

Strategic Plan 2025-28

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A**R****T****S**

SNOWY MONARO · BEGA VALLEY
EUROBODALLA



REGIONAL
ARTS
NSW



Cover: *Imagining the Past Before it Happens* by Jan Cleveringa
Lake Light Sculpture Event Jindabyne, Snowy Monaro Region, 2021

Image: South East Arts

South East Arts acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, South East Arts and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today. We extend our heartfelt thanks to the communities of the Yuin and Monaro Nations, upon whose lands we live and work, and who continue to teach and guide us in our work supporting artists.



BARKAA @ Giiyong Festival 2024, presented in partnership with Twofold Aboriginal Corporation & Eden Local Aboriginal Land Council.

Image: David Rogers Photography

Executive Summary

South East Arts (SEA) is the regional arts & cultural development organisation (RADO) servicing the local government areas of Bega Valley, Eurobodalla & Snowy Monaro.

The SEA Strategic Plan (2025–2028) is grounded in a vision to make arts and culture central to community life across South East NSW. This plan outlines strategies to support regional artists and arts organisations, build community engagement and promote cultural tourism, with an emphasis on **inclusivity, sustainability and regional collaboration**.

SEA aims to foster connections, inspire creativity and develop regional cultural leaders, creatives and audiences. By promoting a **dynamic, accessible arts scene**, the organisation supports both community development and economic growth.

Our Vision

South East Arts strives to energise and connect communities by fostering a vibrant, thriving creative ecosystem where arts programs inspire, uplift, and **positively impact lives**.

Our Mission

To connect, create, inspire and develop regional art and cultural leaders, creatives and audiences as **vital to inclusive communities**, thereby enhancing social and economic development.

Our Values

Creativity – discovery, imagination, innovation, ingenuity

Integrity – ethical, welcoming, approachable

Inclusivity – valuing diversity, accessibility, equity

Respect – valuing all people, considerate, thoughtful

Collaboration – building partnerships, networks, cooperative projects

Our Strategic Goals

South East Arts is dedicated to supporting regional artists and local community organisations, fostering creative growth and collaboration. Its six strategic goals focus on enriching cultural life, increasing public engagement, and advocating for broader access to the arts. The organisation also emphasises strong governance, financial sustainability, and the development of partnerships, philanthropy, and funding to ensure long-term future success. Through these goals, South East Arts aims to build a **thriving, inclusive, and resilient arts community in the region**.

This strategic plan represents a commitment to driving growth, inclusivity and resilience in the arts, empowering South East NSW communities to thrive through culture.

First Nations First

South East Arts listens and amplifies First Nations voices. We support First Nation creatives.

Regionality

Support for regional artists and arts organisations in their creative practice. We tell the stories of people and places in our region. We are proud of who we are and where we come from.

Connection & Collaboration

Lead and partner in collaborative projects to enrich cultural life and artistic practice.

Future-ready

Ensure best practice governance and strengthen financial sustainability for the organisation through partnerships, philanthropy and funding. By building a strong, resilient organisation we will better support our creative communities and adapt to future challenges.

Inclusivity

Advocate and promote inclusive access for arts and cultural development in the region

Advocacy

Increase cultural engagement and active participation in the arts. South East Arts will champion the value of arts a local, state and national levels.



Djaadjawan Dancers Image: Boen Ferguson

First Nations First

South East Arts listens and amplifies First Nations voices.

We support First Nation creatives.

Action Plan

1. SEA commits to developing a framework to assist in embedding a culturally safe work environment & to provide a continuous quality improvement model to strength the cultural safety of the individuals and organisations with which we partner
2. SEA partners with First Nations artists & organisations to deliver projects & programs such as Giiyong Festival
3. SEA has meaningful relationships with First Nations community members
4. SEA has First Nations representation on its Board of Directors & staff
5. SEA works towards the staged transfer of Giiyong Festival to Aboriginal Community Controlled Organisation
6. SEA builds capacity in First Nations organisations through delivery of core services and training.

How We Will Measure Success

1. Recognition of SEA as a culturally informed & safe organisation
2. SEA supports First Nations creatives in programming & projects
3. First Nation creatives are recipients of CASP devolved funding
4. SEA has robust relationships with members of our First Nations communities
5. Giiyong Festival is successfully transferred to Twofold Aboriginal Corporation (TAC) and Eden Local Aboriginal Land Council (ELALC)

Strategic Goals & Indicators		
	Goal 1	Goal 2
Goal Description	First Nation CASP recipients	Transfer of management of Giiyong Festival to Aboriginal Controlled Community Organisation
How it will be measured	Awarded grant	Successful Transfer
Year 1 Indicator	Receive funding	Giiyong Festival successfully delivered by TAC & ELALC
Year 2 Indicator	Receive funding	
Year 3 Indicator	Receive funding	
Year 4 Indicator	Receive funding	

Regionality

SEA supports regional artists & arts organisations in their creative practice & showcases our region's talent diversity. We tell the stories of people & places in our region. We take a place-based approach and are proud of who we are and where we come from.

