

Arts Northern Rivers: Strategic Plan 2025-28



ANR.

December 2024

Contents

Executive Summary	2
Who We Are	4
What We Do	5
Our Audiences and Sector	6
Our Operating Environment	8
Priorities	11
Future Programs	12
SWOT	14
Pestle	16
Strategic Risk Asssesment	17
Governance	19
Modern Workplace Conditions	20
Strategic Goals and Indicators	22
Financial Summary	30
Budget	32
Marketing and Communications Plan	34
Appendix A - Our Team and Capabilities	37

Arts Northern Rivers respectfully acknowledges Bundjalung, Yaegl, Gumbaynggirr and Githabul Country, the lands we work and create on. We appreciate the unique and vibrant community of Aboriginal and Torres Strait Islanders artists and cultural practitioners from here and living here.

We strive to strengthen self-determination, promote presence, and support cultural continuation.

We embrace the principle of 'First Nations First' and are committed to working together to safeguard, celebrate and present First Nations' living cultures.

Executive Summary

Our region has a fast-growing industry outstripping statewide growth. The Northern Rivers is **home to 2,109 cultural and creative businesses, employing over 10,000 workers.**



Over the past 21 years, Arts Northern Rivers (ANR) has cultivated opportunities for artists to develop their language within a sector to navigate careers, guided creative output into our region, advocated for creatives, independents, small-to-medium organisations and for the arts to be a strategic priority in our region. The mechanisms have been varied: residencies, symposia, workshops, forums, projects, touring presentations, creative developments, community projects, consultations and other professional activities supported by robust local, national and international networks.

ANR plays a unique and critical role in the Northern Rivers' artistic and cultural ecosystem, and contributes significantly to the regions' reputation for creativity, diversity and innovation. We acknowledge the challenges that the region has faced over the past 5-6 years, including bushfires, the global pandemic, and the 2022 floods.

Looking to the next strategic period, we are filled with drive and belief in the region's potential to become a once-again thriving creative sector/hotspot. ANR is a vital part of this solidity. For the organisation to be strong, effective, and relevant to our sector and region, we must first embody those qualities internally. This strategic plan focuses on continuing to strengthen our internal structure, empowering us to deliver greater impact externally and drive sustainable efficacy in our community and arts/cultural sector. Our program and service design is based in evidenced need/demand, strategic and creative design and in being somewhat nimble and responsive. Crucially, partnerships are a feature of every ANR project, every research endeavour and every service. Through these partnerships, we ensure that our work is not only informed by expertise but is also truly aligned with the needs and aspirations of the creatives of our region.

ANR prioritises its ability to be a 'next generation' mentor/training arts organisation contributing to nurturing our emerging arts workers, our next changemakers, policy contributors and enablers. We acknowledge the widely evidenced crisis in lack of trained producers for *all* art forms, and we actively address this with mentorships on our projects, externally and internally.

Throughout this plan, we refer to the high-level findings from our WHO WE ARE report: an ANR project delivering the Northern Rivers Sector report 2024-25. This ground-breaking project has taken place over 2023 and 2024 to deliver a once-on-a-decade deep dive into the make-up of our sector and our region.

As the largest RADO in the state and the fastest growing, the current investment from Create NSW has not been reflective of ANR's output and demand for services. Over the past 3-4 years, the percentage of core funding from Create NSW has sat around 16-18%. This plan makes a case for increased core funding per annum from Create NSW to around 30%.

ANR presents a compelling, evidence-based case for investment, highlighting our ability to deliver ongoing services, address critical gaps, support the development of the next generation of arts workers, and expand market reach for Northern Rivers' creative industries. We consistently deliver significant impact with a relatively modest ask, demonstrating the value and return on investment for our stakeholders and partners.

Vision

An engaged, diverse, connected and resilient arts and cultural sector that is valued in our region, recognised nationally and internationally, and contributes to the social and economic wellbeing of the Northern Rivers.

Values

- **Informed by care and respect of Country (Place/ Grounded/Country)**
 - of First Nations peoples and other communities from this culturally significant place, the Northern Rivers
- **Collaboration and reciprocity**
 - co-design, communicate, problem solve and engage respectfully with artists, arts companies, project partners and stakeholders
- **Understanding and generosity**
 - listen to lived-experience, support freedom of thought and of expression, hold space for difference, share learnings and reciprocate with intention
- **Individual and collective creative agency**
 - foster individual and collective skills, knowledge and capacity for empowered development of sustainable creative careers
- **Integrity, transparency and accountability**
 - in our operations, programming activities and relationships with artists, communities, partners and stakeholders

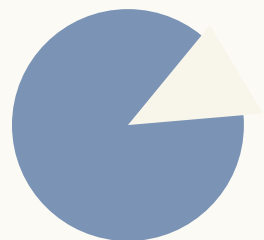
Purpose

We deliver services and projects that foster the creative industries, encourage excellence, and work to ensure access and engagement with arts and cultural activity.



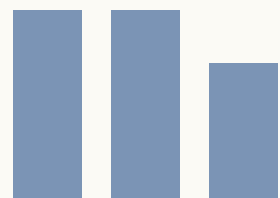
Pathways Lab. Photo: Kate Holmes

Who we are



With 4,941 cultural workers in the region, ANR serves the largest population of cultural workers in NSW outside of Sydney

(representing 1.5% of the population relative to regional NSW average of 1.1 per cent).



There are 9.1 creative businesses for every 10,000 people, which is almost **three times the average for NSW rural electorates** (3.2).

ANR is a regional arts development organisation (RADO) dedicated to supporting and advocating for the arts and creative industries in the Northern Rivers region. Established in November 2003 through a commitment by all seven Mayors in the Northern Rivers region and incorporated in June 2004, ANR has developed into the largest and leading RADO in New South Wales.

At the front line of the climate crisis, the Northern Rivers was devastated by the devastating 2017 floods, the 2019 Black Summer fires, and again in 2022 with more record-breaking floods. Informed by the 2022 Northern Rivers Creative Industries Recovery Forum Report (source: Arts Northern Rivers, 2022), ANR has provided regional leadership in re-shaping and reorienting programming and service delivery to drive sector recovery, renewal and resilience and strengthening ANR's position as a pivotal regional arts organisation.

As an independent, not-for-profit organisation, ANR is governed by a Board comprising representatives from the seven local government areas we serve, and co-opted independent experts. From our office located in the heart of Lismore, we proactively deliver programs and initiatives across the region that foster artistic innovation, excellence, and accessibility. As part of the Regional Arts Network, we are dedicated to building positive futures for regional, rural and remote communities in New South Wales through arts and cultural development.

ANR is proudly supported by the Australian Federal Government, Create NSW, local governments, as well as the generosity of donors. We generate revenue from sponsorships and corporate collaborations to support our programs.

Our priorities, programs and initiatives are curated and crafted through consultation, evaluation, and assessment, grounded in evidence, and draw on a deep knowledge of the demand and needs of our regional community. Our agile approach enables us to be responsive to changes in our environment, tailor our project design to emerging trends and create lasting and impactful partnerships.

We do this through an annual program of skills and professional development, dedicated strategies for supporting Indigenous art and culture, and tailored support and advice for the Creative Industries across the region.

We are a team of 6-8 part-time and full-time dedicated arts workers; the ANR team is made up of individuals drawn from our creative community bringing unique insights, networks and inspiration to our work and fostering a dynamic, connected and supportive environment for other creatives in office, in field and in market. We instil a mentor environment within the team, offering support and guidance at all stages of careers.

