

## **Arts Mid North Coast**

The Mid North Coast of New South Wales has a diverse and rich arts and cultural sector and such creativity contributes in many different ways to the lifestyle and economy of the region, its residents and visitors. Our region from south to north comprises the seven local government areas (LGAs) of Great Lakes, Greater Taree, Port Macquarie-Hastings, Kempsey, Nambucca, Bellingen and Coffs Harbour and embraces the area associated with the Woromi, Biripi, Dunghutti and Gumbaynggirr Nations.

Arts Mid North Coast (AMNC), part of a network of 14 Regional Arts Boards throughout regional New South Wales, is the peak regional arts and cultural development organisation for our region. Our work, our vision and our goals are shaped by a wide range of factors reflecting the particular characteristics of our region, our resources, our stakeholders and broader policies and strategies that seek to encourage a diverse and rich arts and cultural sector. While more complex our purpose if summarised into a few words is to increase the capacity of the artists and creatives within our region and to showcase their work and value.

### **Our Vision**

The Mid North Coast, a vibrant, diverse region embracing the creation, understanding and appreciation of the arts in fostering economic, community, cultural and environmental opportunities and benefits.

### **Our Mission**

Arts Mid North Coast, the region's peak arts organisation collaborates with individuals, communities, organisations, government and business to build capacity and create opportunities.

### **Our Goals**

1. To generate increased opportunities for access, participation, training and education. (Participation)
2. To generate increased awareness of creative and cultural activity and opportunities. (Audience Development)
3. To develop and foster strategic partnerships, projects and networks that benefit communities and the region. (Partnerships)
4. To encourage and support regional arts, creative industries and cultural development planning to provide leadership to ensure positive outcomes for local, community and regional initiatives. (Strategic Development)

5. To be a dynamic, effective, accountable and sustainable Regional Arts Board utilising relevant best practice technology and skills to promote and achieve excellence (Governance)

## Part 1. Strategic Context

### 1.1 The Mid North Coast

The Mid North Coast is the largest (by population) Regional Arts Board area in New South Wales with an Estimated Resident Population (ERP) in 2015 of 299,197. Its population is projected to reach 379,532 by 2036, an overall growth rate of 26.8% However there are major variations within the region with substantial growth in the Great Lakes, Greater Taree, Port Macquarie Hastings and Coffs Harbour areas but little or no growth in Kempsey, Nambucca and Bellingen. It is therefore a region of large demands on resources from high growth in some areas but declining availability elsewhere. Three of the State's twelve Level 1 SEIFA defined areas of disadvantage are in our region. Other demographic characteristics of note that impact on access to and participation in the arts include:

**Urban structure.** Unlike many other regions we do not have a singular regional focus but several "major centres." The largest are the major centres of Port Macquarie (LGA population 78,053) and Coffs Harbour (73,327), while the townships of Forster and Taree have populations of around 20,000 and Kempsey over 10,000. This means there are varying centres of attraction and networks creating demands for services and activities that can sometimes be duplicated or in competition.

**Ageing.** The population is characterised by a high proportion of people aged over the age of 60. Based on 2011 figures this demographic represents 32% of the population. Within the region there are areas of even higher proportions, e.g. Great Lakes has 39%, making it one of the oldest populations in New South Wales. In terms of this demographic the Mid North Coast is what Australia will be in 10 years with all the inherent challenges needing to be met now.

**Indigenous.** The region has 7.1% of the State's indigenous population compared to only 4% of its total population with 5.1% of the region's population being Aboriginal & Torres Strait Islander. In some areas it is much higher including Kempsey at 11% and Nambucca at 7.3%.

**Income.** For the reasons above and others the region has overall a lower income status than the State with again pockets of disadvantage counter balanced by stronger local economies in Coffs Harbour and Port Macquarie. However even in those areas there are sections of the population (pensioners, students) with limited income. 36.7 % of the population is out of the workforce compared to the State average of 27.6%. The median income is 66.8% of the median NSW income.

