



SOUTHERN FOREST ARTS

Strategic Plan 2021-26

[CREATED NOVEMBER 2021 – REVISED SEPTEMBER 2022]

ACKNOWLEDGEMENT OF COUNTRY

Southern Forest Arts is based on the lands of the Murrum people on Pibelmun/Bibbulmun Country within the Noongar Nation. We acknowledge the Traditional Custodians of the many lands upon which we meet and work. We understand that sovereignty was never ceded and pay our respect to Elders past and present.

We are inspired by the wisdom & gifts of the oldest living culture on Earth.

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[Note: Within this plan the term 'Aboriginal' is used in preference to Aboriginal and Torres Strait Islander in recognition that Aboriginal people are the original inhabitants of Western Australia. First Nations is a term used to reference Aboriginal and Torres Strait Islander when addressing a national context.]



Artwork by Noongar artist, Maitland Hill, exhibited in 'Noongar Country 2020' (exhibition on loan from the Bunbury Regional Art Gallery), in the Painted Tree Gallery, 2020

PLAN CONSULTATION

This Plan is based upon a series of conversations, surveys and group meetings over a six month period involving members of the Southern Forest Arts committee and staff, local, regional and state stakeholder groups, Traditional Owners, arts practitioners, program participants and event attendees.

PLAN ALIGNMENT

In the development of this Strategic Plan we have researched current plans of relevance from key local, regional & state organisations to identify alignment of objectives and potential for collaboration, funding and opportunities.

Detail on the relevance of these plans to our current objectives is outlined in our document:
'Southern Forest Arts - Strategic Alignment'

LOCAL	Shire of Manjimup Strategic Community Plan
	Shire of Manjimup Arts & Culture Strategy
REGIONAL	South West Development Commission: Strategic Plan
	Australia's South West Strategic Plan
	Nannup Cultural Plan
STATE	Diversify WA, the State Government's Economic Development Framework
	WA's Cultural Infrastructure Framework
	RAWA's Regional Arts Network (Hubs) Deliverables Framework
	Regional Arts WA's Strategic Plan
	Healthway Priorities 2021
	WA Health Strategic Intent
	State Government Strategy for Tourism in WA (2020)

PLAN RELEVANCE

This Plan will be reviewed regularly to ensure it is an active tool in the ongoing evolution of the organisation.



Participants in the 2021 Creative Leadership Program hosted by Southern Forrest Arts in Manjimup and presented by Regional Arts WA. Delegates came from across the Southern Forests & Valleys region.

SUMMARY - SFA STRATEGIC PLAN (2021-26)

PURPOSE

We inspire personal and collective flourishing in the diverse regional WA communities we serve through the development and delivery of meaningful arts and cultural experiences.

VISION

Regional WA communities are flourishing

VALUES

Agency	We empower individuals & groups to become their own agents of change
Appreciation	We practice appreciation and respect for people, place and planet
Challenge	We champion the artist's right to question, provoke and challenge. We look for opportunity in adversity.
Collaboration	We believe in the power of collaboration to magnify our positive impact
Community	We cultivate a sense of belonging through shared interest and experiences
Connection	We connect people to the natural environment, creativity, beauty, culture, themselves & each other
Courage	We encourage openness to new ideas, calculated risks, and experimentation
Curiosity	We cherish curiosity as the doorway to imagination and innovation
Diversity	We celebrate diversity and aim for inclusivity
Trust	We communicate with honesty, transparency & reliability; creating mutually beneficial relationships.
Evolution	We are committed to learning, reflecting, responding, growing
Inspiration	We inspire reflection, expression, creativity, transformation
Joy	We make space for joy, fun and playfulness
Wellbeing	We value wellness of the whole person; the interplay between mental, emotional, social, physical and spiritual health.
Wonder	We understand the value of wonder to yield fresh perspective, give meaning and offer union to something larger than oneself

COMMUNITIES

Local residents	Northcliffe & Windy Harbour
Regional residents	Southern Forests & Blackwood Valley region
Regional visitors	Intrastate, interstate and international
On-line audiences	Intra-state, interstate and international
WA Regional arts sector	Arts organisations and independent creative practitioners

ASSETS

Hard infrastructure: Understory Art & Nature Trail; Painted Tree Gallery

Soft infrastructure: Extensive local, regional & state-wide networks; Experienced & respected staff, committee & volunteers