What we do

SUPPORT FOR ARTISTS

Individual, one on one support for independent and self-managed artists: including development of arts practice skills, arts business and market presentation skills, enhanced career opportunities

Professional development: workshops, panels, labs, intensives

Critical practice: mentoring, scholarships, dialogues

REGIONAL SECTOR DEVELOPMENT AND EXCHANGE

Networking: supporting artists to attend industry gatherings and markets; hosting sector gatherings (by region, by artform); connection to regional arts network

Brokering: supporting sector organisations through auspicing; building and utilising professional relationships and contacts; project arts and non-arts partnerships (financial, delivery, audience development)

Engagement: creating awareness within the sector around best practice in collaboration, consultation, partnerships and artist's professional practice (eg ICIP)

RESEARCH AND ADVOCACY

Implement findings and recommendations from the significant body of research already undertaken by ANR in recent years (at least one key area of focus on research outcomes per year)

Continue to build strong and ongoing connections with research partners around their support, investment, implementation and advocacy

Recognise significant need for advocacy of arts and culture in the Northern Rivers region, and the critical role that ANR does and needs to play as an advocate

MAJOR INITIATIVES

Expansive Encounters: International artists residency exchanges based on models of viable creative recovery from crisis projects

Art on Bundjalung: programming residencies, industry development projects, exhibitions, markets that build cultural knowledge, skills and enterprising career opportunities for Bundjalung artists and creative communities

Audience and Market Development: investigating and initiating collaborations with NSW and national producing and presenting arts and cultural organisations to extend the life of creative works by artists from the Northern Rivers through opportunities to showcase, exhibit/present and tour

COLLABORATIVE GOVERNANCE

Ensuring ANR's continued relevance and purpose in the Northern Rivers region through embedded Board governance and financial partnerships with the local government bodies

Sourcing a breadth of community representation and input through Board consultative committees and working groups: Cultural Counsel, First Nations Advisory Group

Delivering services and activities that reflect and respond to Local, State and Federal Government priorities

Our Audiences and Sector

We prioritise innovative approaches, collaboration, and sustainability, ensuring our programs not only elevate the creative industries in our region but also contribute to a national dialogue on excellence in the arts.

Post-floods, we recognised that being connected across the regions, and nationally, is uplifting for not only our team and our Board, but also our sector and community. In this, we have partnerships/relationships at the centre of everything we do. We build strategic partnerships. We diversify revenue through sponsorships, and corporate collaborations to reduce reliance on government funding and channel more resources into staff compensation. The evidence of this approach is in the breadth of partners that look to work with us; Cementa in Kandos, Rising Festival in Melbourne, Performance Space in Sydney, SCAPE in Otautahi Christchurch, Marrugeku in Broome and many more. The key for us is building connections that are authentic, take time, and are based in relationship alignment.

In 2022-24, ANR concentrated our programming and service delivery on the impacts and recovery of our region post the devastating February 2022 floods. Through advocacy, research, and strategic professional and sector development initiatives, ANR played a key role in uplifting, strengthening and networking the sector to regain our pre-disaster momentum and spirit. In 2024, we've begun envisioning a future where recovery is no longer our central focus. This shift reconstitutes the Northern Rivers as one of Australia's major creative powerhouse and a vital contributor to the NSW arts and cultural landscape.

Our 2025-28 program cultivates existing local, national and international partnerships. Through these networks, our development programs are designed to bring Northern Rivers practitioners into rich and rigorous making-hubs that bring global creatives together for cross collaboration opportunities and networking; raising their profiles and capacities. For instance, in 2025 we will support our Indigenous Arts Development Officer (IADO) to attend the National Indigenous Arts Fair (NIAF) in Sydney with a group of Bundjalung creatives, providing unique professional development opportunities for local Aboriginal artists and arts workers. The long-term benefits of these partnerships are evidenced in sustainable projects with sustained outcomes.

This **strong focus on inclusion** aligns with the ANR value of collaboration and reciprocity and the Create NSW priorities of **next generation of creatives and audiences**, broad and inclusive communities and content, accessibility and equity.

Our Audiences and Sector (cont.)

Our audiences include the arts and creative industries sector as well as the broader community of the Northern Rivers region, through the empowerment and uplifting of the sector we serve. We service through a combination of core and project activity that seeks to encourage development and participation in arts and cultural activities. As the peak body, ANR acts as a broker and conduit for our networks and stakeholders, to bridge independent activity and thinking. This essential support widens the knowledge base of the sector, empowering creatives to identify their markets and contextualise their work, thus enhancing their impact.

ANR stakeholders:



Our Operating Environment

A vibrant growth region

The Northern Rivers brings together over 325,000 residents and almost 30,000 businesses across seven local government areas¹ of north-east NSW. It is a region gifted with beautiful, world-renowned natural assets, stunning beaches and lush hinterland, a temperate climate, and an abundance of fresh produce. It is one of Australia's most popular tourist destinations, attracting more than 5.7 million visitors a year and, outside of capital cities, has one of the highest rates of population growth in the country, with the population expected to reach 450,000 by 2030.

The Northern Rivers is renowned for its culture of entrepreneurialism and creativity, together with its rich history of strong community connectivity. Its vibrant music scene and emergence of a counter-culture movement inspired the Aquarius Festival in Nimbin, where in 1973 the nation's first **Welcome to Country** took place. **First Nations** culture, practices and storytelling continues to thrive and influence artforms ensuring a deep connection to country.

A rich artform ecology

The Northern Rivers is the largest regional cultural hub in NSW. This rich creative, cultural and economic ecosystem is **growing at a rate four times faster than the national creative workforce** and is attracting larger audiences and higher levels of participation than any other rural area in NSW.

The regional agglomeration of cultural and creative industries has been a solid foundation for growth. During the period 2016 – 2021 industry turnover grew from \$662 million to \$887 million, the number of cultural, **creative registered businesses increased by 27 per cent**, and the number of creative and cultural organisations with a turnover of over \$2 million per year doubled.

Despite this growth, the multiple natural disasters in recent years devastated the regional creative industry. The 2022 floods – **Australia's worst on record** – displaced 10,000 people and damaged 6,300 homes, having a profound impact on artists, creative organisations and businesses, audiences and participants, as well as disrupting the cultural and social fabric of the region. Whilst ANR, with the support of the NSW Government and private donations, has provided much needed assistance and support, there is still more work to do to ensure arts and culture in the region is able to reach its full growth potential.

The sector is growing 4x faster than the national creative workforce: Creative and cultural employment in the region has seen an average increase of 8% per annum between 2016 and 2021, compared to 4% in national creative industries and 2% in the Australian workforce generally.

Our Operating Environment (cont.)

Housing, space and disadvantage are key challenges

Australia's housing crisis, characterised by lack of supply and affordability and exacerbated by the floods, is having a significant impact on the Northern Rivers region and the artistic community. A sharp increase in rental prices, a six per cent rise from March 2023 to March 2024, is making it increasingly difficult for residents to find affordable housing, leading to heightened rental and mortgage stress. Homelessness is on the rise, with **Byron Shire now having the highest number of rough sleepers in NSW, surpassing even the City of Sydney.**

Creative spaces provide vital areas for knowledge sharing, upskilling and capacity building, they promote peer-to-peer learning and establishing invaluable community networks. The shortage of places and spaces is further impacting the growth of the regional creative industry, evidenced by space being identified by the sector as a top priority among a list of eight sector priority areas – in particular, establishing new spaces for making and presenting work.

The vulnerability of the Northern Rivers population is not only due to the region's comparably lower economic disadvantage but also its cultural composition. **Six in 10 artists in the region experience disadvantage themselves**, with 14 per cent of these experiencing disability, 12 per cent are culturally and linguistically diverse (CALD), and seven per cent identify as First Nations.

Realising opportunities

The creative community and industry in the Northern Rivers region are like no other. Its unique history has embedded a foundation developing a substantial creative market along with one of the **strongest cultural tourism industries in Australia.** It is a region that has cemented its reputation among touring artists as a favourite place to tour and perform/present to engaged enthusiastic audiences and participants across all artforms. It is a region where the impact of artists spills over to other sectors, driving cross-industry practices, innovation and collaboration in fields including the environment (47%), health (32%) and access and inclusion (26%).

