

Arts Northern Rivers Annual Report 2025

**ARTS
NORTHERN
RIVERS**



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.

At Arts Northern Rivers, we live, and create on the lands of the First Nations peoples of the Bundjalung Nation and pay our respects to Elders past and present and emerging. We embrace the principle of 'First Nations First' and are committed to working together to safeguard, celebrate and present First Nations' living cultures.

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Message from the Executive Director

2025 marked a defining year for Arts Northern Rivers (ANR), as we stepped confidently into the research and advocacy landscape with the release of our once-in-a-decade sector report, *Who We Are*.

As a nationally influential Regional Arts Development Organisation (RADO), this work resonated across NSW and beyond, offering new evidence of the scale, impact and potential of the creative industries in our region.

Throughout the year, our team delivered a wide range of responsive programs—listening closely to what our sector needed and shaping our work accordingly. Our focus remained firmly on strengthening the Northern Rivers’ position as a creative powerhouse and a vital contributor to the broader NSW arts ecosystem. We continued to harness the energy, talent and innovation of our community, ensuring our region’s voice was present in national conversations on arts excellence.

As the peak body for arts and culture in the Northern Rivers, ANR served a diverse audience across both the creative industries and the wider community. Through core programs and innovative projects, we fostered participation, development and inclusion, while acting as a broker and conduit for the networks that sustain our sector. Our work helped creatives navigate complexity, identify markets, contextualise their practice and amplify their impact locally and nationally. This final report carries a personal note. After five deeply rewarding years, I will be stepping down as Executive Director in the first quarter of 2026. Leading this organisation since 2021 has been an immense

privilege, and I am profoundly proud of what we have achieved together.

During my tenure, ANR demonstrated remarkable resilience—most notably in response to the catastrophic 2022 floods. In the aftermath, we delivered the Northern Rivers Creative Sector Recovery Forum, distributed over \$250,000 in direct support to independent creatives, and developed innovative recovery projects including Expansive Encounters and Site Lab. We produced the Auslan Creative Festival, collaborated with the Museum of Contemporary Art Australia on an access partnership, supported the development of the contemporary dance work SMOKE, all while maintaining organisational stability and responsiveness.

In 2024–25, we delivered the landmark Bulaan Buruugaa Ngali project, including a publication and a three-gallery regional exhibition presenting ancestral Bundjalung objects alongside new works by contemporary artists. This project strengthened our commitment to First Nations cultural leadership, supported by the *First Nations Forward* report, and acknowledged by Museums & Galleries of NSW’s IMAGinE award for Best Touring Exhibition 2025.

Our broader program continued to thrive, from Art on Bundjalung market to the Emerging Pathways Lab, the ANR First Nations Scholarship at Byron School of Art, extensive outreach initiatives and the administration of CASP funding.

This is only a snapshot of what we have achieved together. I am incredibly proud of this organisation—its courage, its creativity, and its unwavering commitment to community. As I prepare to step into new adventures, travel and reconnect with my freelance practice, I want to extend my heartfelt thanks for all of your generosity, collaboration and inspiration.

ANR is in strong hands, and I leave with full confidence in its future. Our region will continue to lead, innovate and shape the cultural landscape of Australia for many years to come.

Jane Fuller,
Executive Director, Arts Northern Rivers
2025

Message from the Chair

In 2025, the Board of ANR focused on consolidation—strengthening our foundations while responding to the growing energy and demand within our creative community. It was a year of bringing clarity and cohesion to our governance and organisational structures, ensuring we are well positioned to support a vibrant and evolving sector into the future.

The Northern Rivers continues to emerge as one of Australia’s most dynamic creative regions, rich in diversity, talent and cultural expression.

Our unique position, bridging regional and metropolitan influences, allows our creatives to contribute meaningfully to the national arts landscape. The strength of this region lies in its people: a deeply connected, innovative and resilient creative community.

As the peak body for arts and culture in the region, ANR exists to empower creatives. Throughout 2025, we continued to create the conditions for artists and cultural practitioners to thrive—supporting them to navigate the sector, access opportunities, build sustainable practices, and amplify their voices locally and beyond. Our programs, partnerships and initiatives are all grounded in this commitment.

Collaboration, inclusion and sustainability remain at the heart of our work, aligning with the priorities of Create NSW. We are proud to champion equity and accessibility, and to support the next generation of creative leaders across the Northern Rivers. Securing four-year funding from Create NSW this year provides a strong platform for stability, growth and deeper impact in the years ahead.

This year also marked a transition for our Board. We farewelled several valued members whose insight and dedication have helped shape the organisation we are today, and we thank them sincerely for their contribution. We are equally pleased to welcome new Board members, whose experience and perspectives will support us as we step into our next chapter, alongside returning council representatives who bring continuity and connection to our region.

As we look ahead, we remain both optimistic and ambitious. Our role as a board is to steward a strong, responsive organisation that enables creatives to flourish now and into the future. With the continued support of our partners, stakeholders and community, we are confident the Northern Rivers will continue to lead as a powerful and distinctive voice within Australia’s cultural landscape.

A special thank you from the Board to our outgoing Executive Director, Jane Fuller. Her leadership has been instrumental in shaping ANR, and her deep commitment to the region and its creative community will leave a lasting legacy.

To our staff, Board, artists, creatives and arts organisations—thank you. Your passion, generosity and dedication are what make this region’s creative life so vibrant. Together, we continue to strengthen our foundations and set the stage for a strong and vibrant creative future across the Northern Rivers.

Emily Berry,
Chair, Arts Northern Rivers
2025

What We Do

Established in November 2003 and incorporated in June 2004, ANR is the peak body for the arts and cultural sector in the Northern Rivers region of NSW, servicing seven local government areas. As one of 15 Regional Arts Development Organisations (RADO) that make up NSW's Regional Arts Network, we provide strategic direction and advocacy for sustainable arts development across the state.

VISION

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

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.

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.





First Nations Program

First Nations programming continued to represent half of ANR's annual activity in 2025. Our First Nations program was shaped through ongoing community outreach and a deep understanding of cultural and artistic movements across the region and beyond.

These relationships enabled us to deliver impactful programs grounded in First Nations self-determination, cultural continuation and the profiling of First Nations arts and culture.

In March 2025, we welcomed Hannah Ranby (Gomerioi) as our new First Nations Program Coordinator. Hannah took on coordination of several key initiatives, including the Pathways Lab, the Bulaan Buruugaa Ngali Exhibition (BBNE), First Nations Forward, and CASP-supported programs such as Foundations of Aboriginal Cultural Weaving Practice with Creative

Approaches and Raise The HeART: Merringingi Kulcha Day – Healing Through Art and Yarnin'. Her arrival strengthened our capacity to deliver culturally informed, community-led programming across the region.

Building on the momentum of previous years, ANR continued to deliver major First Nations initiatives. These projects were strengthened by the ongoing curatorial leadership of Kylie Caldwell (Bundjalung), who continued to work with ANR as an independent curator following her tenure as Indigenous Arts Development Officer.