## 1.2 Arts & Culture in the Region

Despite the challenges facing the region the arts and those involved remain a source of inspiration delivering a diverse and rich arts ecology created by a mixture of public, community and private sector providers. Our role is not the more traditional provider of arts but as an enabler, a conduit for sharing information and knowledge arts and for making connections not only between those involved in the sector but to the community and increasingly to our visitors. Our arts landscape is highlighted indicated by the following summary of key elements:

- Three Regional Art Galleries (Manning, Port Macquarie and Coffs Harbour), a publicly funded major gallery (Bunker Cartoon), a variety of community galleries and over 40 private galleries or outlets.
- Significant performance venues (Manning Entertainment Centre, The Glasshouse and Jetty Theatre), community theatres at Port Macquarie, Bowraville and Kempsey and great community venues in halls at Tuncurry, Wauchope, Kempsey, Nambucca and Bellingen. Preliminary feasibility and planning is underway to upgrade or build new facilities at Forster and Coffs Harbour.
- Twenty six museums and interpreted heritage sites, with all but two being staffed entirely by volunteers.
- A vibrant music sector across the full spectrum of classical, jazz, orchestral and contemporary and represented by many concerts, live gigs and festivals. Music education is well provided for with an accredited Conservatorium of Music at Coffs Harbour and an established Conservatorium serving Port Macquarie, Taree and Great Lakes.
- Eight community arts networks or groups spread throughout the region each involved in promotion and production of a range of art forms while a number of other single purpose groups manage the community galleries and halls with their own wide networks into the arts community.
- A growing representation of indigenous culture with an interpretative centre, *Spirit of the Land*, at Port Macquarie and six Indigenous galleries in the region, five with a focus on local indigenous art. Indigenous culture is also showcased through the major annual Saltwater Freshwater Festival.
- A region well known for its many arts cultural festivals and events with a number attracting visitors from beyond the Mid North Coast and being of regional and national significance. Most are characterised by their management resting with passionate volunteers.

- A growing interest in film in the region with Film Societies or group showings in Taree, Bellingen and Coffs Harbour and a series of short film and young filmmaker events in Forster, Port Macquarie and Coffs Harbour.

While the above summary outlines key groups, events and venues there are other important collaborators that we are engaging and working more effectively with including:

- Across the region there are many artists working from home and an increasing number wishing to have a greater online presence to showcase and sell their product. Arts Mid North Coast offers a one page online presence with a campaign in late 2014 resulting in a 50 percent increase in the number of artists now profiled on our website.
- Another new feature in 2014 saw the listing of all teachers/schools across the region in the areas of art, music, performance and dance. This directory now lists over 200 teachers; we believe the largest directory of teachers in regional New South Wales.
- Our tertiary institutions and the relevant courses offered have increased in recent years with Charles Sturt and Newcastle University now having a presence in the region to complement the contribution of established providers North Coast TAFE and Southern Cross University.
- An increasing number of individuals and businesses are now involved not in the more traditional concepts of art but the broader description of “creative industries”. The expansion of our directory from artists to now include creatives is part of our wish to embrace such creativity and the contribution it makes to the region as well as a new focus to be added in 2016, Creative Commerce.

### **1.3 Local Government and the Arts.**

With the adoption in 2009 of Integrated Planning processes for Councils in NSW the recommended arts and culture plans so valuable to guide the sector have been subsumed into Community Plans that are far more generic in nature. As a result only one of the seven Local Government areas (LGA's), Coffs Harbour City Council has an Arts & Cultural Plan operational for the period from or including 2016. Port Macquarie Hastings Council is in the final stages of developing one while plans in Great Lakes, Kempsey and Bellingen do not cover 2016 or beyond. Less than half of the Councils now have dedicated staff positions relating to the development arts and culture with others but not all undertaking the role under broader descriptions of community development.

Notwithstanding the above all Councils contribute to the arts and culture sector through their direct support through their range of venues summarised above and extensive library services. Some such as Coffs Harbour City Council have an extensive grants program dedicated to community arts as well as a comprehensive Arts Bulletin. Great Lakes Council has an annual Cultural Awards program. Reference should also be made for the potential to

recognise and develop the arts and creative industries through other Council strategic documents and processes such as their Economic Development Plans and Destination Management Plans. The latter is particularly important given the recent recognition given such plans and cultural tourism in the 2015 NSW Arts & Culture Policy Framework.

The other major involvement of Councils is through their annual contributions to Arts Mid North Coast. These valuable funds provide around 30 percent of the organisation's income although it is recognised that the calculated rate of contribution is below the guideline rates recommended by Regional Arts NSW, a matter detailed in Section 2.2

#### **1.4 Regional Partners**

As the peak regional organisation for the arts in our region we also look to partner with other organisations that have a similar regional or State focus including:

##### **Accessible Arts NSW**

AMNC has engaged closely with Accessible Arts NSW since its Creating Connections project for the North Coast and its continuing presence with the organisation and its Accessible Arts Manager, North Coast. We have delivered with them projects each year and will do so in 2015 and continue to play an active role in building networks, developing programs and project activity in this sphere.

##### **North Coast Destination Network**

In the last two years Arts Mid North Coast has worked very closely with our Regional Tourism Organisation and its brand of the Legendary Pacific Coast. ..We partner with the industry through our 12 new Cultural Trails, joint marketing campaigns and our new branding in this market of *Mid North Coast The Creative Coast*.

