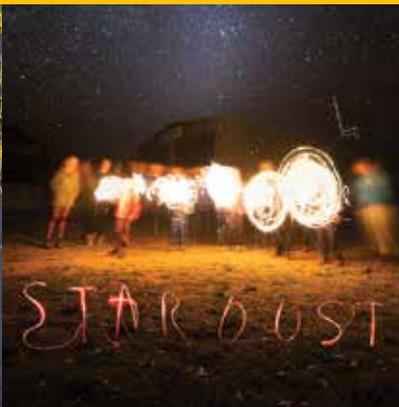




MURRAY ARTS

Strategic Plan 2016-2018



REGIONAL ARTS DEVELOPMENT

Our Vision

Murray Arts will be leaders in the facilitation, participation and promotion of the arts in the border and wider region.

Our Purpose

To actively engage with the community in the ongoing development of arts and culture.

We Value

Artistic endeavour, diversity, creativity and integrity

The Arts as a medium to challenge us and explore our humanity

The opportunity to access, participate and express ourselves

Community wellbeing, connection and lifelong learning

EXECUTIVE SUMMARY

Murray Arts is the regional arts development organisation in the Border and North East Region and services six local government areas across New South Wales and Victoria.

Murray Arts is one of 14 Regional Arts Boards in NSW and is also part of the Regional Arts Victoria Cultural Network. Murray Arts services the regions of Albury, Greater Hume, Corowa, Wodonga, Indigo and Towong Shires.

Murray Arts works directly with individuals, artists, communities and local government to help them develop the arts and cultural life of their communities.

Murray Arts is a not-for-profit organisation governed by a nine member board. Murray Arts is primarily funded through the NSW State government via ArtsNSW and through our local government funding partners. It has been six years since Murray Arts launched its new brand and strategic vision.

Since that time Murray Arts has emerged as a vibrant and dynamic organisation, providing an essential service to the Arts community across the region. Murray Arts has a reputation for being well managed, financially secure and continually punches well above its weight, delivering high quality outcomes right across the region.

The Strategic Plan identifies five goals which will underpin the operations of Murray Arts for the next three years.

GOAL 1 : To be the central point of information and communication for the arts across the region

GOAL 2: To forge strong partnerships with local government and other arts organisations

GOAL 3: To build the capacity of artists and communities in the arts

GOAL 4: To develop strategic projects of regional significance

GOAL 5: To ensure the ongoing sustainability of Murray Arts

Vital to the success of Murray Arts is our strong partnerships with Local Government, regional arts organisations and Metropolitan based organisations. These partnerships allow us to continue to deliver projects and program which build the capacity of our community while inspiring and connecting us through the Arts.

Over the next three years, Murray Arts will balance core service delivery against an ambitious artistic program which will provide the foundation for regional arts development activity across the Murray region.

STRATEGIC ANALYSIS

History

Murray Arts, formerly the Regional Arts Board Albury Wodonga Inc was incorporated in 1996, following the restructure of the Regional Arts Boards across NSW. The organisation changed its name to Murray Arts in 2003.

Murray Arts services six local government areas across Southern NSW and North East Victoria – Albury, Greater Hume Shire and Corowa Shire in NSW, Wodonga, Indigo and Towong Shires in Victoria.

2016 will mark 20 years since the establishment of the Regional Arts Board in this region. Over this time, Murray Arts has become recognised as the peak regional arts organisation working across artforms. It is the 'go to' organisation for information and support for the arts and cultural activity.

Since 2008, Murray Arts has made a significant contribution to the arts and cultural sector, with project such as dis/assemble dance, (We are all made of) Stardust and Bright Sparks Creative Industry Conference.

Hundreds of artists have participated in our popular 'Smart Arts' professional development program and we have reached thousands of students through our schools workshop program.

In addition to our role as Arts project producers, Murray Arts operates a range of core service delivery function, which includes our communications program. A monthly HTML newsletter, weekly 'Stop Press' EDM's and our social media presence provide a vital function to our regional community.

Murray Arts Communications program works alongside other core functions such as the provision of advisory services, auspicing, funding support and professional consultancy services.

Internal Situation

Murray Arts enjoys a strong profile and relationship with its stakeholders, primarily driven by skilled and well respected staff. Since 2008, Murray Arts has zero staff turnover, strengthening its position both in the community but also as a choice arts employer in the region. Murray Arts seeks to be a 'family friendly' organisation, and employs five part time positions, working a FTE of 2.5 positions. While this staffing arrangement does have some management challenges, all the staff appreciate the flexible working conditions and their commitment allows Murray Arts to continue to deliver high level programs and 'spreads the load' of a highly charged working environment.

Murray Arts is currently operating outside the capacity of our core operational funding with regard to staffing levels. Uniquely amongst the Regional Arts Boards, we employ our Aboriginal Arts Officer from our core operational budget. In many ways, this strengthens our position within the Aboriginal Community, but it also means that to maintain our current staffing structure we are reliant on seeking additional annual program funding from another source. This impacts on our ability to plan our program well in advance. In 2015, Murray Arts received annual core operational funding from Arts Victoria – a first in 15 years.

The challenge now will be to continue this funding contribution with a view to secure triennial funding from 2017-2019. Murray Arts remains in a strong financial position, with reserves of \$35,000 currently invested in a term deposit.