Action Plan

1. SEA encourages collaborations between our creative community and works always to develop community engagement that promotes positive and respectful interactions. We celebrate our diversity.
2. SEA initiates and delivers projects on country designed to have a regional impact and grow social capital
3. SEA promotes and funds creative projects within our region.
4. We promote the achievements of creatives within our region and contributions to the development of our creative sector.
5. SEA delivers projects and programs that strongly align with our community values.

How We Will Measure Success

1. SEA has a thriving artistic program which celebrates the creatives in our community.
2. SEA delivers projects designed to have a regional impact and tell regional perspectives such as Stories from the Region.
3. Local organisations and Council reflect a commitment to our cultural creative community and the economic benefits of this support. We see returns through cultural tourism.
4. SEA has promoted and increased visibility of our region's creatives

Strategic Goals & Indicators

	Goal 1	Goal 2
Goal Description	Local Artists awarded CASP grant	Increased visibility of our region's creatives
How it will be measured	Awarded grant	Increased media coverage; increased opportunities
Year 1 Indicator	Receive funding	Increased media coverage; increased opportunities
Year 2 Indicator	Receive funding	Increased media coverage; increased opportunities
Year 3 Indicator	Receive funding	Increased media coverage; increased opportunities
Year 4 Indicator	Receive funding	Increased media coverage; increased opportunities

Raise one to the Old Jindabyne Hotel by established South East artist, Brad Spalding, impactfully retells the story of the flooding of the township of Jindabyne in 1967

Image: *Adam Jeffers*



Connection & Collaboration

Action Plan

1. SEA promotes partnerships that enhance cultural life and artistic practices, especially within First Nations and cultural tourism sectors.
2. SEA works with our partners to amplify creative impact.
3. SEA engages the community. Creatives in our region know who we are and have a sense of community and connection that supports them in their creative practice.
4. SEA communicates clearly and regularly to keep our community informed. Creatives within our region know where and how to access information and resources that support them.
5. SEA advocates for local organisations and Councils to reflect a commitment to cultural creative outcomes which will contribute to the growth of a connected community and drive the development and advancement of our sector.

SEA lead and partner in collaborative projects to enrich cultural life and artistic practice.

How We Will Measure Success

1. SEA supports places and spaces where people connect to each other and to art.
2. SEA hosts regular networking events to connect creative professionals, fostering collaboration and skills exchange.
3. Funding committed to creative projects within our region.
4. Council Strategic Plans and corporate governance documents reflect a commitment to cultural creative outcomes
5. SEA program of activities align with our communities values and reflects their priorities and points of difference.
6. SEA has established formal pathways and connections with local organisations, school, TAFES and tertiary education providers to advocate for and support the provision of both creative and local career paths.
7. SEA conducts impact assessments through regular surveys, feedback, or impact studies to measure the tangible outcomes of our programs on individuals and communities. economic).

Strategic Goals & Indicators		
	Goal 1	Goal 2
Goal Description	Provision of Core Services such as leading networking and professional development opportunities	Formal Memoranda of Understanding and partnerships with a range of organisations
How it will be measured	Attendance levels	Collaborative agreements in place
Year 1 Indicator	Growth tracked	Growth & Impact Assessment
Year 2 Indicator	Growth tracked	Growth & Impact Assessment
Year 3 Indicator	Growth tracked	Growth & Impact Assessment
Year 4 Indicator	Growth tracked	Growth & Impact Assessment



Collaboration with Martyn Jolly to recreate the historic touring magic lantern projection shows which toured the region over 150 years ago

SEA is committed to engaging diverse communities in creative arts, fostering inclusive participation, and promoting cultural expression that reflects and celebrates our shared experiences

Boost Engagement & Participation

Action Plan

1. SEA advocates for creatives. We voice their needs and challenges.
2. SEA promotes the achievements of our region’s creatives and their contributions to our cultural economy
3. SEA promote events and strengthens networks to broaden audience engagement and active arts participation.
4. SEA delivers a diverse range of projects which engages different demographics and interests
5. SEA fosters pathways and connections with local organisations, school, TAFES and tertiary education providers to advocate for and support the provision of both creative and local career paths.

