



SINGLETON ARTS + CULTURAL CENTRE STRATEGY 2025 - 2029

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ABOVE IMAGE © Uncle Warren Taggart,
Carol Carter + Allan Chawner
COVER IMAGE © Rebecca Rath

WELCOME

Acknowledgement of Country

Ngayan marrungku wiyan Wanarruwampa kunarr, mirumalikan parrayku ani, ngatan ngayan marrung wiyan Ngarrakay paranpa, yurakaykal ngatan pangaykal.

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to Elders past, present and future.

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OVERVIEW

OUR PURPOSE:
TO CREATE COMMUNITY



WE ARE VIBRANT, PROGRESSIVE, CONNECTED, SUSTAINABLE + RESILIENT.

For more than 20 years access to arts and culture has been a consistent priority for the Singleton community, evidenced by the 2004/05, 2009/10 social plans and the 2017 – 2027 Community Strategic Plan (CSP).

The Singleton Arts + Cultural Centre (SACC) opened in March 2022. The \$4.08 million project was funded by a \$2.787million NSW Government grant from Create NSW with the remainder funded by Singleton Council.

The Singleton Arts + Cultural Centre is a community-based, non-profit public gallery, offering more than 300m² of exhibition and workshop space. Its innovative annual program provides engaging exhibitions of contemporary art by local, regional, national, and international artists, also hosting a range of related public programs, lectures, activities and workshops for all ages. Home to the Singleton Civic and Public Art Collections, the SACC is committed to the exhibition, extension and preservation of collected works.

Co-located in Singleton's Townhead Park precinct, along with the Visitor Information Centre and the adjoining ParkView Café, the SACC overlooks the children's playground and bike track.

The Centre offers eight exhibitions annually, complemented by a suite of public programs. Thematic sections of the Civic Collection are exhibited on a quarterly basis in the gallery.

The Centre is open six days a week, Tuesday to Sunday, 9.30am to 4.30pm and is open 10am to 3pm on public holidays. General admission is free.

ABOUT THIS STRATEGY

Purpose

The purpose of this document is to provide a planned, pragmatic, achievable and measurable roadmap for the sustainable operation of the Singleton Arts + Cultural Centre. It outlines the areas that will bridge the gap between vision and execution with a specific focus on financial viability; creating a stable and reliable financial foundation that supports ongoing operations through grant funding, self-generated revenue, cost management and operational efficiency.

Consultation

Many strategic actions in this strategy focus on better understanding future local needs through analysis and consultation. This strategy is informed by a suite of consultative and other information sources, including but not limited to:

- **Community Strategic Plan 2035**
- **Arts + Culture Strategy 2020 – 2030**
- **Voice of the Customer (VoC) data**
- **CSP survey and engagement**
- **Arts + Culture Advisory Committee (CSP + opportunity to provide feedback); and**
- **Corporate and business records.**

Council's Role in the Provision of Arts + Cultural Activities

Council has multiple roles in achieving the priorities and actions of this strategy:



Deliver: As part of its core business, Council provides arts and culture services, support and programs.

Collaborate: Council will support and partner with community, government and private organisations to deliver arts and culture services and benefits.

Advocate: Council will continue to influence others to create positive change for our community through our advocacy agenda, networks and relationships.

Implementation

The Singleton Arts + Cultural Centre Strategy is a four-year strategy premised on establishing a sound foundation on which a sustainable future can continue to be built. Key objectives are captured under the themes of Create Singleton 2035, Vibrant, Connected, Progressive, Sustainable and Resilient, and staged to consolidate, mature and grow service delivery over time.

Consolidate

Operational and service activities are improved, strengthened and unified through efficient, effective and responsible management, enabling the SACC to maintain current service quality and continue to provide experiences that educate, innovate, inspire and entertain.

Mature

The Singleton Arts + Cultural Centre continues to evolve as a space where people gather for inspiration, education, and connection. With a focus on enriching community participation and audience engagement, the SACC optimises its service offering, continues to build long-term, mutually beneficial relationships and establishes a sound operational and financial foundation that allows it to positively contribute to the cultural, social and economic life of the region.

