



Southern Tablelands Arts

MARKETING PLAN



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PURPOSE

Vision

Southern Tablelands Arts is the peak arts and cultural agency for the region through its investment in and development of meaningful cultural development programs and services.

Mission

- be a partner of choice for local government, the arts and community sectors that delivers great value
- be an agent for economic growth through arts and cultural development
- be a provider and resource for councils, artists, arts organisations and the communities of this region to achieve capacity building
- achieve good governance by being accountable, relevant and sustainable

Principles

- human rights and social justice
- recognition that communities are dynamic and unique
- appreciation and celebration of diversity
- participation and partnership
- access and equity
- the past and the present is acknowledged in moving to the future
- creativity, originality and relevance

Brand Statement

Making it happen -leading creative engagement in arts and cultural development.

Business Plan

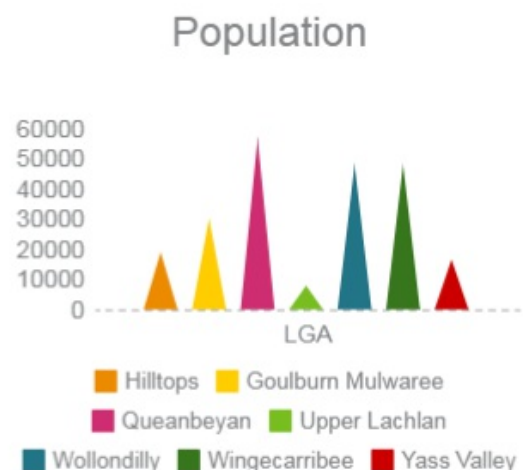
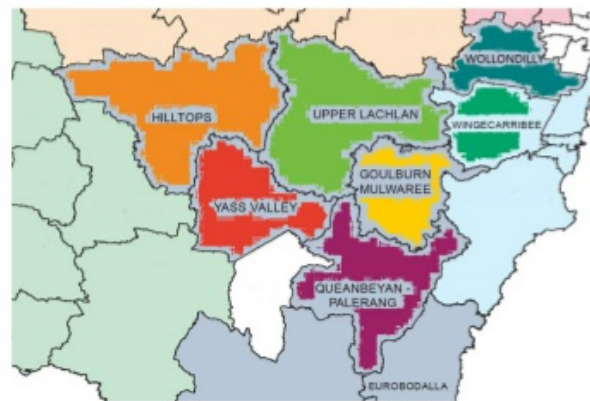
Business Plan Goals

1. Stimulation of local economies through arts and cultural development across the Southern Tablelands Arts region.
2. Capacity building through the delivery of arts and cultural expertise, services and relevant programs to the local communities.
3. Sound strategic and collaborative partnership arrangements with contributing councils.
4. Collection and analysis of research and data of emerging trends in the arts and cultural sector.
5. Accountable, transparent and responsible management of the organisation to ensure strategic, financial and operational success of Southern Tablelands Arts.

Background

In 2017 we are 21 years old. The organisation has repositioned itself following consultation and visioning processes. New directions and objectives guide restructuring, strategic positioning, project development, and optimisation of resources.

Geographical Reach



Population density ranges from .01 - 11 persons per hectare.

“MAKING IT HAPPEN – LEADING CREATIVE ENGAGEMENT IN ARTS AND CULTURAL DEVELOPMENT”



Southern Tablelands Arts

Southern Tablelands Arts is the peak arts and cultural agency for the region through its investment in and development of meaningful arts and cultural programs and services.

EXTERNAL ANALYSIS

226K

└ Population

3.2M

└ Hectares

The Southern Tablelands Arts region has a diverse population with approximately 30-40% families with young children.

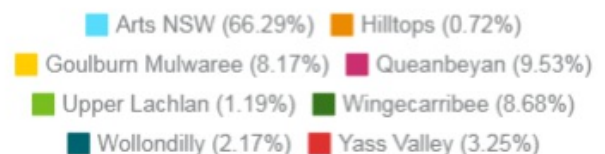
It includes:

- sharply contrasting socio-economic cohorts
- lower wages comparable with regional NSW
- a trend toward retirees and tree changers to the area as the affordable, commute alternative to Canberra and Sydney's expensive property markets

7 councils contribute organisational funding of \$71,465 to Southern Tablelands Arts which translates to approximately .31c per head of population.



