certificate.

Income

The medium taxable income for the region is \$33,000. This is lower than the states average income. Broadly speaking the average income for females is lower than that of males.

Internet Usage

The medium percentage of population using the internet in the South West Region is 24%. It is documented that females had a higher usage over males. This may be attributed to the variable internet access, although this has improved in recent times. Broadband is only available in a 3km radius of Hay, Deniliquin and Balranald.

Indigenous Populations

Most Local Government areas throughout the South West have 3-5% Indigenous populations. Approximately half of which is less than 20 years of age, compared to 30% of non-indigenous populations is less than 20 yrs.

In reflection of these particular characteristics, the programs of South West Arts have been developed around these issues.

d) Membership

The membership of South West Arts is free and open to all individuals and organisations in the contributing shire areas. South West Arts continually seeks to expand their membership base. Each year South West Arts members elect a nine member board with the following representation:

- Financially contributing Local Government Shires and Municipalities to the South West Arts by their nominated delegates.
- Representatives from local arts councils, historical societies, artistic cooperatives, cultural industry groups and educational institutions and any organizations involved in the support and encouragement and expansion of the arts.



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- Individuals not being part of any organisation are entitled to membership as community members and have full access to officers, newsletters and directory listing.

All members are entitled to vote on the election of board members and at general meetings.

Whilst it is not a formal policy adopted by the board of South West Arts, it is envisaged that approximately 20% of the board membership will be annually renewed, to create a culture of dedicated commitment and board renewal, whilst retaining corporate knowledge.

e) Partnership Organisations

Arts NSW

Providing South West Arts with triennial funding for the Regional Arts Development Program, project funding for art-form specific projects as well as support and information- Arts NSW is the key provider of cultural services to the state of NSW and the primary partner of South West Arts.

Local Government

The 10 Local Government Regions in the South West Area include- Balranald, Berrigan, Carrathool, Conargo, Deniliquin, Hay, Jerilderie, Murray, Murrumbidgee and Wakool.

Our local government relationships are of high importance to the staff and board of South West Arts Inc. We recognise the important role that local government plays in the provision of local and regional infrastructure- with galleries, museums, performing arts venues and libraries. We believe the local Government body is the best entry point to community as a whole when promoting community cultural development.

All 10 Local government co-fund South West Arts on an approximate per-capita fee structure, on an annual basis. It is envisaged that this planning process will create a catalyst for all shires to sign an indexed three year funding arrangement with South West Arts to reflect the state funding term. This will assist South West Arts in developing greater financial stability the ability to plan in the short to mid term.

Cultural planning remains at a low level with only Berrigan having an adopted and actively implemented cultural plan. This will be a key service offered to shires in the 07/09 period.

Regional Arts NSW

Regional Arts New South Wales is the peak body for arts in regional and rural Australia. In collaboration with individuals, community organisations, government and other agencies at the local, regional and state levels, Regional Arts NSW advocates for and provides services and programs that respond to identified needs in regional and rural NSW.

They also provide cultural grants under the Commonwealth Regional Arts Fund, the Country Arts Support Fund (CASPF) and Regional Quick Turnaround Grants Program for community cultural development-a fund which has been regularly used by South West Arts and its many community organisations.



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Regional Arts NSW also publishes a monthly e-bulletin and a quarterly magazine with information on all regional arts activities and opportunities across the state- a service that South West Arts regularly contributes.

South West Arts have and will continue to regularly liaise with Regional Arts NSW to deliver programs such as the Creative Volunteering training program, and audience development initiatives.

Australia Council for the Arts

The Commonwealth Government arts funding and advisory body. South West Arts has been a regular recipient of theatre based funding through the Outback Theatre program.

Regional Arts Boards (RAB)

South West Arts works within the state wide network of 13 Regional Arts Development Boards throughout New South Wales, providing input into policy development and advocating the needs of remote communities at a state level.

Regional Development Boards

Murray Regional Development Board
Riverina Regional Development Board

Corporate Sponsors

Country Energy
Deniliquin Toyota

Outback Theatre

Community Groups

Deniliquin Arts Council
Coleambally Arts Council
Southern Riverina Arts Council
Jerilderie Arts Group
Hay Art Group
Balranald Arts and Craft Council
Various Historical Groups
Various Dramatic Societies
Various Creative Writing groups

Schools/ Educational Institutions

South West Arts work extensively with Schools and Educational Institutions within the Regions.