DOMAINS OF IMPACT

Cultural - Social - Personal - Civic - Economic - Environmental - Governance - Sustainability

STRATEGIC THEMES

1: Create & strengthen relationships 2: Future focus 3: Targeted events/projects/programs
4: Local showcase 5: Animate spaces & places 6: Celebration & advocacy 7: Build capacity & capability

GOALS

Goal #1	Social, cultural & civic vibrancy increased
Goal #2	Awareness of Aboriginal culture raised
Goal #3	Mental health & wellbeing enhanced
Goal #4	Sector capacity developed
Goal #5	Environmental connection nurtured
Goal #6	Local & regional economy stimulated
Goal #7	Organisational sustainability improved



Local Talent Showcase 2020 – featuring Northcliffe youth, Maddison Bennet

> " We are so fortunate to have access to such a wide variety of arts experiences.
> Thank you for all that you do."
>
> Alana Moorman, Northcliffe resident [Community feedback Survey, July 2020]



Southern Forest Arts committee members 2021 at local artist, Tony Windberg's, exhibition opening

GOAL #1: SOCIAL, CULTURAL & CIVIC VIBRANCY INCREASED

DOMAINS OF IMPACT - Social, Cultural, Civic

GOAL 1 IMPACT (OUR VISION)

Regional communities enjoy social, cultural & civic vibrancy

THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME

According to current State and Commonwealth research there is a lack of widespread engagement in arts and cultural experiences within regional communities. This may be attributed to different interpretations of what 'is' art & culture and who it is 'for'. Currently, women aged 40+ form the basis of participation in arts programs and programming. Without opportunities for children, youth and families to contribute to planning and participating in arts experiences the sector is not investing in its future artists and arts patrons. Without dedicated effort to include marginalised communities (such as First Nations people, people with disability, CALD and LBQTI+), arts and cultural programs may not reflect and engage with community diversity. While there is awareness of the entertainment value of the arts, there can be less awareness of the Arts' potential to increase social cohesion, tolerance, safety, and civic pride.

OUR STRATEGIC RESPONSE

To expand and deepen arts and cultural engagement by welcoming, involving and engaging diverse audiences, participants and creative practitioners in fostering community vibrancy.

THEME 1: CREATE & STRENGTHEN RELATIONSHIPS

ONGOING STRATEGIES

- Aim for at least one new cross-sector partnership per year within the SF&BV region (eg. Men's Manjimup Shed, Northcliffe Golf Club, Farmers Market, Pinot Picnic) giving priority to groups/businesses that connect us with 'hard to reach' audiences, such as men and youth, or people that don't identify as 'arts-lovers'
- Continue to asset map our regional communities to better understand demographic diversity and identify strengths and challenges
- Explore possibilities for shared/touring activities between towns to maximise resources & increase audiences
- Regular communication with LGA staff from different LGAs within the local region
- Expand communication with representatives from diverse community groups across the region

THEME 2: FUTURE FOCUS

NEW STRATEGIES

- Explore options for after school, weekends and/or holiday children and youth multi-arts program in Northcliffe and potentially beyond (where funds allow)
- Include voices of children, youth & families in development of programs that are child-centred, safe & relevant
- Increase connection with schools within the region, and schools that visit the region (eg St Hilda's bush school, Scotch College Bib Track camps) through running artists in schools program, or workshop incursions/excursions or youth/child specific projects (eg youth exhibition)

THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS

ONGOING STRATEGIES

- Continue to expand the artforms provided through our programs (eg expanding literature program through workshops, mentoring program, writer's group, writing retreat and introduce activities in Northcliffe where people can engage with singing, theatre & contemporary dance eg. Distributed 15)
- Continue to develop our engagement with local, regional and State disability arts sector by hosting a 'disability arts' project every two years (eg. Vis-Ability)
- Work with a marginalised community (eg. CALD, LBQTIA+) to deliver at least one cultural diversity project per year (eg Harmony Day)
- Engage artists whose creative practices explore cultural diversity and inequality

