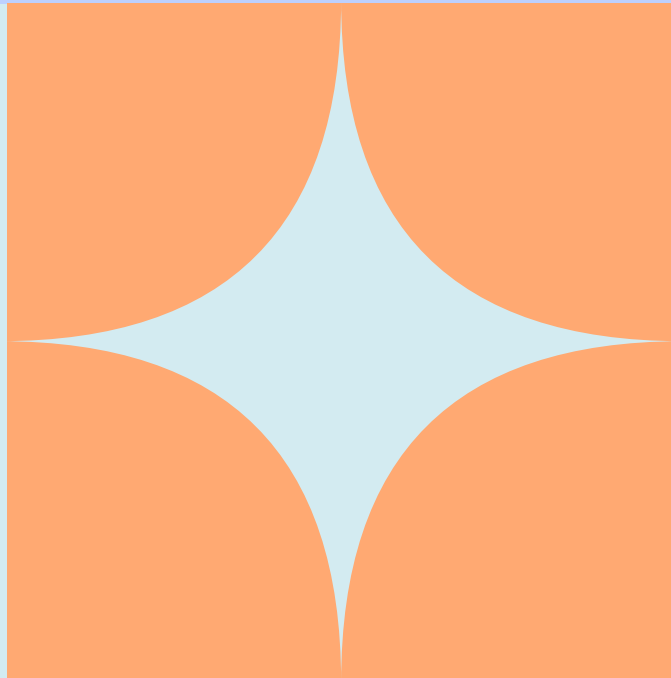




**SOUTH
WEST**

**CREATIVE
INDUSTRIES
STRATEGY**



**2025 -
29**

**Ft REGIONAL ARTS VICTORIA · FIRST PEOPLES STATE RELATIONS
CREATIVE VICTORIA · REGIONAL DEVELOPMENT VICTORIA
CORANGAMITE SHIRE COUNCIL · GLENELG SHIRE COUNCIL
MOYNE SHIRE COUNCIL · SOUTHERN GRAMPPIANS SHIRE COUNCIL
WARRNAMBOOL CITY COUNCIL · GREAT OCEAN ROAD REGIONAL TOURISM
SOUTH WEST COMMUNITY FOUNDATION**





Acknowledgement

This Strategy will impact upon lands over which a number of First Peoples' Traditional Owner and language groups hold custodianship.

Registered Aboriginal Parties and Native Title Holders in the region include the Eastern Maar; Gunditj Mirring; and Wadawurrung Aboriginal Corporations and the Barengi Gadjin Land Council. Traditional Owners and language groups in the southwest include people who identify as Bunganditj, Djabwurung, Djargurdwurung, Gunditjmara, Jardwadjali, Kirrae Whurrung, Kuurn Kopan Noot Maar, Peek Whurrong, Tjap Wurrung, Yarro waetch (Tooram Tribe), Wadawurrung, and Wotjobaluk.

We acknowledge the land on which we live, work and create, and pay our respect to First Peoples on all these lands and those that surround them. We recognise their continuous connection to culture, community and Country and embrace their traditional and contemporary cultural and creative expression stretching back millennia.



**“Welcome” in
Peek Wooroong,
Gunditjmara (Dhauwurd Wurrung),
Bunganditj, and
Wadawurrung,
four of the Aboriginal languages
used in southwest Victoria**

Throughout this document the term First Peoples is used to refer to Traditional Owners, clans, family groups, and all other Aboriginal and Torres Strait Islander descendants living in Victoria.



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Accessibility: To access the Strategy in other formats or request a copy, please head to rav.net.au/swcis, email enquiry@rav.net.au, or phone (03) 9644 1800.

What are Creative Industries?

Creative Industries includes

Visual Arts **Music** **Galleries, Museums and Libraries**

Performing Arts **Architecture and Design**

Fashion **Comedy** **Crafts**

Digital Games **Creative Technologies**

Literature and Publishing **Radio and Podcasting**

Film, TV and Animation **Advertising and Marketing**

Arts Education

This Strategy is for

- Artists, makers, performers, producers and creatives of all kinds
- Audiences, participants and attendees
- Business owners, entrepreneurs, movers and shakers
- Committees, volunteers and community groups
- First Peoples organisations, individuals and communities
- Young people, their families and caregivers
- Festivals and events
- Creative venues and organisations
- Educators, schools, academic and training institutions
- Government, politicians, arts advocates and allies
- Funding bodies, philanthropists, corporate partners and sponsors

This document is presented as a partnership between government, industry, supportive partners and southwest creatives. We know that our strength is in working together from individual areas of expertise and influence in support of a regional vision.

Anyone can use this Strategy as a tool to advance creative ideas that matter to you.

Context



How this strategy relates to the wider creative sector

National **Creative Australia - Revive National Cultural Policy**

Other national strategies including:

AusTrade / Tourism Australia - Thrive 2030

State **Creative Victoria - Creative State**

Other state-level strategies including:

Aboriginal Victoria / First Nations State Relations - Yuma Yirramboi

Visit Victoria - Experience Victoria

Victoria's Youth Strategy

Regional Arts Victoria Strategy

Regional **South West Creative Industries Strategy**

Other regional strategies including:

Registered Aboriginal Party Country Plans

Regional Tourism and Visitor Economy Plans

Regional Economic Development Strategies

Local **Council Plans - Community Visions - Aligned Strategies**

Council strategies and plans including:

Corangamite Grow and Prosper Framework

Glenelg Arts and Culture Strategy

Moyne Arts and Culture Strategy

Southern Grampians Arts and Culture Strategy

Warrnambool Arts and Culture Strategy

Community **Activity by organisations and individuals**

The creative sector is inherently intersectional.