Allied Cultural Groups

Deniliquin Local Aboriginal Lands Council
Recreation Groups
Beneficial social groups such as lions and rotary

Museums

Shear Outback	Hay
Peppin Heritage Centre	Deniliquin
Bishops Lodge	Hay



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Hay Goal Museum	Hay
Dunera Museum	Hay
Jerilderie Post Office Museum	Jerilderie
Balranald Historic Museum	Balranald
Hay War Memorial High School	Hay
Deniliquin History Museum	Deniliquin

Galleries

Southern Riverina Gallery, Tocumwal- Volunteer Operated
Balranald Arts and Crafts Gallery
Deniliquin Multi Arts Centre
Dust and Pademelons, Hillston Community Gallery

Museums and Galleries NSW

Support and information

Shear Outback , Deniliquin Paly on the Plains Festival-World Record Ute Muster, The Long Paddock and other Cultural tourism initiatives

Other touring

In the Bin Short Film Festival
Big Screen Film Festival

f) Location- South West Arts Offices

Because of the vast geographical region, South West Arts have two offices. The main office is based in Hay, NSW, whilst the other is a satellite office based in Blighty. They are approximately 160kms apart. Staff are currently developing a relationship with Deniliquin Council to access a cost efficient office space, to be used on 2 days per week by the end of 2006. This will enable South West to fully carry out its 'regional' brief, as well as developing a broader profile across multiple communities.

g) Technological, Physical Environment and Resources

Due to the wide distance between both South West Arts offices, the communication between the offices' are made regularly through mainly email and phone. Technological difficulties with communication are made from the lack of proper fast internet infrastructure within regional and remote areas. Only the main office has access to broadband internet. The lack of broadband internet is an essential technological factor that these regional areas such as the South West Arts region have to consider when implementing their digital resources. Whilst many still can access digital resources, there has to be a broad medium of resources that South West Arts offer.

h) Funding Sources

Core operating expenses

- \$85,000 per annum from Arts NSW- RADO salary, on costs and vehicle. Also covers small administration costs.
- \$40,000(approx) from the 10 Local Government shires across the region, including Berrigan, Balranald, Conargo, Carrathool, Hay, Deniliquin, Jerilderie, Murray, Murrumbidgee and Wakool. This funding is received on an annual basis, and is determined by population of each



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shire. This is primarily used to part fund the project officers salary and some small projects.

South West Arts seeks an increase in core funding from Arts NSW to \$160,000 per year for the 2007/8/9 triennium. This increase will enable the employment of one additional full time, appropriately qualified arts development staff to deliver a portion of stated projects within this plan.

Project based funding

South West Arts has attracted a range of traditional funding sources in the past through the Australia Council for the Arts, Regional Arts NSW and Arts NSW. See section e) above

Country Arts Support Program (CASP)

Country Arts Support Program- disseminated from Regional Arts New South Wales, this small grants program is managed by South West Arts on a local level.

i) Current Projects

Outback Theatre

Outback Theatre engages with young people from regional and remote communities to make distinctive, contemporary theatre through collaborative creative processes. The management of Outback Theatre continues to play a significant role in the life of South West Arts. South West Arts continues to provide administrative and financial management support to Outback Theatre, and assists in the strategic planning and operational management of the project. Outback Theatre has recently incorporated and plans to be fully independent as of January 2007; however South West Arts will retain a close working relationship. Outback Theatre is based in Hay, NSW.

Long Paddock Project

The Long Paddock is a collaborative project to market the region's communities and to identify record and present the history of the region through innovative interpretive media, utilising the elements of history, creative interpretation and the local environment.

Artstart

South West Arts in partnership with Murray Arts and Eastern Riverina Arts Program was again successful in obtaining Artstart funds – managed by NSW TAFE access division for the management of the ArtStart project in 2005. ArtStart 2005 is a state wide festival; our organisation will focussed solely on promoting and showcasing the involvement and skills of young people in Arts and Cultural activities in our region.

Murray Machismo

Murray Machismo is one of the specific community cultural development organisations within the South West. The RADO has assisted this group with funding options and by helping manage events and programs for the organisation. The unique work that Machismo undertakes can be seen to be a bench mark for involving young men within the life of their community and building capacity and skills within a rural context. South West Arts assumed responsibly of all administration and executive duties of Murray Machismo. The group is currently experiencing a high level of interest from other



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communities in the project, and the possibility of these communities recreating the Machismo success.

Youth Week

South West Arts plays a large role in many of our Shire's Youth Week celebrations, from providing film screening resources, to running front of house at Battle of the Bands, to supervising Youth Activities.

Youth Dynasty

This project focuses on developing arts administration and event management skills for the youth committee at Barham.

Deniliquin Play on the Plains Festival

South West Arts works in partnership with the Deniliquin Play on the Plains festival to present the Muster Moment's photographic competition. The competition received high levels of interest, and will be continued at following festivals along with an annually increasing cultural program.

Touring Product

South West Arts continue to co-manage much of the high profile, professional touring product throughout the region.

Co-Opera

Co*Opera - 'the peoples' opera company', presented its first operetta, the comedy classic *Die Fledermaus* and *Don Giovanni* in the areas of Deniliquin, Hay, and Jerilderie, to which all received great support and large audiences.

BABIES PROMS Children's Orchestra from the SYDNEY OPERA HOUSE

The Babies Proms presented an interactive experience where children were encouraged to listen, move and respond to music in an informal setting which was performed in the areas of Hay, Deniliquin, Jerilderie and Barham. With a professional chamber orchestra and conductor, Babies Proms is the best way to introduce children from these isolated rural areas to the joy of live music.