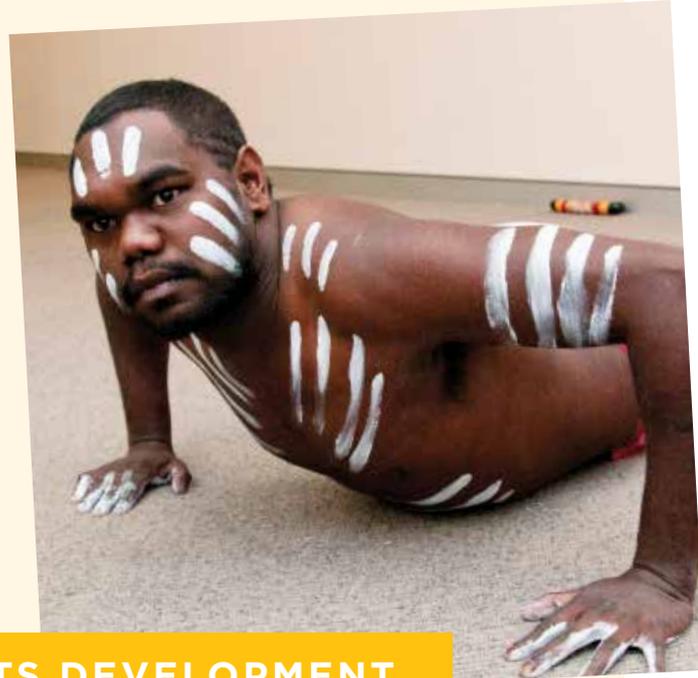
External Situation

The Murray region covers an area of 17,755 square kilometres and sits on the state border between NSW and Victoria. It has a population of approximately 130,020. This region is divided by the Murray River and has a strong history of Aboriginal ownership and European settlement centred on trade (wool, wine, and wheat), industry, migration (Bonegilla Migrant Centre received and resettled over 300,000 migrants from 1947–1971), farming and gold.

The main employers in the area are healthcare and social assistance, manufacturing, construction, retail trade, accommodation and food services, public administration, education and training.

The 2011 ABS statistics identified over 2,000 people within the region who identified as Aboriginal or Torres Strait Islander. The Aboriginal population distribution is centred around the cities of Albury Wodonga. There are two Aboriginal Corporations in the region – Woomera in NSW and Mungabareena in Victoria. Burraja Indigenous Cultural Centre is also located in Wodonga. There are a high number of resident visual artists in the region, due to the Koori Visual Arts Program which operated from Wodonga TAFE. This course was closed in 2013 and Aboriginal Artists are now required to attend the mainstream Art courses offered at TAFE.

The Murray Arts Strategic Plan has identified Aboriginal Arts Development as a Key Priority, and since 2011, Murray Arts has been committed to supporting Aboriginal Artists by providing exhibition, professional development workshops and sales opportunities.



PROJECT: ABORIGINAL ARTS DEVELOPMENT

In 2011, Murray Arts established the Aboriginal Artists Network (AAN) to help support and promote the work of local Aboriginal Artists.

Murray Arts and the AAN have collaborated on five exhibitions, Walking Together, The Journey Forward, The Crossing Place, Unity and Sharing Our Stories.

In 2013 and 2014, Murray Arts accompanied 5 Aboriginal Artists to Sydney for the Black Arts Market as part of the Corroboree Festival, where they sold a variety of smaller gift type products along with two dimensional artworks. The artists involved in the Black Arts Market were selected by an Expression of Interest process curated by Hetti Perkins.

In 2014 Murray Arts employed Aboriginal Arts Officer, Maggih Coates. Since employing an Aboriginal person in the AAO position, we have experienced a new and genuine level of connection with the Aboriginal community.

Over the past four years, Murray Arts has been able to track and measure the success of our programs through participation rates in exhibitions, sales generated, commissions/contracts brokered and workshops held:

- We have a database of over 80 practicing artists in the area.
- We can demonstrate that over 3,000 people have participated directly in Aboriginal Arts activity in our region.
- We have injected over \$51,000 of money into the Aboriginal Community through our Arts Development Program – directly supporting the income of local Aboriginal Artists. This money has been sourced through a number of avenues including grant money, sales of work, workshop fees and commissions

External Situation cont.

The Murray region boasts strong professional arts and cultural practice and a high proportion of resident artists. There is a strong performance culture due to national arts organisations (the Flying Fruit Fly Circus and HotHouse Theatre) operating from this region.

There are a multitude of festivals and opportunities for community engagement in the arts, as well as a very large number of museums due to the high historical significance of the region.

In addition, there is a strong visual arts sector lead by the redevelopment of Albury Regional Art Gallery (now Murray Art Museum Albury - MAMA) alongside with a number of private and public galleries around the region. Murray Conservatorium provides access to musical tuition and concerts in Albury Wodonga and also operates a significant outreach program across the region.

Infrastructure and professional organisations (including Murray Arts) are largely based around the regional centre of Albury Wodonga. While it is easy to see this region one of 'plenty' there are many smaller communities who have little or no infrastructure or arts activity in their region. This disparity provides an interesting challenge for Murray Arts - to manage key stakeholders with highly varied needs and priorities.

Murray Arts works across the NSW/Victorian border. This is representative of the overall identity of the community.

While cross border has its strengths (two of everything: two performing arts venues, two art galleries, two hospitals etc) it does have its challenges with two sets of priorities from key funding bodies.

With such a high concentration of arts infrastructure there is a high level of competition for audiences. The performing arts venues and art galleries have developed specific points of difference, catering for different audiences and levels of community engagement to allow for a range of arts experiences. Audience numbers remain a challenge across all venues.

To ensure an ongoing relationship with State based funding bodies, Murray Arts will need to have clearly articulated goals and a cohesive artistic program to ensure we are not committing beyond our limited human resource capacity.

