



Arts OutWest Strategic Plan 2016-2018

Mission statement: to promote, facilitate, advocate and educate for arts and cultural development for the communities of the Central West of NSW.



Executive Summary

1. Context

- a. Organisation description: Arts OutWest is the Regional Arts Board for the central west region of New South Wales, covering 12 council areas. The organisation's core funding comes from Arts NSW, contributions from the region's 12 councils and from Charles Sturt University. In addition to this Arts OutWest applies for and receives separate project funding.
- b. Area description: The NSW central west has an active and diverse arts practice that includes Indigenous arts, some Creative Industry activity, and a network of arts infrastructure. There are several larger towns and many small communities. There is a sizeable Aboriginal population.
- c. History: Arts OutWest is the oldest of the Regional Arts Boards, established in 1974.
- d. What does Arts OutWest do? Arts OutWest offers services to the Central West region by providing advice, funding assistance and capacity building, advocacy, promotions and media, development of strategic relationships and project delivery.

2. Goals and Key Performance Indicators

Arts OutWest has set key performance indicators in three main areas with firm targets:

- Artform/Sector Development
- Engagement and Participation
- Governance and Financial

3. Main strategic areas and the Arts OutWest Artistic Program

Arts OutWest has identified 4 priority areas for development in the 2016-18 period:

- a. Aboriginal arts development
- b. Arts and Health
- c. Cultural Tourism
- d. Lifelong learning in the arts

These areas intersect with Arts NSW's ACDP priority areas of Aboriginal people, young people and people with disability

4. Marketing Plan

5. Finance Plan

6. Management

- a. Organisational structure: Arts OutWest has 6 employed positions (FTE = 4.4 in 2015). The Executive Officer manages the organisation.
- b. Staff information: All the members of staff at Arts OutWest are well qualified and have relevant experience in arts development.
- c. Board and Governance: Arts OutWest is a not-for-profit incorporated organisation with a volunteer Management Committee of 16 members
- d. Risk Management Plan: Various risks have been identified for the organisation and measures are in place to minimise these risks.
- e. Succession Plan

Context

Organisation description

Arts OutWest is the regional arts and cultural development service for the Central West of New South Wales, covering the council areas of Bathurst Region, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow City, Oberon, Orange City, Parkes, Weddin and Wellington. These 12 Council areas cover an area of almost 70,000km², with a population of approximately 186,000.

Arts OutWest is one of 14 Regional Arts Boards (RABs) in NSW. Each is an independently constituted organisation affiliated with the peak body Regional Arts New South Wales. Arts OutWest receives almost half of its core funding from the NSW State Government through Arts NSW. It also receives per capita funding support through a Memorandum of Understanding with each of the contributing Councils of the region. Further funding comes from an agreement with Charles Sturt University. Arts OutWest also regularly applies for separate project funding on a competitive basis.

2015 (current year) projected income figures

Arts NSW	Councils	CSU	Additional project funding	Other income: Fees, interest	Total Income
\$140,000	\$111,000	\$10,000	\$330,000	\$26,000	\$617,000

Arts OutWest is an incorporated association with a Management Committee, also referred to as The Board.

The Arts OutWest constitution is being updated and there are plans to move to a skills based board in 2016.

In 2015 Arts OutWest has four full time members of staff and two part-time members, with an FTE of 4.4 positions.

Area description

Arts OutWest's region extends from the western edge of the Blue Mountains out west beyond the centre of New South Wales to Lake Cargelligo. The region features active and diverse arts practice. This involves an active community arts sector as well as professional arts practitioners and creative industries enterprises. The main cities of the Central West are Orange and Bathurst. Both have well supported cultural infrastructure such as regional galleries, theatres and conservatoriums. In addition to these centres the region has over 150 smaller villages and towns. There are many smaller community organisations in the arts requiring support. The region has a number of commercial galleries, but most find it challenging to keep their businesses viable. The region features a number of successful festivals, including Ironfest in Lithgow, Parkes Elvis Festival, Forbes Kalari-Lachlan River Festival, Henry Lawson Festival of the Arts in Grenfell and recent additions such as the Trundle ABBA Festival and the Canowindra Baroque Festival. The NSW central west has a strong food and wine industry centred around Orange, which offers links to the arts and cultural sector. The region includes areas of high Aboriginal population with 2011 ABS figures showing areas of concentration at Peak , Condobolin, Lake Cargelligo and Wellington which have ATSI populations of over 20%, although anecdotally these percentage figures are indicated to be much higher.

History

Arts OutWest is the oldest of the New South Wales Regional Arts Boards, established in 1974 although the name Arts OutWest did not appear until some years later. The initial development in the organisation's history was the appointment of a Community Arts Officer, funded by the Australia Council and hosted by the Central West Regional Advisory Council. When the position started operating on a regional basis there were 22 councils in the area covered with only five declining to be involved. In 1980 the Central West Regional Arts Committee was established, continuing the position of Community Arts Officer and developing operations. In 1987 the organisation became incorporated as the Central West Community Arts Organisation Incorporated, changing its name in 1991 to Arts OutWest Inc. Arts OutWest participates in the NSW state network of 14 Regional Arts Boards and liaises closely with our state peak body Regional Arts New South Wales, as well as with Regional Arts Australia.

Arts OutWest Vision and Values



What does Arts OutWest do?

Arts OutWest has four main areas of activity:

1. Advice, funding assistance, capacity building and advocacy
2. Media and promotions program
3. The development of strategic relationships and partnerships
4. The delivery of strategic projects

These areas link to the strategic plan developed by Arts OutWest. The current strategic plan for implementation in 2016-18, aligns Arts OutWest with three main areas identified by Arts NSW:

1. Artform /Sector Development
2. Engagement and Participation
3. Governance and Financials

Arts OutWest has currently identified four focus areas for priority in delivery:

1. Aboriginal arts
2. Arts and Health
3. Cultural Tourism
4. Lifelong learning in the arts

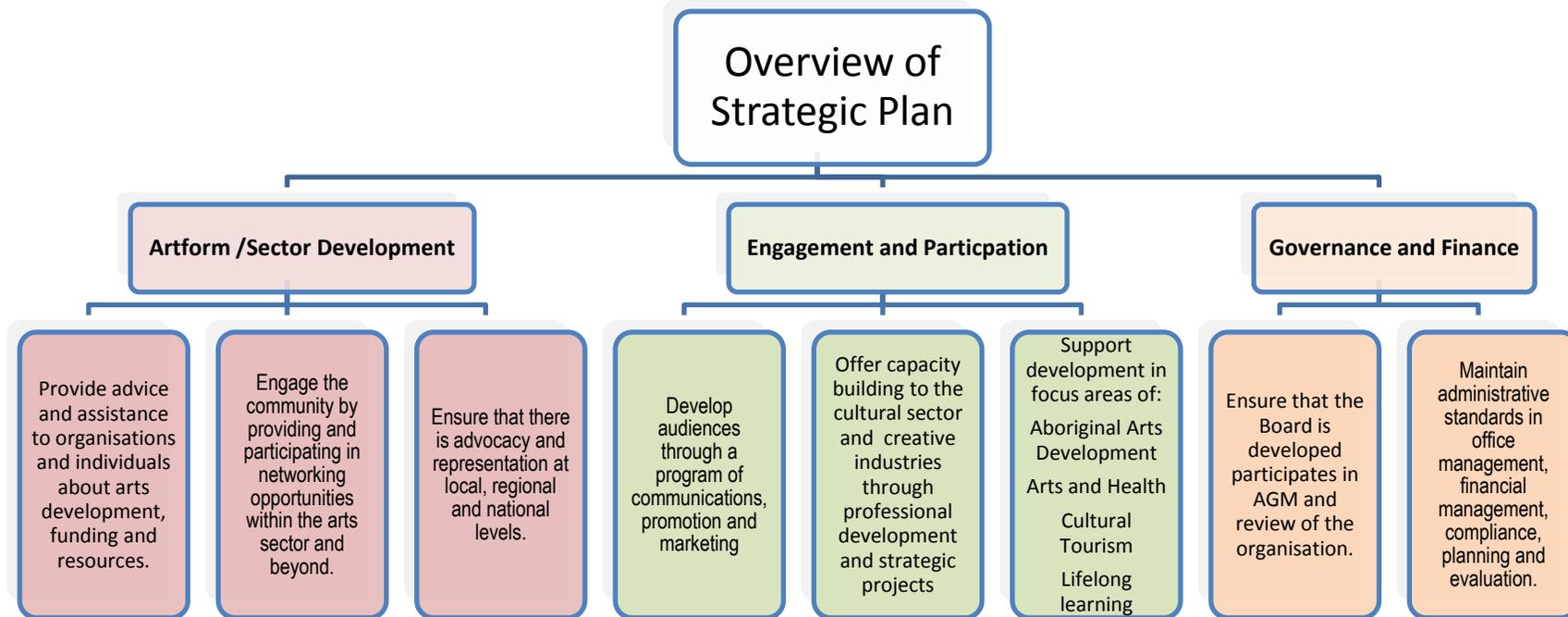
Methodology for this plan

Arts OutWest developed this strategic plan in consultation with the communities of the NSW central west. This process included:

- A survey sent out to all Arts OutWest subscribers
- Planning sessions with the board and with staff
- Presentations and discussions with the councils in the region
- Visits across the region to meet with individuals and organisations (arts groups, Aboriginal organisations, key stakeholders and partners, individual arts practitioners, youth councils)
- Public forum

Key Performance Indicators (KPIs)

The following section outlines the KPIs and the targets for the core business of Arts OutWest.



Note to the following KPIs for Arts OutWest’s core business: there are no stretch targets built into the following KPIs because Arts OutWest is already working at full capacity and cannot be expected to increase outputs without any additional core funding. However over the three years of the strategic plan it is expected that the organisation will continue to develop the depth of interaction and the quality of the outputs.

Area 1: Artform / Sector development

Action	Key Performance Indicator	Current context	2016 Target	2017 Target	2018 Target
a) Provide advice and assistance to organisations and individuals about arts development, funding and resources.	i. Increased contact with individuals, groups and organisations, councils, agencies.	100 individuals or organisations	200 organisations or individuals per year	200 organisations or individuals per year	200 organisations or individuals per year
	ii. Participation as an advisory member in relevant regional cultural initiatives	4 initiatives per year	3 initiatives per year	3 initiatives per year	3 initiatives per year
	iii. Successfully oversee CASP funding.	Min 20 applications	Full amount of funding distributed	Full amount of funding distributed	Full amount of funding distributed
	iv. Encourage and build funding of arts work in the region.	30 applications	Support 25 high quality applications from the region	Support 25 high quality applications from region	Support 25 high quality applications from region
	v. Ensure total participation in Arts OutWest is high across the community	3000	3000 people actively involved	3000 people actively involved	3000 people actively involved
b) Engage the community by providing and participating in networking opportunities within the arts sector and beyond.	vi. Create and support arts and creative industries networks in the region; host regional arts forums	2 forums,	3 networks or forums	3 networks or forums	3 networks or forums
		3 networks			
c) Ensure that there is advocacy and representation at local, regional and national levels.	vii. Represent and advocate for arts and cultural development at meetings and events	20 per year	50 per year	50 per year	50 per year
	viii. Input into policy	10 per year	10 per year	10 per year	10 per year
	ix. Presentations	20 per year	20 per year	20 per year	20 per year
	x. Participate in RAB network	4 per year	4 per year	4 per year	4 per year

Area 2: Engagement and Participation

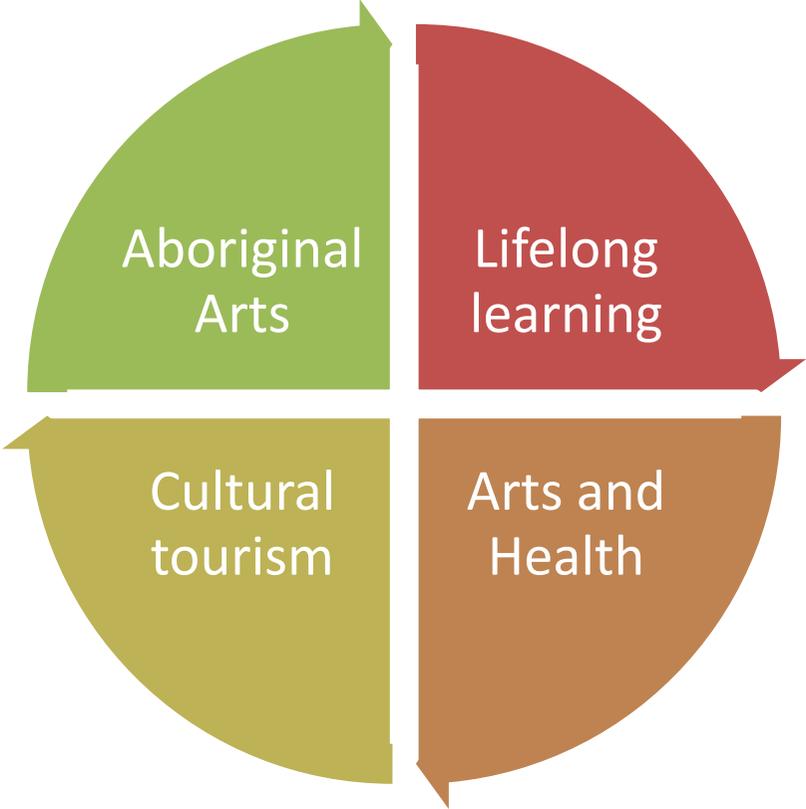
Action	How will we achieve it	Current context	2016 Target	2017 Target	2018 Target
a) Develop audiences through a program of communications, promotion and marketing	i. Maintain number and quality of arts listings promoting events in the region	2000 per year	1500 per year	1500 per year	1500 per year
	ii. Maintain number and quality of cultural directory listings – organisations, practitioners, venues	Not in current plan	Orgs 3500, Ind 3000 Venues 800	Orgs 3500, Ind 3000 Venues 800	Orgs 3500, Ind 3000 Venues 800
	iii. Demonstrated development of new marketing tools including website and social media	Increased hits annually	Increased hits annually	Increased hits annually	Increased hits annually
	iv. Media relationships maintained	8 radio stations + 2 TV stations + print media + new arts media	6 radio stations + 2 TV stations + print media + new arts media	6 radio stations + 2 TV stations + print media + new arts media	6 radio stations + 2 TV stations + print media + new arts media
b) Offer capacity building to the cultural sector and creative industries through professional development and strategic projects	v. Conduct a workshop program of professional development for organisations and individuals	6 per year	6 per year	6 per year	6 per year
c) Support arts and cultural development in focus areas of: a. Aboriginal Arts Development b. Arts and Health c. Cultural Tourism d. Lifelong learning	vi. Delivery of successful projects and partnerships	Minimum of 6 a year All project reports collated well	Minimum of 8 a year All project reports collated well	Minimum of 8 a year All project reports collated well	Minimum of 8 a year All project reports collated well

