

**Reviewed August 2021**

**VISION**

***“To Promote excellence and cultural opportunities through the Arts”***

**MISSION STATEMENT**

We aim to provide Arts opportunities and educational experiences, thus supporting our members and creating a collaborative Arts culture within the wider community.

**GOALS**

**Pemberton Arts Group** **Inc. (PAG) will:**

* Provide opportunities for members to advance their artistic practice and showcase their artwork in a supportive and empowering environment.
* Play a dynamic leadership role in facilitating the development of Arts culture in the community, contributing to the vibrancy and attractiveness of Pemberton and the Southern Forests region.
* Maintain a viable and credible professional organisation functioning in an effective and sustainable manner.

**PRIORITIES**

**Pemberton Arts Group Inc (PAG) will:**

* Continue to access exhibition, workshop and storage spaces to improve our current standards, needs and expectations in response to the changes resulting from colocation of services in Pemberton.
* Develop practices to enhance and increase community engagement and awareness of the Arts

**GOAL 1: PAG will provide opportunities for members to advance their artistic practice and showcase their artwork in a supportive and empowering environment.**

**OBJECTIVES**PAG will:

1. Develop members’ skills by increasing professional development and Arts educational opportunities.
2. Increase opportunities for members to showcase their artwork.
3. Facilitate the provision of a customised venue to house a stable and permanent work studio, storage and exhibition space for PAG and aligned groups.
4. Raise the public profile of member artists.

**GOAL 2: PAG will play a dynamic leadership role in facilitating the development of Arts culture in the community, contributing to the vibrancy and attractiveness of Pemberton and the Southern Forests region.**

**OBJECTIVES**PAG will:

1. Provide a voice representing and advocating for the Arts in Pemberton.
2. Partner with relevant stakeholders and play a leadership role facilitating the development of infrastructure and marketing initiatives that put Pemberton on the map as a vibrant Arts community.
3. Encourage local community engagement in Art

**Goal 3: PAG will be recognised as a viable and credible professional organisation functioning in an effective and sustainable manner.**

**OBJECTIVES**PAG will:

1. Adopt a strategic approach in planning its future directions and activities.
2. Maintain sound management and administrative processes that are consistent with best practice and compliant with legislative requirements.
3. Maintain a robust financial status through entrepreneurial activity and sound financial management practices.
4. Encourage and support members volunteering their services and ensure more equitable sharing of responsibilities and workload.
5. Have clearly identifiable branding and a well-respected public image.
6. Establish a permanent venue as a home base for the organisation’s activities.

**STRATEGIC PLAN**

 **GOAL 1: PAG will provide opportunities for members to advance their artistic practice and showcase their artwork in a supportive and empowering environment.**

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| **Objective 1.1 PAG will develop members’ skills by increasing professional development and Arts educational opportunities.** |
| ***KPIs/Targets:****Increase # of attendees at weekly art sessions and workshops.**Increase # of workshops and professional development opportunities provided*. |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 1.1.1 Provide practical instruction, peer learning and critiquing opportunities through regular weekly gatherings. | PAG Members, wider community. | Ongoing |
| 1.1.2 Provide access to guest presenters to harness Art instruction expertise from local and wider community artists. | Artists, guest teachers, Artists in Residence | 2021 - 24 |
| 1.1.3 Provide in-house workshops and excursions to further expand members’ professional development. | Professionals, PAG and community members, visitors | 2021 - 24 |

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| **Objective 1.2 PAG will provide opportunities for members to showcase their artwork.** |
| ***KPIs/Targets****# Exhibitions held* ***–*** *at least 2 x per annum.# External exhibitions/events in which members have shown their work – comments from Visitors’ Books* |
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| **Strategies** | **Stakeholders** | **Timeframe** |
| 1.2.1 Co-ordinate regular PAG exhibitions, including: \* Annual Spring; \*Pemberton Art Prize (autumn)  \*Sculpture in the Vines (biannual) | Member artists, local groupsShire of ManjimupSponsors | 2021 - 24 |
| 1.2.2 Identify and advise members of opportunities to participate in other events/exhibitions. | Members, Galleries | 2021 – 24 |