Throughout the year, the ANR team worked region-wide to support First Nations artists at all career stages. Our outreach remained responsive and relational, involving the sharing of opportunities, direct support with project proposals and funding applications, advisory and consultative services, and targeted professional development.

Partnerships remained central to our approach. In 2025, ANR collaborated with the Byron School of Art to continue the First Nations Scholarship, worked with the Lismore Base Hospital on artist commissions, and supported artists presenting work at Kinship Festival. As development producer for SMOKE, an intercultural First Nations dance-theatre work, ANR continued its partnership with BlakDance to progress the work toward a premiere season and future touring.

These collaborations expanded the reach and impact of our First Nations programming, ensuring that cultural knowledge, creative excellence and community leadership remained at the heart of our work across the Northern Rivers.

Research & Advocacy

In 2025, ANR deepened its engagement with independent creatives, small-to-medium arts and cultural organisations, community groups, industry partners and government. Insights gathered through ongoing sector consultation directly informed our strategic direction, ensuring our advocacy and program delivery remained responsive to the region's evolving needs. Throughout the year, we consolidated sector intelligence, identified emerging trends and opportunities, and ensured that regional perspectives continued to shape statewide conversations.

A significant milestone for 2025 was the launch of two major research publications: *Who We Are: A Profile of the Northern Rivers Creative Sector*, a landmark two-year study mapping the diversity and dynamics of our region's creative industries,

and *First Nations Forward*, a First Nations-led consultative project identifying the priorities and needs of First Nations creatives across Bundjalung Country.

Together, these publications strengthened the evidence base guiding our regional advocacy and future planning.

ANR also contributed to a range of working parties across the Northern Rivers, helping shape arts, culture, placemaking and broader strategic initiatives. As part of this work, we participated in the NSW Government's Regional Arts Plan working group, further elevating the visibility, priorities and aspirations of the Northern Rivers arts sector within statewide policy frameworks.

FIRST NATIONS FORWARD

In mid-2025, ANR launched *First Nations Forward*, a major research publication developed throughout 2023-24 to understand the needs and aspirations of First Nations creatives across Bundjalung, Githabul and Yaegl Country. Originating in community yarns during recovery from the 2022 floods, the project was self-determined, led by First Nations creatives, and grounded in First Nations research methodologies.

To develop the publication, the project team undertook a region-wide, culturally-safe research process that included:

- First Nations creative leadership and methodologies embedded across all stages
- Yarning circles, focus groups, 1:1 conversations and a survey across the region
- Compilation and synthesis undertaken by First Nations creatives Amarina Toby and Mitch King
- A clear intent to amplify community voices to guide sector vision, surface challenges and map opportunities for growth.

The resulting publication offers a coherent evidence base to support the development of the First Nations creative sector, bringing together many voices across mediums and career stages with deep connections to Country.

It is designed to inform future programs, partnerships and investment by identifying priorities, challenges and opportunities articulated by community.

We extend our thanks to the First Nations creatives and community members who contributed their time, knowledge and lived experience to this work.

The *First Nations Forward* report is available to access and download from the ANR website at: <https://www.artsnorthernrivers.com.au/projects/first-nations-forward>

This project has been assisted by the Australian Government through Creative Australia, its arts funding and advisory body, with support from Indigenous Visual Arts Industry Support Program, ANR and Patternmakers.

WHO WE ARE REPORT

In April 2025, ANR launched its major industry report, *Who We Are: A profile of the Northern Rivers Creative Sector*. This 159-page publication is the result of two years of comprehensive information and data gathering conducted in collaboration with our research partner, Patternmakers, forming the most detailed profile to date of the Northern Rivers creative sector.

To develop the report, ANR adopted a robust mixed-methods approach that included:

- A cross-regional, multi-artform working group guiding the project
- Commissioning bespoke analysis of Census and business data from the ABS, alongside Creative Australia electorate profiles
- Interviews and group discussions with stakeholders across arts organisations, local councils, business, tourism, community and philanthropy
- An anonymous survey of 678 participants, including 480 creative practitioners
- Case studies, capturing key voices from creatives across the region, their aspirations and the support they need.

All collected data was analysed and its interpretation debated through a series of workshops with the working group, ANR staff and advocacy consultant Jade Lillie, ensuring a rigorous and collaborative interpretive process.

The resulting profile is a comprehensive overview of a regional arts sector navigating recovery and renewal in the aftermath of multiple natural disasters.

Very few regional creative communities have access to an industry analysis of this depth – something more commonly undertaken in metropolitan centres. The stakes for our region made this work essential, and we extend our deep thanks to everyone who contributed their time, knowledge and lived experience to make it possible.

Following the *Who We Are* launch event at Grafton Regional Gallery, the project team delivered a series of targeted presentations to stakeholder groups across the region, supported by a recorded webinar and a promotional animated video. This broad engagement and knowledge-sharing opened new doors and strengthened existing relationships, particularly with the tourism, economic development and business sectors. Creative organisations and independent practitioners have also highlighted the report's value, both in addressing longstanding data gaps and in supporting the preparation of funding applications.

As a follow-up opportunity for creatives in the Northern Rivers, Tandi Palmer Williams, Managing Director of Patternmakers, with support from ANR, offered a series of free 60-minute consultations to help practitioners explore the data from *Who We Are* and apply the insights meaningfully to their own work. Tandi met with 18 creatives from across the region, discussing a range of goals, challenges and opportunities that could be strengthened through the targeted application of data from the *Who We Are* report.

In September 2025, ANR additionally released a suite of accompanying LGA-specific profiles, offering local-level insights into each area's creative industries. These profiles detail each LGA's creative workforce, types of practice, participation trends, and the key challenges and opportunities shaping their creative ecosystems.

All *Who We Are* publications are available to access and download from the ANR website at: <https://www.artsnorthernrivers.com.au/projects/who-we-are>

This project was proudly funded by the New South Wales Government in association with ANR.



Professional Development

Throughout 2025, ANR continued to prioritise the delivery of professional development for the region's creative community. A wide range of inclusive and practical opportunities supported artists, arts workers, creative enterprises, and small-to-medium arts organisations to strengthen their professional capacity and sustain long-term careers. Across the region, a combination of workshops, facilitated conversations, mentorship programs, and direct support was delivered to develop skills, build industry understanding, and encourage durable growth within the creative ecology. This sustained investment in professional development remains critical to assisting local creatives to adapt and succeed within a constantly shifting and often demanding industry landscape.

Strategically-focused support and development programs play key roles in maintaining creative industries that are active, resilient, and culturally impactful.

First Nations initiatives included ANR-led programs such as Pathways Lab and the First Nations Scholarship at Byron School of Art (BSA), as well as ANR's support provided to Create NSW's First Nations Cultural and Intellectual Property (ICIP) knowledge-sharing session. Together these activities strengthened creative practice and capacity while supporting increased visibility, leadership and cultural influence. Programs including Practice 101, Auslan Creative Exchange, and 1:1 Support were designed to facilitate peer learning, increase sector capacity, and provide personalised guidance to creatives working at different career stages.