##### **Regional Development Australia (Mid North Coast)**

In recent years Arts Mid North Coast has had a close relationship with Regional Development Australia, providing input to regional strategies, particularly in the areas of creative industries development and the region's Digital Strategy. Its regional plan has now moved away from a focus on creative industries and culture but AMNC will continue to engage with this mid north coast organisation to support and facilitate the development of strategies to encourage creative commerce and build business capacity.

### **Saltwater Freshwater Arts Alliance**

AMNC maintains a close relationship with Saltwater Freshwater since it encouraged and nurtured the formation of the organisation as an autonomous body in 2011. We understand we are the only region to have such a regional body across a number of Land Councils and therefore unlike many other Regional Arts Boards we do not employ an Indigenous Cultural Development Officer. AMNC will continue to work in close association with Saltwater Freshwater to provide support and services to Aboriginal arts, creative industries and cultural development in the region and is looking to enter into a new Memorandum of Understanding on such matters.

## **Part 2. Arts Mid North Coast. The Organisation**

### **2.1 Human Resources**

#### **2.1.1 AMNC Board**

Arts Mid North Coast is a not-for-profit incorporated association with an elected Board representing a range of prescribed organisations and sector representatives. These are defined in our Constitution and include:

- A representative from each of our seven Councils. Currently six elected Councillors and 1 Council staff member.
- One each from regional organisations representing the sectors of tourism, media, creative industries, arts and indigenous culture. There is currently a vacancy from an Aboriginal organisation
- Local community arts representatives.

This mix of Board members ensures a blend of skills, knowledge and viewpoints. The Board meets quarterly (February, May, August and November with the AGM in May) and Board meetings rotate between the two most central locations of Port Macquarie and Kempsey.

In the last year the Board has operated with 13 members bringing considerable knowledge, both external and internal, to its considerations. Just under half of that Board have had an average tenure of 9+ years. However as of our AGM at the end of the May 2015 we go into a new year of challenges and opportunities with four new faces on the Board.

Apart from our Constitution Arts Mid North Coast has a number of policies guiding the organisation. Most of these relate to operational and staff matters and how we connect to the community. In 2014/15 all 29 policies were reviewed, a process not undertaken since 2010. This was part of an overall strategy undertaken throughout that year by the newly appointed Regional Arts Development Officer, which was to use the year to go back and review all aspects of the organisation to build strong foundations for future growth.

With a Constitution recognised as being in need of review governance issues will feature prominently in the next three years and would have done so regardless of the Arts NSW review of Regional Arts Boards and its recommendations. Actions identified for implementation include:

- Development of a new Constitution
- Development of new Induction Policy for new Board members
- Development of a Succession Planning Strategy
- Development of a Professional Development Plan for Board members.

### **2.1.2 Staff**

AMNC has operated for a number of years with one of the lowest staff ratios in the Regional Arts Board Network of less than 2 FT positions, despite it being the most populated region. That changed with appointment of a Communications Officer in August 2014 so there is now a combined equivalent of 2 FT positions which is still below actual needs. Those positions are:

- Regional Arts Development Officer/Executive Officer. Full Time
- Finance & Administration Officer. 21 hours
- Communications Officer. 14 hours.

As at June 2015 the RADO will have been in the position for 19 months, the Finance & Administration Officer 5 Years and the Communications Officer 9 months. On current budgets and projections staff numbers are unlikely to change in any significant way.

### **2.1.3 “Outsourcing”**

In today's world, new technologies, online resources and social networking sites are changing the way commerce and people go about nearly every aspect of their day. The opportunities afforded by mobile, laptop and desktop technologies to aid or add value to building capacity and the sharing information continue to grow. With the scale and nature of our region and markets and the limits of our human resources it is only natural we are looking to extend our engagement with this technology and see it as a major resource into the future by ways including:

- Refreshing with interactives our Arts Mid North Coast website. [www.artsmidnorthcoast.org](http://www.artsmidnorthcoast.org)
- Expanding our marketing brand website. [www.creativecoast.com](http://www.creativecoast.com)
- Greater engagement through our equivalent Facebook pages for the above plus Twitter and Instagram
- Sharing information through our fortnightly e newsletter Arts Blast.
- Building business skills and capacity with our new SmartArt feature.

## 2.2 Finance

While the organisation's limited resources imposes constraints on staffing, ability to meet demand for services and project initiation, Arts Mid North Coast has for a number of years managed a balanced budget. The annual income for the 2015 calendar year is \$205.709 while expenditure is approved at \$223.709. However there is a carry over budget allowance to cover the difference which results from a temporary 12 hours a week appointment trialling an Arts Development Officer position. At this stage this cannot be provided for moving forward into 2016 and beyond. Our major funding body, Arts NSW, has provided stability for our core operations which are supplemented by contributions from our seven Councils. However such income only covers operating expenses and additional funds for projects must be achieved from savings carried forward or grants.