The Lightkeeper

This one man production from Main Street Theatre Company was brought out to tour the South West during 2005. 'The Light keeper' explored tales of isolation. It proved an appropriate great theme for local audiences and was performed in Barham, Hay, Finley, Conargo and Hillston.

Oral History Project

Throughout 2005/06, South West Arts have played a major role in the Conargo Oral History Project. The project has documented and captured instrumental people of the shire, which will premiere through a DVD presentation later this year.

Artistic Skills/ Skill Development Workshops

South West Arts have continued to provide quality artistic skills workshops throughout all the ten Local Government Region in jewellery and photography.

Creative Volunteering- No Limits workshops

'Business Planning' June 2006 Deniliquin-17 participants

j) SWOT Analysis



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Strengths <ul style="list-style-type: none">• Existing networks in the region• Recognition through 23yr history and past achievements• New staff and structure• Reputation• Office in geographical centre of region• Ability to source high quality arts product for community groups	Weaknesses <ul style="list-style-type: none">• Small staff numbers relative to the region• Previous staffing inconsistency• Previous staffing structure• Increasingly limited resources for core business• Previous uneven spread of projects throughout the region• Increased admin and reporting requirements
Opportunities <ul style="list-style-type: none">• State Government focus on Regional Development• Triennial Local Government funding• Further developing positive perception of the Arts• Attracting external project funding- traditional and new sources• Developing sponsorships• Volunteer development• Utilizing non traditional arts spaces	Threats <ul style="list-style-type: none">• Vast geographical region• State government policy/ department changes• Annual Local Government Funding• Audience numbers• General perception of the arts in rural regions• Lack of physical infrastructure• Low volunteer participation

5) SOUTH WEST ARTS 6 GOALS/STRATEGIES/PROGRAMS/KPI'S

GOAL ONE-ARTISTIC

Community Cultural Development, through Artistic Skills Development

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
<p>Increase artistic skills development and endeavour throughout the region.</p> <p>Increase of access to quality arts professionals within the schools throughout the region.</p>	<p>1) ARTS IN EDUCATION a) Festival Artist in Residence and performance- Deniliquin Play on the Plains Festival collaboration b) School/ Artist Connection program</p>	<ul style="list-style-type: none"> • School Artist Connect Register disseminated to all schools in region • Number of participants in the Artist in Residence programs • Feedback from the Schools management
<p>A vast range of skill development workshops that address different demographics within the region</p>	<p>2) SKILL DEVELOPMENT WORKSHOPS a) 5 different skill development workshops- 1 per shire per year</p>	<ul style="list-style-type: none"> • Increase participation in the arts • Participant Numbers • Feedback sheets at workshops
<p>Broad reaching, Community Cultural Development Project based upon local connotations of water and its usage</p> <p>Increased level of Community Cultural Development skills and practice</p>	<p>3) Community Cultural Development Projects a) Water Project b) Long Paddock Public Art Project</p>	<ul style="list-style-type: none"> • 200 participants in region wide visual arts skills development workshops • Major public water launch in regional centre • innovative Sponsorship partners • Public art along highway

GOAL TWO-AUDIENCE

Community based cultural development through individual assistance, group training and networking in governance, communications and resource development to ensure long-term sustainability of volunteer organisations and individuals.

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
<p>Development of a sustainable cultural future for the rural and remote communities within the region through training initiatives.</p> <p>A wide range of internal resource and training delivery to local community based cultural groups and individuals.</p> <p>Increase in quality arts product within the region from community groups by utilising resources to become self sufficient.</p>	<p>1) IN HOUSE TRAINING a) Bums on Seats b)Community Art Manual c)Short and Sweet Helper Workshops d)Digital Resource Dev't</p>	<ul style="list-style-type: none"> • 20 attendees at BOS Wkshop • Printing/Distribution of 50 BOS Manuals • Printing/Distribution of 50 CA Manuals • Distribution of 50 CA Manual CD's • 15 Short and Sweet workshop delivery sessions • CA Manual digitised and placed on website • BOS Manual digitised and placed on website
<p>A wide range of locally delivered, co facilitated training delivery to local community based cultural groups</p>	<p>2) EXTERNAL TRAINING a) Media Skills Wkshop b)Creative Volunteering c)Museums Wkshop</p>	<ul style="list-style-type: none"> • 15 attendees at media skills wkshops • 40 attendees at CV wkshops • 20 attendees at museums wkshop
<p>Regional networking opportunity that inspires promotes and increases knowledge base and creative contacts across the region.</p>	<p>3) ANNUAL REGIONAL CULTURAL GATHERING</p>	<ul style="list-style-type: none"> • 100 attendees at Annual gathering per year • Employment of cultural keynote speaker • Skills development at 2 different gathering wkshops • Local performing artist employed and showcased to regional audience • Local visual artist employed and showcased to regional audience

GOAL THREE-ACCESS

Visual, Performing and cinematic cultural development through locally based activities and infrastructure and access to regional and national product.