Collectively, these programs deliver essential assistance to emerging practitioners as they navigate their professional creative practice, while also enabling established artists to deepen their work and extend their networks. This layered approach to professional development not only supports individual career progression but also reinforces a collaborative and interconnected creative sector across the region.

PRACTICE 101

PRACTICE 101 is ANR's flagship professional development series offering foundational skills and knowledge of the creative industries. In 2025 with support from Creative Australia, five sessions focused on four different topics were hosted across the region and online:



Artist as Fundraiser

A two-hour workshop on cultivating reciprocity and building a case for financial support with Michelle Boyle (Creative Australia).



Working with Galleries (Kyogle + Byron Bay)

A visual artist intensive for exhibiting work in and outside of the regions with Kate McGain in Kyogle (Roxy Gallery) and Sarah Harvey in Byron Bay (Lone Goat Gallery).



Traditional Media

An online workshop on the value of engaging traditional media, how to write a press release and attract attention to your creative projects with Leigh McGrane (Against The Grain).



Grant Writing

An online overview of arts funding and support for creative projects with Jane Fuller (Arts Northern Rivers).

AUSLAN CREATIVE EXCHANGE

In 2025, ANR partnered with Flow Festival Australia to deliver the pilot Auslan Creative Exchange. This professional development initiative supported Northern Rivers artists who are members of the d/Deaf community to receive mentorship and attend Flow Festival in Naarm/Melbourne with the intention that this experience will strengthen and expand the scope of their respective practices.

Artists Kai Gecso-Thorndycraft and Tallula Bourne each received a \$1,500 stipend to support travel, accommodation, and participation in the festival. Coordinated by Flow Festival, the artists took part in pre- and post-festival mentoring sessions with artist and producer Jessica Moody. During the festival, Kai and Tallula engaged in networking events, connected with creative peers, and experienced d/Deaf-led contemporary practice and festival programming.

PATHWAYS LAB

Pathways Lab is a performing arts professional development program designed to uplift and support emerging Blak creatives connected to Bundjalung Country. In a collaborative initiative with MusicNSW, the 2025 iteration focused on nurturing the next generation of First Nations talent in the music sector.

Pathways Lab supported three young emerging creatives to strengthen their artistic practice and explore new professional pathways within the music industry.

This was achieved through tailored 1:1 support with the program's mentor, Blake Rhodes (aka Mr Rhodes), a First Nations musician and rapper.

Additionally, four intensive workshops were delivered, including Songwriting Development with Nidala Barker; Understanding Indigenous Cultural and Intellectual Property (ICIP) and Contracts; Formulating an Electronic Press Kit with Travis DeVries, founder of Awesome Black Org; and The World of Radio with Karla Ranby from ABC, former host of Triple J's Weekend Lunch and now ABC's Diversity and Inclusion Lead. Each professional brought their own insights and industry expertise to the workshops.

By working closely with MusicNSW, participants gained direct access to vital industry networks and career-building opportunities, opening doors to parts of the music world they may not have previously explored.





CREATE NSW ICIP

ANR partnered with Create NSW to deliver an event in Lismore focused on Indigenous Cultural and Intellectual Property (ICIP) as part of their NSW ICIP Gathering Roadshow. ICIP encompasses cultural practices, traditional knowledge, resources and knowledge systems developed by First Nations peoples as part of their cultural identity.

Throughout the year, the Create NSW First Nations team worked with ANR's First Nations Program Coordinator to meet with First Nations artists and cultural communities across the Northern Rivers, discussing what ICIP meant for them and providing briefings on developments at both state and federal levels.

This gathering created space for broad conversations about the ICIP issues directly affecting communities and cultural practices.

These statewide discussions contributed to Create NSW's broader work with Terri Janke Company to develop resources that support communities in protecting ICIP within First Nations arts and cultural practice, with ANR supporting this work as a regional partner.

FIRST NATIONS SCHOLARSHIP

Delivered in partnership with the Byron School of Art, the First Nations Visual Arts Scholarship supported a First Nations artist to complete the year-long Visual Arts Foundation Course, providing grounding in contemporary visual arts skills, knowledge and practice. ANR has delivered this program for six years, with Kay Williams completing the full three-year graduate program through the scholarship.

In 2026, ANR plans to explore the development of a dedicated First Nations fund to support multi-arts practice across Bundjalung Country, enabling creatives to access professional development opportunities through schools and institutions nationally.

Sector Development

Our sector development work continued to elevate and connect Northern Rivers creatives, strengthening collaboration, innovation and long-term sustainability across the region. Flagship initiatives such as *Art on Bundjalung* market, the *Bulaan Buruugaa Ngali Exhibition*, *Northern Rivers Creative*, and our residency and professional development programs played a central role in expanding markets for local artists and increasing the visibility of Northern Rivers creativity at both state and national levels. Alongside these major projects, our sector-wide gatherings and convenings helped build stronger networks, enabling artists and organisations to connect across artforms, communities and geographic boundaries.

In 2025, ANR delivered a broad suite of sector development activities focused on knowledge sharing, exchange and capacity building. These initiatives supported the ongoing evolution of the Northern Rivers' creative industries, ensuring the sector remained dynamic, resilient and responsive to change. A major milestone for the year was the release of *Who We Are*, the most comprehensive dataset produced for the Northern Rivers creative industries in more than a decade. This landmark report provided critical evidence to strengthen advocacy, inform planning and reinforce the region's position as one of Australia's leading creative centres.



TWEED SPACES

ANR's *Who We Are* report identified an on-going challenge of limited availability of fit-for-purpose spaces for artists to show, develop, and rehearse work. Tweed Spaces was launched as a pilot initiative that responded to this problem by activating alternative venues for arts and cultural activity within Tweed Shire. With the support of Tweed Shire Council, this pilot addressed immediate infrastructure needs while contributing to long-term planning for creative spaces across the Northern Rivers.

Through Tweed Spaces, ANR supported two independent projects, *softwash* by PUBLIC PALACE and *Moving Histories* by PYT Fairfield, and assisted in their delivery through event coordination, marketing, financial assistance and venue support through our partnership with Tweed Shire Council.

Working with artists in these spaces required additional coordination and while this approach presented new challenges, it also created distinctive and memorable experiences for audiences to encounter creative practice in non-traditional spaces. For creatives and producers, it repositioned these sites as potential locations for future creative programming.

Ongoing evaluation of the pilot aims to inform recommendations for sustainable artist residencies and creative development spaces that could be replicated across the Northern Rivers to strengthen the region's cultural ecosystem.



PYT – BODIES HOLD HISTORIES

Bodies Hold Histories was a creative development and cultural exchange project that brought together a team of PYT Fairfield creatives from Western Sydney to the Northern Rivers. The project supports the continued development of the ensemble while fostering engagement with local artists and Bundjalung Country, and the creation of a new dance-based work grounded in deep listening to place, community, and care.

The Northern Rivers iteration of *Bodies Hold Histories* included a week-long residency, an open gathering of local artists, and culminated in a community showing of the work in development.