The potential for Local Government mergers in NSW is seen as both an opportunity and a threat for Murray Arts. While there is the potential for loss of income should Council's in our region merge, Murray Arts is well positioned to provide much needed regional outreach for a larger Council who may be struggling with resourcing smaller towns. In addition, the Victorian State Government will be introducing rate capping for Local Government. This will place extra strain on already tight fiscal conditions in our smaller Victorian Councils.

As always, uncertainty in the arts funding sector remain a threat and this will most likely impact on possible project funding.



If there is one project that has really put Murray Arts on the map – it is the Holbrook Yellow Submarine.

PROJECT: **HOLBROOK YELLOW SUBMARINE 2014**

Take a community struggling with the economic downturn created by the bypass of the Hume Freeway, add a significant (if not slightly odd) icon – the HMAS Otway, combine it with the 50th Anniversary of the Beatles visit to Australia and a whole lot of knitting, and you have an extraordinary community yarn bombing project.

The Holbrook Yellow Submarine galvanised not just a local community, but an international knitting army into supporting Australia's largest yarn bombing project. What emerged was a real celebration of place, most people donating their contribution because they had some connection to the small town of Holbrook.

The project received National and International media coverage, generating a huge response from visitors and locals alike.

Even on the coldest, most miserable winter day, all 90 metres of the Holbrook Yellow Submarine lit up the small town of Holbrook like a lantern. The legacy of the Holbrook Yellow Submarine lives on, with most businesses reporting 'pre bypass' numbers since the installation.

It is a project which will live on in the hearts and minds of the community and cemented Murray Arts role as project leaders in the region.

STRATEGIC ANALYSIS

Who are our audiences and what do we offer them?

MARKET	MARKET SEGMENTATION	WHAT WE OFFER
General Community	arts audiences participants interested consumers Young People Seniors	Participation in arts and cultural activity Communication activities Inspiration Funding Assistance
Artists/Creative Industry practitioners	Professionals Emerging Hobbyists Visiting Local	Professional Development Capacity building Opportunity to exhibit/perform Employment opportunities Communication activities Networking opportunities Advice Auspicing Referral/brokerage service Funding Assistance
Other Arts Organisations	Professional Community Galleries Museums	Partnership opportunities Regional Networks Communication Activities Joint marketing opportunities
Education Sector	Tertiary Secondary Primary	REACH education newsletter School Drama Partnership opportunities Skills development workshops
Government	Federal State Local	Regional connections/contacts Service delivery Funding Leverage Arts project delivery Cultural Policy and Planning Advocacy Shared Resource
Arts Workers	Community/Cultural Development Gallery workers Museum workers	Networking Opportunities Funding advice and support Professional Development opportunities

In early 2015, Murray Arts conducted an online survey of our services, and the issues and challenges facing the regional community. The results of the survey reinforced the ongoing value of the Murray Arts newsletter and provided a good snapshot of our key audiences.

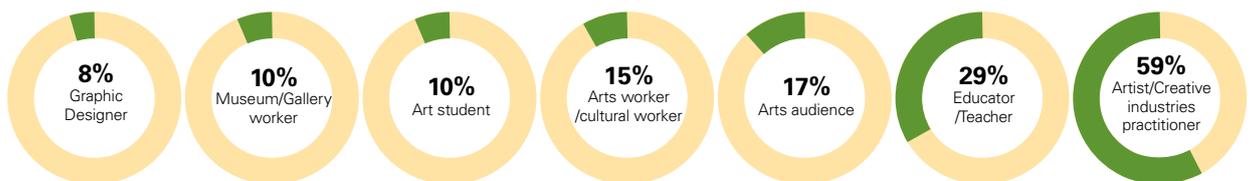
The survey results indicated the newsletter as the service people access the most.

In relation to our market analysis this survey found that our main audiences are Artists or creative industry practitioners.

What Murray Arts services do you access?



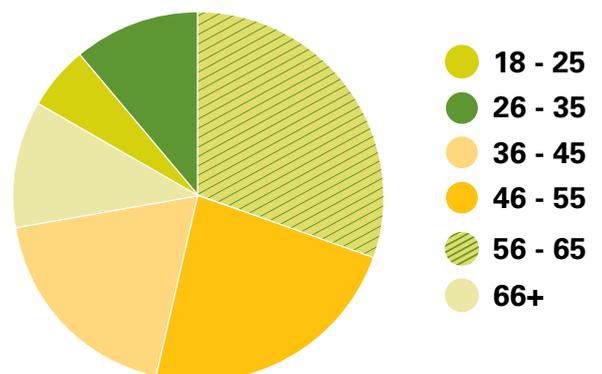
What is your profession?



What is your age?

The main age group of respondents to the survey were in the 56-65 age group.

However there has been growth in the 18-25 sector – previously unrepresented in the Murray Arts respondents. This may be due to Murray Arts taking a more active role in promoting to young people through our workshop programs and the introduction of the REACH newsletter.



COMPETITORS AND COLLABORATORS

Competitors:

Murray Arts has identified two major areas for competition – funding and audiences.