Area 3: Governance and Financial

Action	How will we achieve it	Current context	2016 Target	2017 Target	2018 Target
a) Ensure that the Board is developed participates in AGM and review of the organisation.	i. Board members recruited and active with updated constitution transitioning to a skills based board structure	16 active members	9 active members	9 active members	9 active members
	ii. Office amenity maintained	1 fully functioning office			
b) Maintain administrative standards in office management, financial management, compliance, planning and evaluation.	iii. Financial reports prepared monthly, quarterly and annually	12 per year plus annual audited report			
	iv. Staff management program in place with professional development opportunities offered	All staff managed and reviewed			
	v. Insurance, OH&S, risk management maintained	All in place	All in place	All in place	All in place
	vi. Annual report	1 per year	1 per year	1 per year	1 per year

Arts OutWest Priority Areas 2016-18

Strategies, milestones and the Arts OutWest Artistic Program



Key area	Key deliverables			Who
	2016	2017	2018	
<p><u>Aboriginal arts development</u></p> <p>Arts OutWest has been funded by the Indigenous Visual Arts Industry Support (IVAIS) program to deliver services in Aboriginal arts development and has employed a full time Aboriginal Arts Development Officer since 2010. Progress has been made in providing more opportunity for the region's Aboriginal artists and making the work more visible. Further work is needed to build on this and to align the NSW central west's Aboriginal arts more closely with other artform development in the region. This includes providing professional development, connecting practice across the Central West to create a regional arts identity, creating opportunities to showcase the region's artwork, and working to market arts products and services both within the region and beyond.</p>	<ul style="list-style-type: none"> • Exhibition program at Kew-Y-Ahn Gallery, Hartley • Professional Aboriginal artists employed on AOW projects • Professional development workshops (business skills and artform development) • 2 exhibitions featuring Aboriginal artists in the region • AOW assists in showing the work of Aboriginal artists at at least one event outside the region in a major centre • AOW supports artists to apply for opportunities such as fellowships, exhibitions, training, internships, competitions and scholarships • International and national opportunities for Aboriginal artists promoted 	<ul style="list-style-type: none"> • Exhibition program at Kew-Y-Ahn Gallery, Hartley • Professional Aboriginal artists employed on AOW projects • Professional development workshops (business skills and artform development) • 2 exhibitions featuring Aboriginal artists in the region • AOW assists in showing the work of Aboriginal artists at at least one event outside the region in a major centre • AOW supports artists to apply for opportunities such as fellowships, exhibitions, training, internships, competitions and scholarships • International and national opportunities for Aboriginal artists promoted 	<ul style="list-style-type: none"> • Exhibition program at Kew-Y-Ahn Gallery, Hartley • Professional Aboriginal artists employed on AOW projects • Professional development workshops (business skills and artform development) • 2 exhibitions featuring Aboriginal artists in the region • AOW assists in showing the work of Aboriginal artists at at least one event outside the region in a major centre • AOW supports artists to apply for opportunities such as fellowships, exhibitions, training, internships, competitions and scholarships • International and national opportunities for Aboriginal artists promoted 	Aboriginal Arts Development Officer

Highlights for Year One (2016):

Exhibition program with openings in place at Kew-Y-Ahn Gallery. The gallery opened in 2013 in space managed by National Parks and Wildlife Services (NPWS). Although Arts OutWest has selected work to go into the gallery and curated the space, there has not been a specific exhibition program until now. Planning a program of exhibitions will enable Arts OutWest to work with Aboriginal artists to specifically develop high quality work for exhibitions and give artists experience of developing and presenting work for exhibitions.

Key area	Key deliverables			Who
	2016	2017	2018	
<p><u>Arts and Health</u></p> <p>Arts OutWest has been focusing on arts and health since 2008 and has become known for working successfully in this field. Previous work has included developing work at Bathurst Health Service and supporting the program at Orange Hospital. In 2015 Arts OutWest became the consultant for the Culture and Arts Program in the redevelopment of Forbes and Parkes Hospitals. Arts OutWest has also done work in disability arts and has worked in aged care and with people with dementia.</p>	<ul style="list-style-type: none"> Oversee the installation of commissioned work into the new Forbes and Parkes Hospitals Continue to manage the exhibition program at Bathurst Hospital Support the work at Orange Health Service Strengthen links with Aboriginal health Expand the program of work in aged care Deliver a disability project Develop a touring circuit for exhibitions and performances in health settings to make central west an arts and health hub Build new partnerships (eg. Accessible Arts and Cementa Festival) 	<ul style="list-style-type: none"> Develop a participatory program in Parkes and Forbes Continue Bathurst program Continue to support Orange program Develop 2 new locations as centres for arts and health activity Build a partnership with at least one organisation from outside the region Instigate a program of professional development for arts practitioners in arts and health Introduce 2 new locations into the aged care program 	<ul style="list-style-type: none"> Develop a mentoring role for Arts OutWest in regional arts and health programs Support newly trained arts and health practitioners to deliver projects Build on the programs already established throughout the region Introduce 2 more locations into the program 	Arts and Health Coordinator

Highlights for Year One (2016):

The redevelopment of Forbes and Parkes Hospitals will be completed in early 2016. Arts OutWest will be organising the commissioning of work for the new hospitals and will then develop a participatory program for the two health settings.