This Strategy overlaps with those driven by partners and other organisations, including those relating to First Peoples and reconciliation, youth, community development, health and wellbeing, recreation and leisure, sustainability, economic development, placemaking, tourism, events and the visitor economy.

Together, we can support each other to deliver outcomes beyond those prioritised in this Strategy, using arts, culture and creativity as driver of and vehicle for positive impacts across multiple sectors.

For more contextual information alongside a timeline of milestones, project updates and FAQs, see rav.net.au/swcis

2020-2024 Highlights

Sector visibility and influence

Government access and attention

Leveraged funding

Cross-sector partnerships

Philanthropic support

Dedicated human resource

Local, state, national connectivity

Regional collaboration

Increased sustainability

~\$12M



Funding attained for southwest projects relating to the creative industries

~\$2.1M

Attained directly by partners or influenced by the Strategy

~\$9.9M

Attained indirectly by the sector for projects aligning with the Strategy

\$1M+

Funding attained by local creatives leveraging the Strategy and RAV support, inc:

- \$320,000 by One Day Studios
- \$299,500 by Find Your Voice Collective
- \$265,324 in Regional Arts Funding for 15 local projects

International opportunities

Professional development

Artist in residencies

Public art

Community projects

\$160K

51 Infrastructure opportunities researched in Creative Infrastructure Pipeline Project. Elevated the case for ~\$1.5m for local venues, inc:



\$1M+

State government Regional Collections Access Program funding for Flagstaff Hill, Hamilton Gallery, Portland Arts Centre and Warrnambool Art Gallery

\$183K

Federal Building Better Regions support and state Regional Infrastructure Fund and Fast Track Fund support for Camperdown's Theatre Royal

\$150K

State government Creative Neighbourhood Infrastructure Support Program funding for Hamilton Performing Arts Centre seating upgrades

67



Creatives connected in Building Blocks professional development program

9 Industry visits

Marketing workshop

Panel discussion

Networking event

- 100% developed new knowledge
- 92% developed skills
- 83% grew networks

"It was one of the most inspiring workshop and network opportunities I have experienced"

\$150K

VicHealth funding for 2020-2022 Creative Leaders Program

37 young creatives

14 artforms

31 paid artists and arts workers

2 short films

9 youth-led projects and 5 partner projects funded

20 artist studios/organisation tours

- Stronger social connections
- Improved mental health
- Increased confidence to pursue creative careers
- Deepened creative industry knowledge and skills

\$125K

Maar Nation MADE

Federal Government support for Aboriginal artist development / engagement program at Warrnambool Art Gallery

Aboriginal art integrated into \$16m Port Campbell Town Centre Revitalisation

Design of Deakin's \$23m Hycel Hydrogen Technology Hub influenced by local Elders and Aboriginal creatives

5

Council Arts and Culture strategies developed

- 4 adopted
- 1 draft due for adoption 2025



2

Young Moyne musicians developed in Queenscliffe Music Festival exchange

38

Paid artists and arts workers

24

Professional development opportunities

18

Industry leaders connected to region

3

New Council Arts and Culture positions

7

Locals involved in Advisory Group

A regional approach

Since 2018 there has been focussed attention on supporting the local creative sector.

The initial 2020-2024 South West Creative Industries Strategy was a four-year plan to create beneficial and sustainable creative industries in southwest Victoria.

This Strategy refocuses attention on key priorities for 2025-2029, building on the foundations, learnings and successes of the first iteration to guide how we will use resources to support the sector across the region.

See project timeline at rav.net.au/swcis

Regional Arts Victoria acts as secretariat, leading the Strategy in partnership with regional stakeholders. A non-profit organisation with 700+ members, RAV backs artists and communities across regional Victoria to make, participate in, and experience creative work. RAV is the connective tissue between community, all levels of government, and the broader sector.

All five councils partnering on the delivery of this Strategy already support outcomes at a local level, and welcome this opportunity to do the same at a regional level, in partnership with government, Traditional Owners, a regional tourism board, philanthropic organisations and community representatives.



Southwest Victoria has been known by different names, with varying borders, boundaries and titles used by individuals and organisations in different contexts.

In this Strategy, southwest Victoria refers to the five municipalities that comprise the Great South Coast Regional Partnership.

