



 **murray arts**

Strategic Plan

2025 – 2028

Murray Arts

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Acknowledgement of Country

Murray Arts Acknowledges the traditional custodians and caretakers of the land and waters on which we are privileged to work. We pay our respects to their Elders past and present and encourage everyone to champion the emerging leaders of the future.

Executive Summary

Murray Arts is a connector between creatives and their communities. Uniquely positioned at the crossroads of New South Wales and Victoria, Murray Arts is the leading force in one of regional Australia's most dynamic creative hubs. We bridge the gap between creativity and industry, cultivating opportunities for artistic growth, recognition and collaboration.

Since 1996, Murray Arts has built a reputation for being the go-to industry body for the professional development, promotion and advocacy of arts and culture in our region.

Our mission is to advocate for a sustainable and thriving creative industry from the ground roots up. We encourage, advise and lead collaborations between arts, government, education, tourism and commercial organisations that create development and employment opportunities for regional creatives.

Through extensive consultation with our creative community, we have responded to their identified needs by developing our Strategic Plan 2025-2028. Murray Arts aims to set clear organisational performance outcomes, enable creatives to develop and sustain their own independent practices, and put a focus on lifting the profile of our unique creative activity to local, state and national audiences.

With an extensive history of positively working alongside the local First Nations community, we are on the cusp of transitioning Burraja Gallery from Murray Arts' custodianship to be the region's only First Nations-led gallery and studio.

This is one of three key projects we will be prioritising that not only have the potential to have a big impact in our region, but are designed to sustain themselves through new streams of revenue and a wider range of diverse funding sources.

Key Projects:

1. Burraja Gallery Independence Project
2. Cultural Tourism & Regional Profile Expansion
3. Creative Schools Pathway Pilot

Over the next four years, we are excited to deliver core services to our ever-growing creative community, bring industry expertise to our six member councils and forge impactful collaborations with industry partners.

Our goal is to ensure Murray Arts remains a leader in creative development and cultural innovation—now, and for the next 30 years and beyond. With a clear vision, strategic intent and unwavering commitment to regional creativity, Murray Arts is focused on maintaining long-term sustainable operations to ensure our region remains a beacon of artistic excellence for generations to come.

About Murray Arts

Murray Arts is one of 15 Regional Arts Development Organisations that make up the NSW Regional Arts Network.

Our footprint encompasses the Indigenous nations of Dunderoo, Yaithmathang, Bangerang, Wiradjuri, Yorta Yorta and Wavaroo, and we work closely with our local government areas; Albury City, Greater Hume Shire and Federation Shire in NSW and City of Wodonga, Indigo Shire and Towong Shire in Victoria. As dedicated advocates for our region's creative industries, we collaborate closely with individuals, organisations and government to deliver programs and services that grow the cultural fabric of our region.



OUR PURPOSE

To actively engage with the community
in the ongoing development of the
creative industries.

Our Values

**Artistic
endeavour,
creativity and
integrity.**

**The arts as a
medium to
challenge us and
explore our
humanity.**

**The opportunity
to access,
participate &
express ourselves
through creative
practice.**

**Community
wellbeing,
connection and
lifelong
learning.**

Areas of Operation

Our five areas of operation align with Murray Arts' organisational goals, outcome-led staffing structure and Create NSW's ACFP priorities.

Murray Arts offers a diverse range of services, including professional development and networking opportunities, administering funding rounds, maintaining vital digital promotional platforms, and managing projects with our industry-specific expertise. We collaborate closely with our creatives, contributing councils, and communities to nurture artistic innovation, promote excellence, and drive vibrant arts and cultural activities across the Murray and North East Victoria region.

1. First Nations Creative Development

To work alongside First Nations leaders, institutions and bodies to support sustained First Nations arts and cultural development activities.

Led by First Nations Creative Development Officer

2. Professional Development Support

To build the capacity of local creative practitioners through professional development, partnerships, collaboration and networking opportunities.