Despite Covid-19, natural disasters and economic pressures, this region's creative industry stands poised to resume its positive growth trajectory, driven by its vibrant community culture and unique concentration of jobs, businesses and talent. With the right investment, there can be significant returns to be gained.

This **investment opportunity** is evidenced by Regional Development Australia who **have identified arts and recreation for the Northern Rivers as an “emerging specialisation”**, with average annual growth of 6.2 per cent from 2011 to 2020, faster than the statewide average of 4.8 per cent.



Priorities - What we do

Outlined below is analysis of the strengths, weaknesses, opportunities and threats (SWOT) impacting the regional arts sector and ANR, and analysis of the Political, Economic, Social, Technological, Legal, and Environmental factors (PESTLE) impacting ANR's business operations. These tools address the external operating environment as well as the organisation, and provide critical insights as to how the Northern Rivers can reach its potential to be a regional cultural powerhouse.



Future Programs and Projects

Over the next strategic period (2025-2028), we have designed a program that builds on our two decades of work in supporting the arts and creative industries in the region, with a continued focus on Indigenous arts development, and the next generation of creatives and audiences through our research and advocacy that also underscore **accessibility and equity** in regional NSW.

ANR is, first and foremost, a peak body and service organisation. However, we have also evolved to become a presenter and producer of works in development, as well as a research and advocacy agency. Our programs and services reflect all of these roles, demonstrating the scale and ambition of the creative industries in our region, on Bundjalung country.

Our programs and projects are guided by five core operational pillars that align directly with our goals. Operational areas: Support for Artists / Regional Sector Development and Exchange / Research and Advocacy / Major Initiatives / Collaborative Governance. These pillars are interwoven, drawing on past successes to shape future initiatives that deepen our impact in each area. Our approach is not strictly linear; it's responsive and circular, allowing for a comprehensive view of impact across all aspects of our work.

In 2025, our focus will be on consolidating core internal operations, delivering professional development programs, auspicing and advice services, strengthening partnerships, and advancing our research and advocacy. Given our solid reserves strategy over the past 3 years; the organisation is able to carry over monies into 2025 and 2026 to support our program direction. ANR has embraced the growing demand for its advocacy services and will soon launch our major two-year research project, WHO WE ARE. This comprehensive publication, a once-in-a-decade resource, will be supported by a robust dissemination and advocacy strategy, targeting local, state, and national level stakeholders. As a key evidence and data resource, it will serve the entire Northern Rivers region and arts sector, providing valuable leverage for shaping policy and strategy for years to come.

From 2026 to 2028, we will expand our efforts to deliver an ambitious program focused on sector enhancement and major initiatives that further support our region's creative industries. This aligns with an increased funding request to Create NSW to support the ANR's program and core operations. We will maintain ourselves as the go-to organisation for arts and culture in the Northern Rivers through strategic communication, research and partners, initiatives that boost participation, and professional development opportunities for the region's vibrant creative community.

Future Programs and Projects - Our 2025 program

Support for Artists:

- Northern Rivers Creative online directory
- First Nations outreach and artist support
- Artist respite program
- CASP micro grants program
- Arts business workshops
- Producer support for performing arts

Regional Sector Development:

- Indigenous Visual Arts and Dance scholarship programs
- Auslan Creative working group
- First Nations specific pathways program over 3 years
- Sector gatherings
- Pathways to present at NIAF
- Liveworks / RISING Festival Delegates Program

Collaborative Governance:

- Support to our local Aboriginal gathering Kinship Festival
- Cultural Counsel

Major Initiatives:

- Art on Bundjalung
- *Bulaan Buruugaa Ngali* Exhibition across three regional galleries in the Northern Rivers
- International Residency Program

Research and Advocacy :

- Advocacy launch the 2-year major research project: *WHO WE ARE*
- First Nations Forward Report
- Council Projects Research

SWOT ANALYSIS

STRENGTHS

External

- A rich regional cultural inheritance embedded in community and institutions.
- High levels of cultural engagement, attendance and participation.
- A strong nationally recognised regional cultural identity.
- Nationally recognised creative professionals across artforms.
- Training institutions that attract and grow leading talent.
- National legislated protections for copyright and freedom of expression.

Internal

- Deep understanding, knowledge, and insights on sector and region backed by research and evidence.
- Strong national and international relationships, partnerships and track record of collaborations e.g. Sydney, Christchurch Otago.
- Reputation of being responsive and supportive to the needs of artists and the arts community.
- High level of team and organisational output relative to resources.
- Capacity to deliver and reach across the sector; multi-artforms, multi-communities, multi-expressions.
- Strategically positioned to facilitate creative cross collaborations with Qld.
- Multi source revenue streams.

WEAKNESSES

External

- Lack of a collective regional belief of the value, relevance and significance of the industry.
- Outdated stakeholder views on cultural and creative industries as a 'nice to have' rather than important economic contributors.
- Significant industry disruption from COVID-19 pandemic and natural disasters.
- Underdeveloped digital infrastructure and skills depth in the creative industries.

Internal

- Capacity of staff and budget to deliver on needs and expectations across the sector.
- Lack of skills in team to deliver across all artforms; need to balance team skills with external expertise.
- Not all team confident in networking capability; training and support required.

Note: External – refers to the external operating environment. Internal – refers to ANR the organisation.

SWOT ANALYSIS

OPPORTUNITIES

External

- Targeted initiatives to increase participation and engagement in key sectors e.g. youth
- Support and strengthen diversity of creative career opportunities in new technologies and First Nation artists
- Further enhance engagement and participation with First Nations artists and communities.
- Creation and export of high-quality cultural products and experiences which reflect contemporary regional NSW
- Build closer engagement and partnerships with potential non-arts organisations including youth, health, social and cultural tourism organisations.
- Continue to facilitate professional and career development opportunities for emerging artists through closer relationships with key organisations including NSW Writer's Festivals, Writer's Centres, ScreenWorks and Music NSW.

Internal

- Lead advocacy and engagement with Councils to imbed arts and culture in their programs, plans and priorities e.g. access to space.
- Highlight impact and achievements of industry and ANR over past 20 years; review programs, projects.
- Facilitate regional artist connections by organising events according to creative practice.
- Develop hybrid and agile project models to maximise outcomes, technical input, efficiency e.g. managers for specific initiatives/projects
- Develop sustainable collaborations for major projects e.g. Public Art and Dance projects
- Establish a First Nations Cultural Counsel
- Enhance marketing reach and impact including by leveraging members of ANR Research Advisory Group and Cultural Counsel as advocates and ambassadors.

THREATS

External

- Perceived lack of relevance to member Councils and subsequent loss of core support.
- Future environmental crisis and consequential impact on artists, operational base and programming outcomes.
- Lack of space for the creation of work and lack of retail/venues for presentation.
- Lack of coordinated investment in cultural Infrastructure.

Internal

- Lack of stakeholder, community understanding on role and impact of ANR; need for greater marketing, transparency, accessibility.
- ANR LGA reps misunderstanding of role as regional advocates and subsequent loss of Council support.
- Team fatigue; need time to breathe, reflect, balance workload
- Siloed artists and artistic communities in local government areas; need to actively facilitate regional connectivity.
- Dependency on core and grant funding for majority of operations and projects

Note: External – refers to the external operating environment. Internal – refers to ANR the organisation.