Arts OutWest will develop a new disability project in partnership with other organisations. This will build on the work that Arts OutWest has been doing with local organisations, with UK partner First Movement and with Sue Murray.

Key area	Key deliverables			Who
	2016	2017	2018	
<p><u>Cultural Tourism</u></p> <p>This new strategic area for Arts OutWest responds to the interest expressed at our 2014 symposium and to the results of the consultation survey conducted by Arts OutWest in 2015.</p> <p>Cultural tourism has been defined as tourism “concerned with a country or region’s culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life”.</p> <p>Cultural tourism in the Arts OutWest area may include galleries and museums, performances, links between the arts and food and wine, festivals and Aboriginal culture experiences. The value of cultural tourism initiatives can be measured both in economic terms and in the social, aesthetic and cultural value that they offer the region and the way they contribute to our region’s sense of identity.</p>	<ul style="list-style-type: none"> • Cultural tourism network established • Scoping done of existing activity • Consultation undertaken about goals and targets for next two years • One cultural tourism project undertaken • Media strategy developed about ways to promote existing cultural tourism activity • Evaluation framework established for cultural tourism • Trial of cultural tourism trail in one area • Support for the arts component in major regional events (,Inland Sea of Sound, ABBA Festival, Elvis Festival, Henry Lawson Festival of the Arts, Ironfest, etc.) 	<ul style="list-style-type: none"> • Network active in developing strategy and input into promotion • At least one new cultural tourism project undertaken • Media program delivered to: <ul style="list-style-type: none"> ○ Within the region ○ Outside the region including metropolitan centres • Evaluation and measurement reviewed • New trails or access to experiences trialled 	<ul style="list-style-type: none"> • Strategy in place for continuation of Cultural Tourism Network • Media program exploring use of apps, tradition maps and brochures, online presence, social media • Links made to gateway areas outside the region to strengthen visitation • National and international possibilities explored for increased visitation • Strategies explored to increase visitation with region • Report produced • Promotional materials produced 	Executive Officer

Highlights for Year One (2016):

2016 will see the establishment of a regional cultural tourism network, with scoping of the sector and a development of a detailed action plan. A trial cultural tourism trail will be explored as part of this process.

The Silos project will be developed and completed. In addition to a high profile event that aims to attract a large audience, the project will be working on the cultural tourism legacy in relation to the old rail precinct of Canowindra (considered to be the best example in NSW of rail sheds) and how to use the space in the future for events and community engagement. Part of this process will involve supporting the work of the Age of Fishes Museum, an under-developed fossil museum of international importance.

Key area	Key deliverables			Who
	2016	2017	2018	
<u>Lifelong Learning in the Arts</u>	<ul style="list-style-type: none"> • Development of Orange Youth Festival with focus on youth led activities • Projects in the region to engage young people, the aged, specific target groups and intergenerational learning • Development of a regional network of media associates who will contribute to documenting the region's arts events, workshops and projects • Support for other organisations' projects (eg. United Fusion, Lingua Franca etc.) • Involvement in presentation of <i>Artlands</i> RAA 'part conference, part festival, all arts) event in Dubbo 	<ul style="list-style-type: none"> • Continuation of the Media Associates Program • Development of new ways to network across the region to share work and art practice • Delivery of at least one inter-generational project • Training program to up-skill arts practitioners in workshop delivery 	<ul style="list-style-type: none"> • Continuation of the Media Associates Program • New consultation approaches developed to get more community feedback into AOW strategic plan • Projects delivered in arts learning 	Learning Coordinator

Highlights for Year One (2016):

Arts OutWest will introduce our *Media Associates* program. Individuals from across the region will apply to be in the program (eg. retirees, young people, etc.) Those selected will be given some training in documentation using simple equipment that is readily available including mobile phones for photos, filming and audio recordings. They will then be paid a retainer fee for the year and become the reporters on the ground covering the stories in the region. A small fee will be paid for each story covered, with Arts OutWest negotiating with the individuals about what stories need documenting. A Media Associate will be engaged for one year, and then applications for the next year will be taken.

Artlands: Arts OutWest is actively involved in the presentation of the RAA conference and artistic program. Arts OutWest is involved by being on the speakers panel and will facilitate a panel, and will support arts practitioners from our region selected to be part of the event.