Led by Executive Support & Grants Officer

3. Promotion & Audience Development

To be the central point of information and communication for the creative industries, across the Murray Arts footprint.

Led by Engagement Officer

4. Advocacy and Collaboration

To raise awareness of the challenges faced by workers in the creative industries, and the economic and cultural contributions the creative industries bring to our region. Our advocacy naturally leads to collaboration between arts and non-arts organisations, broadening the impact of creative projects, engaging diverse audiences, and creating opportunities for cross-sector innovation and community development.

Led by Executive Director

5. Sustainable Business Practice & Governance

Ensure the ongoing sustainability of Murray Arts as a vital service for regional creative communities by maintaining best practice governance and continuing to secure funding and beneficial partnerships.

Led by Murray Arts Board & Executive Director



Future Programs and Projects

Project 1: Burraja Gallery Independence Project

This project is a commitment by Murray Arts to support the establishment of a First Nations-led Gallery - a first in our region. Burraja Gallery, established in 2016 under the custodianship of Murray Arts, has a mission to advocate for Aboriginal artists who live, work and connect to the Murray-North East Victoria region.

In 2024, we established the Burraja Gallery Independence Project Working Group. The Group, led by First Nations artists and co-chaired by Lauren Black – Murray Arts Executive Director and Glennys Briggs – Burraja Gallery Outreach Coordinator – represents the local First Nations Community and provides an opportunity to discuss and collaborate on the vision, model and leadership of a First Nations-led gallery.

The Working Group aim to:

- develop a governance and business model for Burraja Gallery that is culturally appropriate, relevant and sustainable
- collaborate to rename and rebrand the gallery paying respect to the traditional owners
- identify a suitable physical space and lease arrangement
- identify diverse funding options.

Alignment with ACFP priorities:

- First Nations stories and communities
- Regional NSW

Project 2: Cultural Tourism & Regional Profile Expansion

In 2024, Murray Arts will be committing reserve funding to secure an Engagement Officer to lead this exciting and long overdue project. It aims to raise the profile of our unique regional creative hub by leveraging digital marketing tools, content creation and social media platforms, to engage a much broader audience.

The project will focus on:

- producing compelling, shareable content that showcases the unique talents and activities of artists, creatives and cultural vibrancy of our region
- targeted social media and digital ad campaigns
- collaboration between arts organisations, individual creatives, cultural tourism operators and Destination NSW Riverina-Murray to create a unified online presence that highlights the region's cultural offerings.

This collaborative approach will help position our region as a dynamic, must-visit destination, boosting its profile and contributing to the region's cultural and economic growth.



Project 3: Creative Schools Pathway Pilot

This pilot arts residency program aims to address two critical needs in regional communities: the lack of industry trained arts education in regional public schools and the surplus of creative professionals seeking permanent work opportunities.

Our arts residency pilot will pair skilled regional artists with local schools, offering a hands-on, immersive arts education experience for students, while providing local creatives with meaningful employment and professional development.

Through the residency artists will:

- lead workshops
- teach group lessons
- design whole-of-school collaborative projects
- foster creativity and critical thinking among students
- actively integrate arts as part of the curriculum.

By linking educational enrichment with professional opportunities for creatives, these residencies will create a lasting impact on both the arts education landscape and the local creative economy. Murray Arts has funded comparable programs over recent years and we are looking to formalise agreements with regional and rural schools, working with P&C Associations to access philanthropic donations and alternative funding streams.

Image: Howlong Public School Wellbeing Mural, Image credit, BNG Learning & Federation Council

Regional Arts Network State-wide Project 2026-28

The [Regional Arts Network](#) has a history of delivering high-impact professional development programs to priority audiences and producing research reports on creative industries' pressure points across NSW.

Murray Arts intends to contribute \$10,000 annually to a collaborative program of scale across NSW, managed by the Regional Arts Network.