PESTLE ANALYSIS

Political	Government funding	Local, State and Federal Government changes in funding levels and priorities impacting ANR funding.
	Government policy and processes	Local, State and Federal Government changes in cultural, regional and related policies and processes impacting ANR priorities and approach.
Economic	Economic Conditions	National economic conditions impacting inflation, interest rates, cost of living pressures impacting artists, consumers, donations, operational costs.
	Funding and sponsorship	National economic conditions impacting availability and competitiveness of sponsorships and grants.
	Tourism	National economic conditions impacting growth of regional tourism as a key driver of artistic participation and engagement.
Social	Demographic Trends	Age and age distribution in regional population impacting audience and artist engagement and participation
	Social and Cultural Trends	Changes in public interests and views impacting the popularity of specific/different artforms.
	Public support	Changes in public attitudes towards the arts impacting support for programs, engagement of audiences and volunteers.
Technological	Technological Advancement	Changes in technology transforming how art is created, distributed and consumed impacting the type, reach and competition of artforms.
	Technology literacy	Changes in platforms and digital tools impacting digital expertise and training to support development, delivery and marketing.
Legal	Intellectual property	Intellectual property laws requiring ongoing compliance when producing, displaying, reproducing artwork.
	ICIP	Indigenous Cultural and Intellectual Property - Ongoing adherence to the Indigenous Cultural and Intellectual Property rights in relation to the representation and consultation with First Nations peoples impacting operations, advocacy and projects.
	Health and safety laws	Ongoing adherence to health and safety laws impacting operations.
	Employment laws	Ongoing adherence to employment laws for staff and volunteers impacting operations.
Environmental	Sustainability	Enhanced responsibility on environmental sustainability impacting focus on reducing ecological footprint from operations and activities.
	Natural disasters	Future local or regional natural disasters significantly impacting and disrupting operations, infrastructure and operating environment.

Note: External – refers to the external operating environment. Internal – refers to ANR the organisation.

Strategic Risk Assessment

ANR has conducted a strategic risk assessment and identified the following key strategic risks. These risks are managed and monitored through the risk register with management and Board oversight.

The assessment was conducted using the risk framework outlined in the Create NSW Strategic Plan Guide and adopts the matrix where the likelihood of an event or activity (Rare, Unlikely, Possible, Likely and Almost Certain) is assessed against the impact rating (Negligible, Minor, Moderate, Major, Catastrophic). Each of the impacts is then categorised according to its fiscal impact, the level of physical harm, reputational harm, disruption to normal operations and legislative requirements.

Risk category	Identified risk	Risk owner	Likelihood	Consequence	Risk rating	Controls
Financial	Change to level of government funding	Executive Director	Possible	Major	Medium	• Ensure strong relationship with Councils including support Council Board members as advocates • Actively communicate ANR achievements and impact.
	Financial mismanagement including accounting errors, misappropriation, fraud	Finance Manager	Unlikely	Minor	Low	• Robust financial management system and reporting • Annual external audit • Policies and procedures
Governance	Non-compliance with not-for-profit legal and regulatory requirements	Executive Director	Unlikely	Major	Low	• Register of governance and reporting requirements • Board compliance reports
	Conflicts of interests	Executive Director ANR Board	Possible	Minor	Medium	• Conflicts of interests register for Board and Staff. • Conflict of Interest Policy.
Operational	Climate Risk and Events	Executive Director Board	Likely	Major	High	• Emergency evacuation procedure • Office digitisation, cloud storage • Adoption of sustainable practices
	Cybersecurity	Executive Director Operations Manager	Unlikely	Minor	Low	• Regular threat assessments and monitoring • Regular software updates • Employee training and policies
Strategic	Industry reputation	Executive Director Marketing & Comms Manager	Unlikely	Moderate	Medium	• Maintain strong relationships with key stakeholders and donors • Regular communication on role and impact of ANR
	People and Talent	Executive Director Operations Manager	Possible	Moderate	Medium	• Adopt flexible workplace practices • Regular check ins with team • Training and development for team and volunteers • Adopt hybrid project model
	Strategic Alignment	Executive Director	Unlikely	Minor	Low	• Regular review of activities relative to Strategic Plan. Mission and Purpose
Legislation/Workplace Health and Safety (WHS)	Non-compliance with regulatory and legal requirements	Executive Director Operations Manager	Unlikely	Moderate	Low	• Board compliance reports • Insurance cover



Expansive Encounters Exchange. Photo: Holly Ahern

Governance

To enhance engagement, participation and alignment with community needs, **ANR is enhancing its collaborative governance model** to establish consultative committees and working groups.

As an independent, not-for-profit organisation, ANR is governed by a constitution with oversight by a Board comprising of both representatives from the seven local government areas we serve and co-opted independent experts.

Local Government Board members are appointed by each of the Councils that financially contribute to ANR and may be an elected Councilor, Council staff member or a member of the arts community. This local representation is complimented by the specific skills and expertise of Co-opted Board members who are appointed by the ANR Board.

Meeting a minimum of four times a year, the Board of Directors serves as a committee of management and is responsible for the overall good governance, management and strategic direction of ANR, and for monitoring the performance of the organisation according to its Constitution and strategic plan.

ANR is committed to a collaborative approach for the advancement of the creative industries across the region and has established an advisory group, the Cultural Counsel. The Cultural Counsel comprises Arts leaders providing valuable advice, advocacy, and strategic insights to the Board.

Over the next four years to enhance engagement, participation and alignment with community needs, ANR is enhancing its collaborative governance model to establish consultative committees and working groups, including a First Nations Advisory Group, Research Advisory Group and Access Advisory Group.

ANR has a stand-alone Indigenous Arts Strategy. For the upcoming quadrennial, this strategy will be updated and become in-line with the same timeframe as the ANR strategic plan. In 2025, an Indigenous Advisory Committee will be formed (last formed 2023) and informed by ANR's 2023/24 *First Nations Forward* report: a consultation project undertaken across the region to collect perspectives, aims, challenges and opportunities from the First Nations community to inform the ANR strategic plan going forward.

ARTS NORTHERN RIVERS BOARD

- Local Government members
- Co-opted expert members

Cultural Counsel

First Nations
Advisory Group

Research
Advisory Group

Gift / Fundraising

ANR Staff

Modern Workplace Conditions

Our workplace culture is the foundation of how ANR engages with the arts sector. When we are strong internally, we can better support our creative community.

The way we work together shapes our external impact, ensuring everything we do is authentic, collaborative, and purpose driven.

This starts with our team and board: to drive staff retention in the organisation, we have taken proactive steps to increase wages for our employees over the past three years, addressing a previous pay gap compared to urban peer organisations and industry standards. Over the next four years, we will implement steady wage increases of 2–5%, with 12-month performance reviews to align compensation with staff achievements. In addition, ANR will continue providing professional development opportunities for the staff and Board, building career pathways, for a sustainable environment for long-term careers in the arts.

Infrastructure: Post-flood, we recognised the immense value of having a physical, bricks-and-mortar space where our team is directly accessible to the sector, as well as having spaces available to our creatives to meet, work and connect. As part of our long-term sustainability strategy, ANR has invested in stable office infrastructure. Located above the flood line (in a flood zone), our new office provides a comfortable and secure work environment with five-year lease terms at reduced rates. This presence has proven essential for fostering connection, support, and collaboration within our community. The space includes stand-up desks, private meeting areas, and remote work options, fostering a collaborative and supportive workplace for staff and creatives alike.

ANR hosts two **sector gatherings** annually, offering platforms for the team and the wider Northern Rivers arts community to form connections and build networks.

ANR is committed to fostering a fair, safe, and respectful workplace culture. As a team and Board, we have undertaken a comprehensive review of all policies and procedures, ensuring that our staff and sector partners are supported by a clear framework that covers harassment, discrimination, bullying, child safeguarding, safety, and fair pay. This framework is designed to meet workplace obligations and ensure that ANR remains a positive, inclusive environment for everyone involved.