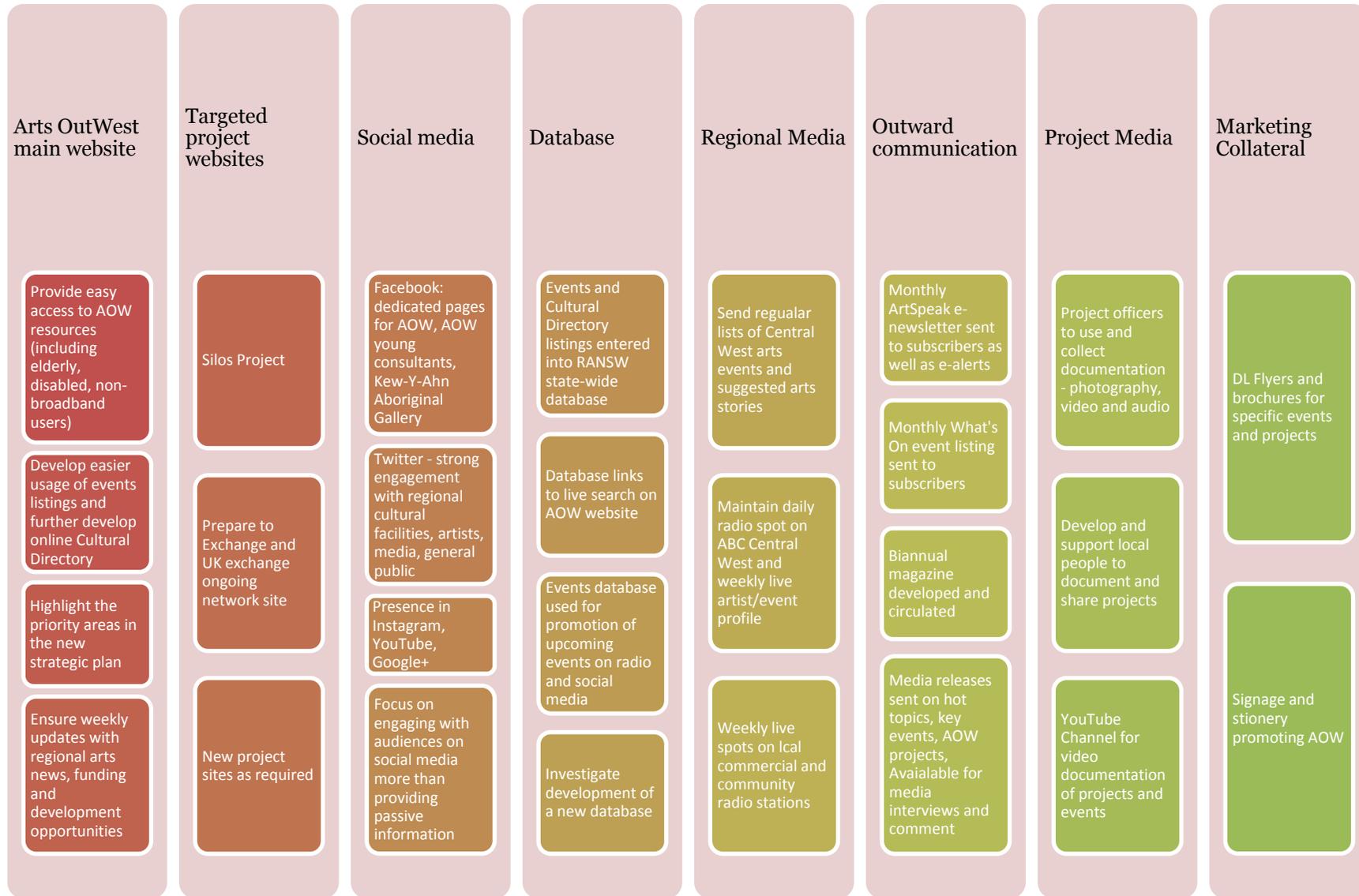
Marketing Plan

Target market	Response
Arts OutWest's core funding bodies	
Arts NSW	Annual acquittal report sent with documentation Annual report provided
Local Government	Relevant council staff receive: <ul style="list-style-type: none"> • email alert • monthly ArtSpeak e-news • monthly What's On document Annual report and specific Annual LGA report provided to each council Promotion of Local Government stories in: <ul style="list-style-type: none"> • monthly ArtSpeak e-news, • AOW website • AOW social media • biannual AOW magazine
Charles Sturt University	Annual report provided Relevant staff receive email alerts, monthly ArtSpeak e-News, monthly What's On document
Arts and cultural community	
Arts and crafts practitioners (all forms) and creative industries enterprises	Promotion of local arts stories in: <ul style="list-style-type: none"> • monthly ArtSpeak e-news, • AOW website • AOW social media • biannual AOW magazine Networking events in 12 regional centres with the presentation of local stories Free Cultural Directory listings Professional development program includes media workshops
Cultural Tourism	Production of material such as trail guides or apps to promote regional cultural tourism Send information to tourism operators, Central NSW Tourism Promotion of Cultural Tourism stories in: <ul style="list-style-type: none"> • monthly ArtSpeak e-news,

	<ul style="list-style-type: none"> • AOW website • AOW social media • biannual AOW magazine
Aboriginal	<p>Dedicated Aboriginal arts projects page on website Dedicated Aboriginal facebook page (Marramarra) Indigenous specific arts media workshops annually Media support and mentoring to Aboriginal artists Promotion of Aboriginal art gallery Kew-Y-Ahn (Hartley, NSW) including own social media page Support project officer/ participants with design/ design coordination of exhibition and event materials Promote funding and development opportunities to Aboriginal artists Promotion of Aboriginal arts stories in:</p> <ul style="list-style-type: none"> • monthly ArtSpeak e-news, • AOW website • AOW social media • biannual AOW magazine
Lifelong learning	<p>Dedicated area for young people's projects page on main website Young Consultants website Develop youth special marketing/ media/ publication opportunities with young people Development of regional reporters model to engage local people with responsibility for documenting activities across the region Develop contacts list in relation to the aged and older people Media workshops focussed on engaging older audiences and assisting organisations with older members Promotion of lifelong arts learning stories in:</p> <ul style="list-style-type: none"> • monthly ArtSpeak e-news, • AOW website • AOW social media • biannual AOW magazine
Health Sector	<p>Dedicated area for Arts and Health on main website Media support to project officer (media releases, promotion of stories, marketing collateral) Promotion of specific workshops and events in health settings Promotion of arts and health stories in:</p> <ul style="list-style-type: none"> • monthly ArtSpeak e-news, • AOW website

	<ul style="list-style-type: none"> • AOW social media • biannual AOW magazine
Media partners	Sustain good relationships and build relationships with new providers
Potential philanthropic donors to AOW Cultural Fund	Create and distribute information package Explanatory page on website
General media audiences in region	Arts media program through 5 local radio stations and local editorial

Arts OutWest's Communication Mediums



Key Messages

Promotion of arts and cultural experiences in the Central West

- Promote and provide details of events, workshops and opportunities in the region
- Arts and culture in the NSW central west region is of high quality, relevant to all sectors of the community and an important part of the social fabric
- Generate a sense of regional identity
- Our region is a cultural tourism destination with high quality experiences and events
- Communities drive and active arts and culture sector, shown by telling the stories behind the arts
- Our communities are better places to live because of the impact of arts and culture

Promotion of services and role of Arts OutWest

- Arts OutWest is the peak arts body in the NSW central west
- AOW is the most comprehensive source of local arts information
- AOW supports creative practitioners, advocates for the arts and gives advice related to arts and culture in our region
- Arts OutWest works in partnership with artists, organisations and government within our region

Delivering the Arts OutWest marketing plan

The delivery of the marketing plan is the responsibility of the Communications Officer. This is a full-time position. The Communications Officer works in consultation with other relevant staff and is accountable to the Executive Officer.

Marketing budget

The media and promotions program is considered part of our core business of Arts OutWest. The budget therefore sits within the admin budget of Arts OutWest's core business. An estimate of the program's budget is outlined below, extracted from the broader admin budget.

Expense	Detail	Amount
Communications Officer position	Full time position with oncost expenses	\$62,000
Design and printing	Graphic design, promotional material, annual reports, calendars, magazines	\$3,300
Postage	Magazines, calendars	\$800
Web management and hosting fees		\$800
Office resources	IT, workstation for Communications Officer, stationery	\$2,500
Travel	Travel to radio sessions and to cover stories, give workshops	\$4,000
Project Officer communication costs	Time by project officers of comms related tasks	\$2,200
Advertising		\$500
TOTAL		\$76,100

Financial Plan

The following pages outline the projections for the triennial period 2016-18. The budget submitted represents the consolidated annual profit and loss of Arts OutWest which includes:

1. Core operations as funded by Arts NSW, the contributing councils and Charles Sturt University
2. Focus areas and projects which are financed and accounted for separately

The following three tables summarise the organisation's financial situation which is strong as well as the expected income and expenditure.