Grow

Reputation, relationships, expertise and knowledge are leveraged to introduce new or expand existing services that cater to evolving community and audience needs; yielding higher levels of satisfaction and loyalty, broadening participation, enhancing operational efficiency and increasing the potential for self-generated revenue to support long-term sustainability.

STRATEGIC CONTEXT

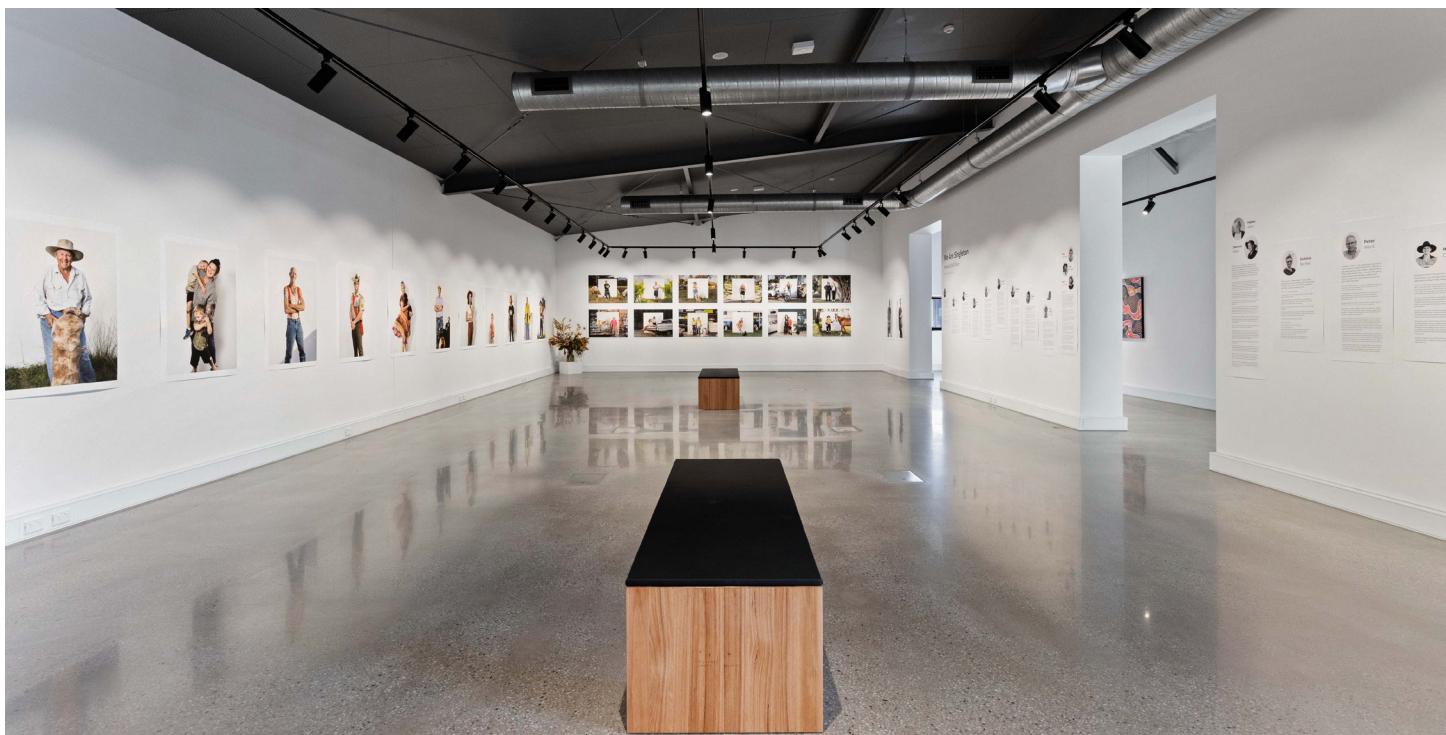


The Singleton Arts + Cultural Centre creates cultural, social and economic value by aligning and focusing its actions and effort on supporting the Singleton community's long-term vision to be a vibrant, progressive, connected, sustainable, and resilient community.

