

**REGIONAL
ARTS
NSW**

**NSW
RA**

Strategic Plan 2022–2026

Spectacle Sculpture Design by Clint Hurrell, Reflecting Hope, commissioned by Regional Arts NSW for Artstate Wagga Wagga 2020. Image Jackie Cooper.

A person in traditional Indigenous attire, including a boomerang and a spear, is performing a smoking ceremony. They are standing on a wooden floor, and a large plume of white smoke rises from a fire in front of them. The background is a plain, light-colored wall.

We acknowledge the many different Traditional Custodians of Country throughout Australia and honour their elders past and present.
We live and create on the lands of the First Nations peoples of New South Wales.
We are privileged to gather on this Country to share knowledge, culture and art.

FORWARD FOCUS

Regional Arts NSW (RANSW) represents and advocates for the interests of artists and arts and cultural organisations across regional NSW. Our forward focus — Advocate, Support, Lead — positions us as the inclusive voice of arts and culture for regional NSW. We engage, present, celebrate, promote and champion the multiplicity of diverse voices of artists and arts workers living and working in regional NSW.

We are the NSW regional peak body for the creative and cultural arts industries and institutions. We connect arts communities, promote sustainability, lead the conversation and encourage investment in the arts and cultural sector today and into the future.

The background is an abstract artwork featuring a dense pattern of small white dots on a dark blue background. Overlaid on this are several thin, red, hand-drawn lines that crisscross the frame, creating a complex, web-like structure. The overall effect is one of intricate detail and layered meaning.

Leading the conversation, encouraging collaboration,
providing support and celebrating achievements of
the arts and cultural sector in regional NSW.

WHO WE ARE

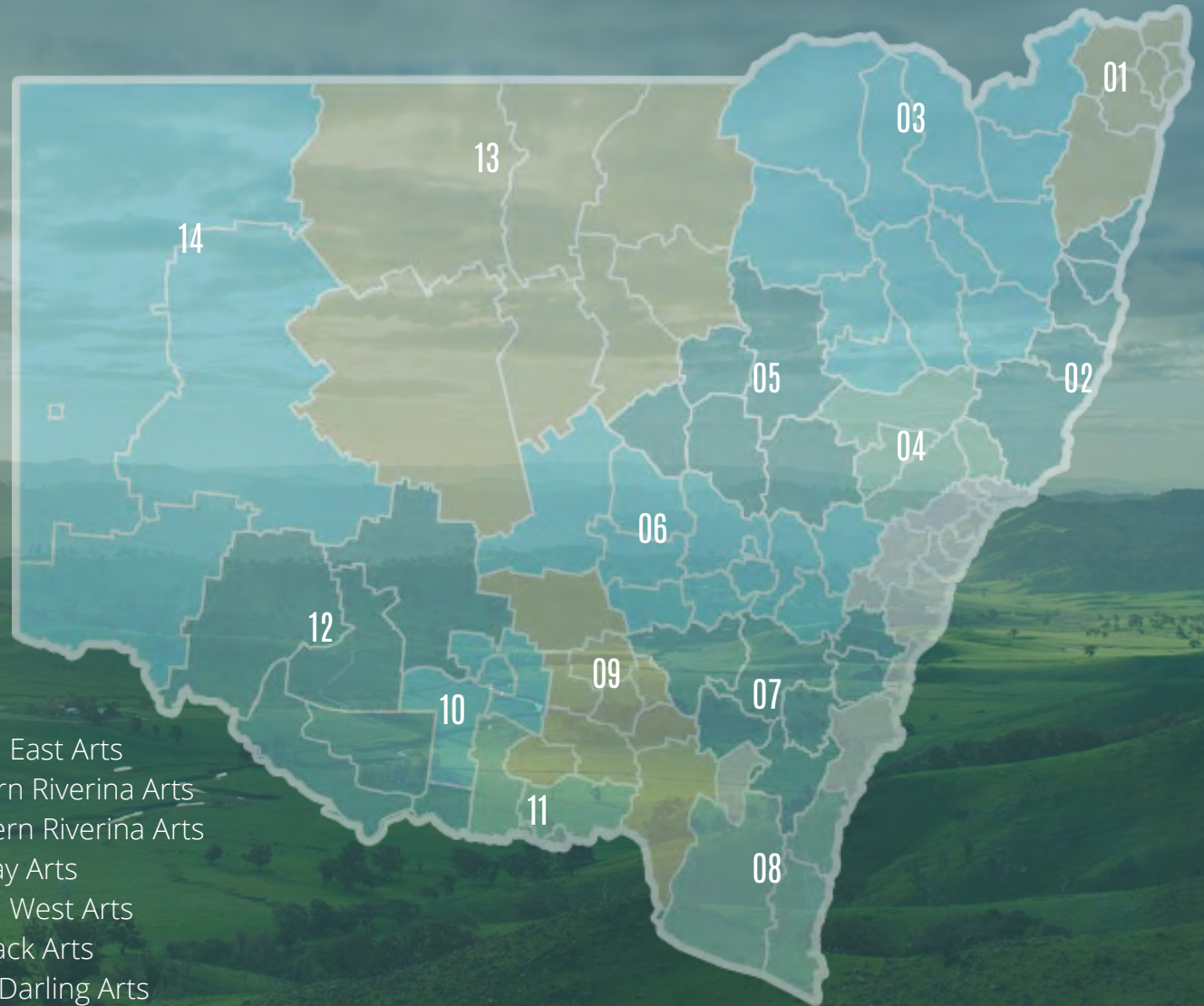
Regional Arts NSW (RANSW) is the leading voice and peak body and service organisation for the arts and cultural sector in regional NSW.