Principal Partners

Regional Arts Victoria

Local Government:

- Corangamite Shire Council
- Glenelg Shire Council
- Moyne Shire Council
- Southern Grampians Shire Council
- Warrnambool City Council

Strategic Partners

Victorian Government:

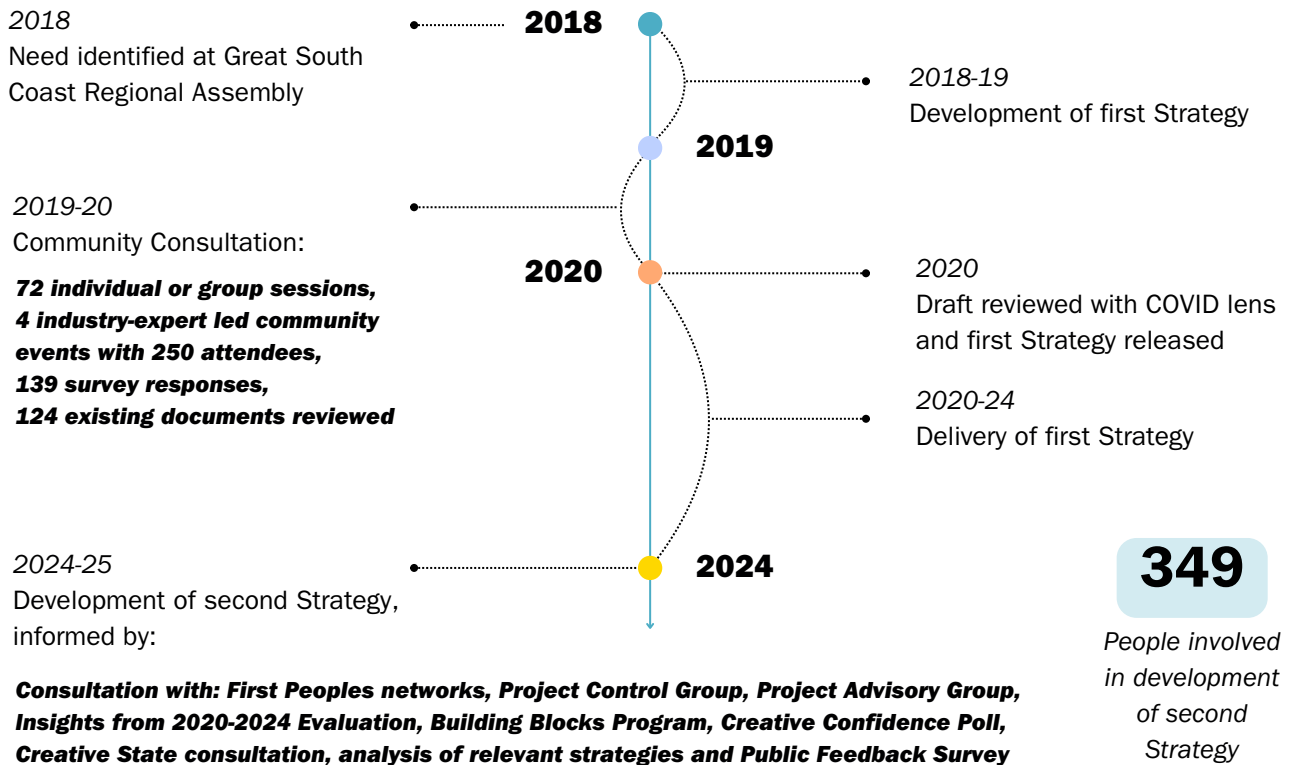
- First Peoples - State Relations
- Creative Victoria
- Regional Development Victoria

Great Ocean Road Regional Tourism

South West Community Foundation

What we did and what we heard

What we did



What we heard

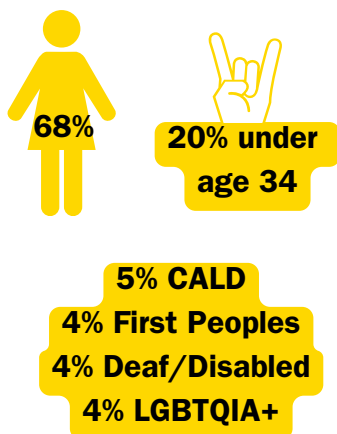
Public feedback on the draft Strategy was overwhelmingly **encouraging** and **insightful**, with community needs and suggestions for support in close alignment, building on the robust foundations of the first Strategy.

Interestingly:

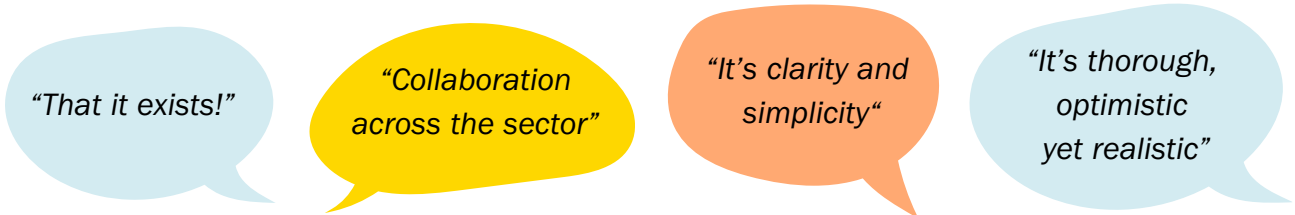
- 33 - 40% of surveyed community **can't access** 15 factors critical to them, from audiences and markets to income, access to spaces and opportunities to learn, connect and collaborate;
- There is local (58%) and regional (40%) network *connectivity*, but only **28% collaborate** across the region;
- 317 comments and 102 ideas for programs and partnerships have informed this Strategy and the subsequent Action Plan that details it's implementation;
- What excites people most about the Strategy is "that it exists" - that there's **attention** on and **advocacy** for the sector, and opportunities to support **diverse** artforms and community, particularly those most in need.