Michael Donnelly Surface Paradise 2023 - image courtesy of the artist

Strategic Goals and Indicators

AREA OF OPERATION 1: SUPPORT FOR ARTISTS

GOAL 1 – Create partnerships, pathways and opportunities for First Nations artists and cultural workers across Bundjalung, Yaegl, Gumbaynggirr and Githabul Country.						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Delivery of Professional development programs and opportunities	Number of First Nations programs Engagement with Programs	2 x professional development workshops 1 x pathways program 1 x visual arts scholarship 1 x staff to NAIF 1 x FN gatherings 1 x direct support to major initiative (Kinship) Ongoing outreach & artist support	2 x professional development workshops 1 x performing arts scholarship 1 x visual arts scholarship (with \$ partner) 2 x artists at NAIF 1 x FN gatherings Ongoing outreach & artist support	2 x professional development workshops 1 x pathways program 1 x visual arts scholarship (with \$ partner) 1 x Performing Arts scholarship (with \$ partner) 1 x staff to DAAF 1 x FN gathering Ongoing outreach & artist support	2 x professional development workshops 1 x visual arts scholarship (with \$ partner) 1 x Performing Arts scholarship (with \$ partner) 2 x artists at DAAF 1 x FN Gathering Ongoing outreach & artist support	First Nations stories and communities	First Nations First
Indigenous Advisory Committee & Strategic Plan	Engagement with Program	Develop an Indigenous Advisory Committee Commence 4-year Indigenous Strategic Plan	1 x Indigenous Advisory Committee Consultation 4-year Indigenous Strategic Plan	1 x Indigenous Advisory Committee Develop 4-year Indigenous Strategic Plan	1 x Indigenous Advisory Committee Complete 4-year Indigenous Strategic Plan	First Nations stories and communities	First Nations First
	Number of attendees/ participants/users that access our services	150	150	150	150		

Strategic Goals and Indicators

AREA OF OPERATION 1: SUPPORT FOR ARTISTS

GOAL 2 – Deliver a responsive core program of professional development that builds the capacity of the Northern Rivers Creative Industries						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Delivery of Professional development programs and opportunities	Number of First Nations programs Engagement with Programs	6 x professional development workshops 1 x pathways program 3 x CASP grants Ongoing outreach & artist support	6 x professional development workshops 1 x pathways program 1 x lab intensive Ongoing outreach & artist support	6 x professional development workshops 1 x pathways program 1 x lab intensive Ongoing outreach & artist support	6 x professional development workshops 1 x pathways program 1 x evaluation of programs Ongoing outreach & artist support	Regional NSW	Centrality of the Artist
Engagement with the music sector	Engagement with Program	1 x program for the NR in partnership with Music NSW	1 x program for the NR in partnership with Music NSW	1 x program for the NR in partnership with Music NSW	1 x program for the NR in partnership with Music NSW	Regional NSW	Centrality of the Artist
Engagement with the disability sector		1 x consultation program	1 x project 1 x professional development opportunity	1 x project 1 x professional development opportunity	1 x evaluation	Regional NSW Next generation of creatives and audiences Broad and inclusive communities and content	Centrality of the Artist
	Number of attendees/ participants/users that access our services	150	150	150	150		

Strategic Goals and Indicators

AREA OF OPERATION 2: REGIONAL SECTOR DEVELOPMENT AND EXCHANGE

GOAL 3 – Network, broker and engage the Northern Rivers sector to build impactful connections and foster collaborative opportunities across the Creative Industries						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Cultural Counsel	Attendance & engagement	2 x meetings & evaluation	2 x meetings	2 x meetings & evaluation	2 x meetings	Regional NSW Broad and inclusive communities and content Accessibility and equity	Centrality of the Artist
Northern Rivers Creative online directory	# of participants # of activation engagements	5% increase in artist profiles	5% increase in artist profiles 1 x project	5% increase in artist profiles 1 x project	5% increase in artist profiles	Regional NSW	Centrality of the Artist
Sector Gatherings		1 x sector gathering	1 x sector gathering 1 x dance/physical theatre gathering	1 x sector gathering 1 x artform specific gathering	1 x sector gathering 1 x evaluation	Regional NSW Next generation of creatives and audiences Broad and inclusive communities and content	Centrality of the Artist
	Number of attendees/ participants/users that access our services	800	800	800	800		

Strategic Goals and Indicators

AREA OF OPERATION 3: REASEARCH AND ADVOCACY

GOAL 4 – Position the organisation as a research contributor, championing the Northern Rivers as a major creative powerhouse and a vital contributor to the NSW arts and cultural landscape						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Major research project: WHO WE ARE	Engagement Publications	1 x published major research project with national advocacy strategy	1 x national advocacy strategy	1 x national advocacy strategy	2 x meetings 1 x review	Regional NSW Broad and inclusive communities and content Accessibility and equity	Strong Cultural Infrastructure
Panels/Symposiums	# and spread of partnerships opportunities	3 x local 1 x state 1 x national	3 x local 1 x state 1 x national	3 x local 1 x state 1 x national	3 x local 1 x state 1 x national	Regional NSW Broad and inclusive communities and content	Strong Cultural Infrastructure
Minor research projects	Evidenced based partnerships developed	1 x project	1 x evaluation	1 x project	1 x evaluation	Regional NSW Accessibility and equity Broad and inclusive communities and content	Strong Cultural Infrastructure
	Number of attendees/ participants/users that access our services	10	10	11	12		

Strategic Goals and Indicators

AREA OF OPERATION 4: MAJOR INITIATIVES

GOAL 5 – To grow the profile of the Northern Rivers Creative Industries by identifying and enabling signature programs that showcase, develop, and connect artists to audience						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Major initiatives	# of projects delivered	1 x Tour of weaving exhibition – BBN 1 x international project – Expansive Encounters	1 x Art of Bundjalung Market 1 x international project – Expansive Encounter	1 x Art of Bundjalung Market	1 x Art of Bundjalung Market 1 x international project – Expansive Encounter	First Nations stories and communities Regional NSW Broad and inclusive communities and content Accessibility and equity	First Nations First Engaging the Audience A Place for Every Story
Professional producer services	Tours/Creative Developments/ Funding applications	1 x producer support	1 x producer support	1 x producer support	1 x producer support	Regional NSW Broad and inclusive communities and content	A Place for Every Story
Digital Platform	Reach/engagement on digital platforms	2-5% increase	2-5% increase	2-5% increase	2-5% increase	Regional NSW Accessibility and equity Broad and inclusive communities and content	Engaging the Audience
	Electronic subscribers	2-5% increase	2-5% increase	2-5% increase	2-5% increase		

Strategic Goals and Indicators

AREA OF OPERATION 5: COLLABORATIVE GOVERNANCE

GOAL 6 – Demonstrate good governance and financial management						Create NSW ACFP priorities	Creative Australia pillars
Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Governance financial	Maintain Operating Surplus (1.5% pa)	1.5% surplus	1.5% surplus	1.5% surplus	1.5% surplus	Regional NSW	Strong Cultural Infrastructure
Staff & sector PD in philanthropy/ sponsorship/fundraising Establish a public fund for Indigenous programs 1 x merchandise/artist collaboration range	# of financial partners # of ANR programs funded	Develop fundraising models Establish a public fund for Indigenous programs 1 x merchandise /artist collaboration range	Maintain public fund for Indigenous programs 1 x merchandise /artist collaboration range	Maintain public fund for Indigenous programs 1 x merchandise /artist collaboration range	Maintain public fund for Indigenous programs 1 x merchandise /artist collaboration range	Regional NSW	Strong Cultural Infrastructure
Income	Number of (non-govt) financial partnerships/ philanthropic	3	3	3	2-5% increase	Regional NSW	Engaging the Audience
Staff professional Development	# of participation	1 x state opportunity 1 x national opportunity 1 x all staff training (cultural safety)	2 x state opportunity 1 x national opportunity 1 x all staff training	1 x state opportunity 1 x national opportunity 1 x all staff training	2-5% increase	Next generation of creatives and audience	

Strategic Goals and Indicators

AREA OF OPERATION 5: COLLABORATIVE GOVERNANCE

GOAL 7 – Maintain and expand strategic and sustainable partnerships to strengthen output and reach.