<p>For Funding</p>	<p>Other Arts Organisations Local Government Other Regional Arts Boards</p>
<p>For Audiences</p>	<p>Other Arts Organisations Sports and Recreational activities including cinema Other organisations delivering professional development opportunities</p>

Collaborators:

<p>Other arts organisations</p>	<p>HotHouse Theatre Flying Fruit Fly Circus Murray Conservatorium PROJECTION Dance</p>
<p>Local Government</p>	<p>Albury City Greater Hume Shire Corowa Shire City of Wodonga Indigo Shire Towong Shire Arts Workers MAMA – Albury Library Museum Albury Artspace Wodonga Corowa Artspace Albury Entertainment Centre The Cube Wodonga</p>

ARTISTIC PLAN

Over the next three years, Murray Arts will strive to cement its role in the region as a creative producer as well as providing our core service delivery activities. The Murray Arts Strategic Plan and the Artistic Plan will combine to provide the framework for our regional arts development activities. While the following plan identifies our 'flagship' activities, Murray Arts will remain flexible to allow us to respond to the needs and opportunities within our regional community.

The Murray Arts Artistic Program is centred on four key areas:

Regional Arts Development

Aboriginal Arts Development

Capacity Building

Core Service Delivery

Regional Arts Development:

2016 Flagship Project: Cargo – Art in Transit

In 2015, Murray Arts developed the project Cargo: Art in Transit. Cargo is a completely portable exhibition space which can be transported by the Murray Arts car and set up in unlikely places – the footy field, a cafe, in the main street.

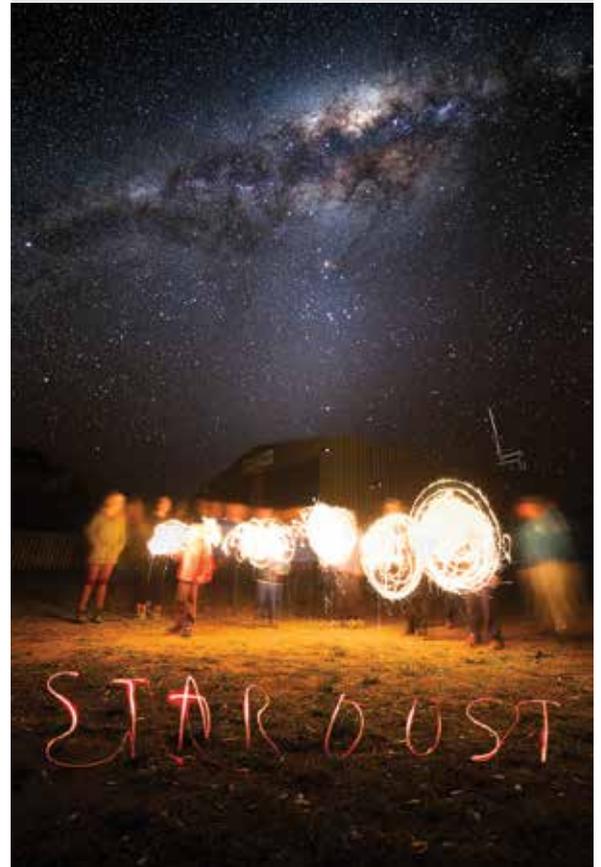
The aim of the project is to bring quality contemporary art into some of our most regional communities, while also demystifying the art gallery experience. Over the next three years, the vision is that Cargo will become a multi-arts platform for experiencing the arts right across the region, including Theatre, Circus, Dance, Visual Arts and new media. Murray Arts will seek partnerships with local and metropolitan arts centres to develop contemporary exhibitions for touring to small regional areas with accompanying digital technology to help bridge the gap between artist and audience.

Circuit – Open Studios Program

The Circuit Open Studios Program is a cultural tourism activity, aiming to generate interest and income for local artists and galleries. Piloted in 2015, the project incorporated 9 individual artists and 10 galleries from right across the region. Over the next three years, we aim to build the profile of this event to incorporate more studios and galleries, but also develop the Open Studios Program into a 'festival' atmosphere. This will involve commissioning projects and activities in some of our more isolated or smaller communities where arts activity is rare.

Murray Science Hub

Over the past three years, Murray Arts has been the Regional Science Hub for the Murray region. We have developed arts in science projects and received funding through Inspiring Science NSW for 'Charcoal Night', '(We are all made of) Stardust' and 'From the Ground Up'. Murray Arts will continue this arts in science partnership and develop new and innovative ways to explore the relationship between the practice of arts and science.



Key Deliverables

2016	2017	2018
Develop partnership activities for Cargo – Art in Transit	Develop workshop program as part of Cargo – Art in Transit	Partner with Performing Arts Organisations to tour workshops/performances as part of Cargo – Art in Transit
Increase participants in Circuit Open Studios Program	Commission one activity as part of Circuit program	Commission two activities as part of Circuit program
Deliver one Arts/Science project as Murray Science Hub	Deliver one Arts/Science project as Murray Science Hub	Seek a partnership with a major science hub

Aboriginal Arts Development

The Aboriginal Arts Development Program is underpinned by the NSW Aboriginal Arts and Culture Strategy 'to foster a vibrant Aboriginal arts and cultural sector that affords Aboriginal people greater opportunities to participate in, share and strengthen their culture through arts practice; develop careers and business in the arts and cultural sector'.

Annual Exhibition

Murray Arts will continue to work with the Aboriginal Artists Network to curate a group exhibition in different venues around the region.

Residency Program

In 2016-2018 Murray Arts will seek funding and partnership opportunities to implement a residency program between Aboriginal Artists from the Murray Arts region and Aboriginal Artists from different regional and metropolitan arts centres. The residency program will allow for an exchange of ideas, techniques and practices from Aboriginal Artists around NSW and Victoria.