PYT Fairfield initiated *Bodies Hold Histories* in 2023 through partnerships with Readymade Works. The project was further developed in 2024 in partnership with The MARCS Institute at Western Sydney University, and in 2025 partnered with ANR to progress the next stage of development, connecting the work to Bundjalung ecological histories and stories of place.

Working with project leads Geraldine Haydee Balcazar Cabrera (Northern Rivers-based creative) and Gabriela Green Olea (PYT Fairfield), ANR facilitated connections between creatives from both regions. This included introductions to local organisations and hosting a gathering of regional artists to engage with the processes embedded in *Bodies Hold Histories*. Additional support from ANR included catering, equipment, documentation, marketing, and event staff for the final development showing.

Aligned with the Tweed Spaces initiative, ANR worked with Tweed Shire Council to secure the Pottsville Environment Centre as the home base for the project. While not purpose-built for performance residencies or performance, the multi-use nature of the venue provided flexibility, enabling the team to transition easily between studio-based development and public-facing events.

Under the Tweed Spaces umbrella, *Bodies Hold Histories* development residency served as a case study demonstrating how rehearsal and performance spaces required for new work can be accessed through innovative approaches.



SOFTWASH

softwash was an artist-led program of live and experimental art, workshops and a reading club. Hosted on Minjungbal country, where Terranora and Cobaki creeks meet, softwash reimagined public parklands as a place for artists and community to gather, share and make meaning together.

softwash was presented by artist collective, PUBLIC PALACE — Laurie Oxenford, Grace Dewar and Merinda Davies. Over three activations at the Tweed Regional Museum Learning Site, softwash engaged 23 artists to present work. The program was assisted by the Australian Government through Creative Australia, with auspicing from The FARM, development support from the City of Gold Coast and venue support from Tweed Regional Museum and ANR.

softwash emphasised the collaborative and community-driven nature of artmaking in public space. Across performance, workshops, and installation, the artists' modalities of making-centred conversation, friendship, sharing, and reflection as the primary outcomes and sources of meaning.

The project demonstrated social connection as both a methodology and a material, an organising thread that linked each artwork and artist to one another and to their audiences.

The softwash program included:

SW_001 - Full Foam Rinse and Spin

2-6PM, Saturday 30 August 2025

Full Foam Rinse and Spin was a frothy, fizzing, funfair born out of temporary conditions and foamy friendship on a muddy, salty riverbank.

Artists: Mark Cora, Sarah Poulgrain, Artist Boardriders Club, Adrienne Kenafake, Holiday Makers, Lewis, Julie McLaren

SW_002 - Eating Together

2-6PM, Saturday 27 September 2025

Eating Together called on shared languages, systems, rituals, structures and processes to realise the conditions of continued togetherness.

Artists: Deidre Currie, Kuweni Dias Mendis, Toad Dell, Ellamay Khongroj Fitzgerald, Kyra Togo, Home School Achiever (Betty Russ and Michael Donnelly), Jason King, Glenn Barry, Marilena (Muff) Hewitt

SW_003 - At the Water's Edge

2-6PM, Saturday 8 November 2025

At the Water's Edge took the audience outside to the wet spaces; a multispecies entanglement, a loosening of binary thought, a soaking, leaking, melting of our edges. With a focus on queer ecology and an interest in building practices of interdependence.

Artists: Erica Eurell, Norton Fredericks, Tay Haggarty, Ruby Donohue, Anna Whitaker, Kinly Grey, Kim Stokes





BULAAAN BURUUGAA NGALI EXHIBITION

The *Bulaan Buruugaa Ngali Exhibition* was a once-in-a-decade project that delivered major artistic, community and sector outcomes across the Northern Rivers. The exhibition commissioned 11 new First Nations artworks and attracted over 25,000 visitors across Grafton Regional Gallery, Tweed Regional Gallery & Margaret Olley Art Centre and Lismore Regional Gallery. A key achievement was the return of nine ancestral woven objects from the Australian Museum to Bundjalung Country, managed by ANR in partnership with the participating galleries. Contemporary Bundjalung weavers engaged directly with these ancestral pieces through an artist exchange, informing the creation of new works exhibited alongside the returned collection.

The project strengthened relationships between regional galleries and First Nations communities. Ongoing engagement with Elders, weavers and community members deepened trust and supported the development of new approaches to culturally informed exhibition and collection practices.

The exhibition was supported by the Indigenous Visual Arts Industry Support Program, Create NSW, the Dobell Exhibition Grant Program, and the Australian Government's Regional Arts Fund. Together, these partnerships enabled a landmark project that celebrated cultural continuity, strengthened professional development for artists, and affirmed weaving as both an ancient practice and a dynamic contemporary artform.

Bulaan Buruugaa Ngali Exhibition won the award for Best Touring Exhibition at the 2025 Museums & Galleries of NSW IMAGinE Awards.

NORTHERN RIVERS CREATIVE

Northern Rivers Creative (NRC) is ANR's online directory and platform dedicated to profiling and promoting creative practitioners across the Northern Rivers. Established in 2019, it showcases multidisciplinary artists from all seven LGAs, supporting their visibility, professional opportunities and connection to wider markets.

The platform continues to act as both a community hub and a key resource for collaboration, commissioning and sector development.

In 2025, NRC continued to grow and strengthen the directory, with 52 new artists added across a broad range of disciplines.

All new listings were carefully curated to maintain high standards and ensure the platform remains a trusted showcase of high-quality regional talent.

ANR profiled nine artists through NRC's regular Q and A series. These interviews provided valuable insights into creative practice while aligning strategically with existing exhibitions and events to maximise impact. Artists and organisations profiled in 2025 included Golden Thursdays (with Kate McDowell), Natalie Wilkin, Creative Road (with Rebecca Townsend), Bindimu (First Nations artist), Naima Brown, Eddie Studio (with Elke Gill), Sarah Temporal, Ellen Ferrier and Tim Fry.



ARTS LEADERS ROUNDTABLE

ANR convened and delivered the Arts Leaders Roundtable, bringing together cultural organisations, festivals and event producers from across the Northern Rivers to examine the current state of the regional arts sector.

Incoming Create NSW Executive Director, Kerri Glasscock, joined the roundtable to provide insight into statewide priorities and the future direction of the regional sector.

The roundtable also explored how organisations are evolving in their programming, planning cycles and artform practices, and how the sector can strengthen collaboration as an interconnected ecosystem. Participants identified emerging themes, shared challenges and areas of collective interest, and mapped potential actions and future modes of connection.

The session was facilitated by Tandi Palmer Williams of Patternmakers, supporting a constructive and forward-looking exchange among regional arts leaders.





ARTIST RESPITE PROGRAM

In 2025 ANR once again partnered with Grafton Regional Gallery to deliver the Artist Respite program in response to the ongoing impact of natural disasters in the Northern Rivers region.

Artist Respite was an offering for artists to seek free respite for one week at the gallery's onsite accommodation and studio space where they're encouraged to dedicate time to rest and make work. Each artist was supported through a professional development session with the ANR Project Manager and with the Grafton Regional Gallery's Curator.