Ensuring ANR's relevance and purpose in the Northern Rivers region through embedded Board governance and financial partnerships with the seven Northern Rivers Local Government bodies

Sourcing a breadth of community representation and input through Board consultative committees and working groups: Cultural Council; First Nations Advisory Group; Research Advisory Group; Access Advisory Group

Delivering services and activities that reflect and respond to Local, State and Federal Government priorities

Create
NSW ACFP
priorities

Creative
Australia
pillars

Description of Goal	How it will be measured	Year 1 indicator 2025	Year 2 indicator 2026	Year 3 indicator 2027	Year 4 indicator 2028		
Council Partnerships	# of emerging partnerships	6 x contributing Councils 1 x annual report Evolving progress reports to each LGA on project and region wide trends and data Support councils to work across a variety of responsibilities, assisting them in areas including tourism, economic development, cultural planning / infrastructure	7 x contributing Councils 1 x annual report Evolving progress reports to each LGA on project and region wide trends and data Support councils to work across a variety of responsibilities, assisting them in areas including tourism, economic development, cultural planning / infrastructure	7 x contributing Councils 1 x annual report Evolving progress reports to each LGA on project and region wide trends and data Support councils to work across a variety of responsibilities, assisting them in areas including tourism, economic development, cultural planning / infrastructure	7 x contributing Councils 1 x annual report Evolving progress reports to each LGA on project and region wide trends and data Support councils to work across a variety of responsibilities, assisting them in areas including tourism, economic development, cultural planning / infrastructure	Regional NSW	Strong Cultural Infrastructure
	Maintain & attract financial partners Attract widening partners Transfer of new partners to ongoing financial partners	3 financial partners 1 x international 1 x national	3 financial partners 1 x non arts 1 x national	3 financial partners 1 x state	3 financial partners 1 x international 1 x national	Regional NSW	Strong Cultural Infrastructure



Bulaan Buruugaa Ngali Weaving. Photo: Kate Holmes

Financial Summary

ANR maintains a strong financial position. Over the past three years, ANR has sustained an annual surplus through its project grants. This has been retained as program and operational reserves.

As with all RADOs, the primary challenge to income is maintaining local council contributions. ANR, at this time of writing, has funding agreements with six of the seven LGAs within the Northern Rivers.

Our funding structure is divided into two categories: **Core and Project**.

Core Income/ Funding

2026 – 2028

Annual: Our income sources are (on-average at time of writing 2024):

• Local Councils	\$124,600 (approx. \$9,000-\$35,000 depending on size of LGA)
• IVAIS:	\$103,000
• Create NSW anticipated annual ask:	\$403,000 (Inclusive of core project funding)
• Other income/Auspice fees:	\$22,000 *forecasted
• Estimated project Funding non-core:	\$45,000
• In kind:	\$6,500
Total	\$704,100

Expenditure: ANR projected core operations including services/projects (at time of writing 2024):

\$704,100

Together with local council contributions and IVAIS, Arts and Cultural Funding Program (ACFP) funding for ANR is to cover its core operations as well as its core services: professional development series, artists services, advocacy, and baseline research.

Create NSW

ANR (like all Regional Arts Boards) are part of Create NSW’s competitive ACFP 4-Year multi-year funding. This funding cycle is every four years. ANR applies through its main operations guide – the Strategic Plan/Business Plan for 4-year Funding. This type of funding is for organisations that have shown:

- An outstanding record of accomplishment in delivering on previous Create NSW funding
- A demonstrated capacity to secure revenue from a diversity of sustainable sources
- An ongoing commitment to strategic partnerships
- A high level of strategic importance in terms of their regionality and/or the type of arts and cultural activities they are delivering

Create NSW Financial Ask per annum \$403,000 - 2026-2028

Local Government Contributions

There is a population-based formula developed by Regional Arts NSW to calculate local government financial contributions to RADOs across the state. This formula was used to establish local government financial contributions to ANR. The ANR Board agreed that these contributions should be indexed at an agreed rate since incorporation. Currently, ANR receives financial contributions from six of the seven local councils that make up the Northern Rivers. This can be viewed as an average trend over the past decade.

Financial Summary

Project Funding

Project funding is for limited-life/discrete projects that are not part of ANR's core activity. ANR looks at 1 x signature/limited/responsive project per annum. These are done in partnership with other regional/arts/like-minded organisations to address needs and produce outcomes, e.g., Art on Bundjalung is delivered in financial partnership with local councils across the region.

Project funding is sourced from numerous government and non-government departments and philanthropic agencies.

Project partnerships in 2025-28 will be sought with the following agencies and organisations:

- Creative Australia
- NSW Department of Education and Training
- FRRR
- Northern Rivers Community Foundation
- Reconstruction Authority
- Office for the Arts (Federal) - ILA
- Regional Arts Australia
- Paul Ramsey Foundation
- Dept. Communities & Justice
- Living Lab, NSW

Foundation for next Four Years

The most recent financial audit of the organisation shows ANR is in a sound financial position. The organisation employs a Finance Manager who works with the Executive Director and ANR Treasurer to deliver quarterly financial reports to the Board. The organisation comes into the next quadrennial with solid reserves – or 'investment store' into future programs and organisational aims. This 'investment store' is accumulated funds resulting from the strategic management of project budgets over the past four years, which have ensured increased staffing costs, and a percentage allocated back to the organisation, are included as line items. Flood recovery funding and the opportunities presented through auspicing, as well as the momentum of both financial and strategic partnerships, locally and nationally, has enabled ANR to forecast investment to compensate for the 2025 year of no-project-funding from Create NSW. This will be spread across the next four years.

ANR has designed the budget to support the organisation as a core service organisation as well as a regional producer and presenter of regional arts.

Wages and work conditions

The ANR wages have been in a relative wage holding pattern from 2020-2022. Since that time, the organisation has prioritised bringing up the wages of its core team to meet increasing costs of living, particularly in the regional NSW, as well as to retain talent and ensure the organisation is an attractive place to work. These incremental increases are included in the budget forecasts.

Budget

INCOME	BASE YEAR 2025	YEAR 1 2026	YEAR 2 2027	YEAR 3 2028
GOVERNMENT GRANTS – LOCAL - CORE	\$124,600	\$124,600	\$130,000	\$135,000
GOVERNMENT GRANTS – STATE - CORE	\$217,000	\$403,000	\$403,000	\$403,000
GOVERNMENT GRANTS – FEDERAL - CORE	\$103,000	\$103,000	\$104,000	\$105,000
EARNED INCOME	\$50,000	\$10,000	\$15,000	\$20,000
PHILANTHROPY AND SPONSORSHIP	\$16,500	\$16,000	\$16,000	\$20,000
OTHER COMPREHENSIVE INCOME	\$50,000	\$10,000	\$10,000	\$10,000
TOTAL CORE INCOME	\$561,100	\$666,600	\$678,000	\$693,000
PROJECT GRANTS	\$279,000	\$37,500	\$44,000	\$45,000
TOTAL COMBINED INCOME	\$840,100	\$704,100	\$722,000	\$738,000

EXPENDITURE	BASE YEAR 2025	YEAR 1 2026	YEAR 2 2027	YEAR 3 2028
EXPENDITURE WAGES AND FEES INCLUDING ON-COSTS	\$417,000	\$423,000	\$433,000	\$438,000
CORE PROGRAM EXPENSES	\$59,000	\$79,000	\$81,000	\$87,000
MARKETING AND COMMUNICATION	\$13,000	\$16,000	\$16,000	\$20,000
ADMINISTRATION AND OCCUPANCY COSTS	\$86,100	\$89,000	\$89,000	\$89,000
OTHER EXPENSES	\$11,000	\$16,000	\$17,000	\$19,000
TOTAL CORE EXPENDITURE	\$586,100	\$623,000	\$636,000	\$653,000
PROJECT EXPENDITURE	\$254,000	\$81,000	\$86,000	\$85,000
TOTAL COMBINED EXPENDITURE	\$840,100	\$704,000	\$722,000	\$738,000

Budget Notes

Core Budget – Income

- > LGA contributions include an annual 2.5% CPI increase
- > Create NSW grant does not include CPI increases
- > Earned income reflects anticipated project and auspice fees
- > Donations reflect anticipated income from DGR campaigns that are project specific

2025-2028 – the organisation will leverage and activate its DGR status by developing a philanthropic fundraising strategy focused on ANR's Major Initiatives 2026-2028.