The program will build on the success of programs such as:

- Artists In Volatile Landscapes - 26 regional creatives in a future-focused exhibition and symposium at the Casula Powerhouse in Western Sydney
- Horizons Youth Mentorship program - supported 75 young creatives to discover pathways in creative industries through mentoring, meetings and a showcase in 2024
- "Cultural Tourism in Regional NSW" research report - on-the-ground data contributions from all RADOs to form the template for cultural tourism planning in the years to come.

2025 will mark the second year of the Cultural Tourism research project with our next state-wide project to commence in 2026, with likely candidates including:

- Disaster preparedness and recovery for creative communities
- Regional Performance in Crisis
- What does Sustainability Look Like for the Arts?
- Embracing Digital Platforms

All options will incorporate First Nations creatives and strengthen regional leadership and participation in our national arts economy.



**"Murray Arts,
your support is
invaluable."**

MEGAN RIGONI,
CENTRE STAGE SCRIPTS

Audiences and Sector Development

Murray Arts plays a vital role as an industry expert and connector for our creative community.

Commonly referred to as the “central point that helps us be a better creative industry and work collaboratively”, we focus on providing employment and professional development opportunities for creatives while growing audiences through engagement activities.

By engaging local communities and audiences through a diverse range of core services, annual programs, targeted promotional activities and strategic projects, Murray Arts encourages cultural participation and accessibility to the arts for all.

Murray Arts is in a unique position to amplify the voices of local creators across all practices – with complete impartiality – to enrich the cultural landscape and ensure that the diverse stories and traditions of our region are shared and celebrated.

MARKET SEGMENT	OUR MESSAGE TO THEM
Creatives/artists/enablers	<i>We are here</i> <i>We value the role you play</i> <i>We will support you playing that role We value the contribution you make</i> <i>We advocate for you, for our mutual advantage</i> <i>We encourage you to be proactive</i> <i>We're the assistance not the solution</i>
Local community	<i>We are here</i> <i>We are your go to for all creative industry enquiries</i> <i>We are making the community a better place to live, work and play</i> <i>We share arts and culture to deliver value to you</i> <i>You can participate</i> <i>Let's work together</i>

Government

We are here

We're excellent value for money & provide superb ROI

Arts & Culture are essential for healthy communities

We are more than just the arts. We progress health, community and education outcomes

Use our expertise to further your goals and portfolios

We are innovative and proactive

We are stable and experienced

We know how to connect with communities

We are nimble and excellent at problem solving

Strategic Partners

We are here

We have expertise which can help you

We are collaborators

We enhance your reach

We share your values

We are connectors

Philanthropic Partners & Sponsors

We can offer opportunities to transform local lives and communities

We need you to amplify and enhance our impact

We are big enough to be impactful and strategic and small enough that you can make a lasting local difference

Analysis of Internal and External Operating Environment

Internal Context

STAFFING

Since the development of the last strategic plan (2022-2024), Murray Arts has experienced a 100% turn-over of staff. Despite this, the organisation enjoys a strong profile and relationship with its stakeholders, primarily driven by skilled and well-respected staff who have worked hard to establish relationships within the creative community.

Murray Arts has been operating outside the capacity of its core operational funding with regard to staffing levels. In September 2023, the then Executive Director undertook a 3-month handover period with the incoming Executive Director to ensure continuity of services. After careful consideration and consultation with the community, the organisation was restructured to include an Executive Support & Grants Officer which has significantly reduced the risk of the Executive Director working reactively on daily administrative tasks and requests and allowing greater opportunity to service our strategic partnerships.

The renewed position of First Nations Creative Development Officer is funded via core-income, and is vital to our ongoing commitment to First Nations arts development and, in turn, functions as a mentorship for a First Nations young person to enter a career in arts administration.

After a timely rebrand and redevelopment of Murray Arts marketing strategy and digital assets in 2024 we will recruit an Engagement Officer in early 2025 as a resource for the benefit of our creative community.