Our LGA partners have maintained their contribution levels over the past three years (with small CPI adjustments each year). However these remain well below the recommended levels of contributions from the Regional Arts NSW standards. There are several reasons for this variation:

- Arts Mid North Coast established its own a rate of contribution some years ago and has never transitioned to the Regional Arts NSW standards. The variation today amount to approximately 40 cents per capita.
- Our Councils are under considerable pressure for reasons noted previously of demand in some areas from high rates of growth beyond the NSW average and the increased demand for services this generates and pressure for other Councils from a stable or declining rates base but continuing high demand for the maintenance of priority services such as extensive road networks and wooden bridges. These latter Councils are all within the Level 1 SEIFA profile for areas of economic disadvantage.

For additional funds to be sourced from the LGA contributions will require agreement between all parties including Arts NSW on how this can be achieved. Such discussion will hopefully flow from the recommendations of the Arts NSW Review of Regional Arts Boards but the solutions for Arts Mid North Coast will require more than a standard template or standard across the State being enforced.

### **2.3 Risk Management**

AMNC does not currently have a comprehensive Risk Management Plan covering a recognised template of assessment of risk categories, risk threat/vulnerability, current risk ratings, recommended treatment options and residual risk ratings. It does however have policies and strategies which deal with individual elements of risk. Over 50% of policies deal with aspects of risk management including:

- Work Health & Safety.
- Incident/Accident.
- First Aid.
- Driving Safety.
- Board Dispute Resolution.
- Privacy.
- Internet & Email Use.
- Media Management.
- Cheque Signing/Payment Approvals.
- Debit Card.
- Fraud Risk Management
- Disciplinary.
- Contractor Engagement.
- Staff Volunteer Grievance.

The major question of financial risk of the organisation has always been dealt with by the maintenance of a dedicated Reserve Fund. This stands at around \$80,000 with some short term transactions in and out used to fund variations in timing of receipt of local government contributions. Our commitment from Arts NSW results in a calendar financial year while Council work on a July to June budget cycle. An analysis undertaken in early 2015 of likely costs should the AMNC operation cease to exist for lack of major funding support confirmed the Reserve Fund would cover all known and

expected costs over a three month period to “wind up” the organisation. This would cover the payment of all staff entitlements and approved actual expenditure plus the reimbursement of unexpended funds from local government stakeholders. Our auditors have confirmed such a Reserve Fund was consistent with industry standards requiring 1 to 3 months costs to be provided for.

## **Part 3. Strategic Approach**

### **3.1 Our Strategic Planning Process.**

In developing this draft Strategic Plan Arts Mid North Coast has undertaken a concentrated process of discussion and debate which has involved:

- Three, one day workshops of the Board on future planning and strategies. Detailed background papers for these workshops I generated vigorous analysis of our strengths, weaknesses, opportunities and challenges.
- Two scheduled Board meetings and online circulation of further drafts providing opportunities for more discussion and refinement.
- Public exhibition of a draft document seeking input from interested parties and stakeholders. This focused on proposed actions and was promoted through our website, our Arts Blast e newsletter and social media. A period of two weeks was allowed with one submission received which was reported to the Board before the final draft Strategic Plan was approved.

It is important to note however that that the Plan has its foundations way before the above planning process. That foundation has developed from an ongoing strategic process which includes:

- Referencing the Vision, Mission Statement and Key Objectives as set out in our Constitution which have guided the organisation for many years.
- Review and evaluation of the goals, strategies and outcomes of our Three Year Business Plan 2013-2015, not only by our annual review with Arts New South Wales but the quarterly reporting of all KPIs at Board meetings in 2014/15.
- Review of the operations and projects of Arts Mid North Coast by a “fresh pair of eyes” over 2014/2015 with the appointment of a new RADO.

In undertaking the above the strategic approach taken by Arts Mid North Coast is actually a five year strategy:

**2014. A Year of Review to build New Foundations**

**2015. A Year of Consolidation and a Starting Point for Real Change**

**2016. A Year of Investigation with a Focus on Governance**

**2017. A Year of Development and Implementation**

**2018. A Year of Implementation**

### **3.2 Internal Influences**

The range of factors outlined in Sections 1 and 2 of this Plan highlight the internal factors influencing what AMNC can and is seeking to achieve over the 2016-2018 period. In giving form to a range of strategies and actions the determining factors have been:

- The particular facts and realities of our region
- Realistic use of the available resources and skills within Arts Mid North Coast
- Best working with the foundations available from our local government partners and their needs
- Identifying available partners and expertise at a regional and state level
- Avoiding duplication when another party is better placed to undertake the action or is already undertaking the role

The focus is on regional benefits and outcomes but this perspective does not mean that some projects will not have a local value or profile. However in choosing to progress such projects the rationale should be.