NEW STRATEGIES

- Include voices of marginalised communities in development of programs that are reflective and responsive to diverse community demographics, interests and aspirations
- Develop more cross-artform opportunities (eg theatre and music performances on Understory or within the Painted Tree Gallery)
- Commencement of Northcliffe Repertory Club and/or amateur theatre group (eg. improv and playback theatre)



Halloween themed kids film club event, October 2021



Exhibition opening – The Alternative Archive - MIX

THEME 4: LOCAL SHOWCASE
ONGOING STRATEGIES o Variety nights/local talent showcase encourage 'non-professionals' to perform (and bring in new audiences) o Music, theatre and literary events/workshops feature diverse SF&BV artists.
THEME 5: ANIMATE SPACES & PLACES
ONGOING STRATEGIES o Take leadership role in development of public artworks for the Northcliffe CBD (such as artistic entry statements, painted power poles, banner artworks etc) NEW STRATEGIES o Introduce more non-traditional or more easily accessible spaces (eg workshop venue along the Understory trail, arts experiences in schools, aged care facilities, shopfronts, mini art gallery boxes in streets) o Develop an artist in residence program to bring artists from out of the region into the region, increasing access to different voices, ideas and insights o Take a leadership role in the development of public artworks for other towns in the SV&BV region o Integrate arts into existing regional calendar (eg. Truffle Kerfuffle, Pinot Picnic);
THEME 6: CELEBRATION & ADVOCACY
NEW STRATEGIES o Celebrate the creative and cultural contributions of individuals, groups and organisations from marginalised communities o Advocate for Percent for Art policy within local Shire policies to support the development of public art
THEME 7: BUILD CAPACITY & CAPABILITY
ONGOING STRATEGIES o Explore innovative delivery models (eg trial and offer a range of event sizes, passive to active engagement)

o Increase online audience engagement to connect with diverse audiences (eg. improving our website, making more frequent social media posts, implementing online marketing strategies)
OUTCOMES WE WANT TO ACHEIVE
SHORT-TERM ▪ Community assets mapped to identity areas for future investment and targeted program delivery ▪ Regular communication with diverse arts and community groups across the region ▪ Increased program delivery partners ▪ Increased variety of activities delivered ▪ Increased diversity of voices into project/program planning and delivery
MEDIUM-TERM ▪ Increased places and spaces where art and culture can be experienced ▪ Increased diversity across audiences, participants and creative practitioners within our programs/projects ▪ Increased number of first-time engagements with our activities ▪ Improvement in access and/experience for those with disability and/or other obstacles to inclusion ▪ Increased number of art experiences occurring in new or non-traditional spaces and places ▪ Increased school, children and youth activities delivered
LONG-TERM ▪ Increased diversity in arts & cultural programs and participation in local communities
POTENTIAL EVALUATION METRICS Innovation, Collaboration, Engagement, Creativity, Inclusion, Diversity, Insight & Knowledge gained, Civic Pride, Community Identity, Placemaking, Social Cohesion, Leadership, Engagement



Northcliffe DHS students visited the Noongar Country 2021 exhibition at the Painted Tree Gallery where they met the exhibition curator, Amanda Bell and Noongar Art Coordinator from Bunbury Regional Art Gallery (Karen Morgan)

GOAL #2: AWARENESS OF FIRST NATIONS CULTURE RAISED
DOMAINS OF IMPACT - Social, Cultural, Civic
IMPACT (OUR VISION)
First Nations people are respected. Their heritage and continuing culture are celebrated.
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
Within the SF&BV region there is minimal public visibility of First Nations cultural heritage. There appears to be limited knowledge locally about the places, activities and history of Aboriginal lives within the region. Traditional Owners with whom we have consulted are keen to see their culture and people celebrated within the local region and beyond.
OUR STRATEGIC RESPONSE

To work alongside First Nations people to advance awareness of First Nations heritage, contemporary culture and people (in particular Noongar heritage culture and people) through arts & cultural experiences and cultural sensitive practices.