How We Will Measure Success

1. SEA works to provide solutions to the challenges identified by creatives. We will do this by adapting our core services and upskilling workshops to identified needs.
2. SEA will interrogate our barriers to access. We will investigate whether we are actively working to eliminate barriers to arts participation, such as cost, location, language, or accessibility for people with disabilities.
3. SEA creatives and creative organisations are aware of relevant policies, decisions and opportunities that impact them. We communicate regularly and through different mediums.
4. SEA will deliver inclusive representation in programming.

Strategic Goals & Indicators		
	Goal 1	Goal 2
Goal Description	Increased participation at events	Increased engagement with LGAs
How it will be measured	Increased ticket sales Increased audience feedback surveys	Attendance at meetings SEA professional advice sought
Year 1 Indicator	Sales survey responses	Meeting attendance inclusion
Year 2 Indicator	Sales survey responses	Meeting attendance inclusion
Year 3 Indicator	Sales survey responses	Meeting attendance inclusion
Year 4 Indicator	Sales survey responses	Meeting attendance inclusion

Participation at the annual **Headland Writers Festival** in Tathra (and live-streamed in 2024 through the South East region) has increased by **31 percent** since 2022

Photo: David Rogers Photography



SEA will champion the value of arts at local, state and national levels, ensuring that arts and culture remain accessible and impactful.

Advocate for Regional Arts

Action Plan

1. SEA listens and adapts.
2. We look for opportunities to grow and develop our creatives and build resilience to respond to challenges.
3. SEA is well respected and recognised for its commitment to nurturing and protecting its creatives and for promoting the region. We are open to feedback and practice deep listening.
4. SEA staff act as ambassadors for the organisation and region building interest and leverage networks

How We Will Measure Success

1. SEA will advocate and represent the region at various levels of government (local councils, state legislatures, national policymakers). This can include participation in policy discussions, public campaigns, or partnerships with relevant governmental bodies.
2. SEA will influence Arts Policy. We will shape arts policies or contribute to public dialogues on arts funding, accessibility, or development, either through formal submissions or public advocacy.
3. SEA will promote accessibility of Arts and Culture. We will evaluate our programs and initiatives to ensure they cater to diverse communities. This includes offering free or affordable arts access, outreach programs, and events targeting identified groups.
4. SEA will measure the geographic coverage and demographic diversity of the audience served by our arts activities. We will ask ourselves are we reaching all of our communities?

Strategic Goals & Indicators		
	Goal 1	Goal 2
Goal Description	Represent the region at various levels of government	Review of Services
How it will be measured	Frequency of meeting with key influencers Membership of Committees	Community Survey
Year 1 Indicator	Growth in representation	Survey participation and results
Year 2 Indicator	Growth in representation	Survey participation and results
Year 3 Indicator	Growth in representation	Survey participation and results
Year 4 Indicator	Growth in representation	Survey participation and results



The annual **River of Art Festival** shines a spotlight on local Eurobodalla artists via a program of open studios, exhibitions, shopfronts, workshops, performances & events

Image: David Rogers Photography

Future-ready

Through robust planning, partnerships and diversified funding, SEA aims to sustain and grow its capacity to service the Region ensuring we can meet our future needs.

Action Plan

1. We are building a robust organisation, with engaged staff who feel supported to try new things.
2. SEA explores additional and diversified streams of funding to ensure sustainable viability and growth over time.
3. SEA has direct alignment with key National and Local Government policy
4. SEA has a skills-based board with positions that are appointed through an open application process.
5. SEA has a policy and procedures manual and internal governance policies covering all areas of operations.
6. SEA allocates resources responsibly and in alignment with our strategic vision.

How We Will Measure Success

1. SEA has diversified income streams and good fiscal health. We examine the level of financial or institutional support we receive from public or private sources, which reflects confidence in our ability to champion arts at multiple levels.
2. SEA recruits and retains skilled and motivated employees. We offer professional development opportunities.
3. We are viewed and respected by our community and key stakeholders and partners.
4. SEA evaluates whether the organisation is building sustainable and lasting cultural change through its advocacy and programming, ensuring arts remain a vibrant part of local and national culture

Strategic Goals & Indicators		
	Goal 1	Goal 2
Goal Description	Recruits and retains high calibre staff	Non Government funding streams identified & leveraged
How it will be measured	Recruitment & Retention rates Staff Survey Professional Development	SEA increasingly self funding & reliant on alternative funding sources
Year 1 Indicator	Rates Results Staff satisfaction & empowerment	New funding sources identified & onboarded
Year 2 to Year 4 Indicators	Rates Results Staff satisfaction & empowerment	Growth in new funding sources

2025-28

**Areas of Operations:
Core & Strategic
Programs & Projects**



River of Art - Luminous.