Three artists — Holly Ahern, Kate Stroud and Hunter Wilson — were selected to undertake respite between January and June 2025 and received a stipend to support their creative practice.

Artists were invited to immerse their practice in the Clarence Valley landscape and connect with community.

Feedback from participating artists and partners of the Artist Respite Program has informed the future relationship between Grafton Regional Gallery and ANR. The outcomes of this initiative will shape a residency program delivered in partnership with the gallery during 2026.

SECTOR GATHERINGS

Sector Gatherings remain an important way for the Northern Rivers creative community to connect and share knowledge. ANR held three gatherings across the region to bring together independent artists, arts organisations, and arts workers to gather, discuss and share ideas. These events featured artists sharing their practice and encouraged cross-disciplinary networking.

Designed to celebrate a diverse creative community—from emerging practitioners to established professionals—these gatherings encouraged peer-to-peer learning, sparked new collaborations, and strengthened regional creative networks.

Sector Gatherings remain a vital mechanism for community building and showcasing the depth and breadth of artistic talent across the region.

In 2025, gatherings were hosted in:

Bangalow | Thursday 15 May 2025

With consideration to the recent Ex-Tropical Cyclone featuring a vinyl set by Andy Hodges and an experimental performance from Adrienne Kenafake.

Byron Bay | Thursday 24 July 2025

Featuring a live performance by Simone O'Brien and vinyl selections from Holiday Maker DJs

Lismore | Thursday 4 December 2025

Our end of year extravaganza with a record number of artists employed – DJ Guy Grey, dancers Tess Eckert, Paul Walker and Golden Thursdays ft Max McAuley, artists Kyra Togo and Bianca Hayden, and Joel Salom our MC for the evening. We also heard updates from key creatives and arts workers from each of the LGAs across ANR's service area.



SMOKE

In 2025, ANR continued to produce and support the development of SMOKE, an intercultural dance-theatre work by Kirk Page and Jade Dewi Tyas Tunggal. The project explores motherhood, lineage, trauma, healing and care through First Nations, Javanese and contemporary Australian perspectives. SMOKE functioned as both ceremony and metaphor, connecting themes of cultural continuity, environmental imbalance and spiritual witnessing.

The year's development focused on strengthening dramaturgy, choreography and design integration, with particular attention to audience orientation, narrative clarity and the role of materials such as clay, film and costume.

The artists' lived experiences of parenthood and caregiving informed the emotional core of the work, shaping a practice grounded in cultural responsibility and embodied leadership.

This stage concluded with a showing in December 2025, providing clear priorities for the next phase of creative development.

KINSHIP FESTIVAL

Kinship Festival is a not-for-profit, one-day event that has run annually since 2015. This year marked the 20th anniversary of the festival, bringing families from across the region together to share culture. Across the Bundjalung Nation, there are thirteen tribal groups with kinship connections and ongoing responsibilities to share culture and provide care and support for one another.

Kinship Festival provides a space for connections to be strengthened through shared cultural practice.

ANR provided direct support to Kinship Festival by supporting selected artists to showcase their work and offering 1:1 consultations to creatives seeking guidance with their practices and careers. As part of ANR's presence at the festival, emerging Northern Rivers-based artist Bernie Harada, a Nyampah and Wiradjuri man with connections to Cobar, Nyngan and the Bogan river, was invited to participate as a stallholder on a smaller scale. This experience gave Bernie exposure to a market setting and provided networking opportunities with the wider public, resulting in gallery and workshop invitations and further development of his practice.



SMOKE, 2025. Photography: Tajette O'Halloran



WOMEN'S CARE UNIT

An Artwork Commission was delivered in partnership with the Aboriginal Maternal Infant Health Service (AMIHS) and the Northern NSW Local Health District. ANR worked with the Women's Care Unit at Lismore Base Hospital to install cultural artworks that strengthened cultural safety for Bundjalung and Githabul women and families.

Following concerns raised in 2019 by AMIHS Aboriginal Health Workers about the lack of cultural representation and welcoming spaces within the unit, funding was secured in 2020 to undertake a cultural arts project. Community consultation with Bundjalung, Yaegl, Gumbaynggirr and Githabul people informed the direction of the artworks, and ANR commissioned female Bundjalung and Githabul artists including Amarina Art, Sylvia Khan, Debbie Taylor, Bec King, Bev Garces and Saltwater Women to create the artworks for the Women's Care Unit.

In 2025, Widjabul Wiabul artists Val Smith and Nunja Caldwell were commissioned to create additional works for the waiting corridor, extending the existing art trail.

Funded by Health NSW, these artworks enhanced First Nations visibility and contributed to a more welcoming, culturally connected environment for women, families and visitors.

Artist Support

Artist support is a core component of the ANR's sector development. Support is provided by the ANR Project Manager, Artist Liaison & Project Support, First Nations Program Coordinator and Executive Director, ensuring comprehensive advice across the entire ANR team.

This ongoing service delivers tailored guidance to artists and arts workers across the region, assisting them with project development, funding pathways, letters of support and broader creative strategy.

Across the year, the team engaged in more than 600 individual interactions, in-person, by telephone, email and online, supporting a diverse community of creative practitioners, arts workers and small arts organisations.

The First Nations Program Coordinator provides ongoing, tailored support to foster the growth and recognition of First Nations artists, collectives and organisations from across the Northern Rivers region. The First Nations Program Coordinator supported three Bundjalung weavers to attend Kurdinthi, a national weaving symposium that brought together Aboriginal and Torres Strait Islander fibre artists from across the country to Adelaide. This provided a national platform for our Bundjalung weavers and facilitated a meaningful cross-cultural exchange.

Art on Bundjalung did not proceed in 2025 due to a transition within the First Nations ANR team. ANR continued its support of First Nations Artists in a festival context, through visibility and attendance at Kinship Festival. Art on Bundjalung will return in 2026 with an outcome in the Clarence Valley.

ANR continued to deliver auspicing services as a core mechanism for supporting artists and creative groups across the Northern Rivers region. Through an Auspicing Agreement, ANR administers grant funds on behalf of an unincorporated artist or group (the auspicee) for the delivery of a clearly defined project. This ensures that practitioners without an incorporated structure can access funding that would otherwise be unavailable to them.

Auspicing remains an important and high-value service that directly contributes to artist development, project realisation, and the broader creative ecology of the region.

ANR's sector gatherings and professional development workshops ensured the organisation remained connected to the community and responsive to its needs.



CASP

The final ANR CASP (Country Arts Support Program) funding round continued to strengthen regional arts engagement by providing small grants of up to \$5,000, delivered through devolved funding from Create NSW. The program supported short-term, locally initiated arts and community engaged projects across the Byron Shire, Clarence Valley, Kyogle, Lismore, Richmond Valley and Tweed Shire local government areas.

In 2025 CASP remained focused on enabling meaningful cultural participation and creative development in the region.