Read a summary of survey insights and Strategy feedback at rav.net.au/swcis

Community feedback



What excites you most about this Strategy?



"The value placed on creativity and connection. The plans to build the region's reputation for its creative sector. Inclusivity"

"A breath of fresh air... so many silos, so many superheroes slaving away alone making a difference - can you imagine if we all united in one deafening voice!"

"I look forward to seeing this roll out - if even half of what is planned here is achieved it will be an excellent result."

"This strategy holds significant promise for enhancing the creative landscape of southwest Victoria"

Key themes

Wants / Needs

Learning / Development / Education **Networking / Connection**

Creative Spaces **Access / Inclusion / Diversity**

Programs for Young People and Families **Funding**

Partnerships / Collaboration **Business Support**

Promotion / Celebration / Storytelling **Advocacy**

Access to Audiences / Markets **Event Support**

Strengths

First Peoples culture and sites • Increasing awareness and acknowledgement of southwest as creative region • Visual arts well established • Strong music community • Longstanding community theatre • Some strong festivals • Passionate community arts hubs • Key flagship institutions • Interested and open local audiences • Councils committed to strengthening the sector • Talented makers and small businesses • Government and philanthropic investment

Opportunities

Partnerships with aligned agencies and sectors e.g. education, tourism, health, youth, business • Collaborative marketing e.g. art trails • Grow regional touring circuits • Utilise abundant available spaces • Leverage music community • Support for events and/or event development • Better supported flagship institutions • Leverage visitation • Develop evening economy • Capitalise on industry connections • Build technical workforce •

Weaknesses

Limited and inconsistent data • Lack of regional coordination and cross-promotion • Fragmented efforts/duplication of work • Much activity relies on individual energy • Declining membership of community organisations • Few advanced education offerings • Limited technical expertise • Reliance on external providers • Increased costs due to regional location • Unreadiness to respond to opportunities • Lack of connection to existing resources

Threats / Challenges

Competitive funding environment • Volunteer burnout • Increasing operational complexity/costs (e.g. regulation, insurance, equipment costs) • Limited access to markets, platforms and critics • Rising cost of living¹ • Climate change • Digital exclusion² • Multiple long-term impacts of COVID-19³ • Changing audience behaviours/needs⁴ • Rapid technological innovation e.g. AI⁵ (also an opportunity)

1 - Creative Australia - [Audience Outlook Monitor Snapshot Report: How rising inflation is impacting audiences](#), 2023

2 - Victorian Government - [Digital Inclusion Statement](#), 2022 and [Australian Digital Inclusion Index](#), 2023

3 - Patternmakers - [How the pandemic has changed audience accessibility](#), 2023

4 - Creative Australia - [National Arts Participation Survey Results](#), 2022

5 - A New Approach - [Applications of AI in arts, culture and creativity, and how Australia should respond](#), 2024

Our goal



Our goal	What does this mean?
----------	----------------------

Sustainable

Sustainable creative industries mean our region can maintain and support the sector over time, creating the right environment for growth and prosperity. In this context, sustainability ensures resources are not depleted in the long term. This includes supporting creatives' wellbeing and development, the quality and economic viability of practices, nurturing new talent and ensuring communities feel assisted, connected and energised.

Embedded

Embedded means that creativity is accessible and integrated into the everyday, with strategies and projects including a creative focus. Everyone has opportunities to engage with and benefit from arts and culture as a normal part of local life.

Enriching

Enriching lives means that the creative sector enhances quality of life by delivering cultural, social, and economic benefits. Arts and culture bring joy, fulfilment, and meaning to everyday experiences, and improve liveability through connectedness, wellbeing and economic prosperity.

This goal is important because it leads to vibrant and rich **cultures**, healthy, safe and inclusive **communities**, and dynamic and resilient local **economies**.

Our vision



We envision that in the coming decades, southwest Victoria will have the local support, skills and networks to recognise the creative industries as an economic, social and cultural driver alongside current drivers such as tourism, agriculture, fisheries, retail, manufacturing, health and community services, education and construction.⁶

Creative careers can be launched from and sustained within the region, with the sector connected within and beyond the southwest.

The creative industries will enrich the lives of current residents and attract new ones, alongside tourists and investors.

Innovation will be encouraged, and creativity embedded, with the creative industries celebrated for the intrinsic and extrinsic benefits⁷ they bring.

Everyone will have access to creative opportunities, and audiences will enjoy a diversity of quality offerings and experiences.

6 - Australian Government - Treasury - [Southwest Victoria Alliance Advocacy Priorities](#) 2021/2022

7 - Regional Arts Australia - [Regional Futures Research](#) 2024

Our values



Throughout the work of delivering this Strategy, we value:

Diversity and Inclusion

Though this Strategy aims to benefit diverse individuals across the region, the 2025-2029 focus is on under-represented creatives facing unique challenges, including First Peoples practitioners, young people and families. We actively seek opportunities to support traditionally marginalised creatives, including those who identify as Deaf and Disabled, Neurodivergent, Culturally and Linguistically Diverse and/or LGBTQIA+.

Innovation

We will create supportive environments for creatives to explore new ideas and projects, often through collaborative ventures and interdisciplinary approaches. We wholeheartedly encourage creative mindsets, taking calculated risks and learning from experimentation.