This contribution is reflected in the way this strategy complements the Community Strategic Plan (CSP) 2035, Arts and Culture Strategy 2020-2030, Singleton Socio-Economic Development Strategy 2024-2028 and Community Development Strategy 2022-2026, focusing on the service and operational priorities associated with the activation of the Singleton Arts + Cultural Centre.

The Strategy aligns with the following CSP 2035 Strategic Pillars:

- Our Community
- Our Places
- Our Environment
- Our Economy
- Our Leadership



Our Community

This pillar acknowledges the vital role of community, where individuals experience safety, inclusion, and a strong sense of belonging. We are dedicated to enhancing the community by promoting health and wellbeing, and by creating opportunities for all. Our goal is to ensure that the Singleton community remains vibrant and prosperous.

The Singelton Arts + Cultural Centre plays a critical role in achieving the objectives of Create Singleton 2035, specifically through the Our Community pillar.

Objective	Delivery Program Strategy	Operation Plan Actions
1.1 Our Community is creative, vibrant and inclusive	<ul style="list-style-type: none"> 1.1.1 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain 	<ul style="list-style-type: none"> 1.1.1.1 Deliver an inclusive Singleton Arts and Culture Strategy and supporting programs 1.1.1.2 Provision of targeted programs in the Singleton Arts and Cultural Centre for all ages which educate, inspire and entertain
1.1 Our Community is creative, vibrant and inclusive	<ul style="list-style-type: none"> 1.1.2 Facilitate and support programs and activities which promote inclusion and celebrate diversity 	<ul style="list-style-type: none"> 1.1.2.4 Deliver an arts and culture program that promotes inclusion and celebrates diversity
1.1 Our Community is creative, vibrant and inclusive	<ul style="list-style-type: none"> 1.1.3 Promote and provide venues and spaces that are available for use and hire by the community to support creativity, vibrancy and inclusion 	<ul style="list-style-type: none"> 1.1.3.2 Increase utilisation of the Singleton Arts + Cultural Centre 1.1.3.4 Develop and deliver Public Arts Strategy for the Singleton LGA

Image shown at the top left corner of page 8: ARTWORK © Michael McIntyre

Image shown at bottom left corner of page 8: ARTWORK © Edwina Richards

“THE ARTS + CULTURAL CENTRE IS A WONDERFUL ADDITION TO THE TOWN.”

*Create Singleton 2035, Community Strategy Plan,
Community Survey 2024*



Integrated Planning + Community Strategic Planning (CSP) Framework

This strategy is complementary to the Community Strategic Plan, Arts and Culture Strategy 2020-2030, Singleton Socio-Economic Development Strategy and Community Development Strategy 2022-2026. It seeks to focus on the service and operational priorities associated with the activation of the Singleton Arts + Cultural Centre.

This strategy aligns with the following CSP Strategic Pillars:



Our Community

Acknowledges the vital role of community, where individuals experience safety, inclusion, and a strong sense of belonging.

Our Places

Acknowledges our desire for our places to be sustainable, adaptable, and inclusive.

Our Environment

Acknowledges the community's strong desire to be more sustainable by promoting renewable energy, reducing waste, protecting our natural resources and building resilience in our community and infrastructure.

Our Economy

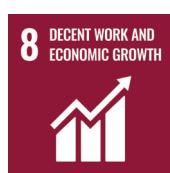
Acknowledges that our ambition to have a diverse, resilient, and innovative economy is the key to long-term prosperity and stability.

Our Leadership

Acknowledges our determination to be a council that is trusted, accountable, responsible, and community-focused, which is essential for effective governance and positive community impact.

SUSTAINABLE DEVELOPMENT GOALS

In addition, this strategy supports 8 specific goals of the 17 United Nations Sustainability Goals.





ARTWORK © Kara Wood, Michael McIntyre + Neilton Clarke

STRATEGIC FRAMEWORK, VISION + THEMES

COMMUNITY VISION
**VIBRANT, PROGRESSIVE, CONNECTED,
SUSTAINABLE + RESILIENT COMMUNITY.**

Arts + Cultural Strategy Vision

Singleton is recognised as the epicentre of arts and culture in the Hunter.

Singleton Arts + Cultural Centre Vision

A gathering place that engages the community and promotes the arts as a cornerstone of creativity and development to help create a vibrant, progressive, connected, sustainable and resilient Singleton.