The program aimed to:

- Increase access for regional communities to a diverse range of arts experiences.
- Enable communities to explore and express their cultural identities.
- Encourage collaboration by supporting communities to develop and participate in cultural activities together.
- Generate social and economic benefits through training opportunities, employment, and promotional activity.
- Grow awareness and appreciation of cultural diversity across rural and regional NSW.

1:1 support sessions across the region: Kyogle, Murwillumbah, Nimbin, Grafton and Byron Bay, were part of the outreach strategy delivered.

In a competitive round of over 30 applications, four community arts projects that aim to increase cultural experiences and regional opportunities were selected by a panel of arts industry professionals:

Angourie Dance

Coastal Rhythms: Dance of the Emu
(Youth Arts - Hybrid / inter-disciplinary)

A youth-led arts project connecting Yaegl First Nations youth with culture, dance, and environmental storytelling. Through workshops in hip-hop, rhyme, and traditional knowledge, students will explore Yaegl Country and the endangered Coastal Emu, culminating in a public performance at the Maclean Showgrounds in 2026.

Robin Davis

Foundations of Aboriginal Cultural Weaving Practice with Creative Approaches
(Aboriginal Arts and Culture)

The project shares knowledge of weaving practice, including recognition of native fibres, safety and cultural protocols when gathering, and processes for storing, drying and preparing fibres for weaving. Participants shape weaving tools, learn historical background and attend to the process of dampening fibres for flexibility, with a focus on hands-on weaving in cultural technique.

Mullumbimby Chamber of Commerce

Development Stage Community Making Workshops Kaleido Festival Mullumbimby 2026
(Multi artform)

Community artist Tracey Johnson and arts facilitator Joanne McMurtry will consult with Mullumbimby residents in a series of accessible and intergenerational community 'making' workshops, between April 1st and June 31st 2026, to collaboratively design a floating sculpture, light and sound presentation to feature at Mullumbimby Kaleido Festival in August 2026.

Raise The HeART

Merringingi Kulcha Day: Healing Through Art and Yarnin
(Immersive and Interactive Experiences - Aboriginal Arts and Culture)

Merringingi Kulcha Day was a 100% First Nations-led, all-day community healing event held in Tabulam, Coorabell Hall and Lismore in October 2025. Led by the Strong Mob team following a performance the previous day, it featured kulcha, arts, food, ceremony and workshops to support connection, resilience and recovery for community.



Marketing & Communications

STRATEGY

In 2025, our marketing and communications work focused on strengthening ANR’s visibility, deepening audience engagement, and elevating our profile within the arts and cultural sector. We maintained a consistent social media presence and EDM schedule, supported by high-impact content such as the What’s On carousel and expanded opportunity roundups.

These efforts contributed to a 15% increase in followers across our three different brands: ANR, NRC and AOB. We also saw a 381% rise in interactions and a 300% increase in reach across Facebook and Instagram.

While the absence of an AOB project in 2025 limited growth across AOB digital channels, this pause is reflected in the analytics and will be better understood through a longer-term, multi-year view as the platform continues to develop.

We expanded our platform strategy to include LinkedIn, recognising its value for engaging industry peers, funding bodies, and cross-sector partners. In 2025, ANR began developing a targeted communications approach for this channel to build professional visibility and strengthen sector relationships.

Alongside digital engagement, face-to-face presence continued to play a vital role in our communications strategy. Regular attendance at gallery openings, sector gatherings and regional events helped amplify ANR’s profile, nurture relationships with artists and cultural organisations, and expand audiences for our programs. Being physically present in the community has proven to be a crucial element in reinforcing trust and maintaining strong regional networks.

Two major campaigns shaped our communications work in 2025. The first focused on the launch and rollout of the *Who We Are report*, which attracted significant state and national attention through a targeted strategy that included a promotional animation and coordinated sector engagement to maximise impact. The second campaign centred on promoting the *Bulaan Buruugaa Ngali Exhibition* in Tweed and Lismore, supported by a comprehensive marketing and media approach that secured interviews on ABC North Coast and Bay FM along with multiple editorial features. Together, these efforts generated substantial regional visibility, reaching more than 25,000 people in person and a further 47,000 online.

TOOLS & PLATFORMS

Our digital ecosystem continued to evolve to support accessible communication and streamlined workflows.

Websites: ANR (Webflow), NRC (WordPress), AOB (Squarespace).

Design: Adobe Creative Suite for print collateral; Figma for digital assets.

Event Management: Humanitix remained our primary tool for registrations, audience management, and event communications.

Email Marketing: Mailchimp continued as our main database and EDM platform, with a review underway due to rising costs.

Other: Meta Business Suite (scheduling), Google Analytics (traffic insights), Linktree (URL management), Vimeo (video hosting).

INTERNSHIP PROGRAM

2025 marked the introduction of ANR’s first internship program. ANR’s Marketing & Communications Manager designed and delivered the 10-week program. The program provided meaningful early-career training to a local emerging artist while increasing ANR’s operational capacity.

ANALYTICS

	ANR		NRC		AOB	
Website users	17.8K	+250%	13.1K	+37%	2K	n/a
Website sessions/visits	25.4K	+210%	15.1K	+29%	2.2K	n/a
Instagram followers	7.2K	+11%	4.1K	+8%	700	+7.7%
Instagram reach	58.5K	+51%	11K	+197%	2.3K	-72%
Instagram interactions	3.2K	+100%	900	+100%	70	+100%
Facebook followers	7.4K	+1%	/		220	+4.8%
Facebook views	180.6K		/		6.9K	n/a
Facebook interactions	3.8K	+17%	/		200	-61%
Newsletter subscribers	2.8K		800		/	
Emails sent	88K		7.7K		/	
Email open rate	23.1%		37.4%		/	

*compared to 2024

Partnerships

In addition to government funding programs, ANR has been able to utilise its Deductible Gift Recipient (DGR) status to secure financial donations from individuals and foundations. We are also grateful for the ongoing sponsorship relationship we have with local accountancy firm HLB Mann Judd Advisory and Accounting, who have conducted our annual audit for over 16 years.

ANR also amplifies its work by joining with other organisations and individuals to develop, present and promote a range of innovative programs and providing responsive funding opportunities targeting various sectors within the arts and creative industries.

We work with contributing local governments, state and federal arts agencies as well as philanthropic agencies to ensure that the arts and culture sector has a strong voice at the table in shaping social cohesion, regional identity and economic development.

OUR PARTNERS

- Aboriginal Regional Arts Alliance
- BlakDance
- Business Connect
- Business NSW Northern Rivers
- Brunswick Nature Sculpture Walk
- Byron Writers Festival
- Create NSW
- Creative Australia
- Creative Plus Business
- Critical Path
- Elevator ARI
- Grafton Regional Gallery
- Health NSW
- Koori Mail
- Kyogle Readers and Writers
- Lismore Base Hospital
- Lismore Regional Gallery
- National Association for the Visual Arts
- Northern Rivers Community Foundation
- Northern Rivers Health
- Northern Rivers Performing Arts (NORPA)
- Office for the Arts
- Regional Futures
- The Returning
- Patternmakers
- Performance Space
- Public Palace
- PYT Fairfield
- Theatre Network Australia
- MusicNSW
- SCAPE (NZ)



LOCAL GOVERNMENT ENGAGEMENT

As financial contributors to ANR, councils enjoy the full support of our services across the region. From ANR participation on council committees to the delivery of innovative projects that support community-wide access to arts and cultural activity, we deliver services and amplify arts funding for all councils of the Northern Rivers.