From the plains of western NSW to the beaches in the north and snowfields in the south, RANSW champions diverse artists, creative industries and Regional Arts Development Organisations to participate in and create art and culture in regional NSW.

OUR NETWORK

- 01 Arts Northern Rivers
- 02 Arts Mid North Coast
- 03 Arts North West
- 04 Arts Upper Hunter
- 05 Orana Arts
- 06 Arts OutWest
- 07 Southern Tablelands Arts

- 08 South East Arts
- 09 Eastern Riverina Arts
- 10 Western Riverina Arts
- 11 Murray Arts
- 12 South West Arts
- 13 Outback Arts
- 14 West Darling Arts





WE VALUE

As the peak body for artists and arts and cultural organisations that choose to call regional NSW home, we value courage, collaboration, respectfulness, diversity, inclusion and agility.



OUR PURPOSE

We lead the conversation, encourage collaboration, provide support and celebrate the achievements of the arts and cultural sector in regional NSW.

Image caption

A woman with blonde hair, wearing a blue floral dress, is looking upwards and to the right. She has her hand near her face. The background is dark with many small, colorful lights (red, pink, purple, blue, green) and a large, colorful pom-pom decoration hanging from above. The overall mood is artistic and vibrant.

OUR VISION

We envision an inspired, connected, vital and empowered arts and cultural sector in regional NSW.



OUR STRATEGIC FOCUS

We champion arts and culture, connect artists, arts organisations and creative industries with strategic initiatives to ensure a thriving arts sector. We advocate and share opportunities, support capacity building and partner with government to deliver programs and funding.

ADVOCATE

Promote and champion the arts and cultural sector in regional NSW

Image caption

SUPPORT

Strengthen and support the capacity of the arts and cultural sector in regional NSW.

LEAD

Lead the sector to drive investment in arts and culture through best practice operations at RANSW.



WHAT WE OFFER

We champion arts and culture in the regions. Faced with challenges to the sector from environmental disaster and unforeseen disruption, we continue to look towards the future.

ADVOCATE

Through our representative roles, we are the leading voice and platform for arts and culture in regional NSW.

INFORM

Represent arts and culture in regional NSW to ensure support, inform government policy and advocate for a thriving viable sector.

COLLABORATE

Work with public, private and not for profit partners with regional objectives.

PROMOTE

Promote and celebrate the quality and diversity of arts and culture in regional NSW.

RESEARCH

Initiate evidence based research, data collection and information sharing.

SUPPORT

We support our stakeholders and partners within the arts and cultural sector in regional NSW to identify emerging opportunities and respond to local and national challenges.

INVEST

Promote and provide diverse opportunities for our stakeholders to build resilience and thrive.

DELIVER

Deliver and coordinate programs, events and funding including the Federal Government's Regional Arts Fund (RAF) grant program with Regional Arts Australia.

SHARE

Communicate industry news and opportunities to artists, arts and cultural organisations in regional NSW; platforming the breadth and diversity of the sector.

BUILD

Build capacity to create a robust and viable sector.



LEAD

We have overall strategic and operational responsibility for RANSW's governance, partnerships, programs and communication that ensures we continue to be the strongest voice for artists and arts and cultural organisations located in regional NSW.

PARTNER

Nurture and maintain our relationships with RADOs, Affiliate Members, and partners across industry and government to deliver outcomes for our stakeholders.

SUSTAIN

Operate in accordance with the Board, sustain business operations into the future, develop new operational policies to drive growth and sustainability.

STRENGTHEN

Strengthen positive working relationships with government bodies and other funding sources.