Singleton Arts + Cultural Centre Strategy Goal

A planned, pragmatic, achievable and measurable roadmap to bridge the gap between vision and execution with a specific focus on financial viability; creating a stable and reliable financial foundation that supports ongoing operations through grant funding, self-generated revenue, cost management and operational efficiency.



ARTWORK © Penny Dunstan

Strategic Themes

Vibrant

To establish the Singleton Arts + Cultural Centre as a destination of choice.

Progressive

To showcase diverse, dynamic, curiosity driven arts and cultural experiences for our community and visitors, which educate, innovate, inspire and entertain.

Connected

To foster mutually beneficial partnerships, alliances and networks that broaden audience reach, participation, and experience.

Sustainable

To efficiently, effectively and responsibly manage operational activities.

Resilient

To offset operating expenditure through grant funding and self-generated revenue.

STRATEGIC FRAMEWORK PRIORITIES

THEME 1: VIBRANT

To establish the Singleton Arts + Cultural Centre as a destination of choice.

The SACC is used, supported and valued by diverse communities as a worthwhile place where people can express, share and discover significant stories, ideas, and objects. The SACC is a vibrant cultural hub that actively engages the community, attracts tourism, contributes to the visitor economy, supports artists and arts and cultural activities. It continues to evolve as a space where people gather for inspiration, education, and connection.



Strategic Priority 1.1 Awareness and Reach

Key Focus Area	Role	Stage
The SACC promotes its collections, exhibitions, programs and other services to new and existing audiences through awareness and education to increase visibility, visitation, and engagement.		<ul style="list-style-type: none"> • Consolidate • Mature
Marketing is focused on creating and delivering value to new and existing audiences, members, donors and sponsors by establishing brand awareness and yielding long-term loyalty through engagement, participation and support.		<ul style="list-style-type: none"> • Consolidate • Mature
Promotional activities boost engagement and drive membership, donations, and sponsorship.		<ul style="list-style-type: none"> • Consolidate • Mature

Role of council



Deliver



Advocate



Collaborate



ARTWORK © Louisa Magrics + Niki Schild, IMAGE © Lee Illfield

THEME 2: PROGRESSIVE

To showcase diverse, dynamic, curiosity driven arts and cultural experiences for our community and visitors, which educate, innovate, inspire and entertain.

Contributing to the social, cultural and economic life of the community, arts and cultural activities positively impact community cohesion, health and educational outcomes. Importantly, the SACC, as a centre of artistic, creative and intellectual enquiry, provides a place for community members to be inspired, to learn, and to connect.



ARTWORK © Rachelle Haley + Louise Zang

Strategic Priority 2.1 Audience Engagement

Key Focus Area	Role	Stage
Exhibitions attract and create interest for new audiences and repeat visitors, using a variety of mediums to promote art, enhance cultural understanding and facilitate community engagement.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
Public programs are meaningful and designed with diversity, inclusivity and accessibility in mind; promoting creativity, encouraging dialogue, and contributing to the cultural and social life of the region.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
The SACC presents its most significant collection of items, stories and themes through exhibitions and programs that educate and engage its audience.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
Digital resources are utilised by artists, students and the wider community, fostering creativity, innovation and social interaction and inspiring and enriching community life through art and technology.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
The retail space offers premium, quality products by local artists and makers, complements exhibitions and public programs, attracts revenue and increases audience engagement and visitation.		<ul style="list-style-type: none"> • Mature • Grow

THEME 3: CONNECTED

To foster mutually beneficial partnerships, alliances and networks that broaden audience reach, participation, and experience.

Alliances, partnerships and networks offer numerous benefits for the Singleton Arts + Cultural Centre, including enhanced visibility and reach, resource sharing and cost reduction, access to new audiences and expertise, financial stability, and innovative and engaging programs.

These relationships strengthen the efficient, effective and responsible functioning of the Singleton Arts + Cultural Centre, enrich and support the social and cultural well-being of the community, enhance the region's identity and reputation, and provide opportunities for cultural tourism and economic diversity.