1. Income
2. Expenditure
3. Balance sheet and financial statement

The budgets for the coming years may change substantially depending on circumstances. The main factors that will alter the budgets are:

- Changes to council areas affecting the regional arts boards boundaries and participation after the Fit for the Future process is completed
- Rate of success in gaining grants for specific projects in a constantly shifting funding environment
- Plans to garner additional sponsorship and philanthropic support for specific programs such as the Lachlan Health Service Project and the Silos Project

	Current year	New triennial period			
INCOME	2015	2016	2017	2018	Notes
Earned Income					
Activities and Services Income	\$19,200	\$20,000	\$20,000	\$20,000	
Interest income	\$6,000	\$5,000	\$6,000	\$6,000	
Sundry and other earned income	\$2,000	\$2,000	\$2,000	\$2,000	
Total Earned Income	\$27,200	\$27,000	\$28,000	\$28,000	
Sponsorship and Fundraising					
Sponsorship - cash	\$6,000	\$30,000	\$5,000	\$5,000	Big push in 2016 for Silos Project and LHS health
Sponsorship – in-kind	\$7,000	\$7,000	\$7,000	\$7,000	
Donations and Foundations, fundraising	\$13,000	\$73,000	\$15,000	\$15,000	See above
Total Sponsorship and Fundraising	\$26,000	\$110,000	\$27,000	\$27,000	
Grants and subsidies					
12 local councils contribution	\$111,600	\$112,000	\$114,000	\$115,000	May change after Fit for the Future mergers
Other grants	\$303,300	\$443,550	\$300,000	\$300,000	
Total Grants and subsidies	\$414,900	\$556,150	\$414,000	\$415,000	
Amount sought from Arts NSW excl. GST	\$140,000	\$140,000	\$140,000	\$140,000	
TOTAL INCOME	\$608,100	\$832,550	\$609,000	\$610,000	

	Current year	New triennial period			
EXPENDITURE	2015	2016	2017	2018	Notes
Salaries/fees					
Permanent & casual staff (Management. Administrative)	\$261,780	\$195,528	\$277,000	\$283,000	
Marketing wages		\$59,150			
Artist fees (including technical and creative)	\$138,200	\$270,068	\$130,000	\$130,000	Extra in 2016 budget to cover Silos Project
Technical production contractors' fees		\$50,000			
On-costs	\$34,810	\$36,254	\$40,000	\$40,000	
Total salaries/fees	\$434,790	\$611,000	\$447,000	\$453,000	
Program/Production/Exhibition costs					
Production/Exhibition staging	\$58,000	\$72,000	\$55,000	\$55,000	2016 larger due to Silos Project
Travel	\$29,500	\$39,050	\$30,000	\$30,000	
Venue/Exhibition Space	\$9,900	\$36,000	\$10,000	\$10,000	
Workshops/Classes/Seminars	\$13,200	\$4,000	\$15,000	\$13,000	
Other	\$9,400	\$15,000	\$12,000	\$10,000	To cover small project assistance
Total production costs	\$120,000	\$164,050	\$120,000	\$118,000	
Promotion/Marketing costs					
Advertising	\$500	\$500	\$500	\$500	
Website hosting	\$800	\$800	\$800	\$800	
Marketing	\$2,500	\$3,200	\$2,500	\$2,500	

Total promotion	\$3,800	\$4,500	\$3,800	\$3,800	
Administration Overheads					
Office rent and running costs	\$10,200	\$10,200	\$10,200	\$10,200	Subject to CSU continuing to provide office
Office consumables and resources	\$7,510	\$7,600	\$7,700	\$7,800	
Communications	\$3,200	\$4,000	\$4,000	\$4,000	
Travel (including motor vehicle)	\$13,000	\$14,000	\$15,000	\$15,500	
Governance	\$2,450	\$2,500	\$2,500	\$2,500	
Accounting and audit fees	\$5,750	\$6,000	\$6,000	\$6,000	
Depreciation	\$3,500	\$3,500	\$3,500	\$3,500	
Other	\$900	\$ 200	\$1,000	\$1,000	
Insurance	\$3,000	\$3,000	\$3,000	\$3,000	
Contingency					
Total administration overheads	\$49,510	\$51,000	\$52,900	\$53,500	
TOTAL EXPENDITURE	\$608,100	\$832,550	\$623,700	\$628,300	
NET SURPLUS (DEFICIT)	\$0	\$0	\$3,300	\$1,700	Small surpluses to contribute to reserves

2016 Salaries		Hours per week	Rate	Annual salary	Oncosts estimate	Salary from core funding	Salary from project funding
Executive Officer	F/T perm	35	41.72	\$75,609	\$10,298	\$75,609	
Communications Officer	F/T perm	35	31.5	\$57,030	\$7,726	\$57,030	
Finance Officer	P/T perm	7	35.4	\$12,686	\$1,604	\$12,686	
Aboriginal Arts Development Officer	F/T perm	35	31.3	\$56,666	\$7,625		\$56,666
Arts and Health Coordinator	P/T perm	28	31.4	\$45,418	\$6,101	\$30,000	\$15,418
Learning Project Officer	P/T perm	14	31.4	\$22,659	\$2,900	\$16,000	\$6,599
Totals				\$270,068	\$36,254	\$191,325	\$78,683

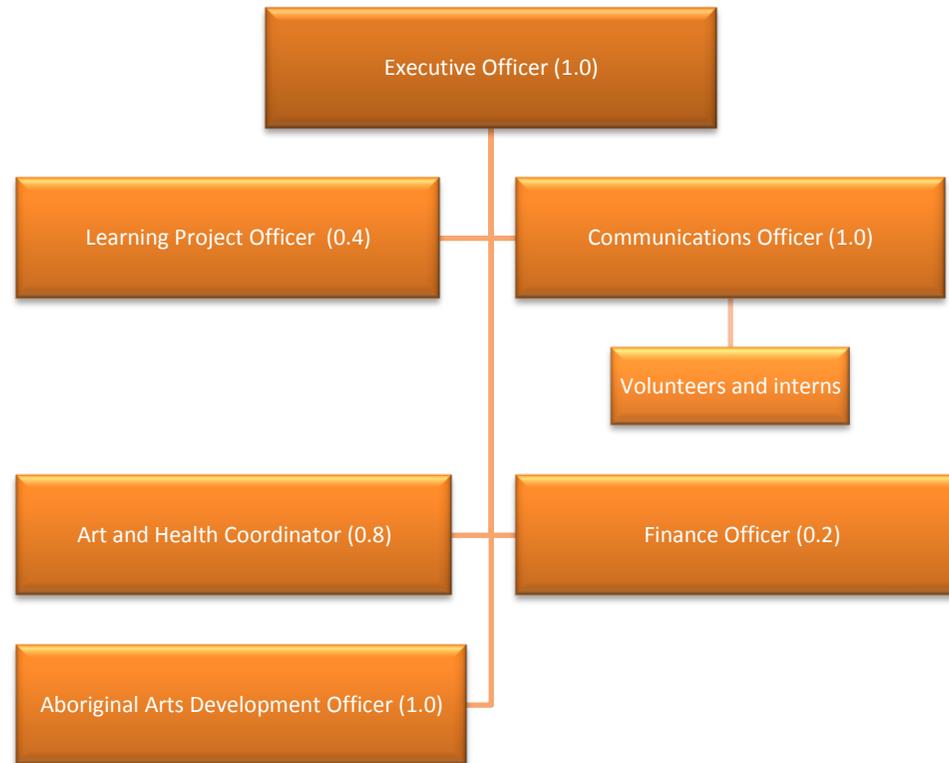
FINANCIAL STATEMENT / BALANCE SHEET	2014 actual	2015 estimate
Assets		
Current Assets - cash	\$408,642	\$410,000
Current Assets - Other	\$63,057	\$62,000
Non-current Assets	\$63,489	\$64,000
Total Assets	\$535,188	\$536,000
Liabilities		
Current liabilities	\$385,075	\$385,000
Non-current liabilities	\$20,872	\$21,000
Total Liabilities	\$405,947	\$406,000
Working Capital (Current Assets less Current Liabilities)	\$86,624	\$87,000
Net Assets (Total Assets less Total Liabilities)	\$129,241	\$130,000