THEME 1: CREATE & STRENGTHEN RELATIONSHIPS

ONGOING STRATEGIES

- Connect regularly and meaningfully with the Traditional Owners of Pibelmun/Bibbulmun country as cultural advisors on our programs/projects

NEW STRATEGIES

- Connect with indigenous liaison officers at schools, DPAW and other organisations in the region and state
- Work with LGA's to ensure Aboriginal heritage is represented across the region
- Support involvement of First Nations (and where possible, Noongar) artists involved in projects/activities

THEME 2: FUTURE FOCUS

ONGOING STRATEGIES

- Where possible create value-add activities for children & youth (eg excursions/workshops for schools)

THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS

ONGOING STRATEGIES

- Work with Northcliffe Visitor Centre on Gondwana Link art trail project
- Annual Indigenous focus exhibition in Painted Tree Gallery – eg Noongar Country touring exhibition (BRAG)

NEW STRATEGIES

- Develop tours/talks/workshops that highlight local Aboriginal culture (such as language, bush foods, connection to Country, fire management)
- Increase local Aboriginal cultural interpretation on the Understory trail to enhance visitor experience
- Implement NAIDOC and/or Reconciliation week activities

THEME 4: LOCAL SHOWCASE

ONGOING STRATEGIES

- Give priority to artists & cultural stories with connection to Pibelmun/Bibbulmun country

THEME 5: ANIMATE SPACES & PLACES

ONGOING STRATEGIES

- Implement the 'Keep Hope Close' (working title) project across SF&BV region

NEW STRATEGIES

- Commission one or more Understory artworks by an Aboriginal artist (eg. Sandra Hill, Maitland Hill, Amanda Bell Sharyn Egan, Lea Taylor)

THEME 6: CELEBRATION & ADVOCACY

ONGOING STRATEGIES

- Increase reference to Aboriginal cultural heritage within our programming and communications
- Celebrate the achievements and contributions of First Nations artists, organisations and community members
- Work with other community groups on Aboriginal awareness projects

THEME 7: BUILD CAPABILITY & CAPACITY

ONGOING STRATEGIES

- Ensure (through continued training/learning) that appropriate cultural protocols are followed (eg acknowledgement of Country, Welcome to Country, notification of Aboriginal people working on country, projects are Aboriginal-led or at minimum have had input from First Nations advisors)
- Seek ongoing permission to reference Noongar cultural concepts (eg Noongar seasons)

OUTCOMES WE WANT TO ACHEIVE

SHORT-TERM

- Targeted activities begins to increase the awareness of First Nations people and culture
- Indigenous artists and cultural workers supported to undertake activities in schools across the region
- Increased connection with Traditional Owners and other relevant stakeholders

MEDIUM-TERM

- Public artworks, performances and other activities undertaken by Aboriginal arts practitioners draw attention to Aboriginal heritage as well as contemporary cultural practices & practitioners

LONG TERM

- The local and regional Aboriginal creative industry and community are seen, heard and appreciated
- First Nations cultures, nationally and internationally, are respected and revered

POTENTIAL EVALUATION METRICS

Community Identity, Placemaking, Collaboration, Engagement, Inclusion, Diversity, Insight & Knowledge gained, Civic Pride



GOAL #3: MENTAL HEALTH & WELLBEING ENHANCED
DOMAINS OF IMPACT – PERSONAL, WELLBEING
IMPACT (OUR VISION)
Regional residents enjoy sustained levels of positive mental health and wellbeing
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
Poor mental health and wellbeing are a common occurrence in regional communities resulting from a complex mix of challenges such as geographic isolation, poor social, cultural and economic infrastructure, limited employment and education opportunities, limited access to health and other government services. Visitors to the SF&BV region are often from metro contexts and lack access to the health benefits of being in the natural environment.
STRATEGIC RESPONSE
To improve poor mental health we will develop opportunities for people to experience enjoyment. To enhance average mental health we will aim for wellbeing through the delivery of arts & cultural experiences that increase individual connection, self-expression, belonging and agency.
THEME 1: CREATE & STRENGTHEN RELATIONSHIPS
NEW STRATEGIES o Commence & continue funding partnerships with various agencies to promote positive mental health outcomes o Develop collaborations with other independent health providers (eg. Feldenkrais workshop, yoga & sound meditation etc)
THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS
ONGOING STRATEGIES o Develop specific one-off workshops/events with wellbeing outcomes o Explore viability of ongoing wellbeing programs (eg Writing for Wellbeing) NEW STRATEGIES o Trial arts and wellbeing retreat (eg. 'Create Well' – working title) o Promote the benefits of Forest Bathing to relevant networks in connection to Understory
OUTCOMES WE WANT TO ACHEIVE
SHORT-TERM ▪ Increased participation in 'wellbeing' related activities

