



2007-2010

Strategic Management Plan

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The contents of this report have been prepared from information supplied through the Strategic Planning Workshop. The report represents the recommendations received for particular strategies and actions that may assist in the development of Outback Arts Inc. and has been prepared exclusively for their use.



Natalie Bramble Management
02 6884 4654
0409 814 654
nbmanagement@bigpond.com
PO Box 1697

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Outback Arts Inc. Strategic Management Strategy 2007 - 2010

Dubbo NSW 2830

Executive Summary

The 2004-2006 strategic plan set a direction for the organisation that emphasised its aim to develop Outback Arts Inc. as the recognised regional authority in the arts and cultural sector. The achievements from this plan also showed the organisations commitment to assisting the growth of its creative communities it serves.

This strategic plan to 2009, builds on the existing foundation and its achievements and sets 5 Strategic Objectives for the coming two years that are consistent with its Global Objectives of Social and Economic Development.

The purpose of this Strategic Plan is to provide a framework for the organisation to further develop its annual business plan and to identify the required resources to meet the Key Performance Indicators. This plan will also assist the organisation to focus on the assessment and delivery of specific projects in order to meet the performance indicators.

The Key Performance Indicators also attempt to meet the demands of stakeholders by showing community value, tangible and monetary comparable outcome.

This plan was developed in conjunction with employees, board members, community and council representation from information obtained during the Strategic Planning Workshop.

Key Challenges

- Limited funding for the arts sector
- Lack of disposable income
- Low employment
- Social disadvantages
- Large distances, isolation and remoteness means more resources are expended with smaller outcomes
- Marketing expertise
- Limited monetary and government staffing resources and infrastructure to support the organisation and the art and cultural sector
- High staff and community turnover
- Lack of membership clarity and benefits
- Economic and physical environment
- Packaging and availability of marketing material
- Limited perspective of 'art'
- Technology
- Physical presence
- Targeted communication
- Lack of government services impacting upon volunteer base
- Small membership

Key Opportunities

- Increase membership
- Volunteer base and community involvement
- Communicate the arts in ways everyone understands
- Captive audience
- Work with organisations such as the Department of Education and Sport and Recreation
- Expand the network
- Develop existing products
- Develop cultural plans for councils
- New media and new technology
- Developing new strategic partnerships
- Sponsorship and Funding
- Communicating our successes outside the region
- Developing art collections
- Working with Tourism

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Outback Arts Inc. Strategic Management Strategy 2007 - 2010

Vision:

Outback Arts Inc. celebrates and assists the development and growth in our evolving and diverse creative communities.

Purpose:

Outback Arts Inc. assists individuals and organisations in building the capacity of our community through the provision of resources and the development of strategic partnerships.

Principles:

Outback Arts is a not for profit incorporated arts and cultural organisation servicing seven local government areas in western New South Wales (Bogan, Bourke, Brewarrina, Cobar, Coonamble, Walgett and Warren Shire Councils). The following definitions outline key principles under which this organisation conducts its business.

Culture and 'the arts': Outback Arts Inc. sees culture in its holistic sense, meaning the ways people live their lives. It defines 'the arts' as tangible ways of representing culture.

Community Cultural Development (CCD): Outback Arts Inc. employs CCD practices, meaning that it values and encourages the development of people's capacities (individually or in groups), through arts and cultural processes, to effect real, positive change in their communities.

Responsiveness: Outback Arts Inc. responds to community principles identified by key stakeholders and members through a cultural planning process.

Community: Outback Arts Inc. sees communities as being any group of people (formal or informal) with common cultures, interests, desires and aspirations.

Diversity: Outback Arts Inc. values the broad range of backgrounds within its region. The organisation believes in diversity and complexity as being essential to the development of creative communities.

We-being: In order for communities to develop, people must feel valued and respected and be healthy in mind and body. Outback Arts Inc. operates to support, respect and value people and works to promote positive and healthy lifestyles.

Social entrepreneurship: Outback Arts Inc. engages with governments and the corporate and private sector in order to build monetary resources that directly benefit community building using arts and cultural processes.

Global Objectives:

Social Development

Coordination

- Community consultation
- Planning
- Networking

Communication

- Marketing and audience development
- Reporting and evaluation
- Advice and support

Education

- Community Development
- Business and Management Skills
- Art Form development
- Building pathways into the arts and cultural sector

Economic Development

Arts and Cultural infrastructure

- Employment
- Events
- Arts and/or cultural places

Partnerships

- Funding assistance
- Resource sharing

Executive Services

- Services to the Outback Arts Inc. Executive

Strategic Objectives:

Strategy 1: Gain recognition as the leading Cultural Authority for the Region.