In 2015, Murray Arts relocated our office to a new building which incorporated the opportunity for a 'shopfront' workshop gallery space. In collaboration with local Aboriginal Artists, this will become a local Aboriginal Artists enterprise to support the income and employment opportunities for Aboriginal Artists in the region. The project is a partnership with Burraja Aboriginal Cultural Centre.

Aboriginal Art Therapy Group

The Journey of New Growth is an art therapy program for Aboriginal People suffering mental health issues. The group is made up of members who have been referred by Albury Wodonga Health – Community Mental Health and Gateway Health. The group meets on a weekly basis to provide clients with a safe space to explore and connect to their cultural identities through art. Working with mental health workers, and Murray Arts Aboriginal Art Officer, the group will use art to explore the relationship between the isolated individual, a supportive community and a world of possibilities.

Key Deliverables

2016	2017	2018
One Annual Exhibition for Aboriginal Artists Network	Seek touring opportunity for local Aboriginal Art exhibition	One Annual Exhibition for Aboriginal Artists Network
Seek partnerships to develop residency project	Seek funding for residency program for Aboriginal Artists	Fund a residency program for Aboriginal Artists
Continue to support the operations of Aboriginal Artists Enterprise	Continue to support the operations of Aboriginal Artists Enterprise	Continue to support the operations of Aboriginal Artists Enterprise
Seek funding for Journey of New Growth		

Capacity Building

Murray Arts has continued to develop a strong program of both Professional development and skills development workshops targeting Artists, the community and schools in the region. Over the next three years Murray Arts will move away from a one-off workshop approach to a more comprehensive professional development program for Artists across different artforms. The program also includes 'A Month in the Country Residency Program', School Drama and the Performing Arts Centre Partnership program.

A Month in the Country

A partnership between Murray Arts and HotHouse Theatre, A Month in the Country brings some of the most innovative, interesting and exciting theatre makers from around Australia to the region. Murray Arts is committed to funding two residencies and running the workshop program. The residency artists will be decided in late 2015.

School Drama

School Drama is a partnership with Sydney Theatre Company, HotHouse Theatre and Murray Arts which bring STC's acclaimed 'School Drama' program to the region. This program allows specialist performing artists to work with local primary school teachers

to develop their skills in drama in education techniques to improve literacy and numeracy outcomes. The program was piloted in 2015 and incorporated three schools. Eight Schools from the region expressed their interest in being involved in the program. In 2016 we will work with Sydney Theatre Company and HotHouse Theatre to further develop the program with the aim of incorporating more schools.

Performing Arts Centre Partnerships

Murray Arts Partners with other local performing arts venues to offer workshops with subscription season artists. 2016 Artists are to be confirmed

2016 Professional Development Program – Flying Solo

In 2016, Murray Arts will partner with the Flying Fruit Fly Circus to present the project 'Flying Solo'. Murray Arts will develop a workshop program focused specifically on emerging regional artists. The program will include grant writing workshops, writing an Artistic statement, Marketing, Budgeting and navigating the funding structure for the Australia Council and Arts NSW.

Key Deliverables

2016	2017	2018
Deliver 6 workshops as part of AMITC Program	Deliver 6 workshops as part of AMITC Program	Deliver 6 workshops as part of AMITC Program
Deliver School Drama program in three schools	Deliver School Drama program in three schools	Deliver School Drama program in three schools
Deliver 2 workshops in conjunction with performing arts centre	Deliver 2 workshops in conjunction with performing arts centre	Deliver 2 workshops in conjunction with performing arts centre
Deliver Flying Solo program in partnership with FFFC	Deliver professional development program	Deliver professional development program

CORE SERVICE DELIVERY

Core Services

In addition to the artistic program below, Murray Arts provides a core advisory and information service to artists, community and local government. This includes:

- The provision of a comprehensive enews service
- Proactive online presence via website, Facebook, Instagram and Twitter
- Online grants database
- One on one grants advisory service including reviewing funding applications and letters of support
- Professional advice and consultancy services to local government
- Networks and services with other arts organisations (professional and volunteer run)
- Auspice projects on behalf of unincorporated associations or individuals
- General advisory service on all things arts related in the Border and North East

KEY PERFORMANCE INDICATORS

GOAL	Key Activity	KPI	Current Situation	2016 Target	2017 Target	2018 Target
To be the central point of information and communication for the arts across the region	Utilise social media opportunities as a key strategy for information and communication sharing	Increase Facebook 'likes' by 10% per year	578	635	698	767
	Maintain proactive communication through the Murray Arts website	Increase hits to the Murray Arts website by 10% each year	6946	7640	8404	9244
	Delivery monthly e-news bulletin	Maintain subscriber base	885	885	885	885
	Deliver REACH – arts in education newsletter 3 times/year	Increase subscriber base by 10% each year	162	178	195	214
To forge strong partnerships with local government and other arts organisations	Assist Local Government with policy and project delivery	1/year	1/year	1/year	1/year	1/year
	Develop a partnership project with another arts organisation	1/year	1/year	1/year	1/year	1/year
To build the capacity of artists and communities in the arts	Develop a workshop program to meet the needs of artists based in the region	1/year	1/year	1/year	1/year	1/year
	Continue to administer 'A Month in the Country' workshops for schools and community	6/year	6/year	6/year	6/year	6/year
	Develop partnerships with Performing Arts venues to deliver workshops in conjunction with subscription season artists	2/year	2/year	2/year	2/year	2/year
To Develop Strategic Projects of Regional Significance	2 Projects of significance delivered annually	2/year	2/year	2/year	2/year	2/year
	Deliver one Aboriginal Arts Development project/year	1/year	1/year	1/year	1/year	1/year
To ensure the ongoing sustainability of Murray Arts	Review and update Constitution as per ArtsNSW guidelines	Constitution reviewed and adopted	1	1	N/A	N/A
	Investigate a range of opportunities to build corporate support for Murray Arts and associated projects	1/year	1/year	1/year	1/year	1/year
	Ensure professional development opportunities for staff	1/year	1/year	1/year	1/year	1/year
	Budget for salary increases	3.5% salary increase budgeted each year	3.5%	3.5%	3.5%	3.5%

FINANCIAL OVERVIEW

Over the past six years, Murray Arts has achieved a secure financial position with \$35,000 in reserves held in a term deposit. This allows Murray Arts a secure platform from which to continue its operations. Murray Arts has strong policies and administrative procedures in place including transparent reporting and audit processes.