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
An increased understanding of the existing infrastructure in the region, whilst promoting Local Government support in the maintenance of these venues.	1) VENUE AUDIT a) Visual Art Spaces b) Performing Arts Spaces c) Cultural audit	<ul style="list-style-type: none"> • South West Arts Region venue directory x 30 printed copies • South West Arts Venue Directory digitised and placed on website • Cultural Directory on website – 100 contacts
Increase in access to touring opportunities in rural and remote regions, increase of adequate infrastructure for arts based activities, promotion of regional and national product	2) VISUAL ARTS TOURS a) Local Government Buildings, local artists and curation b) Professional Fine Art touring exhibition	<ul style="list-style-type: none"> • One local visual Arts exhibition • Audience numbers to the exhibitions • 1 professional exhibition for region
Increased amount of performing arts performances throughout the region. Increased interest and participation in cultural and arts activities through high quality product	3) PERFORMING ARTS TOURS a) Murray River International Music Festival b) Babies Proms c) Comedian Tour d) Co Opera	<ul style="list-style-type: none"> •
Increased knowledge for community presenters of the available touring product to the South West. Increased partnerships for community groups and professional touring companies for a sustainable community development outcome.	4) PERFORMING ARTS NETWORK a) Email Distribution Network b) Phone teleconference system with Arts on Tour tours.	<ul style="list-style-type: none"> • Database of community presenters • 1 phone link per year
Building and developing regional identity through the film medium Skill development and self expression through film Access to high quality arts and cultural product in regional and rural areas.	5) FILM TOURS a) Big Screen Film Festival to 5 localities b) 'In the Bin' to five localities	<ul style="list-style-type: none"> • 4 film tours over the 3 years for region
Increase promotion and recognition of regional Visual and Community arts product	6) DENI UTE MUSTER	<ul style="list-style-type: none"> • Local Visual Arts Exhibition • Showcase of CASP funded projects
Increased support for cultural activity through the maintenance and upgrading of capital infrastructure.	7) CAPITAL INFRASTRUCTURE FUNDING AND POLICY ADVICE a) Visual arts spaces b) Performing Arts spaces	<ul style="list-style-type: none"> • Printing and distribution of 30 fact sheets. • Attendance at Council meetings

GOAL FOUR-PARTNERSHIPS

Further development of Local Government partnerships- assisting upgrades of infrastructure, development and implementation of cultural policies, and encouraging support of cultural based activities on a local level.

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
<p>Increase in access to cultural opportunities in rural and remote regions, increase of adequate infrastructure for arts based activities, promotion of regional and national product Increase support and interest in cultural activity by Local Government in the South West Region. Increase in quality arts product within the region.</p>	<p>1) CULTURAL POLICY INFORMATION PACKS a) Cultural Policy b)Public Art Policy c)Main Street Scapes d)Integration into community and social plans</p>	<ul style="list-style-type: none"> Increased level of Local Government adopting cultural policies for their region
<p>An increase of Local Government support to the regional arts program through increase of infrastructure, implementation of cultural/ social policies, and strengthen cultural based activities on a local level. Coherent South West Arts and Local Government partnerships.</p>	<p>2) SHIRE ACTIVITY a) Community visit log b)Regular Shire Office Visits c) Annual attendance at Shire Meetings d) Cultural Budget lines established</p>	<ul style="list-style-type: none"> Increased collaboration between the regional arts program and Local Government.
<p>Increase cultural skill development in Local Government in rural and regional areas to ensure arts and cultural sustainability and development.</p>	<p>3) SHIRE STAFF TRAINING DAYS IN CULTURAL DEVELOPMENT- e) Public Art/ Cultural Policy development as requested</p>	<ul style="list-style-type: none"> 1 x training day for local government staff Regular visits and assistance to Local Government staff in the region
<p>Partnership brokerage between heritage/ museum groups with South West Arts and Local Government Councils.</p>	<p>4) MUSEUMS a) Advocate for the ongoing Community Curator Position in Hay b) Explore the development of a regional museums officer position to cover several shires where requested c) Flagship Partnership Project with Shear Outback.</p>	<ul style="list-style-type: none"> Ongoing employment of the Community Curator position in Hay Employment or contract of a museum professional for the South West Region Skill development opportunities for volunteers working in cultural heritage