Photo: David Rogers Photography

Core Programs

Services

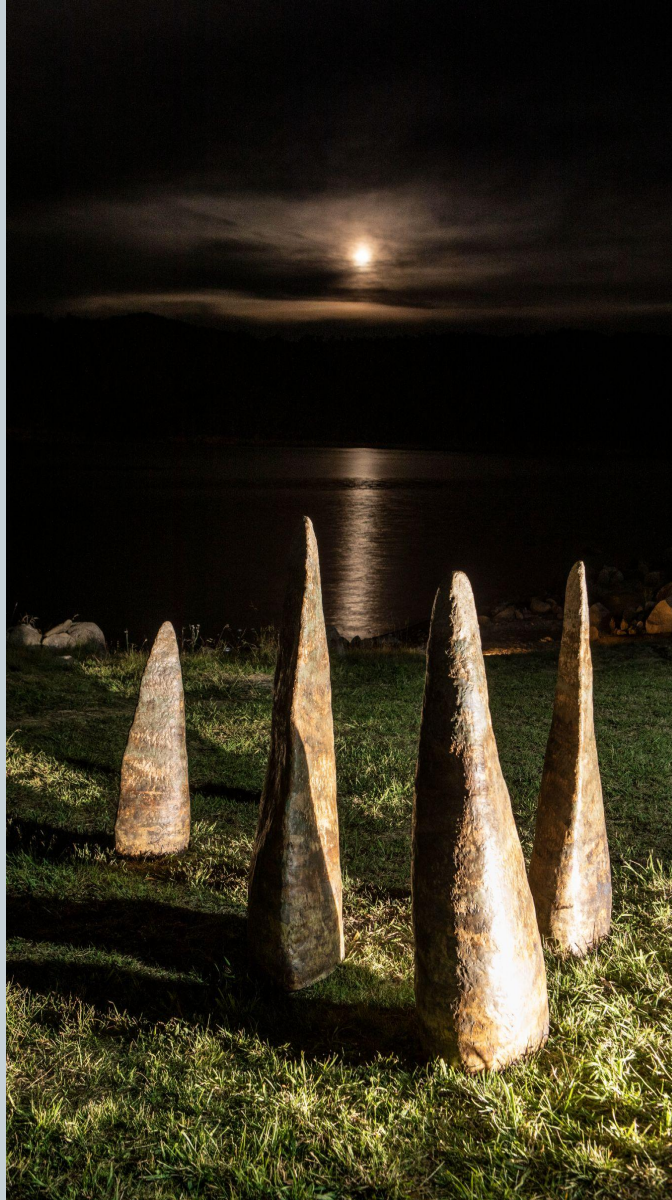
SEA offers a range of ongoing services to support the arts and cultural sector across diverse art forms.

These services aim to build sector capacity, increase audiences, and highlight the importance of arts in communities.

Core services focus on supporting artists, creative industries, and cultural tourism. SEA combines in-person workshops, networking events, and online resources to extend its reach.

Services include:

- event promotion
- research
- funding advice
- advocacy
- training
- strategic initiatives
- building regional networks in collaboration with other organisations and government bodies.



Artist Quick Response & Small Project Funding

South East Arts supports small projects and the creative/professional development of individual artists through a devolved funding program that provides much needed financial assistance across the region.

The Sentinels by Melinda Brouwer

Image: Matt de Ward

Strategic Projects & Programs

First Nations Support & Development

South East Arts has worked for many years supporting First Nations artists to increase professional opportunities through sustainable approaches to arts and cultural development. We have initiated a range of creative projects, established Giiyong Festival, enabled greater access to infrastructure and events. This includes helping artists to establish relationships with festivals, schools, venues and audiences in and beyond the region.

Confirmed funding from the Indigenous Visual Arts Industry Scheme (IVAIS), currently through to mid-2026, enables us to continue this work with a visual arts focus, through partnerships with local galleries and festivals. Create NSW funding will support Giiyong Festival in November 2025, with the intent of transferring management of the event to our First Nations partner Twofold Aboriginal Corporation.

Headland Writers Festival

Since its inception in 2022, the Headland Writers Festival, established by South East Arts, has become a highlight of regional Australia's literary calendar. Partnering with local businesses Candelo Books and Tathra Hotel, the festival has flourished, cultivating a dedicated regional audience while **drawing an increasing number of visitors from afar**.