In 2015 the Board included a Treasurer and Finance Sub Committee to ensure the ongoing financial stability of the Organisation. Over the past three years Murray Arts has continued to attract strong financial support for individual projects with most of the core operational funding supporting the staffing resources of the organisation.

2013 Core and Project Funding

Core Funding Project Funding

\$ \$13,502

\$ \$214,917

2014 Core and Project Funding

\$ \$36,837

\$ \$214,820

2015 Core and Project Funding

\$ \$31,650 (confirmed)

\$ \$246,061

Over the next three years, Murray Arts will continue to apply for project funding, but will also investigate a cost recovery model for projects particularly the professional development strategies.

Murray Arts does not yet have Deductible Gift Recipient Status, which is limiting our ability to apply for Philanthropic funding. The process has been initiated, with approval from the Board given in early 2015. However, changes are needed to the Murray

Arts Constitution and it was agreed to wait until the Arts NSW templates are released. Uncertainty remains around the future of our NSW Council's with regard to 'Fit for the Future', which may impact on the budget over the next three years. This budget is based on the situation remaining the same with six contributing Council's.

The Budget figures allow for a \$20,000 increase for Arts NSW which will be directed into maintaining current staffing levels.

	2016	2017	2018
INCOME			
Arts NSW	\$140,000	140,000	140,000
Local Government Income	\$79,864	\$83,364	\$84,180
Other Income	\$66,483	\$70,524	\$69,784
Total Income	\$286,347	\$293,888	\$293,964
EXPENDITURE			
Administration	\$30,729	\$32,359	\$33,299
Marketing and Promotion	\$6,470	\$6,470	\$6,970
Motor Vehicle Expenses	\$14,766	\$15,750	\$16,040
Communications	\$12,096	\$12,396	\$12,396
Employment Expenses	\$20,925	\$23,865	\$23,865
Wages	\$186,361	\$191,036	\$194,883
Projects	\$15,000	\$12,000	\$6,500
Total Expenditure	\$286,347	\$293,876	\$293,593
Operating Surplus	\$0	\$12	\$371

Notes to the budget

1. Forecast assumes additional core funding from another source (not confirmed)
2. Forecast does not include externally funded projects

RISK MANAGEMENT

Risk Area	The Risk What can happen and how it can happen	The consequence from an event happening	Description of existing controls	Likelihood rating	Consequence rating	Overall risk level	Controls to be implemented	Person responsible for implementing controls
Human	Work related car accident	Staff death/injured Render vehicle unusable	Fully maintained lease vehicle: new vehicle kept in good working order Workers compensation	4	4	8	Draft guidelines for staff travel	GM
Human	High Staff turnover	Costs of recruitment loss of KPI's for organisation	Performance reviews Budget for pay increases Professional development opportunities SOP's Annual Planning session	3	2	5	Existing controls adequate	
Human	Staff sickness/inability to perform duties	Funding programs missed General business not completed	New position recruited in 2011 for succession planning	3	3	6	New position recruited Train in MYOB	
Financial	Withdrawal of funding from major council	Operations would be severely compromised	Agreements in place with Albury/COW Annual reporting Regular meetings with staff Consultation to ensure key stakeholder input into Murray Arts plans	3	4	7	Existing controls adequate	
Financial	Theft/property damage	Loss of computers equipment	Insurance take laptop home	3	2	5	Check insurance policies in place Take removable items home/lock them up	
Financial	Additional core funding not received	Staffing levels unable to be maintained	Apply for additional funding	3	4	7	Identify multiple and alternative funding sources	

RISK MANAGEMENT

Risk Area	The Risk What can happen and how it can happen	The consequence from an event happening	Description of existing controls	Likelihood rating	Consequence rating	Overall risk level	Controls to be implemented	Person responsible for implementing controls
Technology	System Crash/IT Data loss	Murray Arts files lost	Backups to external hard drives every day	3	3	6	Implement a monthly routine IT maintenance for trouble shooting	GM
Political	Annual change in nominated Board representatives	Lack of continuity for organisation	Constitutional sets minimum term	4	2	6	Existing controls adequate	
Political	Disengagement from Councils	Withdrawal of funding Lack of understanding of what Murray Arts does	Council representatives on Board Send annual report to all	3	2	6	Existing controls adequate	
Political	Disengagement from Councils	Withdrawal of funding Lack of understanding of what Murray Arts does	Council representatives on Board Send annual report to all Councilors Annual face to face briefings	3	4	7	Existing controls adequate	
Political	Change in Government-withdrawal of funding	Operations would cease	Triennial funding agreement with Arts NSW All reporting completed on time	2	5	7	Existing controls adequate	
Political	Not funded by Victorian Government	Could lose/win funding?	Good relationship with Arts Victoria	3	2	5	Existing controls adequate	
Legal	Murray Arts sued over auspicing project	Significant financial implications	Draft auspice policy in development	2	4	6	Policy to be signed off	GM
Media	Detrimental coverage in Media	Lose face with Council's	Good media relations	3	3	6	Staff & Chair to undertake media training	GM
Operational	Lose rental on office	Relocate office Financial implications	Lease agreement	2	2	4	Existing controls adequate	