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| **Objective 1.3 PAG will facilitate the provision of a customised venue to house a stable and permanent work studio, storage and exhibition space for PAG and aligned groups.** |
| ***KPIs/Targets:****Participation of PAG Committee members and other stakeholders in Co-location meetings.Annual growth of Capital Funds Account by 10% (minimum).* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 1.3.1 Continue to contribute to Capital Funds Account investing toward the funding of an Arts facility. | Members, community | 2021 - 24 |
| 1.3.2 Participate in negotiations with Shire regarding the development of a purpose-built or customised Arts facility. | PAG members, residents | 2021-22 |

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| **Objective 1.4 PAG will raise the public profile of member artists.** |
| ***KPIs/Targets:****Evidence of publication in print and social media.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 1.4.1 Publicise and celebrate the achievements of member artists in print and social media. | PAG PCN, MB TimesWeb master | Ongoing |
| 1.4.2 Continue to coordinate achievement awards program. | PAG CommitteeSponsorsShire of Manjimup | Ongoing. |

**GOAL 2: PAG will play a dynamic leadership role in facilitating the development of Arts culture in the community, contributing to the vibrancy and attractiveness of Pemberton and the Southern Forests region.**

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| **Objective 2.1 PAG will provide a voice representing and advocating for the Arts in Pemberton.** |
| ***KPIs/Targets:****Regular communications via print and social media.**PAG representation/attendance at meetings relevant to Pemberton’s development.*  |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 2.1.1 Develop and build effective working relationships with key stakeholders. | Shire of Manjimup, Working Group for Regional & Remote Galleries and local organisations. | 2021 – 24 |
| 2.1.2 Maximise opportunities for key decision-makers to be exposed to PAG’s functions and activities. | Politicians, sponsors, community leaders, Arts organisations, tourism bodies and business operators. | 2021 - 24 |
| 2.1.3 Widely promote the achievements, directions and functions of the PAG.  | Media and marketing portfolio leader | 2021 - 24 |
| 2.1.4 Raise the profile of PAG branding associated with PAG-sponsored initiatives and activities. | PAG CommitteeGraphic artistCRC | 2021 |

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| **Objective 2.2 PAG will partner with relevant stakeholders.**  |
| ***KPIs/Targets:****Positive community feedback Increased visitation numbers**Website visitation data* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 2.2.1 Build cooperative and effective working relationships with the art community. | Shire of ManjimupSouthern Forest ArtsRegional & local galleries & groupsLocal Groups | Ongoing |
| 2.2.2 Develop with other stakeholders the opportunities for infrastructure that will enhance the visitor’s appreciation of the Pemberton Arts precinct.  | Shire of ManjimupCountry Arts Legacy GrantPVC, CRC | 2021 – 24 pending grant allocation |
| 2.2.3 Develop effective relationships with print, electronic and social media focused on Arts and Tourism development. | The West Australian features writersThe Sunday Times MagazineArtists ChronicleTripAdvisor RAC MagMB Times | Ongoing |

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| **Objective 2.3 PAG will encourage local community engagement in Art.**  |
| ***KPIs/Targets:****Increased attendance at exhibitions and events.**Increase in newcomers participating in hands-on art events.Increase in membership applications.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 2.3.1 Coordinate regular PAG events and exhibitions to attract community in visual art experiences. | PAG committeeCommunity groupsPVC, CRC | Ongoing |
| 2.3.2 Contribute Arts content to community events when relevant. | PCCI, CRC, PVCShire of Manjimup | Annual |
| 2.3.3 Contribute ‘hands-on’ Arts participation experiences to community events e.g. Building with Vines workshop.  | FacilitatorVenue providerPAG | 2021 - 24 |
| 2.3.4 Work with young people providing Art experiences in local schools. | YouthArtistSchools | 2022 - 24 |
| 2.3.5 Support events that encourage Art participation in local communities, e.g. Youth Sculpture Competition, CHF, School Arts Festival. | Students Shire – SchoolsSponsors | Ongoing |