Collaboration

We will work together across silos to achieve common goals, fostering trust, building supportive networks and sharing resources with open communication.

Celebration

We will proudly capture and share stories, case studies and data to promote local people and initiatives, to track progress and to inform the work of this strategy.

8 - We use 'Deaf and Disabled people' in line with the [Social Model of Disability](#) as advised by Arts Access Victoria

Our focus

Holding our vision and values at the centre, we will focus on four equally-important pillars to achieve our shared goal:

Pillars

1. First Peoples

Support First People's priorities, initiatives and creatives

- 1.1 Generate opportunities for greater individual and collective wealth
- 1.2 Influence meaningful First Peoples inclusion in creative projects
- 1.3 Spotlight and protect First Peoples cultural heritage and contributions

2. Creative Communities

Activate people and places to enliven spaces, develop networks, tell the southwest story and advocate for the sector

- 2.1 Spaces: Broker the activation and development of places and spaces
- 2.2 Networks: Develop platforms/opportunities for creatives to share and learn together
- 2.3 Storytelling: Enable community to find and reach audiences, communicate successfully and tell southwest stories
- 2.4 Advocacy: Promote and strengthen support for the southwest creative sector through advocacy

3. Professional and Business Development

Increase capability and capacity to grow the creative industries

- 3.1 Professional Development: Support the sector to create innovative, quality outputs
- 3.2 Business Development: Equip the sector with tools to build resilient businesses and secure long-term financial stability

4. Young People and Families

Greater connection to skills, opportunities and each other

- 4.1 Engage and empower young people to devise and deliver youth-led creative initiatives
- 4.2 Connect young people and their families with opportunities to develop skills, knowledge and networks, and to share creative experiences

To learn more about the insights, documents and research that have shaped this approach, visit rav.net.au/swcis.

Pillar 1

First Peoples

Support First People's priorities, initiatives and creatives

This Strategy aligns with existing self-determined plans and strategies⁹ but recognises that resources and support are required to progress the cultural, social and economic impact of First Peoples creatives, and to support individuals and organisations to achieve their own goals.

Objectives

1.1 Generate opportunities for greater individual and collective wealth¹⁰

Connect First Peoples creatives, businesses and organisations with opportunities for:

- Skills and business development
- Employment and funding opportunities
- 1:1 support, including facilitating opportunities, connecting individuals and offering guidance,
- Mentoring from First Peoples and/or other leaders in the creative sector

1.2 Influence meaningful First Peoples inclusion in creative projects

- Influence events and projects to consult with and embed First Peoples voices, ideas, knowledge, cultural protocols and creative practices, and to create culturally safe environments

1.3 Spotlight and protect First Peoples cultural heritage and contributions

- Increase the visibility and artistic recognition of projects featuring local First Peoples creatives, culture and heritage
- Foster understanding and respect for the protection of Indigenous Cultural and Intellectual Property (ICIP)

What will this achieve?

First Peoples creatives, businesses and organisations will be more connected to opportunities, support and resources to:

- increase economic success and prosperity
- develop skills, knowledge, networks and confidence to determine and achieve their own goals

First Peoples consultation and inclusion will:

- enable creatives and First Peoples cultures to be more visible, and influential
- help to foster culturally safe environments, trust, and respect
- help to promote diversity, reconciliation, and social equity, and strengthen connections

First Peoples cultural heritage and contributions will:

- be understood, seen, heard, valued and celebrated
- be maintained, protected and developed appropriately, adhering to ICIP protocols and principles of ethical collaboration

CASE STUDIES: Connections made in the 2020-2024 Strategy led to First Peoples creatives and local Elders informing the design of Hycel, Deakin's Hydrogen Technology Hub, and the integration of Aboriginal art into the revitalisation of Port Campbell. Read more at rav.net.au

9 - To see how this Strategy aligns with other relevant documents, see rav.net.au/swcis

10 - See Victorian Government and Aboriginal Victoria - *Yuma Yirramboi* (Invest in Tomorrow) Strategy

Pillar 2

Creative Communities

Activate people and places to enliven spaces, develop networks, tell stories and advocate for the sector.

Southwest Victoria's creative people, places, organisations and events are home-grown, world class and full of potential. Investing in hotspots of creative energy develops nodes of capacity that are better equipped to achieve their goals and, in turn, support each other. Activating, connecting, celebrating and advocating for diverse creative communities is pivotal to individual and collective wellbeing and sector sustainability.

Objectives

2.1 Spaces: Broker the activation and development of creative places and spaces

- Support creatives to access and utilise spaces suitable for their ideas, e.g. physical and digital spaces to meet, create, develop skills, practice, host events, exhibit, present or sell works
- Support partners and community to access funding for creative infrastructure and projects

2.2 Networks: Develop platforms and opportunities for creatives to share and learn together

- Facilitate in-person and digital networking
- Share information and resources e.g. news, opportunities, data, equipment, and skills
- Encourage collaboration e.g. art trails, touring circuits, artform networks and projects across Council boundaries

2.3 Storytelling: Enable creatives to find and reach audiences, communicate successfully and tell southwest stories

- Support creatives to develop marketing, communication, storytelling, advertising and branding skills
- Celebrate local stories and successes
- Support creative people, places and projects to attain recognition, awards and media coverage

2.4 Advocacy: Promote and strengthen support for the southwest creative sector through advocacy

- Raise awareness of the sector's value and impact to influence key decision-makers
- Support partners and community to self-advocate

What will this achieve?