External Context

FOOTPRINT

Situated along both sides of the Murray River and encompassing the twin cities of Albury and Wodonga, Murray Arts stretches its reach over 20,889 square kilometres – from Corryong to Chiltern in Victoria, through Holbrook to Mulwala in NSW. We service a population of approximately 150,000.

The region has a rich First Nations history, with both artists and their practices representative of the 65 identified Nations living and working in our region. This is largely due to the area being an Aboriginal resettlement area from the late 1960s and early 1970s through the Aboriginal Families Resettlement Scheme.

The region boasts a strong professional arts and cultural practice, and a high proportion of resident creatives. There is a strong performance and exhibiting culture thanks to the Flying Fruit Fly Circus, HotHouse Theatre, Murray Art Museum Albury and Murray Conservatorium of Music operating from this region, as well as an abundance of amateur and professional galleries, performing arts societies, music, dance and drama schools for young people.

Regular events, festivals and opportunities to engage in arts and culture include:

- ▶ [Snowy Mountain Tango Festival](#), Corryong
- ▶ [The Yackandandah Folk Festival](#), Yakandandah
- ▶ [Beechworth Biennale](#), Beechworth
- ▶ [Write Around the Murray](#), Albury
- ▶ [Borderville Festival](#) hosted by the Flying Fruit Fly Circus, Albury-Wodonga

While the cross-border situation may have been exacerbated by the COVID-era with debilitating border closures, it has also long been our strength with diversified infrastructure, access to wider audiences and strong council engagement and collaboration. The Albury-Wodonga 'Two Cities, One Community Policy' launched in March 2020, has led to a number of innovative cross border initiatives such as the Border Naidoc Events, UpStream Festival and North-East Wine and Food Festival.



Borderville Festival,
Flying Fruit Fly Circus,
Image Credit
Wodonga Council

The recent *Cultural Tourism in Regional NSW* Report by the Regional Arts Network found that the Murray Region (not including North East Victoria) activated annually:

- 206 events
- 24 attractions
- 70% of visitors travelling into NSW from interstate.

It is important to note that the largest portion (55% or 146) of cultural tourism experiences were operated as a creative enterprise, business or sole trader indicating that creative professional development support in our region is an essential service.

Albury-Wodonga's median age is 39 years old, which is considered low for a regional centre. This is thanks to the high proportion of young families moving to the area, taking advantage of the location on a major highway between Sydney and Melbourne, public transport links, diverse opportunities for employment and high quality of life. Our region's main industries are healthcare and social assistance, manufacturing, construction, retail trade, accommodation and food services, public administration, education and training.

Our region boasts a population who are well educated, cultured and hungry for activities and experiences with family friendly programming being a major focus. Murray Arts advocates for support of our local creative community and works with our presenting partners and Councils to find a balance between touring external artists and creating opportunities for our local professional creatives.

SWOT Analysis

Strengths

- Peak Body for Creative Industries
- Skills-based staff
- Industry Knowledge
- Aboriginal Arts Development
- Cross-border location
- Local government funding
- Highly Engaged Audience & Networks

Weaknesses

- Organisation beyond capacity
- Limited Access to First Nations Funding
- Lack of awareness of Murray Arts ROI and value
- Limited revenue opportunities
- Inability to offer FTE roles

Opportunities

- Creative Subscriptions
- Increased support from VIC
- Engagement with future councils strategic planning
- Strategic Partnerships
- Fee for Service Opportunities
- Sponsorship & Fundraising

Threats

- Non renewal of core funding
- Increasing costs, as core funding not presently indexed
- Staff turnover or burnout
- Loss of local council funding
- Reputational damage

Marketing and Communication

From recent canvassing of our creative community, one of the key needs identified was marketing and communications support. Digital marketing is a rapidly changing field and many individuals and organisations do not have adequate marketing training or capacity to promote their activities and ultimately build audiences for their work.

