



## REGIONAL ARTS NSW

# STRATEGIC PLAN 2004 – 2007

### **PREAMBLE**

Regional Arts NSW is a dispersed organisation composed of thirteen autonomous Regional Arts Boards spread across regional New South Wales, and a State Secretariat that is based in Sydney.

Each Regional Arts Board has its own Constitution and a Strategic Plan that is tailored to provide services that are specifically designed to meet the needs for arts and cultural development for its own region.

The State Secretariat provides a range of services that support the Regional Arts Boards in their development and work. These services include, but are not limited to, advocacy at state and national levels; capacity building for Regional Arts Boards, communication and promotion, and the provision of a range of administrative services to the Boards.

During the past eight years the State Secretariat has been instrumental in negotiating with Local Government, Local Arts Councils and other community arts organisations to establish Regional Arts Boards in all major regions throughout the state. It has provided high levels of involvement, advice and support during the early stages of development of each Board and then has reduced its operational involvement as each Board has reached maturity and self determination.

In compiling its new Strategic Plan, the State Secretariat recognises the autonomy of each Regional Arts Board and seeks to become a representative organisation that provides a strong, relevant and effective base to enable each Board to achieve its regional goals and aspirations.

The Board of Regional Arts NSW, comprising representatives from each Regional Arts Board, provides state policy and strategic direction to the Secretariat. The Board addresses issues of concern to all Regional Arts Boards and provides a united front in presenting the case for arts development in the regions to State and Federal Governments and other stakeholders. The staff of the Secretariat provide services, as required by the Board, to enhance the capacity of the Regional Arts Boards to achieve their goals.

# REGIONAL ARTS NSW STRATEGIC PLAN 2004 - 2007

## 1. VISION

*RANSW provides inspired leadership in the provision of innovative and effective arts and cultural development programs and services that build positive futures for regional communities*

## 2. MISSION

RANSW fosters and enhances the capacity of regional communities for sustainable, self-determined cultural development. We do this through advocacy and the provision of services and programs in response to identified needs, in collaboration with individuals, community organisations, government and other agencies at the local, regional, state and federal levels.



## 3. STRATEGIC OBJECTIVES

- Advocacy:** to initiate and advance support for regional arts and cultural development through representation, provision of information and advice and the development of strategic partnerships with other organisations and agencies.
- Building Capacity:** to support and enhance the capacity of Regional Arts Boards to lead local cultural development through the provision of programs and services appropriate to their developing and changing needs and to provide ongoing funding and resource support for arts project and program delivery to regional communities.
- Communication & Promotion:** to increase our internal and external relationships, gather and provide information and expand awareness of regional arts and culture, RANSW and its activities.
- Governance & Management:** to effectively govern the organisation with diligence and integrity and strategically utilise its resources to serve its vision and mission.

## 4. VALUES

Regional Arts NSW underpins all its work and bases all its relationships with stakeholders on 5 key values;

<p><b>Self Determination:</b> The rights of Regional Arts Boards and regional communities to determine and self direct their own cultural development.</p>	<p><b>Sustainability:</b> A commitment to developing the capacity of Regional Arts Boards for sustainable cultural development.</p>	<p><b>Access:</b> Equity of Access to community cultural development opportunities and resources for rural and regional NSW.</p>	<p><b>Diversity:</b> Recognition of and support for community diversity that distinguishes the varying needs of different groups of people.</p>	<p><b>Recognition</b> and support for cultural and linguistic diversity, and in particular, <b>Indigenous</b> cultural practices.</p>
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**5. OUR CORE BUSINESS:** the products and services developed and delivered by RANSW, that serve the mission.