Creative spaces and places are activated, developed and invested in to:

- enrich and enliven communities and seed new ideas
- maintain and upgrade facilities to meet industry standards, safeguard collections and meet evolving needs
- contribute to sector growth, increase employment and visitation

Strong creative networks will:

- enable creatives to learn from and leverage each other in a connected, informed peer-to-peer network
- foster collaboration, leading to smarter use of resources, stronger partnerships, and better leveraging of opportunities.

A focus on storytelling will:

- build our reputation as a vibrant creative region and foster civic pride, increasing visibility, visitation, investment, migration and talent retention
- continuously develop the capability of creatives to tell their stories to local, regional, state, interstate, and international audiences

Continuous strong advocacy will:

- Increase awareness and support leading to stronger policy influence and community representation in decision-making
- Attract resources to support the growth and sustainability of the local creative sector

CASE STUDIES: Evaluation of the 2020-2024 Strategy highlighted progress across each of these areas and more, from the development of new creative spaces to infrastructure funding and regional collaboration as a result of new connections. Read more at rav.net.au

Pillar 3

Professional and Business Development

Increase capability and capacity to grow the creative industries

Investing in individual and organisational capacity and capability creates a more sustainable creative sector, empowering creatives to thrive.

- Professional development focuses on enhancing creative practice, equipping individuals with the skills and experience to deliver, refine, and expand their work.

- Business development supports creatives to maintain sustainable enterprises, providing the skills, knowledge, and networks needed to achieve success.

Objectives

3.1 Professional Development: Support the sector to create innovative, quality outputs

- Assist creatives to uplift the quality of their work and develop technical skills e.g. through masterclasses, mentoring, education and professional development opportunities
- Encourage innovation and the development new forms of expression e.g. through maker spaces, incubators, residencies or idea generation and development programs
- Foster partnerships and the development of marketable experiences with aligned sectors e.g. tourism/visitor economy, business/retail, health/wellbeing and education
- Connect creatives of all stages with career pathways and job opportunities

3.2 Business Development: Equip the sector with tools to build resilient businesses and secure long-term financial stability

- Deliver opportunities to elevate skills and knowledge e.g. industry-specific training on governance, marketing, legal and financial matters
- Tap into the broader national ecology e.g. industry leaders, programs and resources
- Connect creatives with financial opportunities and the skills to apply for them e.g. grants, Expressions of Interest, tenders, commissions, fellowships, sponsorships and employment
- Assist creatives to leverage and influence tourism e.g. through product development, cross-promotion, inclusion of creative activities in itineraries, partnerships with accommodation, retail, hospitality and events.

What will this achieve?

Access to professional development opportunities will:

- foster high-quality work and expertise and lead to increased recognition and success
- lead to innovation and collaboration within and outside the sector
- develop work and creative experiences that engage new audiences and markets
- support and encourage creative careers to sustain a pipeline of creative workers, artists, events and businesses

A financially stable and resilient creative business sector will:

- seize opportunities, drive success and achieve stability in projects and careers
- connect with the broader ecology to build strong, sustainable networks for future growth
- collaborate to pursue ambitious projects, diversify revenue streams, and expand into new audiences and markets

CASE STUDY: The philanthropically-funded Building Blocks program developed the capability, confidence and connectivity of 67 local creatives through industry visits, marketing training, a panel discussion and networking event, with incredible feedback from participants. Read more at rav.net.au

Pillar 4

Young People and Families

Greater connection to skills, opportunities and each other

Engaging and empowering young people and their families in the creative industries enhances social and intellectual development, mental health, and lifelong participation in the arts. This strategy has a particular focus on peer-led programs for young people aged 12-25, both within and beyond formal education, to nurture talent, amplify voices, and develop future creative leaders and cultural contributors.

Objectives

4.1 Engage and empower young people to devise and deliver youth-led creative initiatives

- Support young people to activate their ideas through mentoring, advice, access to spaces and through the support of partners, individuals, peers and organisations
- Support young people, their families and partnering organisations to access funding for creative projects

4.2 Connect young people and their families with opportunities to develop skills, knowledge and networks, and to share creative experiences

- Create opportunities for social connection and informal networking with peers, established creatives, industry specialists and relevant organisations
- Facilitate and promote access to education, experience and employment e.g. through local courses, creative institutions / venues, traineeships, skills-based placements, community volunteering and events
- Connect young people and their families to quality creative programming and opportunities locally and across Victoria

What will this achieve?