Management

Organisational structure

Arts OutWest is managed by the Executive Officer (EO), who also has the role of being the Regional Arts Development Officer (RADO). The Executive Officer is responsible for the recruitment and management of all other staff.

2016 Staff structure



Staff information as at June 2015

Person	Position	Qualifications and Experience		Responsibility
Tracey Callinan	Executive Officer, Regional Arts Development Officer	<p>Qualifications:</p> <ul style="list-style-type: none"> • M. Mus (Music Education), University of Sydney, 2004 • B. Mus. Ed, Sydney Conservatorium, 1984 • Currently studying for a PhD at CSU, researching creative industries in regional settings • Underwent extensive Leadership Training course through Arts Council England <p>Previous experience:</p> <ul style="list-style-type: none"> • Creative Programmer, then Creative Director; Creative Partnerships Derby, Arts Council England. 2004 – 2008 • Community Programs Coordinator; Sydney Conservatorium, University of Sydney. 2001 – 2004 • Principal of Music Learning Centres and music teacher; Allans Music / Future Music / Roland Corporation. 1990 – 2000 • Music education consultant, kit writer and workshop presenter; Music Viva in Schools. 1995 – 2000 • Silversmith in Jerusalem, musician, swimming instructor etc. 	Appointed January 2009.	To manage the organisation, report to the board, support arts development across the Central West, liaising with the local government councils and other stakeholders, deliver on strategic plan
Maryanne Jaques	Communication Officer	<p>Qualifications:</p> <ul style="list-style-type: none"> • M.Journalism, 2011, Charles Sturt University • Graduate Certificate in Cultural Event Management, Charles Sturt University. 2004 • BA Communication (Theatre/Media) Honours. 2000 <p>Previous experience:</p> <ul style="list-style-type: none"> • Marketing Manager; Wakakirri National Story 	Appointed 2007 (currently on maternity leave)	To promote arts and the work of Arts OutWest, to support arts organisations' and individuals PR needs, to disseminate work through a range of media at local, regional, state-

		<p>Festival. 2004 -2006</p> <ul style="list-style-type: none"> • Technician at Bathurst Memorial Entertainment Centre, event management with various organisations 		wide and national level
Sue Stocks	Finance Officer	<p>Qualifications:</p> <ul style="list-style-type: none"> • Cert IV in Accounting <p>Previous experience:</p> <ul style="list-style-type: none"> • 10 years experience working for not-for-profit organisations 	Appointed December 2014	Manages all financial operations for the organisation
Zoe Rodwell	Project Manager	<p>Qualifications:</p> <ul style="list-style-type: none"> • Masters degree in Theatre at CSU • BA Communication (Theatre/Media) Honours. 2004 • Graduate Certificate in Cultural Event Management, Charles Sturt University. 2008 <p>Previous experience:</p> <ul style="list-style-type: none"> • Worked as a youth worker (Orange Council) , theatre technician, arts and events coordinator and university tutor (CSU) 	Appointed March 2009	Project Manager working with young people, aged, inter-generational projects
Christine McMillan	Arts and Health Coordinator	<p>Qualifications:</p> <ul style="list-style-type: none"> • Education degree from Alexander Mackie College, Sydney • Various training courses in Arts and Health as part of professional development in current role <p>Experience:</p> <ul style="list-style-type: none"> • Has worked as an artist (widely exhibited), qualified and experienced art teacher, curator • Director of Cementa Festival • Developer of Subak children's arts festival in Bali 	Appointed April 2008	Manages the arts and health programs at Bathurst Hospital, Forbes Hospital and Parkes Hospital, coordinates arts and health projects throughout the region
Aleshia Lonsdale	Central West Aboriginal Arts Development Officer	<p>Qualifications:</p> <ul style="list-style-type: none"> • Diploma in Business Management • Cert IV in Business Management 	Appointed January 2011,	Travels throughout the region identifying areas for development and

	<ul style="list-style-type: none"> • Cert IV in Business (Governance) • Diploma in Community Development Aboriginal (Tranby College) <p>Experience</p> <ul style="list-style-type: none"> • Has worked for or been involved professionally with TAFE, Catchment Management Authority (CMA) • Chair of Mudgee Land Council • Wiradjuri woman 	funded through IVAIS	providing support for indigenous artists and practitioners. Delivers / organises professional development training and showcasing of Aboriginal arts work
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Board and Governance

Current constitution:

The Arts OutWest Committee of Management (or Board) is based on a representational model. Each of the contributing councils nominates a member, as does Charles Sturt University. A further three Board members are voted in by the general membership at the Annual General Meeting which is held around May each year. Arts OutWest operates all of its business including finances based on a calendar year.

At the AGM the Board then declares all positions open, and elects the Executive of Chair, Vice-Chair, Treasurer and Secretary. The chair also represents Arts OutWest on the Regional Arts NSW Advisory Council. The position of Public Officer is currently held by the Executive Officer.

The role of the Board is based around policy. The role of staff is operations and procedure and is strategy based. The Board employs the Executive Officer who employs other members of staff.

Members become so through payment of nominated fee as determined through the constitution and at each annual general meeting. Acceptances of applications for membership are approved by the Board of Directors. Members may be Councils, organizations or individuals.

Proposed new constitution:

Arts OutWest is planning to move to a skills-based board. For more information see page 34.