- Does that project provide information and expertise that can be applied across other similar examples throughout the region... a template, case study or benchmark?
- Does that project involve a partnership that will be of value to the region and others in the community in the future?
- Does that project provide a profile for the region that would otherwise not be possible or enhance a regional profile being sought?
- Does that project provide opportunities for artists and creatives across a broader region than the LGA involved?

### **3.3 Our Markets**

While overall demographics and economic indicators set the picture of the broader environment in which we and our local government partners operate our particular role and what we deliver must also be developed with reference to our key target markets. These are determined by our annual process and research to develop a Marketing Plan. These are defined below with the goals that drive our delivery of product and services to each.

#### **Our Artists and Creatives**

##### **Goal**

To provide effective channels of communication between Arts Mid North Coast and such parties so information and assistance can be provided to enhance their skills, capacity and opportunities.

### **The Local Community**

#### **Goal**

To increase attendance at and participation in arts and creative activities

### **Visitors to the Region**

#### **Goals**

To increase awareness with all visitors of the nature and diversity of artistic and creative experiences available on the Mid North Coast including festivals and events.

To develop and enhance cultural tourism product.

## **3.4 External Influences**

In addition to the internal and regional factors impacting the organisation our key directions proposed for the next three years reflect a balance between the particular needs of our region set against the priorities set by State government through:

- The Arts & Cultural Development Program of Arts NSW
- The directions established by the NSW Arts & Cultural Policy Framework. Create NSW.
- The Arts NSW Review of Regional Arts Boards

In reality many of these reinforce each other with the major unknown being the specific actions that will need to be addressed from the Review of Regional Arts Boards and how in turn these will impact on our need to redefine our relationship with our local government partners.

### **3.4.1 Arts& Cultural Development Program Priorities**

The NSW Arts & Cultural Development Program (ACDP) requires Arts Mid North Coast to address how the activities it will deliver engage with one or more ACDP priority areas in addition to people living and/or working in regional NSW. Arts Mid North Coast has assessed those priorities against the arts ecology, needs and resources of the region of the region and considers it will meet three of the four priorities.

**Aboriginal People.** As noted our region has a higher proportion of indigenous population than many other areas and regions. However in 2011 recognising this Arts Mid North Coast was instrumental in the development of the Saltwater Freshwater Alliance as a body to represent these interests and the 10 Land Councils in the region. The region therefore differs from all other Regional Arts Board areas with a high proportion of indigenous people in that providing for the needs of this population has been “outsourced” to a more representative body. Nevertheless the Plan provides for a fresh Memorandum of Understanding to be negotiated with Saltwater Freshwater which will further develop how AMNC can assist in the development and promotion of local indigenous culture.

**Young People.** With our region having one of the highest proportions of residents aged over 60 in New South Wales it is not surprising the region has an under representation of young people. However it is considered the most effective role we can play is the delivery of programs that:

- Ensure arts related activities in holiday periods are strongly promoted
- Develop Pathways of Learning and Mentorship proposals for those thinking of or entering creative tertiary courses and employment
- Greater involvement with young film makers.

In allocating our scarce resources the following factors have limited further involvement for this demographic:

- The growing need for creative ageing programs.
- Primary and secondary school curricula already provide for strong arts and creative activities.
- Our establishment of a teachers Directory indicates over 200 teachers of various arts forms in the region
- There are Conservatoriums of Music in Coffs Harbour and Port Macquarie/Taree/Forster and several youth theatre groups.
- The LGAs of the region have a strong commitment to Youth Affairs with appropriate staffing with much of their work and others such as Headspace using the arts as a medium for communication and change.
- Tertiary education has been much expanded in the region in the last three years including: the establishment of Charles Sturt University at Port Macquarie and its courses in Creative Industries; a rationalisation of courses being offered by North Coast TAFE with good progress towards maintaining and increasing enrolments and offering choice; the ongoing availability of courses at Southern Cross University with a base at Coffs Harbour and online courses such as Bachelor of Creative Arts through distance education; Newcastle University campus at Port Macquarie with pathways through its Bachelor of Arts and opportunities online in Film, Media and Cultural Studies and with a number of courses at Newcastle.