▪ Feedback from workshops/events indicates improved sense of wellbeing by using metrics such as increased belonging, insights gained, flourishing ▪ New partnerships developed
MEDIUM-TERM ▪ Stories developed and shared across diverse communication platforms around mental health and wellbeing ▪ Activities that support mental health and wellbeing are core ongoing components of our annual program
LONG-TERM ▪ The relationship between participation in the arts and mental health and wellbeing are well known
POTENTIAL EVALUATION METRICS Wellbeing, Belonging, Physical health, Commitment, Participation



Southern Forests & Valleys Arts & Culture Winter Warmer networking event 2021, Bridgetown

GOAL #4: SUPPORT SECTOR CAPACITY DEVELOPMENT
DOMAINS OF IMPACT – CULTURAL, ECONOMIC, PERSONAL, WELLBEING
IMPACT (OUR VISION)
We contribute to the development of WA's regional arts sector
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
In general, the regional creative industry is under-resourced and undervalued. Many arts practitioners experience professional isolation, challenges in accessing markets, audiences, career advancement, training and beneficial networks. Arts organisations often rely on volunteers and underpaid, overworked staff, leading to burnout and inability to operate at full potential.
OUR STRATEGIC RESPONSE
To build capacity within the local and regional arts sector through sharing of resources, building of networks, increasing access to professional development and nurturing of creative leadership.
THEME 1: CREATE & STRENGTHEN RELATIONSHIPS
ONGOING STRATEGIES o Continue communicating across the existing 'Creative Grid' network (eg. email updates, social platforms etc) o Expand our relationships and partnerships within the regional arts and cultural sector, to support a more connected, collaborative, stronger and celebrated sector (eg. participate within the Regional Arts Network)
THEME 2: FUTURE FOCUS
ONGOING STRATEGIES

o Create support networks for young creative practitioners in the local region & broader sector
THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS
ONGOING STRATEGIES o Deliver Mycelium project (including Open Border regional exhibition series and future iterations of John Curtin Gallery survey) o Identify and implement future Creative Grid projects (within capacity)
THEME 4: LOCAL SHOWCASE
NEW STRATEGIES o Deliver an emerging SF&BV artist solo/group exhibition per year in Painted Tree Gallery o Support a local sculptor to create new work for Understory every few years
THEME 6: CELEBRATION & ADVOCACY
ONGOING STRATEGIES o Solo/group show for an established local/regional artist/s every year in Painted Tree Gallery o Identify & celebrate individuals and organisations that are providing positive leadership and/or excellence in creative practice o Advocate actively and often on matters of importance to the local, regional and broader arts sector
THEME 7: BUILD CAPABILITY & CAPACITY
o Undertake networking and professional development activities for creative practitioners and organisations (such as regional networking activities, leadership advocacy and programs) o Nurture local and regional creative leadership
OUTCOMES WE WANT TO ACHEIVE
SHORT-TERM ▪ Effective contribution to the Regional Arts Network ▪ New partnerships developed ▪ Engage local and regional artists in planning and delivery of our programs to support local creative clusters
MEDIUM-TERM ▪ Participation in sector development initiatives instigated by others ▪ Creation of our own sector-development initiatives
LONG-TERM ▪ Artists, artsworkers and arts organisation are thriving in the regions
POTENTIAL EVALUATION METRICS Networks, Connection, Collaboration,



Delegates at the inaugural Regional Artists & Curators Symposium 2021, Perth at The Alternative Archive exhibition at John Curtin Gallery