GOAL FIVE-PROFILE

A strengthened public profile through an actively implemented marketing plan

GOAL SIX-FINANCE AND OPERATIONS

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
<p>Increase and possible self sufficiency created from South West Arts available resources</p> <p>Increase and promotion of local cultural product, such as artists and organisations</p> <p>Relevant and highly accessible information provided to all members of South West Arts</p> <p>Sustainable cultural product throughout the region</p> <p>Increased cultural activity throughout the region.</p> <p>Increased communication between South West Arts and its members, whilst increasing our organisations assistance to the groups within the region.</p>	<p>1) WEBSITE REDEVELOPMENT</p> <p>a) text update</p> <p>b) Digital fact sheets</p> <p>c) Online cultural Directory</p> <p>d) Online Gallery</p> <p>e) Online Performances</p> <p>f) Online board meetings</p> <p>g) Online project showcase</p> <p>h) Online annual report</p> <p>i) Online newsletters</p> <p>j) Online funding supplements</p> <p>k) Media release archive</p>	<ul style="list-style-type: none"> • High public access to the South West Arts Website • Community Arts manual fact sheets accessible online
<p>Marketing and promotion of arts product distribution throughout the region that is of high access.</p>	<p>2) E-BULLETINS</p>	<ul style="list-style-type: none"> • 11 editions of South West Arts e-Bulletin per year
<p>Increased funding information for community organisations, resulting in the resources to assist these groups in writing quality successful applications in order to increase cultural activity in the region.</p>	<p>3) FUNDING SUPPLEMENTS</p>	<ul style="list-style-type: none"> • 11 editions of South West Arts funding supplement per year
<p>Increased recognition and reputation through regular media releases throughout the region</p>	<p>4) REGULAR MEDIA RELEASES</p>	<ul style="list-style-type: none"> • Minimum of 12 media releases per year
<p>Promotion and increased recognition of arts product within the South West region.</p>	<p>5) NEWSLETTERS</p>	<ul style="list-style-type: none"> • 2 hard copy newsletters to database per year
<p>Increased public profile with regular articles within the Regional Arts NSW Magazine</p>	<p>6) ARTREACH ARTICLES</p>	<ul style="list-style-type: none"> • 2 Regional Arts NSW Artreach Magazine articles per year
<p>Increased Local Government support for arts and cultural activity within the region</p>	<p>7) SHIRE NEWSLETTERS</p>	<ul style="list-style-type: none"> • 1 cultural activity highlight on Shire Newsletters per year
<p>Increased non-arts financial support for the South West region.</p>	<p>8) SPONSORSHIP OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Increase number of sponsorship deals and profile for South West Arts, or cultural based programs

Maintain sound financial policy procedures and administration and internal managerial processes to ensure the organisations sustainability.

6) 3 YEAR PROGRAM TIMELINE

STRATEGY	PROGRAM	KEY PERFORMANCE INDICATOR
<p>Increase reputation of South West Arts by a healthy financial situation.</p> <p>Ensure the organisations sustainability through sound internal managerial processes</p> <p>Increased Local Government support through</p> <p>An increase of South West Arts partnerships from non-traditional funding sources</p>	<p>1) FINANCIALLY SOUND ORGANISATION</p> <p>a) Sound Management and reporting of State Govt Funds</p> <p>b) Sound management and reporting of Local Govt funds</p> <p>c) Secure triennial local government funding</p> <p>d) Regular finance meetings</p> <p>e) Explore sponsorship arrangements</p> <p>f) Explore fee for service based individual shire projects</p>	<ul style="list-style-type: none"> • Financial and organisation security through triennial funding • Increased amount of funding from non-arts sources • Increased amount of funding from non-government sources
<p>A wide range of locally delivered, co facilitated training delivery to local community based cultural groups</p>	<p>2) WELL GOVERNED BOARD</p> <p>a) Regular Board Meetings</p> <p>b) One day training course</p> <p>c) Active board members</p>	<ul style="list-style-type: none"> • 3 General meetings a year • 6 Finance meetings a year • Regularly updated board manual
<p>Increase and maintain sound managerial processes through regular updating of manuals and policies.</p>	<p>3) INTERNAL CONTROL AND PROCEDURES</p> <p>a) Board Manual</p> <p>b) Staff Manual</p> <p>c) Finance Policy</p> <p>d) OH and S Policy</p> <p>e) Vehicle Policy</p> <p>f) Risk Management Policy</p>	<ul style="list-style-type: none"> • Updated board manual • Updated staff manual • Updated finance policy • Updated OH&S policy • Updated vehicle policy • Risk Management Policy
<p>Ensuring high performance of the Organisations staff through regular reviews</p> <p>Sound internal management through thorough communication between staff to achieve the organisations goals</p> <p>Ongoing professional development of the organisations staff to ensure the organisations professionalism, to ensure high quality staff with current information.</p>	<p>4) STAFFING</p> <p>a) Updated Contracts</p> <p>b) Regular Performance reviews</p> <p>c) Regular Professional Development</p> <p>d) Dispute Resolution Policy</p>	<ul style="list-style-type: none"> • Updated Contracts • Relevant and regular performance reviews • Dispute resolution policy • 1 per year per staff professional development opportunity

2007	Project/ Initiative/Activity	Local Government Areas									
		1	2	3	4	5	6	7	8	9	10
Q1	In the Bin Short Film Festival	x	x		x	x		x	x		
	Community Arts Manual Delivery	x	x	x	x	x	x	x	x	X	x
	Media Skills Workshop	x	x	x	x	x	x	x	x	x	X
	Office and Policy Management Review (internal)										
	Staff Reviews (internal)										
	Annual Leave (internal)										
Q2	Skill Development Workshop 1,2,	x	x								
	Community Arts Manual	x	x	x	x	x	x	x	x	x	x
	Cultural Policy Training	x	x	x	x	x	x	x	x	x	X
	Creative Volunteering workshop	x	x	x	X	x	x	x	x	x	X
	Bums on Seats Community Presenter Forum	x	x	x	x	x	x	x	x	x	x
	Long Paddock Public Art			x	x	x	x		X		
Q3	Skill Development Workshop 3,4,5			X	x	x					
	Big Screen Film Festival						x	x	x	x	x
	Ute Muster		x	x		x	x				
	Community Arts Manual Delivery	x	x	x	x	X	X	x	x	x	X
	Long Paddock Public Art Project			x	x	x	x		x		
	Community Arts Manual	x	x	x	x	x	x	x	x	x	X
Q4	Performing Arts Network Development	X	x	x	x	x	x	x	x	x	X
	Annual Regional Cultural Gathering	x	x	X	x	x	x	x	x	x	X
	Performing Arts Tour	X	x	x	x	x	x	x	x	x	x
	Bums on Seats- audience development training	x	x	x	x	x	x	x	x	x	x
	Water CCD Visual Arts Project	x	x	x	x	x	x	x	X	X	X