**Goal 3: PAG will be recognised as a viable and credible professional organisation functioning in an effective and sustainable manner.**

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| **Objective 3.1 PAG will adopt a strategic approach in planning its future directions and activities.**  |
| ***KPIs/Targets:****Annual evaluation and review completed.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.1.1 Conduct an annual evaluation of PAG’s progress toward achieving agreed Objectives in the Strategic Plan.  | PAG committee | Annually |
| 3.1.2 Review and amend Strategic Plan regularly in response to most effective Strategies and changing environments. | PAG committee | Annually x 2 |

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| **Objective 3.2 PAG will maintain sound management and administrative processes that are consistent with best practice and compliant with legislative requirements.**  |
| ***KPIs/Targets:****Acknowledgment of compliance with state legislation (Dept of Mines, Industry Regulation & Safety)*  |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.2.1 Maintain established effective management and administrative practices. | Executive committee | Ongoing |
| 3.2.2 Regularly review processes to ensure continuous improvement and compliance with best practice. | Executive committee | Ongoing |
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| **Objective 3.3 PAG will maintain a robust financial status through sound financial management practices.** |
| ***KPIs/Targets:****Increase CFA annually by 10%.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.3.1 Maintain PAG’s effective financial management processes and adopt new processes/practices where they will contribute to improvement. | PAG Treasurer and executive committee | Ongoing |
| 3.3.2 Ensure compliance with government regulations and best practice. | PAG committeeDept of Commerce | 2019 & ongoing |
| 3.3.3 Engage in entrepreneurial activities and apply for grants to raise funds for the organisation. | PAG Treasurer, ChairShire of ManjimupFunding bodiesPVC, CRC | Annual |

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| **Objective 3.4 PAG will empower and support members volunteering their services and ensure more equitable sharing of responsibilities and workload.**  |
| ***KPIs/Targets:****Members will have clearly defined roles and responsibilities.**PAG’s skills and knowledge base will have expanded through training/upskilling opportunities.**Members will be more willing to volunteer.**Workload will be shared and more equitably distributed between a greater number of volunteers.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.4.1 Review and define the roles and responsibilities involved in effectively managing the organisation and delegate tasks to ensure fairer load-sharing. | PAG executive committee | ongoing. |
| 3.4.2. Implement a policy of work partnerships in key roles to improve skills and knowledge transfer. | PAG executive committee & members at AGM. | AGM |
| 3.4.3 Encourage more active participation from the general membership eg exhibition roster. | PAG executive committee & members | Ongoing |
| 3.4.4 Sponsor professional development training to upskill PAG committee members. | PAG CommitteeCRC, Grant funds,PD Providers | 2021 - 24 |
| 3.4.5 Access outside expertise via existing professional services and hired consultants. | Shire of ManjimupCountry Arts WAArtsourceRegional Galleries | 2021 - 24 |

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| **Objective 3.5 PAG will have clearly identifiable branding and a well-respected public image.** |
| ***KPIs/Targets:****Evidence of brand recognition in public arena.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.5.1 Upgrade PAG’s website and social media to reflect new corporate image. | WeeblyPAG committee | 2021 - 24 |
| 3.5.2 Expand PAG’s media presence in print and electronic media. | PAG committee | 2021 - 24 |

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| **Objective 3.6 PAG will establish a permanent venue as a home base for the organisation’s activities.**  |
| **KPIs/Targets:***Increase CFA annually by 10%.* |
| **Strategies** | **Stakeholders** | **Timeframe** |
| 3.6.1 Continue to build networks with potential stakeholders for co-location. | Shire of ManjimupPVC, CRC, PAG, PCCI Sportsclub | Ongoing |
| 3.6.2 Continue to build funds in Capital Funds Account for the purposes of establishing PAG’s permanent home base. | PAG committeeSponsors | 2021 -Ongoing |