Organisation Funding Partners



Southern Tablelands Arts is a member of Regional Arts NSW (RANSW) and is supported by the NSW Government through Arts NSW.

OPPORTUNITIES

Overview

The socio-economic data indicates the population trends including:-

- outbound youth migration
- ageing populations
- downshiffters and treechangers
- sponge cities and towns draining residents from smaller surrounding villages

There has been minimal meaningful mapping and documentation of the arts/cultural sectors in this region. There is a need to establish recognition of the rates of participation in creative practice as practitioners, audiences or creative industry.

Opportunities

There is opportunity to:

- develop stronger inter and intra regional relationships and partnerships
- leverage more diverse funding
- develop the growth in awareness of rural lifestyles attracting new residents, new energy, bringing in experienced creatives

Canberra Region Joint Organisation

This region is one of only 3 in the state to trial a Joint Region Organisation of Councils. We are delighted to have received a contract from the CBRJO to deliver a Love Food Hate Waste program across 6 Local Government Areas.

Strategic Plan

Southern Tablelands Arts Strategic Plan acknowledges further opportunities can be created through resource and program diversification.

These include:

- arts and environment
- creative ageing
- disability initiatives
- engaging with children and young people
- culturally diverse program development with artists and communities
- cultural tourism
- creative industry initiatives
- professional development
- information and communication services

THREATS

Economic Outlook

Southern Tablelands Arts is in a sound financial position however it is reliant on triennial funding arrangements. Therefore, there is a focus on increasing diversification of funding streams to expand the financial opportunities available. Funding opportunities are competitive.

Council Relationships

New partnerships will be negotiated with councils by adopting a model developed with the Canberra Region Joint Organisation (CBRJO) the benefit being that the existing partnerships with councils become standardised. This will strengthen the position of Southern Tablelands Arts as the peak arts and cultural agency in the region.

Volunteers

A feature of the regions' arts and cultural sector is a heavy reliance on volunteer based organisations with varying levels of capacity, experience and governance practices. This affects the ability of these organisations to attract funding, devise programs, build audiences and contribute to the social and economic life of the region. Southern Tablelands Arts provides mentoring and coordinates skills development and training for arts and cultural organisations.

Arts and cultural funding



Constituents



Regional Communities



Artists and arts and cultural workers



Arts and Cultural Organisations



Contributing Councils

Focus

- providing artist advice
- assistance with grant funding
- promotions
- professional development
- access to arts and cultural events
- engagement with regional schools
- strategic planning
- event development
- employment opportunities for artists and arts and cultural workers
- strategic project development

Goals

- increase community engagement in arts and cultural activities
- strengthen access to funding, employment and professional development opportunities
- develop strong partnerships
- overcome locational disadvantage

Approach

- providing an inclusive environment
- creating opportunities for artist and community engagement through project development
- marketing through traditional media, social media, email and posters and flyers
- frequent contact and reporting to contributing councils

Southern Tablelands Arts will strengthen partnerships with the Regional Arts Development Organisations creating stronger networks so that the regions are recognised for innovative and contemporary artistic expression.

Program Highlights

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Partnerships specific to regional arts and cultural development outcomes

Southern Tablelands Science Hub

Employment and exposure for artists and arts organisations

Waste Free For Me

Stronger partnerships

Arts Business Training

Increased participation and engagement in arts and cultural events

Great Southern Line Anzac Story

Strategic program development



Southern Tablelands Arts creates enduring arts and cultural experiences for the whole community.

"The Southern Tablelands is equal third in NSW with the North Coast as a region in which creative industry practitioners live and work."



Southern Tablelands Arts will continue to work with councils to strengthen arts and cultural outcomes and to integrate arts and cultural policy with broader council frameworks eg. community strategic plans.