**People with Disability.** Statistics for people with disability is influenced by the high proportion of older persons in the region. Nevertheless taking all forms of disability the region has a higher proportion than State figures and hence this priority is important in meeting the needs of the region. Arts Mid North Coast continues to commit to, usually in partnership one significant project a year targeting this priority. In this we will continue to work with Accessible Arts NSW and community groups across all ages involved with mental health and other disabilities. Our focus on Creative Ageing is also very much part of this priority and there is a commitment to the Creative Ageing Symposium in 2016 and at least one other project each year following.

**People from culturally and linguistically diverse (CaLD) backgrounds.** Migrants make up only 14.2% of the population of the region compared to 28.9% for NSW and then only a very small percentage 1.8 % are from non English/western backgrounds. Coffs Harbour is the only area with a changing ethnic structure with its fastest migration rates being from Africa and Asia. Coffs Harbour City Council has a number of excellent programs and events targeting this population which AMNC assist to promote but the development of further specific activities is not a priority area regionally.

### **3.4.2 NSW Arts & Cultural Policy Framework**

Arts Mid North Coast welcomes the recently announced Create NSW: NSW Arts & Cultural Policy Framework and its strong focus on the arts in Regional NSW. The strategic directions formed by Arts Mid North Coast integrating the arts with the visitor industry, economic development and creative industries is consistent with the overall approach noted in the Policy Framework:

***This whole-of-government policy framework complements and reinforces the NSW Government's Visitor Economy Action Plan and Creative Industries Action Plan. It also supports our regional and urban development strategies, which recognise how arts and culture are intrinsic to transforming NSW into a global creative leader.*** Page 8

There is also a strong alignment between our proposed Strategic Plan and the Key Actions the Policy Framework identifies for Regional NSW at page 16. Those key Actions in italics and our related strategies/ actions are:

#### ***Collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts***

A feature of our 2016-2018 Plan is to extend the work already undertaken in 2014/15 in identifying and working with six Creative Communities of the Mid North Coast and extending this to a broader Creative Commerce project that will see us working closely with local Chambers of Commerce, business groups, Regional Development Australia (Mid North Coast) and our LGAs to ensure creative initiatives and business enhance the economic wellbeing of communities and the region.

***Supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers***

Our new SmartART Project will be expanded to deliver similar objectives and enhance the capacity of our local participants in the arts and creative industries.

***Supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW.***

Our focus on digital technology for the delivery of information, programs and events is central to our strategies as a means of reaching the greatest number of people on the Mid North Coast within available resources but also recognising the value and ever changing influence of such technology.

***Promoting opportunities for cultural tourism through Destination Management Planning (DMP) — in consultation with the Regional Arts Network and Destination NSW.***

With 10 million domestic visitor nights per annum and a growth rate of visitor numbers and visitor spend of 6% in the last year visitor it is clear that we must engage this market for the benefit of the arts. This requires a strong partnership with and leveraging the resources of the regional tourism industry. This will continue to focus on the use of the more specific branding for cultural experiences of *Mid North Coast the Creative Coast*. Our strong connections established in the last year with the North Coast Destination Network and their Legendary Pacific Coast brand will be expanded not only be the enhancement of our 12 Regional Cultural Trails showcasing more than 300 activities but by the development of specific tourism marketing campaigns, the development of a Regional Event, (Opening our heARTS) and a proposed regional partnership with National Parks & Wildlife. At a local level we are already engaged with the tourism industry and have identified the seven local Destination Management Plans as important strategic plans AMNC will be actively involved with to ensure arts and culture and related events are fully recognised as important contributors to the Visitor economy.

**3.4.3 Arts NSW Review of Regional Arts Boards**

Although not yet publicly released sufficient is known to recognise that the need for change needs to be built into the next 3 Year Strategic Plan. Without details the Plan provides for a focus on Governance to be developed and implemented over the next three years in relation to the nature of the Board, how it operates and the organisations partnership with both Arts NSW and its local government partners. Provision is made in the budget for additional funds being sought from Arts NSW to implement their recommendations.

## Part 4. The Plan

### Our Vision

The Mid North Coast, a vibrant, diverse region embracing the creation, understanding and appreciation of the arts in fostering economic, community, cultural and environmental opportunities and benefits.

### Our Mission

Arts Mid North Coast, the region's peak arts organisation collaborates with individuals, communities, organisations, government and business to build capacity and create opportunities.