With critical funding support from the NSW Government through Create NSW, South East Arts is committed to ensuring the festival's sustainability. Ticket sales and partner contributions help enhance this beloved event, fostering **community connections and promoting cultural tourism**.

In addition to the annual festival at Tathra in October, South East Arts will leverage partnerships with other events and organisations in the region to support literature-related events including workshops, writers in-conversation, panel discussions and presentations.

Complimenting Headland Writers Festival, we are proud to host the annual **Olga Masters Short Story Award**, inviting entries from across Australia. Supported by the Masters family and in collaboration with Island Magazine, this award highlights regional stories from across Australia.

Strategic Projects & Programs

Cultural Tourism Development

This strategic focus aims to;

Build networks and partnerships between the tourism and arts sectors in the region.

Support & develop new and existing cultural tourism initiatives via training and professional development.

Enhance tourism product and services through capacity building for both individual artists and arts organisations.

Cultural tourism visitors spend over \$6b while travelling in regional NSW

2024 Cultural Tourism in Regional NSW Report

Creative South Partnership

This strategic project will be delivered in partnership with **Southern Tablelands Arts and South Coast Arts**.

Our three organisations have collaborated to establish the Creative South website which provides visitors to south east NSW with a dynamic and interactive guide to cultural venues, events and experiences.

Creative South lists and maps every museum, gallery, festival, music venue, public art, artists' studio and creative market accessible for locals and visitors.

Starting in 2026, the three RADOs will combine a budget allocation to employ a **Cultural Tourism Development Manager** to work across our regions over 3 years, responsible for developing and promoting cultural tourism.

The position will work closely with creatives, cultural institutions, tourism operators, local government, visitor economy agencies and community stakeholders to create and implement strategies that highlight the **unique cultural arts assets** of these regions.

Regional Futures State-Wide Strategic Projects

SEA will contribute annually to a collaborative strategic project across NSW, managed by the Regional Arts Network. The program will build on Regional Futures' successful programs and promote cohesion in the network.



Summary of Achievements

South East Arts stands out among NSW's Regional Arts Development Organisations for its high activity level, diverse projects, audience engagement and revenue growth. South East Arts is proud of its significant achievements.

Between 2015 and 2024, South East Arts achieved the following:

- Generated **\$6.5 million in revenue** from government funding, philanthropic support, and earned income
- Reached over **40,000 audience members** through festivals, events, and exhibitions
- Employed over **550 artists**, primarily local, across varied projects and events
- Delivered 200+ workshops for **1,650 participants**, covering arts business and practice skills

In response to the Black Summer Bushfires (2019–2020), South East Arts showed leadership by quickly distributing an Impact Survey, later adopted by other RADOs, providing critical data for advocacy efforts. Shortly after, South East Arts awarded **34 Quick Response Micro Grants totalling \$33,000**, supporting a range of recovery initiatives for artists and arts organisations.

Sector Development & Collaboration

With artists & arts professionals to support establishment of key cultural organisations in the region since 2005 including;

Fling

The only professional regional youth dance company in NSW

Djaadjawan Dancers

An Aboriginal Women's dance group achieving national recognition

Far South Film

Region's first Screen Industry Strategy supporting local screen professionals & an annual short film festival

Stonewave Taiko

Japanese drumming group gaining regional and national acclaim

Sam's Caravan

Mobile recording & performance stage valued as a regional asset for festivals & events

Projects & Programs

Demonstrating our commitment to fostering a vibrant regional arts ecosystem; SEA established, partnered & delivered numerous including;

Giiyong Festival

A First Nations cultural event in partnership with Twofold Aboriginal Corporation and Eden Local Aboriginal Land Council with ongoing funding to 2025

Headland Writers Festival

The Region's only literary festival with support from local businesses, Create NSW & RAF

State Wide Cultural Tourism

Contributing RADO in managing this project delivering a report on cultural tourism opportunities in regional NSW

Creative South Website

Developed with Southern Tablelands Arts, a database of arts & cultural tourism products and attractions

“Take Flight” was acquired by the Snowy Monaro community and donated to the Snowy Monaro Regional Council public art collection. South Coast sculptor, Jen Mallinson, has advanced to become a renowned artist especially following selection to Sculpture by the Sea and several public art commissions.

Photo: Ben Eyles



Operating environment

The South East region spans 62,200 square kilometers with a population of around 90,000. Compared to other NSW coastal regions, it has a small population spread across a large area, with two-thirds living in the coastal LGAs. National Parks and State Forests cover much of the region, limiting rateable land and placing financial constraints on local governments. Historically, farming, fishing, and forestry were the region's primary industries, but in recent decades, nature tourism has emerged as a key contributor to economic sustainability, helping to diversify and support local economies.