Project Timeline Guide:

1. Berrigan 2. Balranald 3. Conargo 4. Carrathool 5. Deniliquin 6. Hay 7. Jerilderie 8. Murray 9. Murrumbidgee 10. Wakool

2008	Project/ Initiative	Local Government Areas
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		1	2	3	4	5	6	7	8	9	10
Q1	Murray River International Music Festival	x	x						x		x
	External Training	x	x	x	X	x	x	X	x	x	X
	Galleries Wkshop	x	x	x	x	X	x	x	x	x	X
	Short and Sweet Helpers (ongoing)	X	X	X	x	x	x	x	x	x	X
	Digital Resource Devt (internal)										
	Staff Reviews/Internal Management (internal)										
Q2	Skill Development Workshop 1,2,3	X	x	X							
	Regional Gallery Exhibition				x	X	X				
	Media Skills Wkshop	X	X	X	X	X	X	X	X	X	X
	Short and sweet helpers (ongoing)	x	x	x	X	X	x	x	x	x	X
	In the Bin Short Film Festival	x	x	x	x	x	x				
	Three Year Review and future planning (internal)										
	Website Redevelopment (internal)										
Q3	Skill Development Workshop 4,5				x	X					
	Big Screen Film Festival			X	X	X			X	X	
	Ute Muster Artist in Residence	x	x	x	x	x	x	x	x	x	X
	Short and sweet helpers (ongoing)	x	x	x	x	x	X	X	X	x	X
	Annual Regional Cultural Gathering	X	X	X	x	X	x	x	x	x	x
	Performing Arts Tour	x	x	x	x	x					
Q4	Visual Arts Tour- national artist	X	x	x	x	x	x	x	X	x	X
	Short and sweet helpers (ongoing)	x	x	X	x	x	x	x	x	x	X
	Long Paddock Publication			x	x	x	x				
	Water Project-Publication	x	x	x	x	x	x	x	x	x	x
	Annual Leave (internal)										

Project Timeline Guide:

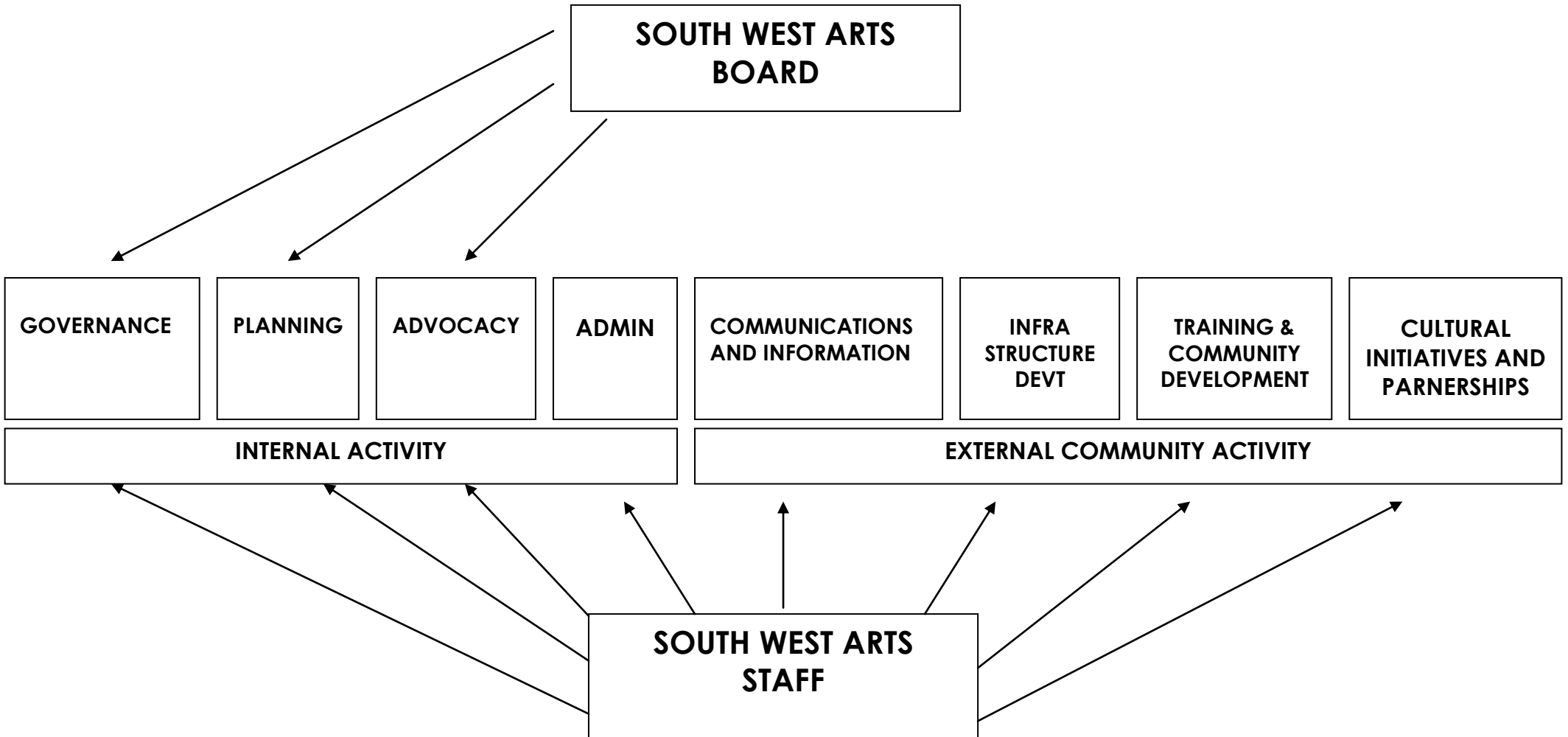
1. Berrigan 2. Balranald 3. Conargo 4. Carrathool 5. Deniliquin 6. Hay 7. Jerilderie 8. Murray 9. Murrumbidgee 10. Wakool