Council's ongoing support and contribution to ANR ensures:

- all artists and cultural organisations in each LGA can seek professional advice and assistance from ANR;
- LGA representation through the ANR Board of Directors;
- our staff work with council staff to help source funding and deliver dynamic arts and cultural projects;
- access to our expertise in cultural planning, policy development, project development and community consultation;
- the support of creative industry development in each LGA;
- connections to state and nationally-funded cultural programs;
- access to our region-wide projects;
- inclusion in a network that attracts over \$2 million investment from the NSW State Government;
- access to our professional and skills development program; and
- advocacy for our region's creative industries to all levels of government agencies.



Staff & Board

STAFF

- Executive Director
Jane Fuller
- Project Manager
Grace Dewar (until October 2025)
Fabian Pertzel (from November 2025)
- Marketing & Communications Manager
Magali De Moor
- Artist Liaison & Project Support
Sean Campbell
- Operations Manager
Jen Boelen
- First Nations Program Coordinator
Hannah Ranby
- Finance Officer
Sasha Murchison
- Indigenous Arts Development Officer
Bindimu (until March 2025)
- Intern
Anika Willson (October to December 2025)

BOARD

- Interim Chair, Co-opted Member
Emily Berry
- Deputy Chair, Tweed Representative
Mayor Chris Cherry
- Treasurer, Co-opted Member
Steve Pickering
- Co-opted Member
Elly Bird (Chair until April 2025)
- Lismore Representative
Cr. Electra Jenson
- Clarence Valley Representative
Cr. Allison Whaites
- Byron Shire Representative
Cr. Janet Swain
- Kyogle Shire Representative
Cr. Janet Wilson (ret. April 2025)
- Kyogle Shire Representative
Dave Burgener
- Richmond Valley Representative
Cr. Lyndall Murray

Alternates:

- Byron Shire Alternate
Cr. Delta Kay
- Clarence Valley Alternate
Jane Kreis
- Kyogle Shire Alternate
Cr. Kieran Somerville
- Lismore Alternate
Cr. Virginia Waters
- Richmond Valley Alternate
Sharon Davidson (ret. September 2025)
Shantel Petty (from December 2025)
- Tweed Shire Alternate
Shannon Carruth



Treasurer's Report

ANR closed 2025 in a strong financial and operational position, delivering a consolidated carry-over of AUD 41,526 and increasing net assets to AUD 491,884. This outcome reflects disciplined financial oversight, effective program delivery, and a continued commitment to supporting the region's creative sector. Throughout the year, the organisation managed significant grant-funded activities across core operations, First Nations programs, and a range of project-based initiatives, all while maintaining stable liquidity with AUD 789,790 in cash reserves at year end. The marked reduction in unexpended grants – from AUD 577,825 in 2024 to AUD 253,973 in 2025 – demonstrates successful progression and acquittal of multi-year programs. Operational liabilities also decreased with total liabilities falling to AUD 481,844, underscoring the organisation's focus on sustainable and responsible financial management.

The auspicing service continued to be a valued component of ANR's sector support in 2025. The organisation oversaw AUD 37,330 in auspice payables, reflecting activity across Create NSW Cultural Access and other auspiced initiatives. This service remains a crucial mechanism for enabling independent creatives and small organisations to access funding pathways and deliver high-quality work across the region. Gift Fund balances totalled AUD 34,657.53, providing an ongoing resource for philanthropic support of artists and programs.

I congratulate the executive team, led by Executive Director Jane Fuller, for their steady governance and for ensuring that ANR continues to operate with clarity, purpose, and financial sustainability. Their leadership in delivering high-quality programs – including sector gatherings, networking and professional development events, and multiple partnership-driven initiatives – has reinforced the organisation's regional and statewide impact. I also wish to acknowledge and thank Sasha Murchison, ANR's Finance Officer, whose meticulous administration and consistent professionalism have been essential to maintaining strong financial controls. Her work provides me, as Treasurer, and the Board with confidence in both the accuracy of our financial reporting and the robustness of our financial position.

This year also marked significant achievements across projects supported by ANR. Core programming delivered a positive financial result and major project streams such as the *Bulaan Buruugaa Ngali* publication and exhibition, the SMOKE final development work with BlakDance, the Pathways Lab in partnership with Northern Rivers Community Foundation, and several IVAIS-funded initiatives were successfully delivered in alignment with funding requirements. Notably, the organisation secured multi-year funding for Art on Bundjalung 2026, governance training support, and continued partnerships with PYT and other regional and national organisations. Travel bursaries provided by RANSW enabled First Nations artists to participate in Create NSW events, further strengthening opportunities for professional growth and sector visibility.

In my fourth year on the Board, I continue to be impressed by the resilience and strategic foresight of ANR. The organisation has once again demonstrated its capacity to navigate a shifting landscape while unlocking new opportunities for artists, producers, and communities across our region.

The financial foundation built this year provides confidence as we enter 2026, with ANR well-positioned to deliver major bodies of work and continue its advocacy and support for the Northern Rivers creative sector.

We extend our sincere appreciation to our funding partners whose contributions make this work possible – particularly Create NSW and our contributing LGAs, who support our regional and state-facing programs, and Creative Australia for enabling our national initiatives and supporting Northern Rivers companies and independent practitioners. The 2025 audit will be completed by our partners HLB Mann Judd Advisory and Accounting, and a full copy of the audited statements will be available upon request. A snapshot of the 2025 audit forms part of this annual report.

Finally, following the conclusion of 2025, I formally stepped down from the Board of ANR and from my role as Treasurer, concluding my tenure across the 2022-2025 period. It has been a privilege to contribute to the organisation during a period of continued growth and positive change, and to support the strengthening of its financial governance and operational capacity. I have also greatly valued the opportunity to work alongside such a dedicated and capable team, whose professionalism and commitment underpin the organisation's success, as well as the Board, whose guidance and stewardship have been instrumental in shaping its direction.