Strategic Priority 3.1 Alliances, Partnerships and Collaborative Relationships

Key Focus Area	Role	Stage
Service planning and delivery is integrated and holistic, informed by the collaborative efforts of internal stakeholders, partners, and subject matter experts.		<ul style="list-style-type: none"> • Consolidate • Mature
Arts and cultural networks and alliances create opportunities for information sharing, co-curated exhibitions, shared programming and coordinated community engagement activities.		<ul style="list-style-type: none"> • Mature
Learning programs complement primary, secondary and tertiary curricula providing opportunities for students to explore diverse art and cultural perspectives through a range of mediums, fostering a life-long appreciation for art and culture and contributing to a creative and culturally aware society.		<ul style="list-style-type: none"> • Consolidate • Mature
Programs, workshops and events promote inclusivity and celebrate diversity through the active engagement and participation of youth, older people, people with a disability, Aboriginal and Torres Strait Islander, multicultural communities and vulnerable people in a safe, welcoming space.		<ul style="list-style-type: none"> • Consolidate • Mature
The unique offerings of the Townhead Park precinct are leveraged through a coordinated and collaborative approach to increase community, visitor and customer awareness and utilisation, creating mutually beneficial outcomes.		<ul style="list-style-type: none"> • Mature • Grow

Role of council



Deliver



Advocate

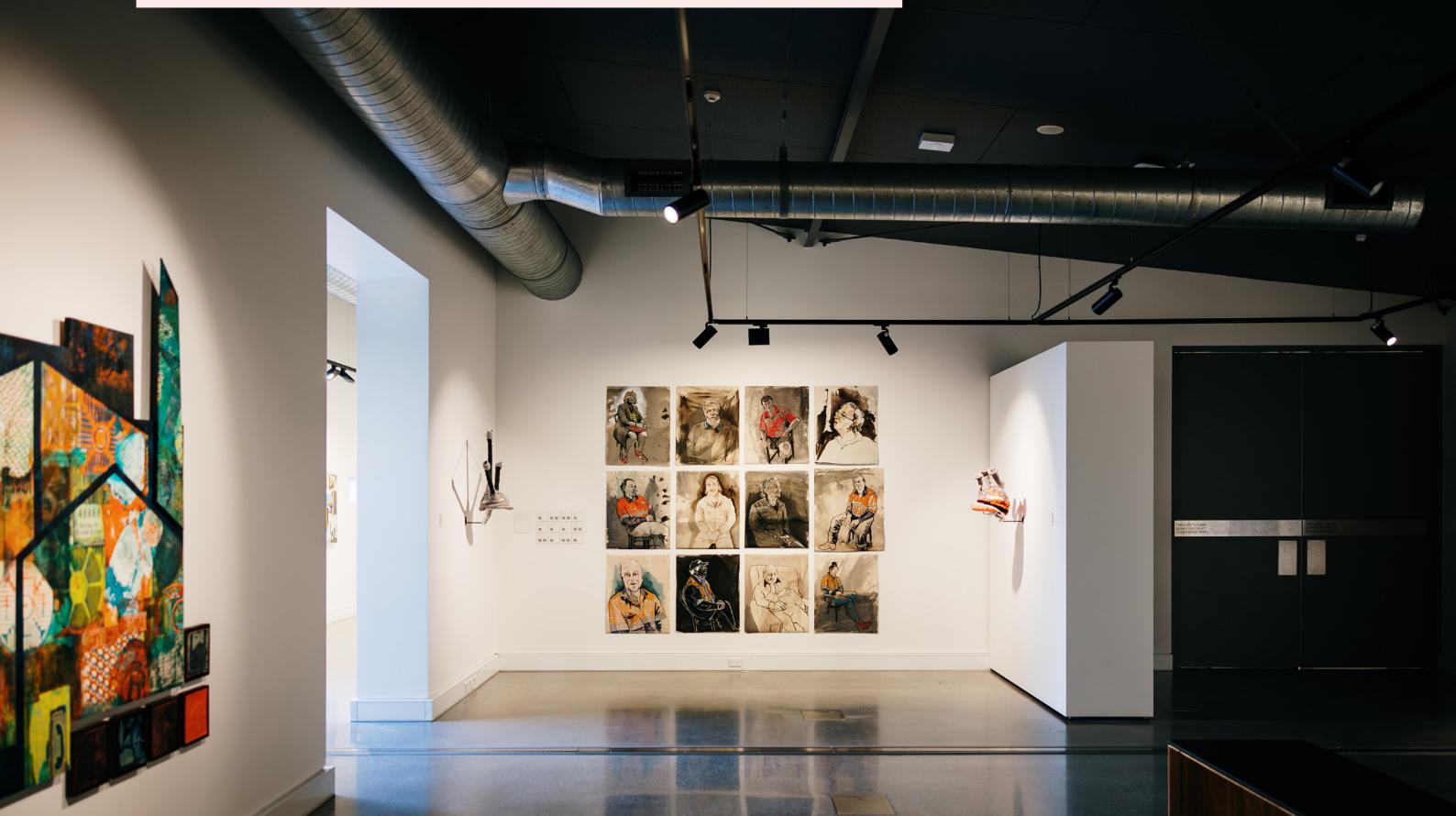


Collaborate

THEME 4: SUSTAINABLE

To efficiently, effectively and responsibly manage operational activities.

The operating framework or model incorporates various facets of management from day-to-day operations, governance, staffing, asset and resource management to audience engagement, and service delivery. The primary focus is cost management and operational efficiency. The framework also informs future planning, service and operational improvements, and resource needs.



ARTWORK © Suellyn Connolly, Lisa Wiseman + Todd Fuller

Strategic Priority 4.1 Planning, Oversight, Governance and Resourcing

Key Focus Area	Role	Stage
A sound operational management framework is established, setting out realistic actions and timeframes, identifying how and where resources are needed and making provision for regular review and revision, as needs or priorities evolve.		<ul style="list-style-type: none"> • Consolidate • Mature
The SACC is effectively managed, sustainable, and publicly accountable.		<ul style="list-style-type: none"> • Consolidate • Mature
There are sufficient professional resources with the required experience and expertise to meet operational, program, and service requirements.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