Youth-driven creative initiatives will:

- foster a sense of agency, boost confidence, capacity, and capability to lead and deliver projects
- empower young people and their families to contribute to building a vibrant and sustainable creative sector
- enable young people and their families to celebrate and contribute to where they live

Young people and families who are connected to opportunities will:

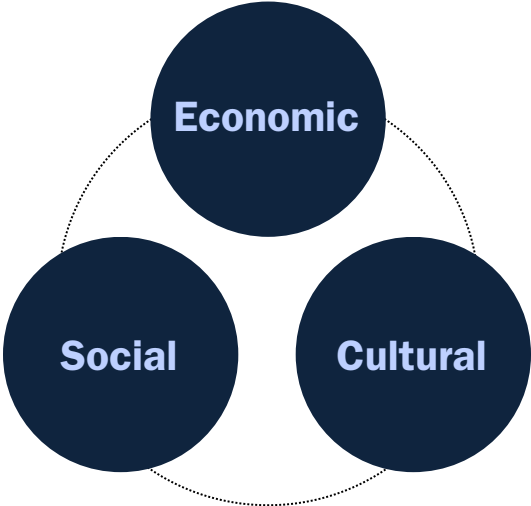
- help young people and families feel supported and connected to creative networks
- promote positive mental health, wellbeing, and a strong sense of belonging
- develop skills and career awareness, inspiring young people and families to stay local and preparing them for creative careers
- nurture future creatives and build a society that values arts and culture through early participation and access to diverse artforms

CASE STUDY: The Creative Leaders program matched school-aged creatives with industry mentors to assist in developing pathways to creative careers. Through 1:1 mentoring, workshops, hearing creatives speak about their careers, visiting artists' spaces, and financial support for diverse projects, these young creatives achieved remarkable outcomes and continue to reach new heights. Watch 2 short films created by the program's Storytellers in Residence and read more at rav.net.au.

Impact

- If** → **Partners collaborate to deliver on strategic objectives**
- By** → **Supporting and empowering creative communities, seizing opportunities, and advocating for the sector**
- This will result in** → **Sustainable creative industries embedded in and enriching lives in southwest Victoria**
- And lead to** → **Vibrant and rich cultures, healthy, safe and inclusive communities, and dynamic and resilient local economies**

The intended outcomes of this strategy align with **3 Cultural Development Network policy domains**; a foundational framework intended to measure outcomes consistently across the sector.



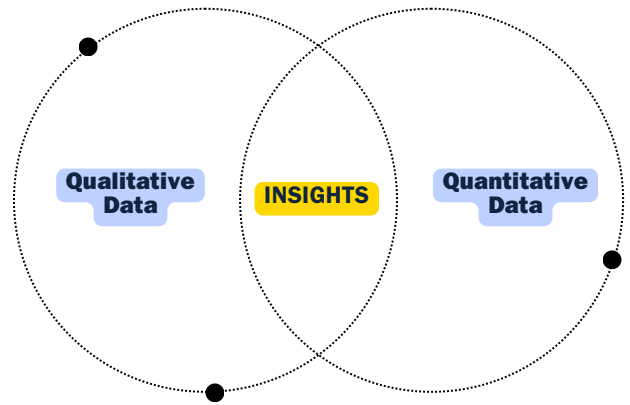
Evaluation Themes

- Achievement of Objectives**
- Social / Cultural / Economic Benefits**
- Connection to Resources / Opportunities**
- Relationships / Collaboration**
- Innovation / Adaptation**
- Sector Growth / Employment**
- Investment / Funding**
- Audience Development**
- New Knowledge** **Sector Sustainability**
- Challenges** **Learnings**

To bring this framework into a regional context and make outcomes easier to evaluate with limited resources, we have developed an aligned **Monitoring, Evaluation and Learning Plan**.

This is based around key evaluation questions that ask if the strategy is working in terms of **process** and **impact**.

Evaluation



How will we know if outcomes are being achieved?

Monitoring and evaluation of the Strategy is through quantitative data (numbers), qualitative data (words) and insights gathered from diverse sources to help us measure outcomes and impact. These include:

- Annual surveys e.g. Creative Confidence Poll
- Data from industry, partners and private sector e.g. reports, research and census data
- Event registration data, summaries and impact reports from strategic programs, and initiatives
- Attendance figures and demographic data from cultural venues and events
- Grant information relating to southwest creative projects and infrastructure
- Grant acquittal information e.g. from Regional Arts Fund recipients and partner programs
- Regional Manager community support records
- Meeting minutes and workshop notes
- Anecdotal evidence, case studies and local stories including community intel and media
- Stakeholder observations and interviews
- Audiovisual content, including photographs, videos, recorded interviews and infographics