<b>Activity</b>	<b>Priorities and roles</b>
Advice and assistance	RABs, RADOs, affiliate groups, funding agencies and strategic partners and alliances.
Advocacy & Lobbying	Local, state and federal governments, state and federal agencies
Audience Development	RANSW, RADOs, RABs, local arts and cultural groups
Communications	E-bulletins, <i>Artreach</i> , website
Consultation	Consultation with RABs, RADOs, local arts and cultural groups, community presenters etc. for the purposes of research, policy development and program development.
Corporate Services	Bookkeeping, insurance, employment, fleet management
Education, training and employment	Recruitment assistance, local and regional arts and cultural training and resource development
Evaluation and analysis	Review of existing and new data to shape policy, programs and services.
Funding	CASP, Prop Ups, Regional Arts Fund, , Quick Response Fund. Policy development, administration and acquittals.
Governance	Reporting, servicing Board, financial control, Board development and co-ordination, business requirements and the Annual Congress.
Infrastructure and network development	Increasing capacity of emerging RABs. Establishing and developing new RABs. Inducting & training RADOs.
Media and Promotions	Print media
Planning	Strategic planning, cultural planning : policy and delivery advice and assistance
Policy development and modelling	Research, instigation, development and maintenance of organisational policy and procedures and provision of models to network.
Program and project development and implementation	State and national projects and programs, brokering, creative development, delivery, review and evaluation.
Research and data collection	Provision of research tools and models, collection of information through existing sources and generation of primary data.

NB: Programs & Services are subject to adequate and available funding.

**6. OUR RELATIONSHIPS:** The stakeholders, customers and partners in RANSW include:

- Regional, rural and remote communities in areas not exceeding populations of 100,000, or centres not considered part of the metropolitan and outer metropolitan areas of the state.
- Regional Arts Boards across the state and their Regional Arts Development Officers.
- Local arts and cultural groups, including local Arts Councils.
- State arts funding agencies, principally, the NSW Ministry for the Arts.
- Federal arts funding agencies, principally the Department of Communications, Information Technology and the Arts and the Australia Council for the Arts.
- The Local Government Association of NSW and the Shires Association of NSW.
- Regional Arts Australia.
- State arts agencies, principally, Community Cultural Development NSW, Arts on Tour, the Museums and Galleries Foundation of NSW, Accessible Arts, Carnivale, Ausdance (NSW), Artstart: Youth Arts & Skills Festival, Festival and Events Association of NSW.
- State and federal non arts government agencies e.g. Tourism NSW, Department of State and Regional Development, and,
- Strategic alliances with other state arts and non arts agencies and organizations.

## 7. OUR MARKETS: existing and appropriate

- Arts and community cultural development.
- Regional development – economic, social, environmental and cultural.
- NGO/not-for-profit.
- Social entrepreneurs.
- Community Wellbeing agendas.
- Leisure/recreation/entertainment.
- Education.
- Public sector.

## 8. OUR MESSAGE

RANSW aims for each of the groups we work with *to regard us as*:

<b>(Our Customers)</b>	<b>(Our Stakeholders)</b>	<b>(Our Partners)</b>	<b>(Our Board &amp; staff)</b>
<ul style="list-style-type: none"> <li>• Advocates</li> <li>• Service providers</li> <li>• Funders</li> <li>• Brokers</li> <li>• Educators in the community cultural development arena.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant partner in delivering programs.</li> <li>• Value for money.</li> <li>• Part of the community.</li> <li>• Credible and united representatives of the sector.</li> <li>• Professional.</li> </ul>	<ul style="list-style-type: none"> <li>• Having a shared interest in their outcomes.</li> <li>• A functioning, representative body.</li> <li>• A reliable, authoritative and accountable body.</li> <li>• A dynamic and effective infrastructure.</li> <li>• Responsive.</li> <li>• Creative.</li> <li>• Imaginative.</li> <li>• Delivering the goods.</li> <li>• Powerful and influential.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the Mission.</li> <li>• Supporting and resourcing regional infrastructure and network.</li> <li>• Advocating on behalf of the regional network.</li> <li>• Increasing the capacity for community cultural development at the local and regional level.</li> <li>• Providing a State-wide perspective.</li> <li>• Representing the State's regional issues at a federal level.</li> <li>• Providing model policies and procedural frameworks.</li> </ul>