RISK MANAGEMENT

Risk Area	The Risk What can happen and how it can happen	The consequence from an event happening	Description of existing controls	Likelihood rating	Consequence rating	Overall risk level	Controls to be implemented	Person responsible for implementing controls
Management	Retention and recruitment of Board members	Unable to meet legal/ governance requirements	Board manual	3	3	6	Existing controls adequate	
Management	Quorum for Board meetings	Decisions not getting made	Set dates for meetings at AGM	2	3	5	Existing controls adequate	
Natural Events	Office floods	Office equipment damaged	All technical equipment is lifted off floor Insurance policies in place	1	2	3	Existing controls adequate	

Risk Matrix Level of Risk Ratings

Likelihood	Overall Risk Level Consequence
Almost Certain	5
Likely	4
Possible	3
Unlikely	2
Rare	1

MANAGEMENT

Murray Arts Staff:

General Manager/RADO – Karen Gardner

Karen has 20 years experience in the arts and cultural industries. Karen has a BA Communications (Theatre/Media) and a MA Cultural Performance. Karen's career spans strategic and business planning, large scale event management, and the development and implementation of community based arts projects.

Karen has worked on some of Australia's largest events including: the Opening and Closing Ceremonies of the Olympic and Paralympic Games, the Centenary of Federation Parade, the Millennium Celebrations on Sydney Harbour and the Sydney Royal Easter Show. But it is smaller, community based projects which make her most proud, such as a printmaking project with an Aboriginal Women's Art Therapy Group, the dis/assemble dance project, and the Holbrook Yellow Submarine.

Karen has also worked in Local Government as a Senior Strategic Planner for Arts and Culture.

Karen has been the General Manager of Murray Arts – the Regional Arts Development Organisation based in Albury/Wodonga since 2008. During this time, Karen has grown the organisation and led it through significant change. This role includes strategic planning, financial planning, and staff management.

Karen learnt to read music at age 7, fell in love with the theatre at 15, has been a Bollywood Dance Teacher, and dabbles in Printmaking (but she is NOT an artist!).

Jo Bartels – Projects Officer

With nearly 10 years of experience in the arts, education and community sector, Jo Bartels has worked consistently to develop and implement a large range of classes, workshops, programs and projects to provide quality experiences in the arts for her community. After completing a Bachelor of Visual Arts and then a Graduate Diploma in Secondary Education, Jo made a few twists working at the Latrobe Regional Gallery, Albury City Council (Community Development and Cultural Services) and the NSW Department of Education and Communities.

Jo is not limited to her educational or project work; she is also a practicing photographic artist, specialising in event photography and in artwork reproductions, but she is most often found with a camera in hand, enjoying yet another community project.

MANAGEMENT

Carolyn Martin-Doyle – Communications Officer

Carolyn Martin-Doyle is an experienced visual arts educator, passionate about engaging students in a life-long love of the Arts. Carolyn has taught in both the public and private systems from foundation through to senior secondary VCE, and has successfully overseen the delivery of two school magazines, organised annual Art exhibitions, musical productions and set designs for a Rock Eisteddfod challenge.

Carolyn has travelled extensively and spent six months working in London at a special needs school for pupils with moderate-learning difficulties and complex needs. She has initiated, coordinated and overseen the implementation of numerous community arts projects, an artist in residence program and presented a paper at “Across the Arts Conference” on community art.

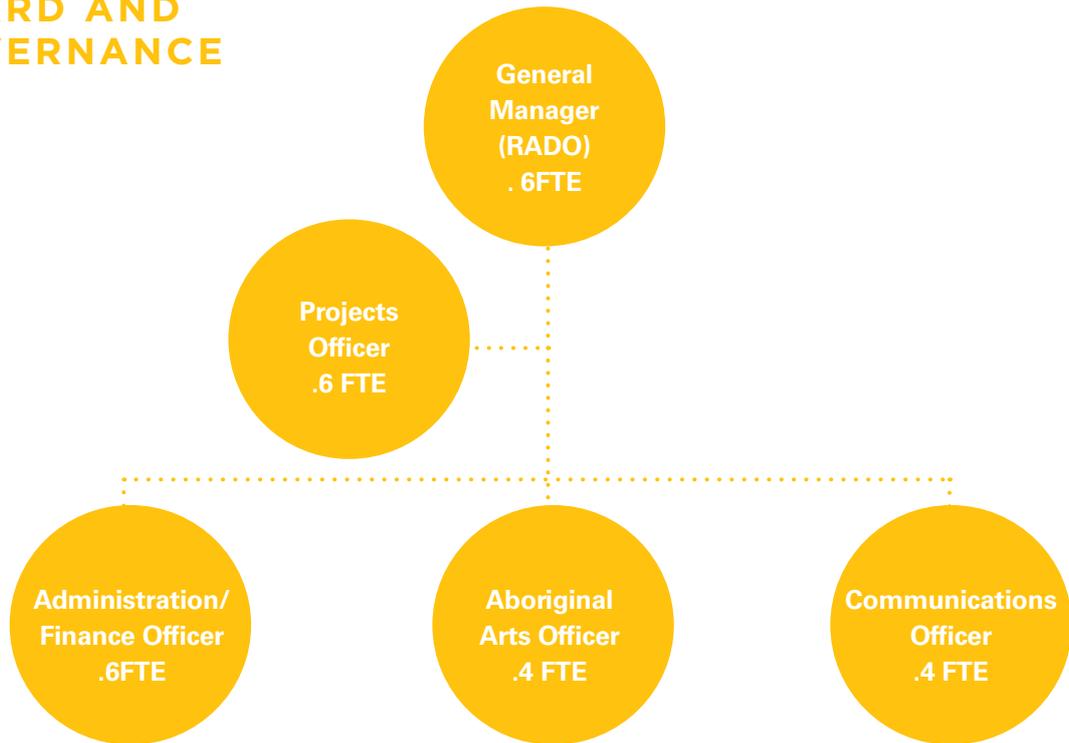
Maureen Coates – Aboriginal Arts Officer