Marketing Goals

Strategies

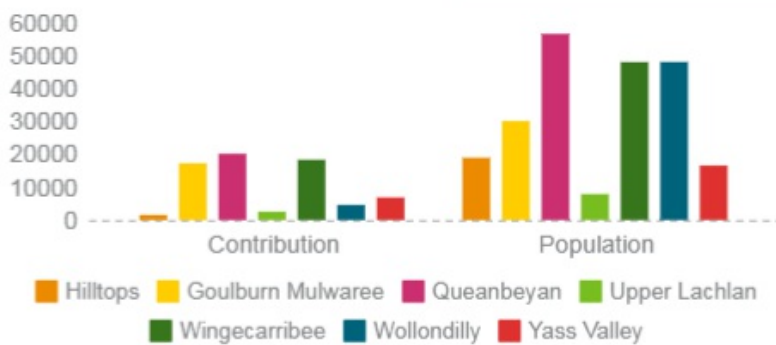
1. Deepen relationships with organisational partners

Measures

- core funding contributions maintained
- seek multi-year funding from contributing councils
- increased letters of support

Marketing Focus

- bi-annual reporting to contributing councils
- initiate 3 year MOU processes working with CBRJO
- establish regular meetings with council executives
- formalise regional partnerships with arts and cultural organisations
- Executive Director to sit on arts and cultural boards
- updating regional maps
- council delegate events



2. Review, strengthen + reposition brand; increase brand awareness

- develop community reputation
- increase awareness of the organisation
- measured through market research

- new logo adopted
- new website/social media presence
- introduce Google analytics
- market research
- create organisational tone of voice/s
- respond to market research in marketing materials
- website and social media
- Google analytics reporting
- respond to market research in marketing materials
- website and social media



Marketing Goals

Strategies

3. Develop marketing capacity to support our initiation, production + partnership of projects which deliver community arts/cultural experiences.

Measures

- participation in projects and attendance at events (numbers of people expressed as % of capacity)

Marketing Focus 2017 - 2019

- Increase web presence through social media
- project evaluations
- good lead times for promotion
- consistent branding for marketing materials
- ArtsNSW PD allocated to Marketing and Media Management
- professional development in marketing and media

Attendance and Participation



Attendance has seen consistent growth through larger scale festivals in which Southern Tablelands Arts is as an active partner.

Marketing Action Plan

Strategy	Key Activities	Timeline Responsibility Evaluation
1. Relationship management	Develop relationship management plans through CBRJO	December 2017 Executive Director (ED) /MOU signed
2. Re-branding	Find a pro bono/ discount expert	January 2017/ED
3. Marketing tracking -effectiveness	Implement new website. Implement Google analytics. Review Marketing effectiveness	April 2017/Projects and Communications Officer (PCO)/ Google analytics tracking
4. Program steams Repeat audiences	Plan programs + seek funding Use marketing strategies to tailor + segment marketing	Ongoing/ED + PCO/Repeat participation
5. Board Engagement in marketing activity	Build board relationships with stakeholders. Sourcing expertise	Ongoing/ED + PCO + Board/# Board members engaged



Communications Strategy

Media Management Process

1. Story ideas are generated in discussion between ED + PCO.
2. Timeline for placement of these stories is planned by ED + PCO 3 to 4 weeks in advance of the event.
3. Journalists are contacted by ED + PCO.
4. Story is developed by ED + PCO reviewed by ED.
5. Media release/story pitch written by ED + PCO, reviewed by ED.
6. Media release emailed to targeted Journalists by ED.
7. Follow up phone calls made to journalists by ED.

8. Interviews and photographs are arranged as required with the journalist with approved spokepeople by ED + PCO.

All phone calls from journalists outside of the process described above should be referred to ED.

Social Media Strategy

Linked through the website Twitter, Facebook using Hoot-suite. Content is arts and cultural in nature, regionally and project specific. Focus is both in audience development and customer engagement.

The accounts are managed by the PCO with assistance from the Administration Officer (AO). Content is approved by the PCO. Staff and Board members are requested to like, comment, and share social media posts.

Making it Happen- Leading creative engagement in arts and cultural development.

Southern Tablelands Arts is the peak arts and cultural agency in the region.

Staff

Executive Director

Responsible to the Board, Manages organisation, sources funding, designs and manages project delivery, engagement and liaison with contributing councils, funding bodies and media.

Administration Officer

Responsible to the Executive director. Provides support to ED and PCO with project delivery and social media.

Projects and Communications Officer

Answerable to the Executive Director, designs promotional materials, manages website, newsletter and social media, designs and delivers projects, provides support with funding/grant writing.





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arts

Southern Tablelands Arts
56 Clinton St Goulburn NSW 2580
P| 02 4823 4407
E| hello@southerntablelandsarts.com.au
www.southerntablelandsarts.com.au