Up until this point, Murray Arts has employed a range of platforms to promote our region's unique and authentic artistic offering including:

- Weekly Subscriber Email Updates & Opportunities
- Monthly What's On Newsletter
- Regular Radio Interviews
- Newspaper & Magazine Articles
- Social Media Posts, Reels, Stories and Events on Facebook, Instagram and LinkedIn

The Murray Arts Marketing Strategy aims to focus on and leverage the power of social media to amplify reach, attract new followers and nurture them through a marketing funnel to help achieve Murray Arts' strategic goals listed below.

1. Enhance Murray Arts' Brand Awareness and Recognition

Position Murray Arts as the leading arts organisation in the region, recognised as a key resource for creatives and cultural opportunities through boosting reach, awareness and understanding of the core services offered by Murray Arts.

2. Increase Community Engagement with Arts and Culture

Amplify events and opportunities so that the community has ready, regular access to events. Foster a strong sense of community and participation in the arts.

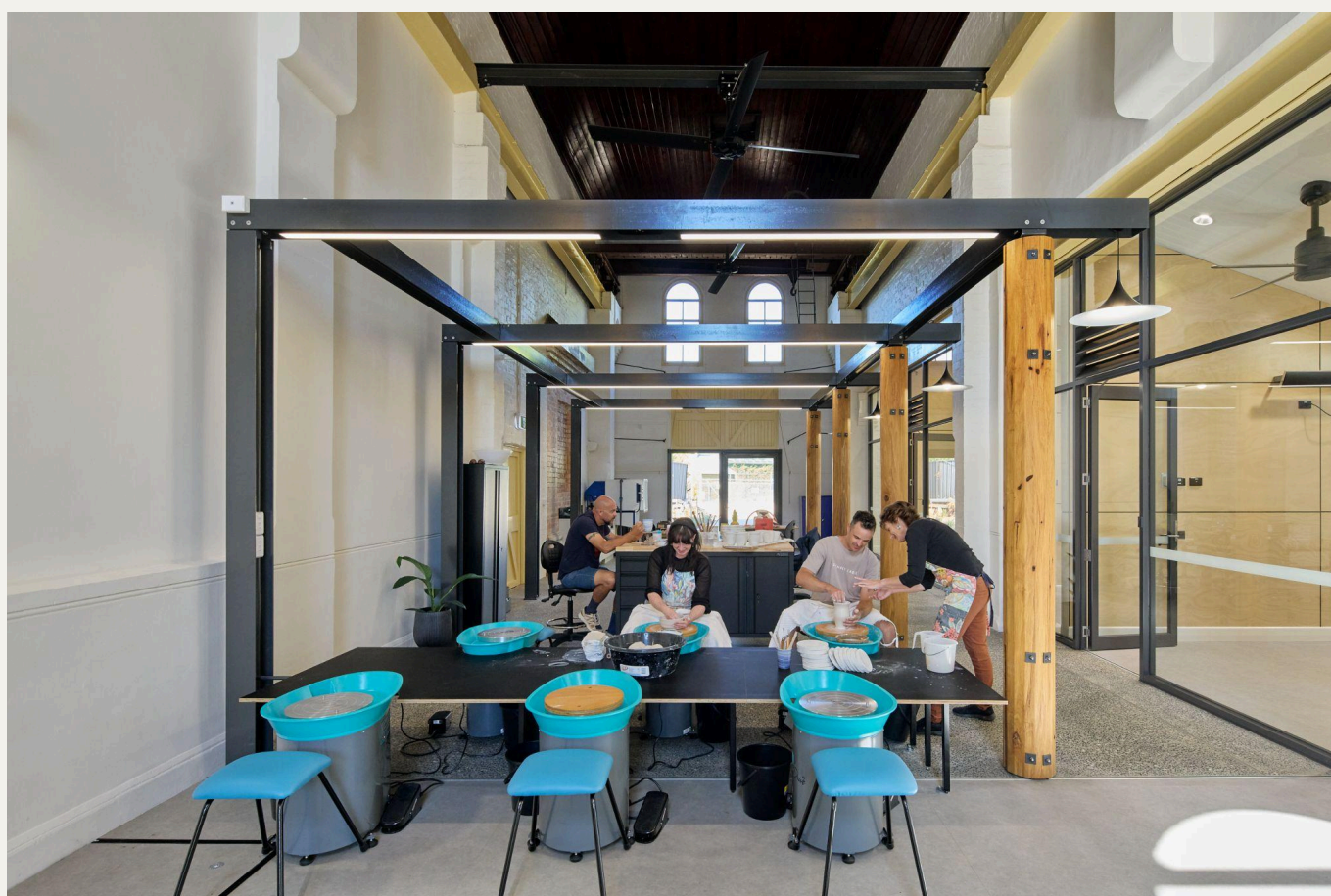
3. Increase Opportunities for Creatives

Help creatives in the community build an audience, employment, collaborations and a sustainable art practice through mentorship, workshops, grant opportunities and guidance. Strengthen connections between creatives, arts organisations and the general public to help artists thrive.