Maureen Coates is a proud Dhudharoa/Ganai Traditional Owner. Maureen has been an active and involved Aboriginal Community member here in Albury Wodonga for the past 19 years. She is well known in the community and is looking forward to her journey with Murray Arts; sharing her cultural knowledge and traditions, building new networks and taking on new challenges.

Finance and Administration Officer – Vivien Naimo

Vivien has considerable experience working in administration in both government and the not for profit sector. Vivien also has a Graduate Diploma in Community Cultural Development from Community Arts Network South Australia Inc, and has worked as a volunteer in the arts communities of Deniliquin, Leeton and Albury.

BOARD AND GOVERNANCE



The Murray Arts Board is currently made up of five Local Government representatives who are elected to the Board via Council and four community members.

The 'Review of NSW Regional Arts Board Governance' (December 2014) makes a number of recommendations, including

- 1.1 All RAB's to have a skills based Board
- 1.2 RANSW support Governance and Constitutional Reform across the Sector.

Over the next three years, Murray Arts will work with Arts NSW and Regional Arts NSW to reform both the Constitution and the Board in line with the recommendations of the Review.

The Board is made up of the following executive:

- (a) Chair
- (b) Deputy Chair
- (c) Public Officer
- (d) The Treasurer

The role of the Board is to:

- Articulate organisational mission and values
- Provide Strategic direction
- Confirm and monitor programs and services
- Select the General Manager
- Support the General Manager and review performance
- Ensure Murray Arts is adequately resourced
- Enhance Murray Arts public image
- Ensure compliance with the law
- Resolve conflicting priorities
- Assess the Board's own performance

The Board meets on a quarterly basis. Board members are required to sign a 'code of conduct' document upon their commencement on the Board which outlines the principles to guide the Board to act in a way that is fair, ethical and beneficial to Murray Arts and its members.

The Board monitors the performance of the business plan via a yearly review of measures and targets.

The Murray Arts Board is made up of the following representatives:

Name of Board Member	Special Responsibilities Skills	Years on Board
Cr Fiona Schirmer Deputy Mayor Corowa Shire Council	Chair Signatory to accounts Skills: Knowledge in the arts, leadership, strategic thinking, legal, marketing and comms, government, not for profit, artistic direction, grants experience, networks, community	6
Tahni Froud Vice Chair General Manager, HotHouse Theatre	Signatory to accounts Skills: Knowledge/Interest in the Arts, leadership, strategic thinking, artistic direction, grants experience, networks	1
Denise Osborne* Community Member	Skills: interest in the arts, leadership, strategic thinking, financial, marketing and communications, government, not for profit, grants experience, networks, community	1
Cr Patricia Gould Councillor AlburyCity Council	Skills: Local Government experience	4
Cr Debi Gadd Councillor Towong Shire Council	Skills: Knowledge in the arts, leadership, strategic thinking, government, not for profit, networks, community	5
Cr Stuart Heriot Councillor Greater Hume Shire	Skills: Local Government experience	1
Glen Mancer	Skills: Education Sector, knowledge in the Arts, leadership, community	2
Cr Jenny O'Connor Councillor, Indigo Shire Council	Skills: Local Government experience, leadership, strategic thinking, networks, community	2
Deborah Ross	Skills: Knowledge in the arts, disability sector leadership, financial strategic thinking, not for profit, grants experience, networks, community	1

* Second term

SUCCESSION PLAN

Succession planning for staff is a critical issue for the organisation, particularly as the reputation of Murray Arts relies heavily on the integrity and professionalism of staff members.

Succession planning for the General Manager/RADO role

- Ensure the Board understands the GM/RADO role to ensure the right skills mix is met
- Ensure staff position descriptions are up to date and reflect the responsibilities of the role
- Ensure roles and responsibilities are shared among staff
- Ensure Standard Operating Procedures and Compliance calendar are current
- Ensure HR Policies are current and relevant

The Board has identified that there are difficulties in attracting skilled professionals into the RADO/General Manager role for short term or temporary absences. As such, central to the succession plan for the role of GM/RADO role is the employment of the Projects Officer. In the case of an unexpected or unplanned absence, the Projects Officer has the skills and capability to 'step up' into the RADO role for a period of time.

Board Succession Planning

The Board recognises the importance of good governance for Murray Arts. To assist with Succession planning for the Board the following actions are in place:

- A Vice Chair will be elected to the Board with a view to stepping into the Chairs' role in the future.
- A Board Manual and induction process for new Board Members
- Conduct an annual skills audit prior to the AGM to identify skills gaps

As Murray Arts moves towards a skills based Board, a transition plan will be developed to ensure best practice governance whilst retaining continuity and stability.



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