Expenditure

Notes: Project Budgets

- > Projects are costs neutral and built on break even principles in cases, there are core project wage costs taken up by the organisation against the core costs



Wandjaarii Malii Workshop. Photo: Kate Holmes

Marketing and Communications Plan

Vision

Arts Northern Rivers' communications platforms provide strategies and tools to promote, advocate and lead the development of creative industries in the region.

Arts Northern Rivers

As the peak arts body, ANR works with individuals, organisations and Government to generate, promote and advocate for the arts and creative industries in the Northern Rivers region of NSW. ANR is supported by Create NSW and local Governments in our region who work with us to ensure access to arts and cultural activity for everyone.

Northern Rivers Creative

An initiative of ANR, Northern Rivers Creative is a directory for the creative industries in the Northern Rivers. The platform is built to support creative ambition and increase professional opportunities for creatives by connecting them to local and global markets. Northern Rivers Creative features a range of categories including creative services, visual arts, design, Indigenous arts, literature, music, performance, and screen.

Through our communications we keep our audiences updated with all things arts and culture in our region and beyond.

Subscribers – 9,225

Website sessions – 11,000 /y

Facebook audience – 7,200

Instagram audience – 6000+

LinkedIn audience – 220

Marketing Aims

- To maintain ANR as the go to organisation for all things arts and culture
- To grow new audiences and increase participations across all arts and cultural activities
- To raise awareness of the region's arts and cultural activity amongst local, national and international markets

Our Markets

- Creatives and creative organisations
- Arts consumers / the wider community
- Cultural Tourists (local, state, national and international)
- First Nations community across Bundjalung
- The seven local Governments of the region
- The state Government
- The federal Government

Key Partners

- NSW Governments through Create NSW, Dept. Communities & Justice
- Federal Government through IVAIS, ILA, Creative Australia, Office for the Arts
- Local and national galleries including Museum of Contemporary Art (MCA), Tweed Regional Gallery, Grafton Regional Gallery, Lismore Regional Gallery, Lone Goat Gallery, Gallery 3, Elevator ARI, Kyogle Roxy Gallery, M|Arts, Tweed Museum, Casino-Wake-Up-Time, Main Street, Studios
- Local creative education providers including Southern Cross University, SAE Institute, Byron School of Art, Byron College, TAFE
- Local and national theatre and performance organisations including BlakDance, The Farm, Critical Path, Performance Space, Brunswick Picture House, M|arts, QPAC, Museum of Applied Arts And Sciences (MAAS)/Powerhouse, Metro-Arts, Brisbane Powerhouse, PYT Fairfield
- Creative organisations including Sprung!!, Music NSW, Arts Kyogle, Theatre Network Australia, AusDance, National Indigenous Art Fair
- Local media providers including ABC, Koori Mail, Echo, Newscorp, all the local village publications

Total reach: 38,000



Marketing and Communications Plan

- Local and national creative publications including Art Edit, Art Monthly, VAULT, Paradiso, Byron Arts Magazine
- Local and national creative festivals including Byron Bay Film Festival, Byron Writers Festival, Byron Music Fest, Ten Days on the Island, Rising Festival, LiveWorks, Cementa, Melt - International: SCAPE Public Art (Aotearoa)

Key Potential Partners

- National galleries including GOMA, Art Gallery of NSW, Carriageworks, Powerhouse Museum
- Ballina Shire Council
- Local and national theatre and performance organisations including: OzAsia Festival (Adelaide), Yirramboi (Melbourne), Sydney Festival
- Creative organisations including Performing Lines (Sydney)
- Local and national creative publications including Aesthetica, Arts Magazine, Art Links, ARTnews, Art Review
- Local and national creative festivals including The Queer Screen Festival, MELT Festival, Sydney Festival, Sydney Contemporary, The Other Art Fair, Design/Fashion Weeks, Dark Mofo, VIVID, Comedy Festivals, Cabaret Festivals, Fringe Festivals, Writers Festivals, Sculpture Festivals, Cementa

Goals + aligning marketing strategy

To grow the profile of ANR and the Northern Rivers Arts and Creative Industries by identifying and enabling signature programs that showcase, develop, and connect artists to audience	> Maintain existing and continue to establish new electronic and print media partner relationships > Establish cross promotion opportunities with strategic partners including tourism, regional development, peak industry bodies in the region > Develop cross promotion strategies with key stakeholders to drive traffic between platforms
Be the connector for all the things art and culture in the Northern Rivers, increasing reach and engagement from as wide an audience as possible	> Develop and publish an entire ANR website rebuild and overall brand re-fresh > Regularly assess functionality of all ANR project websites, incorporating innovative technologies and opportunities to engage audiences > Achieve an annual increase of 5% to electronic subscribers > Increase awareness of RADO services > Ensure content is timely, relevant and reflective of stakeholder preferences > Electronic marketing strategy developed including social media, website, and other communication platforms > Develop clear content strategy for each social media platform including use of social media advertising > Develop and distribute print and digital collateral > Release a survey to all audiences to inform the three-phase evaluation study
Increase our profile as an organisation that holds expertise in and champions for the arts and cultural industries and the contribution they make to our lives	
Demonstrate good governance and fiscal management	> Maintain existing and continue to establish new partner relationships > Ensure content is timely, relevant and reflective of stakeholder preferences > Regularly assess functionality of website, incorporating innovative technologies and opportunities to engage audiences > Increase awareness of DGR status
Create partnerships leading to pathways and opportunities for participation by Aboriginal and TSI people in arts and cultural sectors in the Northern Rivers	> Maintain existing and continue to establish new electronic and print media partner relationships > Targeted electronic strategy including social media and other communication platforms popular within Aboriginal and TSI communities > Cross promotion strategy developed with key partners and stakeholders > Develop and distribute collateral directly into targeted communities > Consult with sector leaders to identify trends / key issues > Increase awareness of core ANR opportunities including visual arts and dance scholarships