Current List of Members of the Committee of Management (also known as the Board)

Name	Representing	Background	Since
Executive:			
Libby Oldham: President	General membership	Owner director of Jayes Gallery, Molong; business background	2010
Sharon Wilcox: Vice-President	Cabonne	Councillor	2009
Fran Charge: Secretary	Oberon	President of Oberon Arts Council, teacher	2010
Bronwyn Gioenco: Treasurer	General Membership	Manager of Lifeline Central West, qualified accountant	2015
Other board members:			
Barb Hill	CSU	Indigenous Curriculum and Pedagogy Coordinator, Charles Sturt University	2015
Brian Langer	Cowra	Director Cowra Regional Gallery	2008
Carly Brown	Weddin	Councillor, member of organising committee for Henry Lawson Arts Festival	2012
Danielle Anderson	Wellington	Owens and manages Wellington Business Services; founder of Wellington Arts	2012
Graham Falconer	Forbes	Councillor, retired manager of Pro Ag	2011
Heather Blackley	Lachlan Shire	President Lachlan Arts Council, works at Western Plains Development Centre	1991
Jess Jennings	Bathurst	Councillor, lecturer in sustainability, agricultural economics	2012
Kylie Shead	General membership	Coordinator of Local Stages, Bathurst Memorial Entertainment Centre (BMEC)	2012
Lisa Loader	Orange	Director Orange Regional Art Gallery	2010
Liz Matthews	Parkes	Community representative, retired teacher	2009
Maree Statham	Lithgow	Mayor, organiser of Portland art prize	2012
Nyree Reynolds	Blayney Shire	Aboriginal artist	2012

Arts OutWest and the Regional Arts Network

Regional Arts Australia

Regional Arts NSW



Proposed constitutional changes

During the time of this strategic plan, Arts OutWest is planning to change the organisation's constitution and move to a skills based board. At this stage the model and skills being considered are outlined in the diagram below:



In addition to the Board, Arts OutWest would have Consultative Group with a representative from each of the councils and CSU and ideally made up of senior people from each organisation. They would meet annually or bi-annually to help set strategic directions for Arts OutWest.

Risk management plan

Arts OutWest has a detailed Policy and Procedures Manual to ensure that the organisation has established the processes which will minimise risk. It is updated annually.

Identified Risk	Description of risk	Level of risk	Measures taken
Withdrawal of local government membership	Loss of income, AOW unable to present a cohesive regional program, no service to part(s) of region	Medium	Relationships with Councils maintained Regular reporting to councils Board member for each council actively involved Annual presentations or forums presented in each council area Agreement documented by MOU
Withdrawal of funding by Arts NSW	Loss of main income source, organisation would be unable to function in same capacity	Low	Standards of organisation maintained to a high standard Conduct quarterly reporting to agreed KPIs
Withdrawal of support by Charles Sturt University	Loss of income and office premises, IT support, partnership opportunities	Low	Annual CSU report provided Good relationship maintained with CSU Board member Services provided by AOW to the CSU community
Financial mismanagement	AOW becomes financially at risk or insolvent due to poor procedures or fraud	Medium	Internal procedures clearly outlined in manual Staff managed to ensure that procedures are being followed Audited every year

			<p>Monthly statements prepared for Treasurer</p> <p>Highly trained Treasurer</p> <p>Financial health check system established for organisation</p> <p>Two signatory system with bank</p> <p>Investment managed with low risk</p>
Work related car accident	Possible injury to worker or passengers, vehicle damaged or written off, third party damage, possible death	Medium	<p>Recent vehicle maintained to high safety level</p> <p>Night driving and long trips avoided</p> <p>Insurance maintained</p>
Breakdown of relationships with key organisations in region	Arts OutWest would be unable to develop effective partnerships, project delivery and would miss out on opportunities to fulfil purpose of delivering a regional program of arts and cultural development	Medium	<p>Arts OutWest working actively to maintain and develop all strategic relationships</p> <p>Arts OutWest providing extensive services in media and promotions to ensure relevance and usefulness</p>
IT crash or system failure	Unable to process core business, unable to manage systems, unable to provide media services, unable to manage AOW website	Medium	<p>Arts OutWest complying with standards of Charles Sturt University</p> <p>Covered by service agreement with CSU for maintenance and repairs</p>
Project risks	Could involve failure to deliver project, injury to people involved in project, dissatisfaction with standard of project, financial mismanagement of project	High	<p>Each project separately managed</p> <p>Project managers accountable to Executive Officer and in turn, the Board</p> <p>Regular staff meetings in place to check progress</p> <p>Finances for each project managed by Finance Officer</p> <p>Policies and procedures in place to ensure employment of high quality practitioners and staff</p> <p>Evaluation systems employed throughout project and at end</p> <p>Public liability insurance</p>

Misinformation	Wrong information published or promoted by Arts OutWest, editorial comment could be incorrect	Medium	All sources checked Copy proofed carefully Processes for permissions followed
Failure to meet strategic targets	Performance of organisation not meeting the targets or KPIs as outlined in Business Plan	Medium	KPIs carefully worked out during Business Plan development Ongoing assessment allowing for re-negotiation of any unrealistic targets, particularly when due to changed circumstances
Poor governance procedures	Board not effective, financial management of organisation not overseen properly by Board, non-compliance with Office of Fair Trading, ATO and other legal requirements	Medium	Board training conducted annually Reporting to the Board carried out fully each quarter and prepared in advance of meetings Secretary actively involved in checking procedures Involvement at AGM by membership Annual report produced well and on time each year Communication avenues between Board and staff maintained effectively Plan to move to a skills based board
Loss of Board members or staff	Turn-over of staff becomes too frequent and affects effective delivery of program	Low	Good staff management practices employed to make work at AOW a satisfying and rewarding experience Policies in place (eg. Grievance, workplace behaviour) to ensure a safe and fair workplace
Non-compliance with Workplace Health and Safety procedures	Staff in danger of accident and injury by not following safety guidelines	Medium	Workplace Health and Safety policy provided to all staff Staff managed and trained so that they are aware of correct procedures and expectations
Theft	Office could be broken into, valuable goods or sensitive material stolen, goods stolen away from	High	Office locked, university security available Filing cabinets with sensitive material to be

	office		locked securely Insurance in place
Work environment unsatisfactory	Office premises or off-site locations not providing suitable work conditions	Medium	Service agreement with CSU to ensure office is satisfactory (eg. Heating and air-con provided) Relationship with building management maintained, and faults reported Off-site locations carefully selected for suitability
Change of Arts OutWest area due to council mergers	Councils merge and boundaries of the Arts OutWest change, altering income and affecting delivery plans	High	Funding structure (all councils pay on equal amount per head of population) minimises effect. Need to be flexible in any transition of LGAs between regional arts board areas

Arts OutWest Succession plan