The Understory Art & Nature Trail, Northcliffe

GOAL #5: ENVIRONMENTAL CONNECTION NURTURED
DOMAINS OF IMPACT – ENVIRONMENTAL
IMPACT (OUR VISION)
People are more connected to the natural environment
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
Our natural environments are under increasing pressure from a raft of different threats. These impact our built environment, economies, social and cultural infrastructure and our mental and physical health and wellbeing. Artists whose creative practice engages with the natural environment (and issues of environmental concern) need a variety of platforms to present various perspectives. Our communities need 'safe places' to explore differing viewpoints and ideas (such as developing adaptations to living in a permanently changed environment, interventions at the local level to restore and protect the environment, maintaining connection to global conversations).
OUR STRATEGIC RESPONSE
Use arts and cultural experiences as opportunities to grow connection to the natural environment.
THEME 1: CREATE & STRENGTHEN RELATIONSHIPS
ONGOING STRATEGIES o Develop and strengthen relationships with environmental groups for delivery of specific projects (such as Warren Catchments Council, WA Forest Alliance, Conservation Council, Gondwana Link)
THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS
ONGOING STRATEGIES o Develop projects that raise awareness of the natural environment (eg. Distributed 15, one exhibition per year with environmental link in the Painted Tree Gallery) o Improve nature-based interpretation on the Understory trail for enhanced visitor experience NEW STRATEGIES o Identify options to connect with citizen science o Explore potential to engage an ethnobotanist on a project or within Understory interpretation
THEME 4: LOCAL SHOWCASE
NEW STRATEGIES o Promote Understory more actively through a range of enviro networks eg eco-tourism, Forest Bathing, o Engage more meaningfully with Blooming Wild festival o Increased interpretation of the natural environment within the Understory experience
THEME: ANIMATE SPACES AND PLACES

ONGOING STRATEGIES o Identify and develop other spaces in the natural environment where art can be experienced (eg Distributed 15) or how art can be taken into built or degraded environments
THEME 6: CELEBRATION & ADVOCACY
ONGOING STRATEGIES o Raise awareness of (and as appropriate, funds for) environmental groups with whom we share common values NEW STRATEGIES o Communicate the value of the arts as a tool for environmental advocacy and action
THEME 7: BUILD CAPACITY & CAPABILITY
o Identify options other organisations use to monitor and reduce their impact on the natural environment
OUTCOMES WE WANT TO ACHEIVE
SHORT-TERM ▪ Initial investigation into reducing the environmental impact of our activities ▪ Marketing reflects connectedness to the natural environment ▪ New partnerships developed ▪ Increased awareness of the role of arts to increase awareness and activism for the environment
MEDIUM-TERM ▪ At least one exhibition per year in the Painted Tree Gallery highlighting the natural environment ▪ The SF&V region is a destination for eco-tourism
POTENTIAL EVALUATION METRICS Belonging, Connection, Population retention, Optimism, Insight Gained, Sustainability
LONG-TERM ▪ People feel inspired and empowered to become agents of positive change for the environment



Writing the River Within – poetry workshop with Miranda Aitken

GOAL #6: LOCAL & REGIONAL ECONOMY STIMULATED
DOMAINS OF IMPACT - ECONOMIC
IMPACT (OUR VISION)
Our local & regional creative industries are dynamic, connected and viable
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
There is a need to diversify economic activity in the region to ensure ongoing viability of towns and regional centres. Cultural tourism is still under-developed and needs marketing and infrastructure investment. There is limited diversity of employment opportunity in regional communities coupled with issues of access to training and professional advancement.
OUR STRATEGIC RESPONSE
Investment in cultural and eco-tourism and creative industries will support the local and regional economy
THEME 1: CREATE & STRENGTHEN RELATIONSHIPS
ONGOING STRATEGIES o Strengthen relationships with tourism groups (such as Australia's South West, Tourism WA)

- Continue to work with major arts organisations to develop regional & state creative industries

NEW STRATEGIES

- Conduct famil tours for local, regional, state, national & international tourism operators
- Explore potential to integrate Understory into other eco & cultural experiences in the region (eg. regional trail hub concept, regional food tourism)
- Promote the relationship between SFA and Northcliffe Visitor Centre (eg through Understory uniforms, on websites, brochures etc)
- Develop collaborative projects between communities and groups to grow cultural tourism & creative industries

THEME 3: TARGETED EVENTS/PROJECTS/PROGRAMS

ONGOING STRATEGIES

- Improve the quality of visitor experience for Understory trail & Painted Tree Gallery (eg. enhanced infrastructure and interpretation, improved collection management and addition of new artworks)
- Increase cultural tourism revenue and profile through improved & expanded marketing of our assets

NEW STRATEGIES

- Explore potential of an art trail that links and celebrates the SF&BV regional creative industry