GROW

Provide opportunities for capacity building across the sector and address systemic barriers.

WE CELEBRATE ARTS AND CULTURE IN REGIONAL NSW



We showcase excellence in arts practice in the regions. Through our extensive network, communications, events and programs, we are a platform for the arts and cultural sector in regional NSW.

We create arts events of regional significance.

Artstate, our four year program (2017-2020) in partnership with CreateNSW, was a platform for connection through art and events, partnerships and creative exploration across Lismore, Bathurst, Tamworth and Wagga Wagga.

Artstate brought communities of artists and sector professionals together across regional NSW. It anchored our longstanding commitment to showcasing and celebrating the history and contemporary innovation of our diverse and vibrant sector now and into the future

Image: Joel Bray performing at the opening of Artstate Wagga Wagga. Image by Jackie Cooper.



FIRST NATIONS ARTS AND CULTURE

We champion and learn from First Nations artists, arts and cultural organisations through advocacy, accessibility, showcasing work and opportunities, professional skills and development.

We collaborate with First Nations artists, arts and cultural organisations and networks including the Aboriginal Arts and Cultural Officer (AAO) network to increase awareness across regional NSW.



OUR MEMBERS ARE AT THE CORE OF WHAT WE DO

We represent the diverse arts and cultural sector across regional NSW that encompasses all artforms. Our broad membership base and stakeholders are at the core of what we do. Our collaborators and partners remain central to our strategic vision.

WE BENEFIT THE ARTS AND CULTURAL ECOLOGY OF REGIONAL NSW

We support sector growth

We represent artists, arts workers and arts and cultural organisations as the voice of sector employment, professional development and new opportunities. We administer the Regional Arts Fund (RAF) grants to arts professionals to build the sector and support working artists. We seek opportunities to sustainably grow the sector.

We are a communications platform

We communicate industry news, promote excellence, celebrate achievements and cross-sector opportunities. We lead the regional arts and cultural sector conversation. Our information sharing ensures our members and stakeholders benefit from our industry knowledge and extensive networks.

We create partnerships

We partner and collaborate with other peak bodies and government agencies to advocate and win for the benefit of the arts and culture in regional NSW. Maintaining our strong networks, fostering and nurturing relationships means our advocacy gets results.

STRATEGIC OBJECTIVES

Our objectives align to three key organisational goals.

GOALS OBJECTIVES

ADVOCATE

Promote and champion the arts and cultural sector in regional NSW

1. Advocate on behalf of the arts and cultural sector in regional NSW
2. Develop partnerships with allied organisations, creative industries and peak bodies
3. Build and maintain strong relationships with all levels of government
4. Impact and influence government policies and funding
5. Develop and implement a strategic communications framework that champions the arts and cultural sector in regional NSW

SUPPORT

Support and strengthen the arts and cultural sector in regional NSW

1. Support access, participation and contributions to arts and culture in regional NSW
2. Prioritise First Nations' arts and culture
3. Develop and deliver services and advice
4. Promote and deliver, programs, events and funding
5. Foster innovation, cooperation and collaboration

LEAD

Lead the sector and drive investment in arts and culture through best practice operations at RANSW

1. Listen and respond to sector needs. Undertake regular consultation and needs analyses.
2. Demonstrate best practice in governance and administration to deliver efficient and effective business operations.
3. Increase and diversify revenue streams to champion investment in the arts and cultural sector.
4. Monitor and influence change to the sector's regulatory environment to drive investment in arts and culture.

OUR PERFORMANCE FRAMEWORK

To lead the sector and drive investment in arts and culture through best practice operations at RANSW.

COMMITMENTS

Strategic delivery 2022-2026

OUTCOMES

Strategic outcome

Listen and respond to sector needs. Undertake regular consultation and needs analyses.

Business performance

Operations outcome

Demonstrate best practice in administration and governance to deliver efficient and effective business operations.

Annual performance

Investment outcomes

Increase and diversify revenue streams to champion investment in the arts and cultural sector.

Monitor and influence change to the sector's regulatory environment to drive investment in arts and culture.

Image caption. Riverina Dreaming performed by Joshua Prenzler, Artstate Wagga Wagga. Image by Jackie Cooper.