From 2025 - 2028, a primary focus will be raising the profile of our region by:

- Creating engaging content such as vibrant imagery and video content for web and social media, including artist profiles
- Best practice email marketing including list development and audience segmentation
- Managing our two action-designed websites – Creative Murray and the Creatives Directory
- Improving the ‘discoverability’ of cultural tourism experiences through search engine optimisation (SEO), geotagging and hashtagging
- Supporting local traditional media such as Radio, Newspapers and Magazines
- Partnering with like-minded organisations, individuals and social media groups to extend our digital reach.

By consistently delivering strategically aligned content, Murray Arts can reach new, relevant audiences, boost regional recognition and understanding, and foster strong connections within the arts community and general public.



PumpHouse Makerspace, Image credit AlburyCity

Governance

Board

- Cara Crosswhite - Chair
- Brendan Maher - Deputy Chair
- Pheobe Taylor - Treasurer
- Kevyn Morris (Jagera)
- Camille Whitehead
- Cr Jess Kellahan
- Barbara Pritchard
- Susan Reid
- Cr Ben Hooper
- Lauren Black, Public Officer

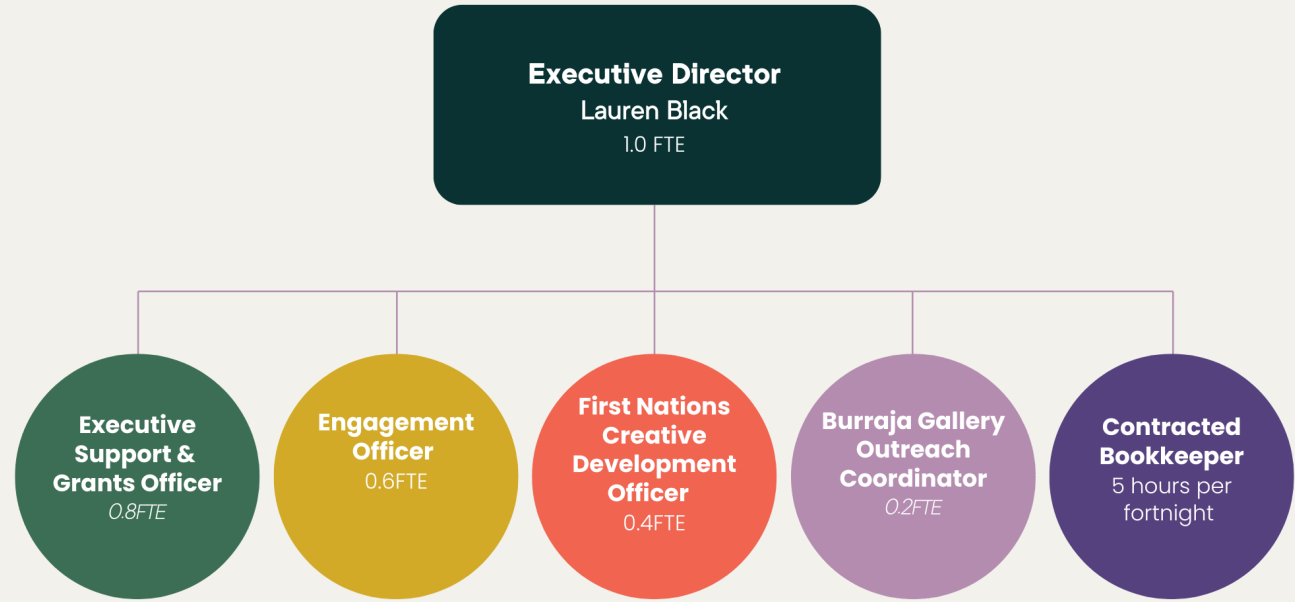
Board Sub-Committees:

- Policy Review & Risk Management Committee
- Finance & Funding Committee
- Burraja Gallery Independence Project Working Group

Murray Arts Strategic Cultural Council – 20 Volunteer Members

- 6 LGA Representatives
- 2 Independent Creatives representing each LGA
- Key Arts & Cultural Organisation Leaders (e.g. MAMA, HotHouse, Flying Fruit Fly Circus)

Staff



Modern workplace conditions

Murray Arts is dedicated to fostering modern workplace conditions by prioritizing the well-being and professional growth of its team, while ensuring compliance with industry standards, workplace regulations, and relevant legislation.

We offer a supportive environment that values flexible working hours and staff development, investing in training to help employees adapt to evolving industry demands.

We also emphasize mental health, safety and creating an inclusive, respectful workplace culture, ensuring access to resources for staff, contractors and the creatives we advise. By promoting diversity, encouraging feedback and upholding legal standards, Murray Arts aims to create a productive, supportive workplace that attracts talent and meets the expectations of the creative industries sector.

In 2024, we formed the Policy Review and Risk Management Sub-Committee, who are responsible for reviewing the following adopted policies:

Murray Arts Governance Policy	Adopted August 2018	Review August 2020, 2022 & 2024
Murray Arts Strategic Advisory Council Policy	Adopted August 2018	Review March 2025
Murray Arts Risk Management Policy	Adopted August 2019	Review August 2021, 2023
Murray Arts Social Media Policy	Adopted August 2019	Review August 2021, 2023, March 2025
Murray Arts Auspicing Policy	Adopted August 2022	Review March 2025
Murray Arts Finance Policy	Adopted August 2022	Review March 2025
Murray Arts Human Resources Policy	Adopted August 2022	Review March 2025
Murray Arts Travel Policy	Adopted August 2022	Review March 2025
Murray Arts Workplace Safety Policy	Adopted August 2022	Review March 2025
Murray Arts Conflict of Interest Policy	Adopted March 2024	Review Due March 2026



NSW Regional Creatives attending the Murray Arts Round Table Event

Risk assessment

Murray Arts faces significant challenges due to its large service area, covering six local government areas (LGAs) and cross-border conditions with varying needs. We are particularly aware of ensuring equitable service for smaller regions that lack dedicated arts workers, and rely on organisations like Murray Arts to be the primary arts representation for these areas.

Murray Arts – like all small art organisations punching above their weight – faces funding constraints, as its annual funding and financial reserves may not keep pace with inflation or other cost increases. Additionally, staff turnover, largely due to competitive salaries offered by local government and education sectors, and the pressures of managing a small team delivering a high volume of services and projects, contribute to the ongoing sustainability challenges.

The Murray Arts Board maintains our Risk Management Framework and reviews our risk register periodically to ensure adequate management controls are in place.