8) OPERATIONAL MANAGEMENT

a) Staff Roles and responsibilities

Executive Officer South West Arts Inc Three days per week	Project Manager Full Time-NEW POSITION	Project Officer-Graduate	Communications Officer	Finance and Administration
<p>Responsibilities: Board management and reporting Professional Development Internal Office management Local Government Letters of support Media and General Promotions SWA funding Overall Project Management</p>	<p>Responsibilities: General Inquiries Communications Individual Artists Drafting reports to Board</p>	<p>Responsibilities: General Inquiries Communications Individual Artists Drafting reports to Board</p>	<p>Responsibilities: Media and Promotion Program</p>	<p>Responsibilities: Finance General Administration Internal Office management – time sheets and payment. Preparing financial reports to Board Flights and Accommodation. SWA Funding</p>
<p>Projects: Board Manuals Strategic Planning Ultimate project Management</p>	<p>Projects: Project Delivery as per SWA Programs</p>	<p>Projects: Project Delivery as per SWA Programs</p>	<p>Projects: E- Bulletins Newsletters Media Releases</p>	<p>Projects: Artstart Artstart Media and General Promotions</p>
<p>Contact For: Board Regional Arts NSW Local Government General with PO Arts NSW Local Arts Councils External Arts Agencies</p>	<p>Contact For: General Community All projects on a day to day basis</p>	<p>Contact For: General Community Minor projects on a day to day basis</p>	<p>Contact For: Media if EO unavailable Community groups re: promotions</p>	<p>Contact For: Accountants ATO Superannuation Staff re: pays etc.</p>
<p>Publications: Input into What's On if appropriate and overall control of public image/comment.</p>	<p>Publications: Input into What's On if appropriate.</p>	<p>Publications: Input into What's On if appropriate.</p>	<p>Publications: E-Bulletin (monthly) Newsletter(half yearly) Website (monthly) Media Release (monthly) Funding Supplement(Monthly)</p>	<p>Publications: Input into What's On if appropriate.</p>

b) Board and Staff Roles Flow Chart





c) Key Personnel

Executive Officer- Nina O'Brien-Hehir

The Regional Arts Development Officer also acts as the Chief Executive Officer for the organization. The executive officers role is responsible for sound internal procedures, reporting the board and local government, letters of support and funding. The RADO is responsible for general inquiries, communications, individual artists and preparing reports for the board.

RADO/ Executive Officer, Nina O'Brien-Hehir, holds a strong background in arts and regional development, most recently establishing the new Orana Arts Regional Arts Board in the Central North West of NSW, as the Regional Arts Development Officer.

Prior to her time in NSW, Nina worked for Country Arts South Australia, and the Port Augusta City Council in managing the Fountain Art Gallery and developing cultural activity into the far north of remote South Australia. Nina is a mixed-media visual artist holding a Bachelor of Arts-Visual Arts from the University of South Australia, SA School of Arts.

Regional Arts Project Officer- Julia Stephenson

The Regional Arts Project officer for South West Arts assists communities throughout the South West with planning and implementing projects, liaising with artists, funding information, promotion and marketing assistance and networking with other community groups. Project Officer, Julia Stephenson is new to the organisation, and has a strong interest and passion in community cultural and regional development. She enters the position as a graduate, recently completing studies at the University Of Wollongong with a Bachelor of Creative Arts in Sound, Music and Production.