Strategy 2: Actively support and promote Indigenous Arts Development

Strategy 3: Invest in opportunities for Young People

Strategy 4: Consciously Build Community and Organisational Capacity

Strategy 5: Marketing and Communication Planning

Strategy 1: Gain recognition as the leading Cultural Authority for the Region

	Key Strategies		Action	Responsibility	Time frame	Key Performance Indicators
1.1	Take a leadership role in the Development of the Local Government Cultural Plans for the 7 LGA stakeholders	1.1.1	To inform the Board and Staff of the implementation of Cultural Planning Guidelines and applicable Ministry for the Arts policies and strategies that impact upon this	Board/Staff	Short	Research conducted, information documented and provided to Board and Staff. Discussion undertaken at a board level to quantify understanding.
		1.1.2	Quantify tangible outcomes and benefits to LGA for developing a cultural plan.	Board/Staff	Short	Identify positive impact a cultural plan will have for the LGA in the position of Ministry for Arts funding etc.
		1.1.3	Collecting existing LGA Strategic Plans to identify existing plans or policies with relevance to cultural planning	Board/Staff	Medium	Contact made with the General Manager/Director at each LGA and outcome reported to the board.
		1.1.4	Educate and involve the community and other cultural organisations	Board/Staff	Medium and ongoing	Outback Arts Inc. promotes the benefits of cultural planning to a minimum of 8 other cultural organisations in the region and gains their support to lead the planning process
		1.1.5	To promote to the LGA's Outback Arts unique position in the region and the ability to facilitate their Cultural Planning process	Board/Staff	Medium	Provide each LGA General Manager/Director with information on Cultural Planning and the important role Outback Arts can play in this process as the leading Cultural organisation in the region.

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1.2	To assist in the development of the 7 LGA Cultural Plans	1.2.1	Cost the impact on resources for developing the Cultural Plan for each LGA	Board/Staff	Medium	Consultation undertaken with Board, Staff and Ministry for the Arts to develop costings and resource requirements to undertake each Cultural Plan. Resources allocated appropriately
		1.2.2	If viable, develop a proposal to provide to the LGA's for Outback Arts role in facilitation of their Cultural Plan	Board/Staff	Long	Proposal provided to each General Manager/Director.
1.3	LGAs are recognised for their commitment to developing their Cultural Plan	1.3.1	Promote the value of the Cultural Plan to the community, media, and industry in the delivery of this unique partnership.	Board/Staff	Ongoing as each Plan is completed	LGAs are recognised in the media for their Cultural Plan and Outback Arts facilitates the submission of an entry form for the LGA Cultural Awards
1.4	Co-operative Partnerships are recognised	1.4.1	To ensure that all cooperative relationships that develop into outcomes are recognised and that Outback Arts Inc. also receive recognition to further assist tangible reporting outcomes.	Board/Staff	Short	Development of a memorandum of understanding to ensure that all groups and organisations who either cooperatively work with or are assisted by Outback Arts Inc. provide and reference their support and partnerships appropriately in recognition for their level of assistance.
		1.4.2	Outback Arts Inc. recognises organisations and groups that they have partnered in projects in all promotional and associated material	Board/Staff	Ongoing implementation	Outback Arts Inc. to provide or inform the partner organisations of areas where Outback Arts Inc. have referenced and credited their cooperative relationship

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		1.4.3	Outback Arts Inc. receives recognition in all project and associated material from organisations and groups that they have partnered with.	Board/Staff	Ongoing implementation	Outback Arts Inc. to ensure that they receive recognition in accordance with their level of assistance and that these details are then collated for reporting purposes.
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Strategy 2: Actively support and promote Indigenous Arts Development						
	Key Strategies		Action	Responsibility	Time frame	Key Performance Indicators
2.1	Support and promote Indigenous Art Development in the Region and at large	2.1 .1	Celebrations/Performances and activities that are driven by the indigenous community are supported	Board/Staff	Ongoing	No less than three (3) Indigenous celebrations/performances or activities are provided with assistance and support per annum
		2.1 .2	Promote Indigenous Arts and Cultural Development in the community and at large	Board/Staff	Ongoing	Increase in marketing exposure for the activities is recorded at a regional and state level.
2.2	Implement the Regional Indigenous Cultural Strategy	2.2 .1	Involve leading Indigenous Organisations in the education of the benefits to the community and the LGA for the Regional Indigenous Cultural Strategy.	Board/Staff	Short	Benefits communicated to the community and LGA with promotions and discussions
		2.2 .2	Review of the Regional Indigenous Cultural Strategy	Board/Staff	Short term and ongoing	Communication is conducted with leading Indigenous Organisations in the region and at a National and State level with Ministry for the Arts and other key arts and cultural organisations.