External

The South East region boasts a vibrant arts and cultural landscape, with a strong presence of resident artists and active participation in arts activities. The region hosts a calendar of music and cultural festivals, enhancing community engagement. Local arts societies support limited touring programs for professional musicians, complemented by amateur theatre groups and live music venues driven by seasonal tourism.

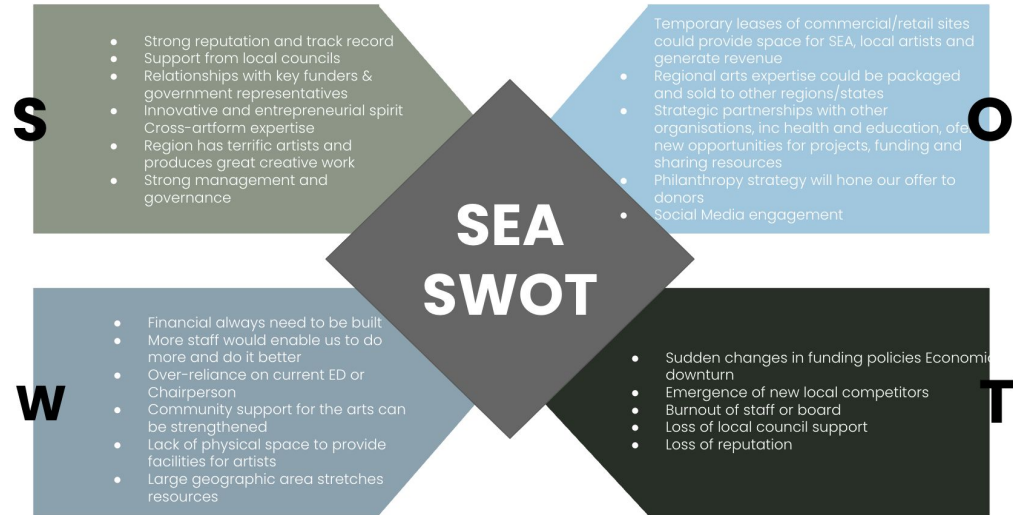
Local governments recognise the value of creative industries and cultural tourism. Recent investments include Bega Valley Shire's Arts and Cultural Strategy (2024) and the opening of the South East Centre for Contemporary Arts (SECCA). Eurobodalla Shire operates key venues like the Basil Sellers Exhibition Centre and Yuin Theatre, while Snowy Monaro Regional Council is drafting its first Arts and Cultural Strategic Plan.

The region is also home to 18 museums, mainly volunteer-run, preserving local heritage.

Significant performing arts organisations like FLING Physical Theatre, Four Winds, and Candelo Arts Society provide platforms for both local and national talent. Visual arts events, including Lake Light Sculpture and the Shirley Hannan National Portrait Award, highlight the region's creative diversity.

Internal

SEA is a non-profit, established in 2002, with a small team of six staff and a volunteer Board of 10 members. Recognized as a leading Regional Arts Development Organisation (RADO), SEA supports the region's arts and culture sectors, including visual arts, performance, music, dance, and heritage. It connects artists, organisations, and audiences. SEA's core funding is provided by the NSW State Government (Create NSW) and local councils, with a Memorandum of Understanding ensuring financial stability. Despite low local government funding, SEA consistently generates strong revenue, securing competitive project funding and maintaining annual income between \$900,000 and \$1 million.



Organisational Structure & Governance

SEA Board ensures the association's Mission and Objectives through strategic planning, governance, advocacy, resource acquisition, and performance monitoring.

The Board composition is **seven skills-based members** and 3 LGA representatives, serving 2-year terms (max 6 years).

The **Chairperson** leads advocacy efforts, and an **Executive Committee** handles urgent matters between meetings. Subcommittees, such as those for policy, human resources, strategy, audit and finance, support the Board.

Meeting quarterly, the Board is guided by the organisation's **Constitution and policies** on conduct, conflicts of interest, and fiscal prudence which are continuously reviewed. An Annual AGM is held.

Modern Workplace Conditions & Standards

Supporting and safeguarding modern workplace conditions and standards requires a proactive approach that combines policies, training, technology and an inclusive culture. South East Arts includes the following approaches:

Create Clear Workplace Policies and Standards

Develop Health and Safety Policies: includes physical, ergonomic, and psychological safety, with a focus on protecting both on-site and remote workers.