### Goals

1. To generate increased opportunities for access, participation, training and education. (Participation)

*KPI. Increase in the number of artists and organisations accessing the services of Arts Mid North Coast*

2. To generate increased awareness of creative and cultural activity and opportunities. (Audience Development)

*KPI. Increase in artists, creative activities and events showcased in the region*

3. To develop and foster strategic partnerships, projects and networks that benefit communities and the region. (Partnerships)

*KPI. Increase in number of partnerships and programs undertaken*

4. To encourage and support regional arts, creative industries and cultural development planning to provide leadership to ensure positive outcomes for local, community and regional initiatives. (Strategic Development)

*KPI. Increase in participation in establishing cultural development initiatives and resulting operative plans and policies*

5. To be a dynamic, effective, accountable and sustainable Regional Arts Board utilising relevant best practice technology and skills to promote and achieve excellence (Governance)

*KPI. Increase in the skills and financial sustainability of the Board and organisation*

## Goal1. (Participation)

### To generate increased opportunities for access, participation, training and education

| Strategies |   | 2016   | 2017  | 2018  |
|------------|---|--|---|---|
| 1.1        | To maximise opportunities by use of online technology   | Minimum of 25 postings to SmartART each year                       | Ongoing   | Ongoing   |
|            |   | Investigate use of webinars  | Adopt improved digital technology                   | Adopt improved digital technology                   |
| 1.2        | To partner with all tertiary institutions relevant to the education opportunities for the region's population | Continue <i>Education For You</i> feature and add Pathways section | Investigate opportunities for mentorship program    | Implement mentorship program                        |
| 1.3        | To update our online Teachers Directory   | Ongoing plus 1 campaign a year to increase listings                | Ongoing plus 1 campaign a year to increase listings | Ongoing plus 1 campaign a year to increase listings |
| 1.4        | To update our online Artists/Creatives Directory  | Ongoing plus 1 campaign a year to increase listings                | Ongoing plus 1 campaign a year to increase listings | Ongoing plus 1 campaign a year to increase listings |
| 1.6        | To advise and support artists, organisations and local government in seeking available grants and funding     | Ongoing  | Ongoing   | Ongoing   |

|     |   |                                      |         |         |
|-----|---|--------------------------------------|---------|---------|
| 1.7 | To develop and support opportunities to increase the capacity of creative businesses and enterprise   | Expand our Creative Commerce program | Ongoing | Ongoing |
| 1.8 | To identify opportunities that assist visiting artistic and creative ventures into the region where benefits can be delivered to the region | Ongoing                              | Ongoing | Ongoing |

## Goal 2. (Audience)

### To generate increased awareness of creative and cultural activity and opportunity

| Strategies |   | 2016                                 | 2017                       | 2018                       |
|------------|---|--------------------------------------|----------------------------|----------------------------|
| 2.1        | To implement the Marketing Plan and its actions as reviewed each December | Ongoing                              | Ongoing                    | Ongoing                    |
| 2.2        | To increase and enhance online marketing.                                 | To increase website visits to 35,000 | 38,500                     | 42,000                     |
| 2.3        | To increase use and reach of social media                                 | 750 postings. Reach 25,000           | 850 postings. Reach 30,000 | 900 postings .Reach 35,000 |
| 2.4        | To publish online an annual Summer Holiday feature.                       | Ongoing                              | Ongoing                    | Ongoing                    |
| 2.5        | To publish online an annual Seniors/Creative Ageing feature each year     | Ongoing                              | Ongoing                    | Ongoing                    |

|     |   |  |  |                                     |
|-----|---|--|--|-------------------------------------|
| 2.6 | To monitor and review digital marketing platforms and opportunities as they arise | Investigate and add blog   | Ongoing                                      | Ongoing                             |
| 2.7 | To maintain and expand the Cultural Trails of the Creative Coast                  | To add suppliers and commercial providers at a fee                                 | To monetise the Cultural Trails              | Ongoing                             |
| 2.8 | To develop and stage a biennial regional arts event                               | To stage Opening our HeARTS, a weekend opening artists' studios across the region. | To review the options for region wide events | To stage the next region wide event |

### Goal 3. (Partnership)

To develop and foster strategic partnerships, projects and networks that benefit communities and the region

| Strategies |  | 2016   | 2017  | 2018  |
|------------|--|--|---|---|
| 3.1        | To partner with North Coast Destination Network                            | Undertake <i>In the Tradition of the Grand Tour</i> package                          | Undertake 1 joint program, workshop or campaign | Undertake 1 joint program, workshop or campaign |
| 3.2        | To partner with National Parks & Wildlife                                  | Submit Indigenous Art Fund grant for showcasing Indigenous artists in National Parks | Implement project                               |   |
| 3.3        | To partner with Saltwater Freshwater                                       | Complete MOU and identify 3 Year joint program                                       | Implement program                               | Implement program                               |
| 3.4        | To partner with Arts & Health Australia                                    | Present Creative Ageing Symposium and related events                                 | Present 1 joint project                         | Present 1 joint program                         |
| 3.5        | To partner with tertiary institutions to identify joint programs of value. | Implement recommendations from 2015 partnership with Charles Sturt University.       | 1 project                                       | 1 project                                       |