Reporting and evaluation milestones

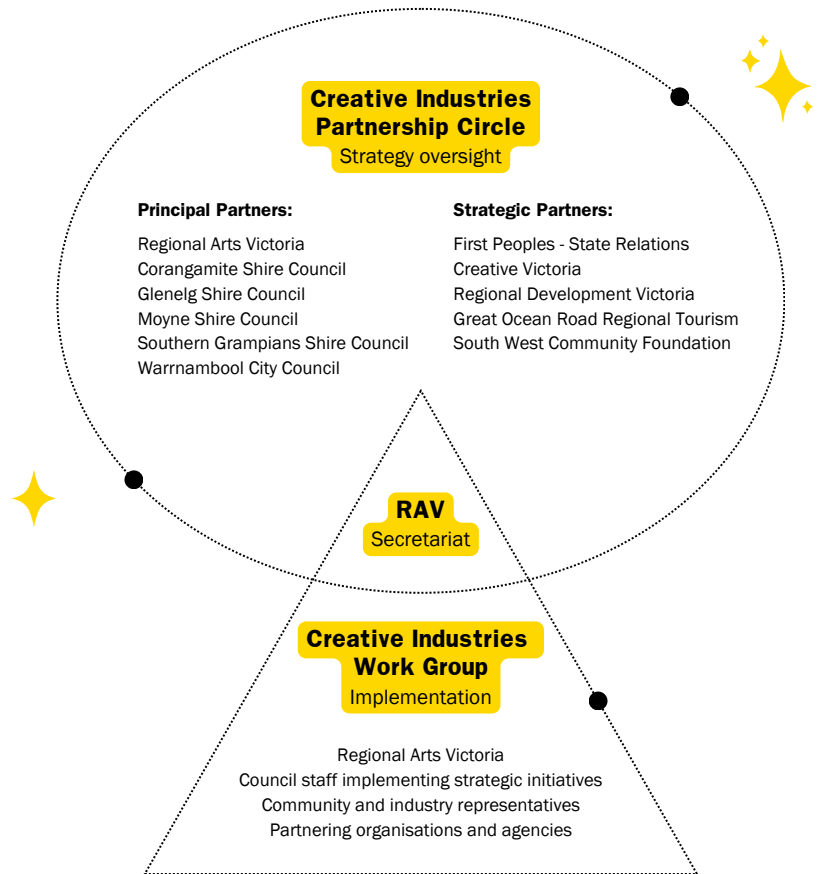
Progress and activity will be tracked in a Quarterly Dashboard Report, centred on the four pillars of this Strategy and the themes of the Monitoring, Evaluation and Learning Plan.

Highlights will be collated annually alongside a mid-strategy review half way through the term of this Strategy in 2027 and a thorough Evaluation delivered in 2029.

Updates and links to public documents will be published at rav.net.au/swcis and shared alongside opportunities, news and local stories at facebook.com/RAVsouthwest.



Who is doing this work?



Creative Industries Partnership Circle

The Partnership Circle is a governance group that includes organisations invested in the strategy and the creative sector. It includes funding partners like Councils as well as strategic partners like state government and other regional stakeholders from the tourism and philanthropic sectors. The Circle meet quarterly to oversee the strategy, allocate resources and sign-off on deliverables.

Creative Industries Work Group

The Work Group includes RAV’s Regional Manager and key Council staff and organisations delivering initiatives and working with creative communities at an operational level. The Work Group meet and communicate regularly to collaborate and progress initiatives across the region, strengthen networks, share on-the-ground intelligence and to inform Strategy monitoring and evaluation.

Regional Arts Victoria

RAV’s Regional Manager - South West, supported by RAV executives, acts as secretariat of the Strategy. RAV drives and administers the Strategy, leading reporting with support from stakeholders, provides expertise, advocates to government and private sector and fosters connectivity across the region and with the broader ecology.

Community and Industry

Diverse groups, individuals and organisations will be invited to provide advice, share insights and contribute to projects as required. These may include practicing creatives, business and industry representatives, partner organisations, funding bodies, service providers, First Peoples, or young people and their families.

To learn more about the roles of each partner, see the FAQ at rav.net.au/swcis

How will we do this work?



- Advocacy
- Strategic Programs and Projects
- Collaboration and Partnerships
- Development and Experience Opportunities
- Connecting Networks and Sectors
- Access to Spaces, Audiences and Markets
- Guidance, Advice and Mentoring
- Funding and Income Diversity
- Inclusive Engagement
- Communication, Promotion and Recognition
- Sector Insights and Research
- Resources, Templates and Tools

Practically, partners will support the sector in the above ways and more:

We will pull levers we have influence over, for example through advocacy, representation and policy engagement, or through access to resources, spaces and audiences. We will develop and deliver strategic programs and projects addressing local need as resources allow, from development and mentoring programs to networking events and creative experiences. We will communicate news, insights and opportunities, and celebrate local successes.

We will directly support and empower creatives to develop and advance their ideas, connecting them to others within the region and beyond. We will support the region to attain funding, for example through project and grant writing advice, sharing opportunities and providing letters of support. We will seek opportunities to partner and collaborate for greater impact, and will respond to opportunities and needs that arise.

Funding

The cost of Regional Arts Victoria’s staff member leading this Strategy is funded through contributions from participating Councils and through the Federal Government’s Regional Arts Fund. RAV and partners will leverage the expertise and resources we have access to in our efforts to support and uplift the sector.

Additional funding is sought to deliver projects and initiatives beyond what this staff member and those in stakeholder organisations can achieve. This may be through grants, sponsorships, philanthropy or donations, or partnerships with organisations and individuals who share our goals.

Principal Partners

Regional Arts Victoria
Corangamite Shire Council
Glenelg Shire Council
Moyne Shire Council
Southern Grampians Shire Council
Warrnambool City Council

RAV's Regional Manager role
is supported by the
Australian Government's
Regional Arts Fund provided
through Regional Arts Australia



Strategic Partners

Victorian Government:
First Peoples - State Relations
Creative Victoria
Regional Development Victoria
Great Ocean Road Regional Tourism
South West Community Foundation

Thank You

A heartfelt thank you to the many partners, organisations and community members who have shaped this Strategy, and who continue to drive and support the creative sector.



Learn more at rav.net.au/swcis



Get in touch

@RAVsouthwest | sw@rav.net.au | 1800 882 531

To discuss how you can use this Strategy, benefit from this work or to help us support the local creative sector, reach out to one of our partners or contact Regional Arts Victoria's Regional Manager - South West.