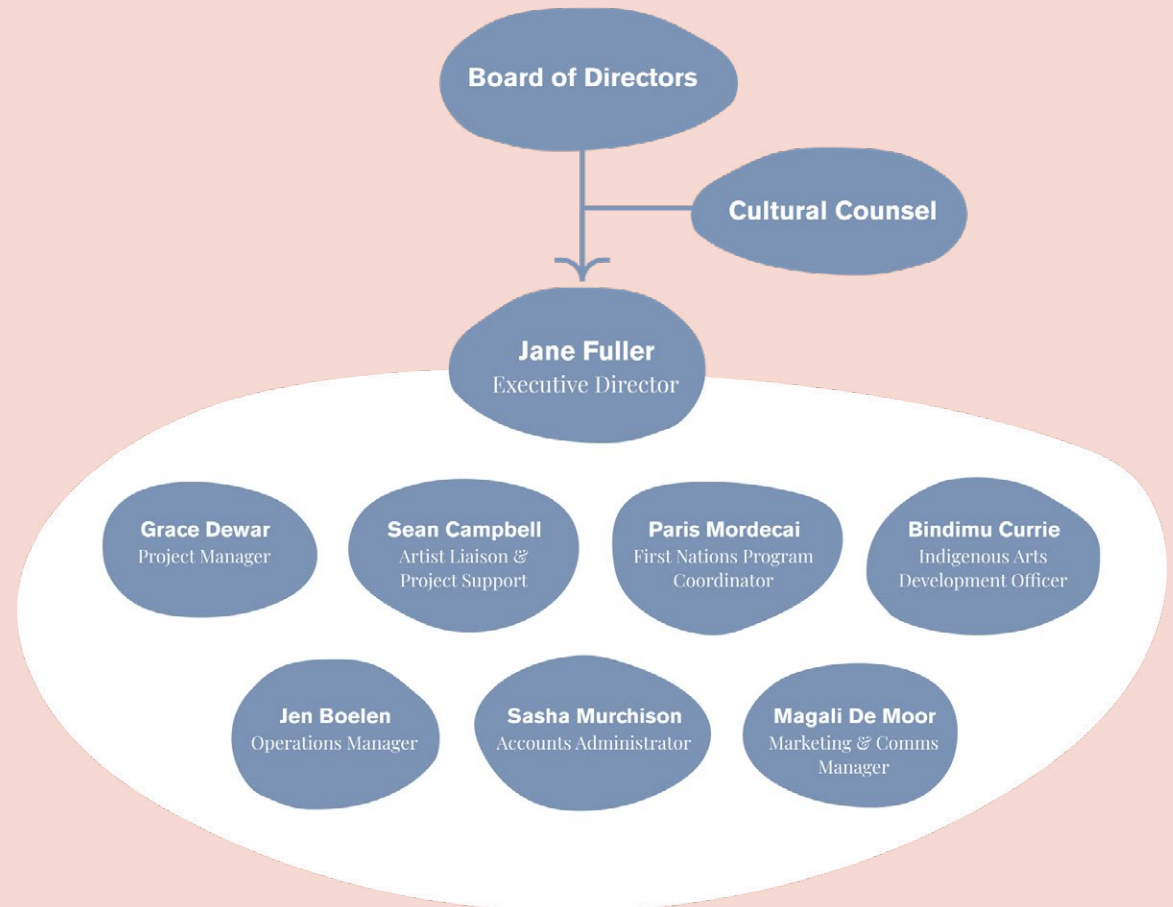
Art On Bundjalung Market, Kyogle. Photo: Kate Holmes

Appendix A - Our Team and Capabilities

ANR has developed a strong, agile, and highly capable team that delivers targeted and efficient outcomes to support and grow our community.



The team currently comprises one full-time and seven part-time employees. The Executive Director and 5 part-time staff members are funded through the organisation's core funding and project funding. There are two part-time Indigenous staff, the IADO and First Nations Program Coordinator positions, which are funded through project funding from the Federal Office for the Arts' Indigenous Visual Arts Industry Support (IVAIS) program in 3 year terms.



Appendix A - Our Team and Capabilities

EXECUTIVE DIRECTOR – Full-time

The Executive Director is responsible to the ANR Board for the achievement of key outcomes, in accordance with ANR's Strategic Plan. Key responsibilities include the efficient and effective operational and strategic management of ANR, overseeing policy development, strategic planning, program management, human resources management, finance management, and service delivery.

Office Holder: Jane Fuller

Key Capabilities: Over 20 years in professional leadership in arts sector developing programs and organisations, events and festivals.

MARKETING & COMMUNICATIONS MANAGER – Part-time

The Marketing & Communications Manager is the primary point of arts and culture information dissemination from ANR and promotes the cultural activities of the organisation and the region. This position is responsible for developing and maintaining the organisation's external communications, including branding, website, copywriting, social media channels, media releases, EDMs and delivering a monthly newsletter to subscribers.

Office Holder: Magali De Moor

Key Capabilities: Extensive experience in marketing, communications, and graphic design, specialising in strategic brand development, audience engagement, and the delivery of integrated campaigns across the social and creative sectors.

PROJECT MANAGER – Part-time

The Project Manager works in accordance with the aims, objectives and strategic plan of ANR to manage and deliver the organisation's program of skills and professional development workshops across the region, coordinate the production of the annual report, and manage ANR's project activity with the Executive Director and other team members (if applicable).

Office Holder: Grace Dewar

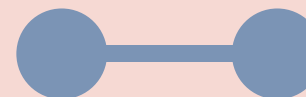
Key Capabilities: 13 years of experience in the art sector working across artist-run organisations, local government, peak bodies, and institutions. They have a background in collaborative interdisciplinary practice, festivals, public art, and community engaged projects.

OPERATIONS MANAGER – Part-time

The Operations Manager oversees the day-to-day administrative running of the ANR office, including managing the overall functioning of the IT systems, maintaining schedules of insurance, providing HR support, updating policies and procedures. The position also works closely with the Executive Director in supporting the governance of the organisation by providing Board assistance, including scheduling meetings, distributing meeting papers, taking minutes, and maintaining the Board member register.

Office Holder: Jen Boelen

Key Capabilities: Over 10 years' experience in arts administration, including eight at a state government level, delivering grants programs, developing policies and procedures, and improving systems and processes.



Appendix A - Our Team and Capabilities

ARTIST LIAISON & PROJECT SUPPORT – Part-time

Artist Liaison & Project Support role is to be the first point of contact for enquiries to the organisation. The role works closely with the Project Manager to support the devising and delivery of a range of projects that form part of ANR project activity. These projects support two of the organisation's strategic priority areas: Community Arts and Cultural Development and Arts and Creative Industries Development. The Artist Liaison & Project Support position supports the delivery of our annual skills and professional development workshops program. The role also works closely with the Operations Manager in the office's daily functioning, its procedures, and policies such as IT, work vehicles and upkeep of office needs. The Artist Liaison & Project Support leads the coordination and delivery of the annual CASP program for ANR.

Office Holder: Sean Campbell

Key Capabilities: A long and varied career within the creative industries from fashion to dance and the performing arts across public relations, marketing and communications in Australia and the UK.

INDIGENOUS ARTS DEVELOPMENT OFFICER (IADO) – Part-time

The Indigenous Arts Development (IADO) Officer works closely with the Executive Director and the

ANR staff to devise and deliver a range of projects that form part of the development and sustainability of Northern Rivers' vibrant First Nations creative arts industry. The role's focus involves project and outreach support to deliver the organisation's strategic priority areas: Community Arts, Cultural Development, and Arts and Creative Industries Development. IADO develops and implements a comprehensive Aboriginal Arts Development Strategy, including economic and professional development initiatives for Aboriginal artists. Multi-pronged strategies are established to ensure accessibility of opportunities are made available across the Northern Rivers for Aboriginal communities.

Office Holder: Bindimu Currie

Key Capabilities: Experience in arts development for Indigenous and culturally diverse multi-disciplinary artists, and exhibition/event management.

FIRST NATIONS PROGRAM COORDINATOR – Part-time

This position works closely with the Indigenous Arts Officer (IADO) as part of the ANR creative programming team to implement the artistic and strategic objectives of the organisation. The role is to deliver an ambitious and distinctive First Nations creative program that consolidates and develops ANR's unique position in the Northern Rivers arts ecosystem. They are to enable artistic perspectives

that reflect the diversity of contemporary Australia and prioritise support for First Nations artists.

Office Holder: Paris Mordecai

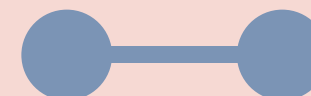
Key Capabilities: Emerging Producer for theatre and dance with over 5 years' experience as a project coordinator in First Nations arts and education.

FINANCE MANAGER– Part-time

The Finance Manager works closely with the Executive Director and the Operations Manager to manage the day-to-day bookkeeping and financial operations of the organisation. This role is also responsible for ANR's strategic financial management, and reporting to the Board through the Treasurer. The Finance Manager also oversees payroll functions and all other financial processes.

Office Holder: Sasha Murchison

Key Capabilities: Over 10 years in financial management for small business. Overseeing financial planning, budgeting, forecasting, and reporting, ensuring efficient allocation of resources, managing risks, and providing strategic insights to organisational financial sustainability.



artsnorthernrivers.com.au



ANR.

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Period covered by the plan: 2025-2028