|     |   |   |   |   |
|-----|---|---|---|---|
| 3.6 | To partner with other Regional Arts Boards  | Complete 1 project                                  | Complete 1 project                                  | Complete 1 project                                  |
| 3.7 | To liaise and work with all relevant regional or local arts networks and identify projects of value to the region | 15 presentations or meetings a year plus 2 projects | 15 presentations or meetings a year plus 2 projects | 15 presentations or meetings a year plus 2 projects |
| 3.8 | To partner with Accessible Arts and/or other organisations in the field of Disabilities & Art                     | Complete 1 project                                  | Complete 1 project                                  | Complete 1 project                                  |

#### **Goal 4. (Strategic Development)**

**To encourage and support regional arts, creative industries and cultural development planning to provide leadership to ensure positive outcomes for local, community and regional initiatives**

| <b>Strategies</b> |  | <b>2016</b>   | <b>2017</b> | <b>2018</b> |
|-------------------|--|---|-------------|-------------|
| 4.1               | To ensure regional perspectives are recognised in State and National Arts and Culture policies                 | To participate in all processes as they arise                                       | Ongoing     | Ongoing     |
| 4.2               | To ensure all stakeholders in the region are informed of relevant State and National Arts and Culture policies | Disseminate all relevant policies through Arts Blast and SmartART                   | Ongoing     | Ongoing     |
| 4.3               | To highlight the benefits art and culture brings the region  | Monitoring and publication of statistics and information showing regional benefits. | Ongoing     | Ongoing     |
| 4.4               | To ensure alignment with local government goals and strategies   | Establish an annual workshop to align strategic priorities                          | Ongoing     | Ongoing     |

|     |  |   |  |         |
|-----|--|---|--|---------|
| 4.5 | To encourage the development of current Arts & Culture policies or plans by all LG stakeholders              | Include in annual workshop and participate in planning processes.   | Ongoing  | Ongoing |
| 4.6 | To give effect to all tourism plans and strategies and the recognition of cultural tourism in such documents | Review all Destination Management Plans in the region as to their recognition of Cultural Tourism opportunities               | Seek required changes in Destination Management Plans in | Ongoing |
| 4.7 | To work with local tourism managers and associations to promote the Cultural Trails                          | Ongoing   | Ongoing  | Ongoing |
| 4.8 | To develop and encourage Creative Commerce strategies at all levels of government and in the local community | Develop the Creative Commerce element of SmartART to include strategies for encouraging public arts, placemaking, popups etc. | Ongoing  | Ongoing |

### Goal 5. (Governance)

**To be a dynamic, effective, accountable and sustainable Regional Arts Board utilising relevant best practice technology and skills to promote and achieve excellence.**

| Strategies |   | 2016  | 2017   | 2018                                    |
|------------|---|---|--|---|
| 5.1        | To enhance governance structure                       | Review Constitution and composition of the Board          | Discuss recommendations for change with key stakeholders         | Implement recommendations of the review |
| 5.2        | To ensure alignment with changes in local government. | Assess and comment on <i>Fit for the Future</i> Proposals | Implement any changes required from Fit for the Future decisions |   |

|     |   |  |  |  |
|-----|---|--|--|--|
| 5.3 | To ensure alignment with local government goals and strategies        |  | Participate in reviews of Community Strategic Plans required 1 year after LG elections in September 2016 | Implement any changes required               |
| 5.4 | To increase financial sustainability                                  | Implement agreed changes in LG contributions   | Implement agreed changes in LG contributions   | Implement agreed changes in LG contributions |
| 5.5 | To ensure professional development of Board members                   | Develop an induction process for new Board members   | Implement professional development program   | Implement professional development process   |
| 5.6 | To ensure the professional development of all staff and Board members | Prepare a 3 Year development program including shared training with the RAB and RADO Network | Ongoing  | Ongoing                                      |
| 5.7 | To ensure an effective and responsive organisation                    | Annual review of AMNC Policies by February each year   | Ongoing  | Ongoing                                      |
|     |   | Schedule quarterly meetings of the Board   | Ongoing  | Ongoing                                      |
| 5.8 | To ensure excellence in customer service                              | Develop and adopt a Customer Service Charter   | Review and report  | Review and report                            |
| 5.8 | To be a financially responsible organisation                          | Complete all statutory, financial & project audits/reporting within 13 weeks of due dates.   | Ongoing  | Ongoing                                      |