THEME 5: ANIMATE SPACES AND PLACES

ONGOING STRATEGIES

- Invest in placemaking projects - either those initiated by SFA, other organisations or LGAS, (eg town centre activations, town entry statements)

THEME 6: CELEBRATION & ADVOCACY

ONGOING STRATEGIES

- Increase circulation for regular newsletter and social communication to promote regional creative industry

NEW STRATEGIES

- Promote the SF&BV region as an arts & cultural destination to drive increased visitor numbers, participation and revenue

THEME 7: BUILD CAPACITY & CAPABILITY

ONGOING STRATEGIES

- Support development of local creative clusters (eg. training, mentorships, networking & collaboration)

NEW STRATEGIES

- Provide employment opportunities for local & regional arts practitioners

OUTCOMES WE WANT TO ACHEIVE

SHORT-TERM

- Placemaking projects undertaken in one or more towns in the SF&BV region
- New partnerships developed

MEDIUM-TERM

- The SF&BV region becomes increasingly known as a destination for cultural tourism
- Our activities bring economic benefits to local and regional businesses
- Enhanced local creative industry

LONG-TERM

- Our local creative industry is dynamic and sustainable

POTENTIAL EVALUATION METRICS

Population retention, Optimism, Job creation, Increased Revenue, Increased Visitor Number

> I think that the funding for Creative Grid Co-Labs and networking events enabled groups to try something which groups have been wanting to do, which hopefully will continue.
>
> Annette Davis, Albany artist and curator. Feedback Survey, Mycelium Project – Stage 2, July 2021]



Strategic planning session for Southern Forest Arts committee, July 2021

GOAL #7: ORGANISATIONAL SUSTAINABILITY IMPROVED
DOMAINS OF IMPACT – GOVERNANCE, SUSTAINABIITY
IMPACT (OUR VISION)
Our organisation is resourced, well-managed and sustainable
THEORY OF CHANGE: THE CHALLENGE WE CAN HELP OVERCOME
Our organisation is rich in passion, vision, expertise and networks, yet poor on resources (such as revenue, staff, time and policies) leaving it vulnerable to burnout, loss of skill-base, cash flow issues, and challenges associated with risk.
OUR STRATEGIC RESPONSE
Improve our resourcing and governance will increase the sustainability and impact of our organisation
THEME 1: CREATE & STRENGTHEN RELATIONSHIPS
ONGOING STRATEGIES o Connect with philanthropic organisations to diversify income streams
THEME 2: FUTURE FOCUS
NEW STRATEGIES o Implement succession planning
THEME 5: CELEBRATION & ADVOCACY
ONGOING STRATEGIES o Advocate to all levels of government for increased support for arts organisations to optimise their capability, capacity and sustainability
THEME 7: BUILD CAPACITY & CAPABILITY
ONGOING STRATEGIES o Maximise revenue generation through our assets and programs o Increase financial reserves each year o Continue to expand our policy bank o Regularly review our Risk Management Plan o Improve our uptake of digital technologies & effective operating systems o Explore alternate models for raising funds o Increase access to training & networking opportunities for staff, committee and volunteers NEW STRATEGIES o Establish a Risk Register o Resource and implement more paid positions for management, promotion, events and program development/delivery o Diversify committee membership o Investigate mechanisms to safeguard against staff and volunteer burnout
OUTCOMES WE WANT TO ACHEIVE
SHORT-TERM

▪ Risk regularly assessed ▪ Policies and procedures reviewed and expanded ▪ Increased reserves
MEDIUM-TERM ▪ Increased revenue from program activities ▪ Increased philanthropic investments each year ▪ Increased levels of staffing
LONG-TERM ▪ Low turnover and high morale for staff and volunteers
POTENTIAL EVALUATION METRICS Sustainability, Governance, Wellbeing



Scrap to Sculpture workshop participants with Neil Elliot, Northcliffe Men's Shed, 2021

A FEW FUTURE ASPIRATIONS (5-10 years)
o Increase activities delivered in other towns within SF&BV region
o More public artworks in Northcliffe town centre and across region
o Northcliffe Music/Arts Festival developed
o Create more online experiences (during times of reduced accessibility)
o To become a national role model for small arts orgs in small regional communities
o Implement an artist in residence program (with possible acquisition of an accommodation/studio premises)



Artwork along the Understory Art & Nature Trail