Work-Life Balance Guidelines: clear expectations around working hours, availability, and time-off policies, especially for remote employees.

Equal Opportunity and Anti-Discrimination Policies: promote diversity, equity, and inclusion (DEI).

SEA commits to developing an Aboriginal cultural safety framework.

Invest in Employee Well-being

Mental Health Resources: offer mental health support through our Employee Assistance Programs provider Hey Mate.

Physical Health Support: Provide ergonomic equipment and encourage active breaks, particularly for remote workers.

Flexible Work Arrangements: Offer flexible hours, remote work options, or hybrid models where feasible to help employees manage personal responsibilities and reduce burnout.

Implement Technology to Support Productivity and Safety

Remote Collaboration Tools: Equip employees with secure, user-friendly tools for communication, project management, and collaboration to support remote and hybrid teams.

Cybersecurity Measures: Ensure that digital workspaces are secure by providing secure networks, file management and cybersecurity training.

Focus on Leadership Training and Inclusive Culture

Encourage Board members and executive staff to practice empathy, check in regularly, and support team members through challenges, whether work-related or personal.

Encourage Open Communication: foster a culture where employees feel comfortable sharing concerns without fear of reprisal. Regular feedback channels.

SEA commits to developing an Aboriginal cultural safety framework.

Monitor Compliance and Adapt Policies Regularly

Regular Audits and Inspections: Conduct regular internal audits on workplace safety, including remote work conditions.

Stay Informed on Industry Standards: Track new standards in workplace safety, technology, and DEI, and adapt policies as necessary.

Risk Assessment

Identified Risk	Withdrawal of local government membership	Unsuccessful multi-year funding application to Create NSW	Financial Mismanagement	Work related car accident	Misinformation	IT crash or system failure, Cyber attack, stolen computer	Project risks	Failure to meet strategic targets	Poor governance procedures	Breakdown of relationships with key organisations in region
Description of Risk	Loss of income, South East Arts unable to present a cohesive regional program, no service to part(s) of region	Loss of main income source, organisation would be unable to function in same capacity	South East Arts becomes financially at risk or insolvent due to poor procedures or fraud	Possible injury to worker or passengers, vehicle damaged or written off, third party damage, possible death	Wrong information published or promoted by South East Arts, editorial comment could be incorrect	Unable to process core business, unable to manage systems, unable to provide media services, unable to manage South East Arts website	Could involve failure to deliver project, injury to people involved in project, dissatisfaction with standard of project, financial mismanagement of project	Performance of organisation not meeting the targets or KPIs as outlined in Business	Board not effective, financial management of organisation not overseen properly by Board, non-compliance with Office of Fair Trading, ATO and other legal requirements	South East Arts would be unable to develop effective partnerships, project delivery and would miss out on opportunities to fulfil
Level of Risk	Medium	Low	Medium	Medium	Medium	Medium	Low	Medium	Medium	Medium
Measures Taken	Relationships with Councils maintained Regular reporting to councils Board member for each council actively involved Annual presentations or forums presented in each council area Agreement documented by MOU	Regular communication with CNSW Appropriate reserves maintained to provide time to secure other funds Conduct quarterly reporting to agreed KPIs	Internal procedures clearly outlined in manual Staff managed to ensure that procedures are being followed Audited every year Monthly statements prepared for Treasurer Highly experienced Treasurer Financial health check system established for organisation Two signatory authorisation with business banking online system Annual budget approved by Board, ED reports regularly on budget variations ED delegation sets limit on expenditure	Personal vehicles used for work maintained to high safety level Night driving and long trips avoided Clean license required from all staff who are required to drive on SOUTH EAST ARTS business	All sources checked Copy proofed carefully Processes for permissions followed	Tresorit file management provides secure file management File backup system in place Gmail and website accessible from any computer Cyber Insurance in place	Project management to include regular review and adjust Open and regular communication with project partners and collaborators ED report on project progress at regular board members	KPIs carefully worked out during Business Plan development Ongoing assessment allowing for re-negotiation of any unrealistic targets, particularly when due to changed circumstances	Board training conducted annually. Reporting to the Board carried out fully each quarter and prepared in advance of meetings Secretary actively involved in checking procedures Involvement at AGM by membership Annual report produced well and on time each year	South East Arts working actively to maintain and develop all strategic relationships, purpose of delivering a regional program of arts and cultural development Regular presentations to LGAs and media promotion of the organisation

Marketing & Comms Strategy

Strategic Marketing Goals & Objectives

1. Expand and diversify arts audiences across the region.
2. Enhance the public profile of SEA within both arts circles and the broader community.
3. Effectively market SEAs' value and contributions to all three LGAs.
4. Increase engagement with minority and underserved groups.
5. Establish SEA as a leading presence regionally and nationally.
6. Align event, workshop, and initiative marketing with organisational goals.
7. Develop a robust communications plan, updated annually for strategic alignment.