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		2.2 .3	Gaps in Regional Arts and Cultural capacity are identified and addressed	Board/Staff	Medium & Ongoing	The development of clear strategies which identify the gaps addresses these key areas of need at a regional level.
		2.2 .4	Encourage adoption and implementation across a broad sector of the community through education and promotion	Board/Staff	Medium & Ongoing	Promotion and discussion is increased with community organisations and key community leaders
		2.2 .5	When implemented, adopt key strategies as outlined in the Regional Indigenous Cultural Strategy	Board/Staff	Long	Review and rewrite key strategies in the Outback Arts strategic plan for Strategy 2 to ensure implementation of strategies outlined in the Regional Indigenous Cultural Strategy.

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Strategy 3: Invest in opportunities for Young People

	Key Strategies		Action	Responsibility	Time frame	Key Performance Indicators
3.1	Develop Strategic Partnerships	3.1.1	Identify youth and training organisations to either foster or further develop Strategic Partnerships with that will benefit Young People	Board/Staff	Short	Contact is made and a communications strategy for regular contact is implemented.
		3.1.2	Promote and encourage opportunities for partnerships	Board/Staff	Medium	Opportunities for partnerships are identified and discussions are held with other organisations
		3.1.3	Programs are delivered or assisted as a direct result of these partnerships	Board/Staff	Medium	Two (2) programs clearly derived from the development of these strategic partnership are delivered or assisted
		3.1.4	Development of youth networks	Board/Staff	Long	Continue to engage participants of existing programs and identify further opportunities to develop youth networks and linking also with indigenous and other cultural networks.
3.2	Engaging, encouraging and supporting projects that directly benefit Young People	3.2.1	Engaging youth through the implementation of youth driven projects	Board/Staff	Medium	Facilitate and assist the development of four (4) celebrations/performances or activities that are primarily youth driven
		3.2.2	Seeks to identify opportunities to develop the youth through Events, Celebrations, Training, Education and Leadership	Board/Staff	Medium and Ongoing	Two (2) additional opportunities are identified where Outback Arts Inc. is the primary instigator of these activities and partnerships.

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		3.2.3	Development of a school holiday workshops and activities is encouraged, supported and promoted	Board/Staff	Short	Assist communities with the development of school holiday workshops. Three (3) workshops are facilitated or assisted during each school year holiday term.
		3.2.4	Further development of partnerships to support development initiatives and workshops that benefit the young people	Board/Staff	Medium	Partnerships are developed with identified organisations such as TAFE and Macquarie Darling Work Placement to encourage their allocation of training workshops' to be held in the region.
		3.2.5	Facilitate and assist workshops and activities that benefit young people	Board/Staff	Medium	Two (2) workshops/activities are conducted (in addition to the school holiday workshop program) and assisted by Outback Arts Inc. for the benefit of young people.

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Strategy 4: Consciously Build Community and Organisational Capacity

	Key Strategies		Action	Responsibility	Time frame	Key Performance Indicators
4.1	To facilitate the delivery of training and development for community groups.	4.1.1	Survey community groups/community leaders for training needs	Board/Staff	Short	Surveys completed across the region with at least four (4) per LGA
		4.1.2	Investigate resources and funding opportunities as needed	Board/Staff	Short	Assist the LGAs to source the resources and funding to conduct the workshops
		4.1.3	Facilitate the LGA in their delivery of a workshop in each of the LGA's that identify the need for training.	Board/Staff	Long	Four (4) facilitated workshops delivered annually
		4.1.4	Assist promoting the workshops and record all advertising conducted where the LGA name and logo has been used. Using current advertising rates in that medium, estimate the advertising return.	Board/Staff	Long	Report provided to LGA documenting increase in advertising exposure and community value to the LGA.

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		4.1.5	Promote employment opportunities in the Arts and Cultural sector	Board/Staff	Medium	Continue to conduct an art and cultural audit to identify and promote skills and talent in the community. Development of online Cultural Directory of Arts & Cultural Professionals in the Region
		4.1.6	Promote the successes of the community and work with the LGA and Economic Development Officers (EDO's) to address gaps particularly within the education sector for Arts and Culture	Board/Staff	Medium	Relationships are developed and discussions held with the LGA and EDO's to identify the need for retention and recruitment strategies for people in the Arts and Cultural Sector
4.2	Outback Arts promotes to, and assists the community in building capacity	4.2.1	Community is provided with information and assistance with funding opportunities and other options and ideas available to them	Board/Staff	Long	Ten (10) resources are provided to the community per annum.
		4.2.2	Support is provided to the community in completing funding or award applications through the provision of assistance or	Board/Staff	Long	Six (6) community groups are assisted in this process per annum.