KEY PERFORMANCE INDICATORS

Goal One

ADVOCATE: Promote and champion the arts and cultural sector in NSW

INFORM

Represent arts and culture in regional NSW to ensure support, inform government policy and advocate for a thriving viable sector

COLLABORATE

Work with public, private and not-for-profit partners with regional objectives

PROMOTE

Promote and celebrate the quality and diversity of arts and culture in regional NSW

RESEARCH

Initiate evidence based research, data collection and information sharing

TARGET MEASURES

3 X evidence documents

10 X public commentary by RANSW

4 x presenting data and narrative using RADO KPIs

2 x formal partnerships

10 x informal partnerships

20 x meetings & events attended to develop partnerships and relationships

15 x meetings attended with government

3 x services provided to government

4 x government initiatives supported

5 x submissions or campaign actions

2 x staff employed in comms companies

6 x digital marketing platforms

4 x quarterly reports

KEY PERFORMANCE INDICATORS

Goal Two

SUPPORT: Support and strengthen the arts and cultural sector in regional NSW

INVEST

Promote and provide diverse opportunities for our stakeholders to build resilience and thrive

DELIVER

Deliver and coordinate programs, events and funding including the Regional Arts Fund (RAF) grant program in with Regional Arts Australia

SHARE

Communicate industry news and opportunities to artists, arts and cultural organisations in regional NSW, platforming the breadth and diversity of the sector

BUILD

Build capacity to create a robust and viable sector

TARGET MEASURES

14 x Member RADOs

100 x meetings & advice/support to RADOs

10 x AADO meetings and events attended or supported

4 x actions taken to encourage funding for AAO positions

10 x initiatives supported that increase access for regional artists

1000 x attendances at skill training and professional development

1 x strategic interventions using First Nations approaches

3 x funding programs managed

400 x people/organisations advised or supported

KEY PERFORMANCE INDICATORS

Goal Three

LEAD: Lead the sector and drive investment in arts and culture through best practice operations at RANSW

PARTNER

Nurture and maintain our relationships with RADOs, Affiliate Members and partners across industry and government to deliver outcomes for our stakeholders

SUSTAIN

Operate in accordance with the Board, sustain business operations into the future, develop new operational policies to drive growth and sustainability

STRENGTHEN

Strengthen positive working relationships with government bodies and other funding sources

GROW

Provide opportunities for capacity building across the sector and address systematic barriers

TARGET MEASURES

4 x consultation sessions/surveys

Updated policies and procedures

100% completion of acquittals reports and audits

10 x Board/Advisory Council meetings

200 x financial members

20% increase in grant revenue

20% increase in earned income

10% increased in philanthropic funds income

2 x events or actions to assist RADOS in gainging philanthropic funding

WHY WE DO WHAT WE DO...

1 IN 6 PROFESSIONAL AUSTRALIAN ARTISTS

1 in 6 professional Australian artists live in regional cities or towns, and around 1 in 10 live in rural, remote or very remote areas. Craft practitioners, visual artists and community arts and cultural development (CACD) artists are the most likely to live outside capital cities.

Throsby, D., & Petetskaya, K. (2017) Making Art Work: An Economic Study of Professional Artists in Australia. Australia Council for the Arts.

THE ARTS DRIVE REGIONAL GROWTH

The arts drive regional growth and tourism and share uniquely Australian stories with the world. They are integral to healthy child development and can meet pressing challenges to our nation's health and wellbeing including loneliness, mental health and ageing. They make our individual lives better in a myriad ways – from the books that transport us across time and space, or the empathetic plays that help us understand the human condition from our stages; to the music that fills us with joy, grief or pleasure, and which can make us move together to a common beat – the arts are a medium of connection which can celebrate and transcend difference all at once.

Walsh, S. (2019) Valuing the Arts: Annual Report 2018–2019. (Chair Report. Sam Walsh AO). Australia Council for the Arts. Valuing the arts

THE ARTS CONTRIBUTES

- *The arts and entertainment sector contributes \$14.7 billion per year in value added (GDP).*
- *Arts and entertainment employs 193,600 Australians.*
- *For every million dollars in turnover, arts and entertainment produce 9 jobs while the construction industry only produces around 1 job.*
- *Arts and entertainment employs 51% women and 49% men.*
- *Arts and entertainment related industries have seen the largest pandemic shutdowns, with just 47% to 65% of businesses operating in early April.*

Browne, B. (2020) Economic importance of the arts and entertainment sector. The Australia Institute. Economic importance of the arts and entertainment sector

REGIONAL
ARTS
NSW



REGIONAL ARTS NSW
LEVEL 1, 10 HICKSON ROAD
THE ROCKS NSW 2000
AUSTRALIA

A MEMBER OF REGIONAL ARTS AUSTRALIA
ABN 64 001 382 690
ACN 001 382 690

REGIONALARTSNOW.COM.AU

© 2021 REGIONAL ARTS NSW

Installation at Artstate Lismore by Digby Moran. Image from Arts Northern Rivers.



The Regional Arts Fund is an Australian government initiative that supports sustainable cultural development in regional, remote and very remote Australia.