Audience Segmentation & Profiles

- Artists & Arts Organisations: Local, regional, and city-based artists across visual, performing, and literary arts.
- Key Audiences: Children (up to 20% of local population), over-55s (35%), families seeking arts-oriented activities, festival audiences, and those with existing arts community connections.
- Government: Staff and representatives across government levels.
- Aboriginal Community: Local Aboriginal land councils, artists, youth, and senior representatives.
- Arts Agencies: Professionals within Creative Australia, Regional Arts NSW, Create NSW, and similar organisations.
- Partners: Arts networks, businesses, chambers, not-for-profits, and charities.
- Education Sector: Primary, secondary, and tertiary education institutions.
- Cultural Tourists: Festival-goers and visitors.
- Tourism Partners: Local and national tourism bodies, National Parks, and Destination NSW.

KPI	Strategy
National & Industry Media Coverage	<ul style="list-style-type: none"> - Identify high-profile stories and events. - Release at least two media pieces annually for national exposure. - Build partnerships with arts networks and organisations for heightened visibility.
Increase E-Newsletter Subscriptions	<ul style="list-style-type: none"> - Promote through electronic channels, at events, and in email signature blocks.
Boost Digital Engagement	<ul style="list-style-type: none"> - Publish a monthly newsletter - Ensure website and social media reflect current events and initiatives. - Establish links with arts-related websites.
Support Organisational Strategies	<ul style="list-style-type: none"> - Engage new contacts and communities. - Drive attendance through electronic and print promotions.
Increase Workshop Attendance	<ul style="list-style-type: none"> - Target relevant audiences and industries. - Build new relationships and market through digital and print media.
Regional Engagement	<ul style="list-style-type: none"> - Use digital and print media to communicate SOUTH EAST ARTS's impact and partnership opportunities. - Host engagement events and invite key figures.
Monitor Engagement	<ul style="list-style-type: none"> - Implement annual market surveys to understand cultural engagement and needs.
Develop Effective Marketing Materials	<ul style="list-style-type: none"> - Produce high-quality, updated print and digital content for the website, newsletters, and media outreach.
Boost Philanthropic Income	<ul style="list-style-type: none"> - Promote giving programs on the SOUTH EAST ARTS website and explore online fundraising platforms.
Meet Financial Surplus Goals	<ul style="list-style-type: none"> - Maximize event attendance through strategic marketing. - Enhance visibility to attract financial support.
Report on KPI Progress	<ul style="list-style-type: none"> - Regularly update the Board on KPI achievements and progress.

ACFP Arts & Cultural Funding Priorities

SEA Alignment

Regional

SEA supports regional NSW's arts and culture, connecting a dispersed population.. SEA fosters collaboration, strengthening regional capacity, and is an active member of the RADO network. SEA leads the Regional Cultural Tourism project, promoting cultural tourism through research and partnerships with Southern Tablelands and South Coast Arts.

First Nations

Since 2011, First Nations stories and communities have been a strategic focus of SEA's work. Over the next four years, SEA will continue to support Aboriginal organisations and artists in the region, helping them build relationships with festivals, venues, and audiences both locally and beyond. In 2025, SEA will deliver the fifth Giiyong Festival with our presenting partners, Twofold Aboriginal Corporation, aiming to build their capacity to independently deliver this event in the future.

Our work in First Nations arts uses strategic initiatives to foster creative projects, advocate for increased Aboriginal arts and cultural expression, and support professional development. SEA also seeks to enhance access to cultural infrastructure and events, encouraging alignment with complementary industries like tourism.

Next generation of audiences & creatives

SEA creates programs for young audiences, including digital media projects, theatre, and music residencies. Touring content focuses on family-friendly shows and exhibitions, integrating contemporary and traditional art forms.

Broad inclusive communities and content

SEA programs events and exhibitions that reflect diverse art forms, voices, and perspectives to engage varied audiences.

Accessibility and equity

South East Arts prioritises accessibility and equity by addressing physical, economic, social, and cultural barriers to ensure fair access to programs and resources. We select accessible venues, provide live-streaming for mobility issues, and offer closed captions for hearing disabilities. Staff training promotes awareness, while inclusive marketing uses diverse imagery and language to welcome.

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