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			information.			
		4.2.3	Development of Art and Cultural collections is encouraged and supported	Board/Staff	Long	An increase in Art and Cultural collection retention and development is recorded
4.3	Outback Arts proactively assists the community to celebrate	4.3.1	Assistance is provided for community celebrations that involve our diverse and creative community	Board/Staff	Long	Four (4) celebrations/programs that involve our diverse and creative communities are assisted with resources.
4.4	Facilitate partnerships between LGAs and the community to build capacity	4.4.1	Areas identified where partnerships would improve the alignment of resources and programs for the community.	Board/Staff	Long	Two (2) partnerships are identified and supported that improve the alignment of resources and programs for the community
4.5	All Board members are provided with identified training and development opportunities to support their position	4.5.1	Governance training	Board/Staff	medium	All board members undertake Governance training

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		4.5.2	Community Cultural Development Training	Board/Staff	short	Community Cultural Development training commenced by all board members and staff
4.6	Identification of further training and development opportunities for Board and Staff	4.6.1	Training opportunities are presented as available at board meetings for discussion	Board/Staff	Ongoing	All board members participate in no less than one (1) training and development opportunity per annum. All staff participate in no less than two (2) training and development opportunities per annum
4.7	Staff are encouraged and supported to undertake further training and development	4.7.1	A list of other training needs are identified by the board and staff	Board/Staff	Short	Training and needs are clearly identified for organisational staff and will include time-management and marketing.
4.8	Cultural Heritage	4.8.1	Identify opportunities to assist and promote the retention and celebration of our Cultural Heritage	Board/Staff	medium	Assistance and promotion of cultural heritage is conducted including, but not limited to Environmental, Physical or Oral Heritage of our diverse communities
		4.8.2	Outback Arts Inc. assists the delivery of an activity that celebrates our Cultural Heritage	Board/Staff	Ongoing	One (1) activity is assisted to celebrate the Environmental, Physical or Oral Heritage of our diverse communities
4.9	Arts and Cultural sector development with Regional and Local Tourism	4.9.1	Development of Strategic Partnerships with Regional and Local Tourism Organisations	Board/Staff	Short	Communication Plans are developed to ensure contact is maintained with Regional and Local Tourism organisations

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		4.9.2	Arts and Cultural Tourism strategies are supported and promoted.	Board/Staff	Long	Two (2) projects are clearly shown where Outback Arts has assisted in the development of Art and Cultural Tourism
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Strategy 5: Marketing and Communication Planning

	Key Strategies		Action	Responsibility	Time frame	Key Performance Indicators
5.1	Development of a Marketing Taskforce	5.1.1	Board identifies the roles and responsibilities of the Marketing Taskforce and provides suggestions for possible committee members	Board	short	One (1) committee member is identified as the responsible convenor for the taskforce
		5.1.2	One (1) board member convenes a sub-committee from the community and professional sector with the relevant skills and experience to plan marketing actions for Outback Arts	Appointed Board Member	short	Marketing Taskforce is developed with no less than four (4) committee members
5.2	Marketing Taskforce identifies and gathers suitable data	5.2.1	Identify what data is required and the	Marketing Taskforce/Staff	short	Data is obtained from identified source

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			information source			
		5.2.2	In consultation with Regional Arts, Tourism and Event Authorities a standard survey is developed for the use of Outback Arts Inc. Events and activities	Marketing Taskforce/Staff	short	Implemented immediately at all events and activities
		5.2.3	Arranges collation and assessment of sourced data to assist in the identification of information required to develop marketing plan	Marketing Taskforce	medium	All data is collated according to requirements
5.3	Development of a Marketing Plan	5.3.1	Consultation is undertaken with Regional Arts to arrange the facilitation of a marketing workshop	Board	medium	Resources are provided as required. Workshop is held. Marketing plan is developed

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5.4	Communications Strategy is developed	5.4.1	Development of the communications strategy to include standard of printed materials and distribution methods	Board/Staff	Ongoing	Communications strategy is implemented
5.5	Development of Photographic Library	5.5.1	Guidelines are developed for the standard of photographic resources.	Board/Staff	Medium	Increase in the standard of photographs retained.
5.6	Community Consultation	5.6.1	All consultation with the community is recorded for each LGA to deliver tangible outcomes for LGA reports.	Board/Staff	Short term development, ongoing reporting	Development of minimum expectations for delivery of services to each LGA. Reporting fields are identified (e.g. number of people spoken with / number of people assisted / outcomes etc.). Travel time to/from location is also recorded to assist in recognition of travelled distances and time spent.
5.7	Development of Organisational Membership	5.7.1	To develop a Marketing and Communications plan for membership development to clearly identify benefits	Board/Staff	Short term development, ongoing promotions	Development of membership packages articulating benefits.
		5.7.2	Develop a communications plan to ensure that regular and	Board/Staff	Medium	Development of a communications plan to ensure constant membership contact.

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			ongoing contact is maintained with members			
		5.7.3	Membership is promoted and increased	Board/Staff	Long	5% increase in membership is achieved