A systematic approach to asset management is applied, ensuring infrastructure supports social, economic and environmental goals, and facilities are accessible, safe, well-maintained, and comfortable.		<ul style="list-style-type: none"> • Consolidate • Mature
A systematic approach is applied to the management and conservation of the Singleton Civic and Public Art Collections' assets.		<ul style="list-style-type: none"> • Mature
Sound financial management practices are used for forward planning, forecasting, operations and service delivery, reflecting organisation and community priorities.		<ul style="list-style-type: none"> • Consolidate • Mature

THEME 5: RESILIENT

To offset operating expenditure through grant funding and self-generated revenue.

Where possible, Council seeks to offset operating expenditure through a range of activities, including grant funding and self-generated revenue. The focus is financial viability; creating a stable and reliable financial foundation that supports ongoing operations. Viability sits within the broader context of sustainability, where Council plans for service continuity to meet future needs.



ARTWORK © Lisa Wiseman, Penny Dunstan, Kerry Toose + Suellyn Connolly

Strategic Priority 5.1 Financially Viable Services

Key Focus Area	Role	Stage
Venue hire optimises utilisation and visitation and brings art to the community by funding SACC programs.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
Membership creates opportunities for community engagement, wider audience reach, and revenue to support the delivery of exhibitions, public programs, and events.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
Financial donations support the ongoing work of the SACC, enriching and preserving the collection and delivering public programs that educate, inspire and entertain.		<ul style="list-style-type: none"> • Mature • Grow
Corporate sponsors contribute to a vibrant program of exhibitions, public programs and events through financial or in-kind support.		<ul style="list-style-type: none"> • Consolidate • Mature • Grow
Philanthropic giving supports collection enhancement, strengthens exhibition and educational program development and contributes to operational sustainability, ensuring the SACC continues to be an inclusive, inspirational and entertaining space for all.		<ul style="list-style-type: none"> • Grow
Grant funding enhances access to a diverse and dynamic range of arts and cultural experiences for regional audiences, supports preservation of and access to cultural heritage, contributes to education programs and fosters new audiences through engagement initiatives.		<ul style="list-style-type: none"> • Mature • Grow

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