Finance Officer- Joanne Begby

The finance officer for South West Arts is responsible for the general administration and finances for the organisation, this is on a part time basis. The finance officer is vital for keeping control of sound internal and financial procedures. Finance Officer, Jo Begby, has a background in financial control and policy and a background of working for local government organisations.

d) South West Arts Board

The Board of South West Arts plays a vital role to how the organisation operates. This is through being active, recognisable, well governed and financially sound. South West Arts have appointed the board:

Co-Chair-Tim Wilson

Co-Chair-Airlie Circuit

Manager of radio station 2HayFM

Deputy Chair- Elizabeth McLaurin

Councilor Berrigan Shire Council

Treasurer- Sam North

Deniliquin Arts Council President

Public Officer- Gail Hibbert

Coleambally Arts council Committee member, accountant

Board Members

Mary-Anne Butcher-Pastoral Times, Deniliquin

Lani Houston- Manager of Hay tourism and development (HDTI)



South West Arts Business Plan 2007-2009

Esther Bryant- Southern Riverina Arts
Nichole Varley-Early Childhood Arts
Pat Eagle-Edward River Arts Society

e) Marketing Plan

As outlined in Goal Five, marketing and the presentation of what South West Arts offer is one of our main priorities.

Marketing Objectives

- Increased participation of arts and cultural activity within the South West
- Increase and promotion of local cultural product, such as artists and organisations
- Sustainable cultural product throughout the region
- Increased recognition and reputation of arts product within the South West Region
- Increased communication between South West Arts and its members
- Increasing our organisations assistance to the groups within the region

South West Art's Product

South West Arts offers:

- Educational resources on community development and arts management
- Information for community groups regarding insurance, risk management, presenting, incorporating etc.
- Workshops, artistic skills and community group development skills
- Performances
- Film
- Exhibitions

South West Region Demographics

In reflection of the demographics as stated previously in the business plan we have gained a higher understanding of our markets in the South West. These address the several broad points that stand out in the South West Region, such as the low medium income, the main industries, the age mediums, unemployment levels, internet usage and indigenous populations.

Target Markets

Many of the programs that South West Arts facilitate address the community holistically- on a *Mass Marketing* Level.

In some cases, the programs are specified to target markets, but in particular addressing the age, gender, indigenous and income demographics.

Audience Development and Marketing Considerations

Technology

One of the major elements that South West Arts have to consider when carrying out their marketing strategies is minimal access to internet, in particular fast internet such as Broadband. Our Resources have to be accessible to people with or without the internet, whilst South West Arts will have a large range of resources on offer digitally, we will also have a lot of hard copy information that communities can access.

Geography



South West Arts Business Plan 2007-2009

The South West Region covers a large area of 92,000km². This area has a total of ten shires. South West Arts has to consider the isolation and distance between the townships. Most communities have to travel an hour to the nearest regional township. The communities within the region are relatively small, and are a fair distance from any major regional centre.

Population

The total population of the ten Local Government areas that are covered by the Regional Arts Development program is 80569 people. Individual shire population varies from 1,000 to 9,000 people.

Industry

South West Arts have to consider that agriculture is the main industry of the region. Being a rural region, the incomes are lower than metropolitan region, programs have to be of high access to these rural communities, and the regional arts development program is operating in a non-traditional arts priority region.

Marketing Tools and Resources

South West Arts creates different marketing material that will cover and address the different demographics in the region.

South West Arts offer, promote, and market through-

- a) South West Arts Membership databases- distribution of material
- b) The new Website
 - Text update
 - Digital fact sheets
 - Online Cultural Directory
 - Online Gallery
 - Online Performances
 - Online board meetings
 - Online project showcase
 - Online annual report
 - Online newsletters
 - Online funding supplements
 - Media release Archive
- c) Regular media releases to all of the regions newspapers
- d) Newsletters
- e) Artreach Articles
- f) Shire newsletters
- g) South West Arts E- Bulletin

f) Risk Management

South West Arts currently holds public liability, and a range of other insurances through Regional Arts NSW. All others risks are addressed on an informal basis through general management. The Board and staff of South West Arts recognise the importance of thorough risk management and as such will be developing a formal policy and management strategy during the first year of the triennium.

South West Arts have notionally identified the following list of issues (and to be developed) to address:

- Public liability
- Human (inappropriate recruitment & poor performance, error, burnout)
- Natural Hazards
- OH&S (inadequate safety)



South West Arts Business Plan 2007-2009

- Programs (poorly designed, substandard quality controls, inadequate funding)
- Security (copyright, misappropriation of information)
- Potential Board skills imbalance
- Potential financial loss from projects and programs

g) Governance and Policy

South West Arts acknowledges its responsibilities within the Incorporations Act for Incorporated associations.

Over 2005/6 South West Arts developed a comprehensive board and staff manual that included a wide variety of information for board members. The remaining component is the associated policy documents, of which several are drafted. See KPI in Goal 6.

8) FINANCIAL PLAN (Appendix A)

- a) Quantitative Data Summary
- b) Budget