Steve Pickering,
Treasurer, Arts Northern Rivers
2022-25

Appendix - Financial Audit Report

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
Income		
Core Grant - Create NSW	217,000	217,000
Core Grants - Council	124,686	123,511
Indigenous Program Grants	122,522	178,000
Other Program Grants	278,158	169,400
Unexpended Grant Income	-	38,517
Donations	-	2,500
Auspice Fees	7,836	80,097
Interest Income	27,871	39,662
Project Administration Fees Received	-	114
Sponsorships	8,315	7,570
Ticket Sales Workshops	-	1,149
Merchandise Sales	4,478	7,411
Other Revenue	23,028	8,858
Total Income	813,894	873,789
Less Operating Expenses		
Accounting	3,040	4,752
Advertising & Publicity	200	2,049
Artist Payments	109,999	129,313
Audit Services - HLB Mann Judd	8,315	5,970
Other accounting services - Thomas Noble & Russell	-	1,600
Bank Fees	5	20
Catering	5,671	4,496
Venue hire	3,952	1,806
Donations	-	20,000
Consultants	26,726	56,580
Depreciation - Plant and equipment	11,535	10,760
Amortisation - Right of use asset	21,180	21,788
Marketing and Publicity	9,643	1,598
Events / Forums	1,200	2,992
FBT	1,506	3,027
Realised foreign currency gains	26	46
Cultural advisors	11,365	20,916
Insurance - Association Liability	1,673	1,676
Insurance - Cyber	537	483
Insurance - General Business	297	1,592
Insurance - Journey Insurance	1,381	443
Insurance - Public Liability	1,603	1,413

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
Less Operating Expenses - Cont'd		
Interest Expense	8,586	10,908
Meetings - Board	362	1,279
Merchant Fees	65	19
Motor Vehicle - Maintenance	2,374	1,423
Motor Vehicle - Petrol	4,398	4,517
Motor Vehicle - Rego & Insurance	3,451	2,925
Non-Core Production Crew	11,865	-
Office Supplies & Equipment	2,810	2,660
Postage & Courier	5,180	398
Promotional Material, Signage and Design	1,957	20,454
Publications	3,519	804
Recruitment	1,325	1,398
Rent & Outgoings	1,902	5,780
Repairs & Maintenance	3,741	7,281
Small Asset Write Off	1,459	1,444
Entertainment	2,155	2,082
Gifts and Honoraria	508	-
Board Members Reimbursements	303	-
Staff Training and Professional Development	1,608	2,350
Subscriptions & Memberships	8,302	9,327
Telephone & Internet	2,255	2,342
Travel - Accommodation & Meals	4,179	9,370
Travel - Airfares	2,868	5,610
Travel - Mileage Claims	6,066	2,529
Travel - Taxis Parking & Other	924	3,327
Website	1,815	19,818
Workshops / Seminars	127	5,205
Bad debts	3,075	-
Wages and Salaries	423,903	361,719
Superannuation	53,783	39,606
Annual Leave Expense	-	3,931
Workers Compensation Insurance	5,451	3,517
Total Operating Expenses	786,239	826,037
Net Surplus / (Deficit)	27,655	47,752

This Statement of Profit or Loss should be read in conjunction with the accompanying notes.

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	2025	2024
	\$	\$
Assets		
Current Assets		
Bank		
Bonus Saver	476,304	740,821
Gift Account	34,658	34,100
IADO Account	96,493	174,715
Operating Account	182,336	99,008
Petty Cash	509	53
Total Bank	<u>790,300</u>	<u>1,048,697</u>
Other Assets		
Prepayments	7,778	7,186
Sundry Debtors	1,502	1,502
Trade Debtors	10,000	17,594
FBT receivable	-	1,782
GST receivable	-	6,341
Total Other Assets	<u>19,280</u>	<u>34,405</u>
Total Current Assets	<u>809,580</u>	<u>1,083,102</u>
Non-current Assets		
Property, plant and equipment		
Computer Equipment	19,278	17,508
Less: Accumulated Depreciation on Computer Equipment	(8,550)	(4,702)
Office Equipment	29,300	27,664
Less: Accumulated Depreciation on Office Equipment	(8,104)	(4,269)
Motor Vehicles	30,816	30,816
Less: Accumulated Depreciation on Motor Vehicles	(14,247)	(10,395)
Right of Use Assets	149,076	147,782
Less: Accumulated Amortisation on Right of Use Assets	(36,746)	(39,809)
Total Non-Current Assets	<u>160,823</u>	<u>164,595</u>
Total Assets	<u>970,403</u>	<u>1,247,697</u>

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	2025	2024
	\$	\$
Liabilities		
Current Liabilities		
Accrued Expenses	4,622	27,847
Annual Leave Provision	31,933	35,865
Auspice Payable	37,330	14,104
GST Payable	14,963	-
PAYG Withholdings Payable	9,230	4,728
Core Grant Unexpended	62,926	213,651
Project Grant Unexpended Indigenous	113,778	126,299
Project Grant Unexpended Other	79,217	237,875
Trade Creditors	1,959	13,804
Sundry Creditors	285	285
Superannuation Payable	6,727	3,419
Lease Liability	17,782	16,210
Total Current Liabilities	<u>380,752</u>	<u>694,087</u>
Non-Current Liabilities		
Lease Liability	111,636	103,251
Total Non-Current Liabilities	<u>111,636</u>	<u>103,251</u>
Total Liabilities	<u>492,388</u>	<u>797,338</u>
Net Assets	<u>478,014</u>	<u>450,359</u>
Equity		
Retained Earnings	478,014	450,359
Total Equity	<u>478,014</u>	<u>450,359</u>

This Statement of Financial Position should be read in conjunction with the accompanying notes.

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	Retained Earnings \$	Total Equity \$
Balance at 1 January 2024	402,607	402,607
Operating surplus for 2024	<u>47,752</u>	<u>47,752</u>
Balance at 31 December 2024	450,359	450,359
Operating surplus for 2025	<u>27,655</u>	<u>27,655</u>
Balance at 31 December 2025	<u>478,014</u>	<u>478,014</u>

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

ARTS NORTHERN RIVERS INCORPORATED
A.B.N. 28 417 575 325
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from funding organisations	420,462	888,001
Receipts from customers	59,375	85,993
Payments to suppliers and employees	(747,119)	(1,189,588)
Interest received	<u>27,871</u>	<u>39,662</u>
Net cash provided by / (used in) operating activities	<u>(239,411)</u>	<u>(175,932)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(3,407)	(26,730)
Net redemption of/(investment in) financial assets	<u>-</u>	<u>-</u>
Net cash used in investing activities	<u>(3,407)</u>	<u>(26,730)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of lease liabilities	<u>(15,579)</u>	<u>(16,580)</u>
Net cash used in financing activities	<u>(15,579)</u>	<u>(16,580)</u>
Net increase/(decrease) in cash and cash equivalents	<u>(258,397)</u>	<u>(219,242)</u>
Cash and cash equivalents at beginning of year	<u>1,048,697</u>	<u>1,267,939</u>
Cash and cash equivalents at end of financial year	<u>790,300</u>	<u>1,048,697</u>
a) Reconciliation of operating result to cash flows from operating activities		
Net Surplus / (Deficit)	27,655	47,752
Non-cash flows in net result:		
- depreciation and amortisation	32,715	32,548
Changes in assets & liabilities:		
Trade and other receivables	15,125	312,901
Accounts payable	10,929	(531,595)
Unexpended grants and unearned income	(321,904)	(42,164)
Provisions	<u>(3,932)</u>	<u>4,626</u>
Net cash flows from operations	<u>(239,411)</u>	<u>(175,932)</u>

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

**ARTS
NORTHERN
RIVERS**