Operational Risk Management Matrix 2025 - 2028

Likelihood	Consequence					
	SCORE OUT OF 5 FOR EACH SECTION MULTIPLY SCORES FOR RATING	No impact	Less impact to staff or organisation. No long term disruption.	Some disruption to operations or impact on staff	Major reduction in ability for org to deliver services	Death or injury. Org closes.
	ALMOST CERTAIN 5	5	10	15	20	25
	LIKELY 4	4	8	12	16	20
	POSSIBLE 3	3	6	9	12	15
	UNLIKELY 2	2	4	6	8	10
	RARE 1	1	2	3	4	5

Risk Area	Risk	Consequence	Existing Control	Likelihood	Consequence	Risk Level	Mitigation	Person Responsible
Human	Work related car accident	Staff death/injured Render vehicle unusable	Fully maintained lease vehicle kept in good working order. Workers compensation. Driver Safety Policy exists within WH&S policy.	2	4	8	Existing controls adequate.	Executive Director
Human	High staff turnover	Costs of recruitment. Negative public perception. Loss of productivity.	Performance reviews. Budget for pay increases. Professional development opportunities. Annual Planning session.	2	2	4	Existing controls adequate.	Executive Director & Board

Human	Staff sickness/inability to perform duties.	Funding programs missed. General business not completed.	Regular Staff meetings/debriefs. Deadlines and workplans shared. Extensions requested when required	2	3	6	Existing controls adequate.	All Staff
Human	Event or exhibition is identified as a high risk of spreading COVID.	Shut down. Staff and customers at risk of contracting COVID.	Comply with State Government guidelines and recommendations for COVID Safe operation. Staff are equipped to work from home.	3	4	12	Continue to comply with Government guidelines and safety recommendations.	All Staff and Board
Human	Cultural insensitivity towards staff, stakeholders, projects & outcomes.	Audience feeling unwelcome or excluded. Stakeholders offended. Staff feel offended, threatened and unsafe.	All staff are supported with all matters to do with cultural sensitivity. Staff supported to ask people to leave or call the police.	3	3	9	Ongoing patience and support for staff. Avoid situations where staff are working alone. Acknowledge the heightened impact for cultural insensitivity for our team who identify as Aboriginal.	All Staff and Board
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	2	3	6	MOUs to be developed with Indigo Shire, Towong Shire, Federation Council and Greater Hume Council.	Executive Director & Board

Financial	Theft/property damage	Loss of IT equipment. Loss of artwork, stock and or fittings in Burraja Gallery	Insurance maintained. Keep up to date Burraja Gallery stock inventory. Ensure assets and items that are used off-site are documented. Working from Home agreements are accurate and updated.	2	2	4	Review Insurance policies annually. Renew and update asset register and Working from Home agreements.	All staff & Board
Technology	System Crash/IT Data loss	Murray Arts files lost	Murray Arts Uses a cloud-based data sharing services Office 365 & Xero and has an external hard drive back-up which is kept off-site.	1	1	2	External hard-drive to be maintained and stored by Straight Up IT	Executive Director
Technology	IT related Cyber Threats. Hacking of Website, social media channels and or emails.	Fraud is committed against Murray Arts. Emails are hacked and correspondence with stakeholders forged. The Website is tampered with or taken down.	Passwords updated quarterly. Maintain malware software on all devices. Company passwords excel spreadsheet is password encrypted. All EFT payments require two Signatories.	3	3	9	Existing controls adequate	Executive Director with support from external IT services
Financial	Change in Government-withdrawal of funding.	Operations would cease	Triennial funding agreement with Create NSW. All reporting completed on time	2	5	7	Existing controls adequate	Executive Director
Legal	Murray Arts sued over Auspiced project	Significant financial implications	Auspice policy Agreement template and guidelines	2	4	6	Ensure signed agreement for all Auspiced projects	Executive Director

Reputational	Bad coverage in Media	Reputational Damage	Maintain positive media relations	3	3	6	Keep up with the shifts in local media	Communications Officer
Reputational	Social Media hacking and or trolling	Image being affected. Time taken to administrate, delete and filter social media feeds	All staff have access to all social media accounts and monitor replies, messages, comments & tags as a team.	3	3	6	Staff need to stay abreast of shifts in social media and conduct safe social media practices	All staff
Management	Quorum not met for Board meetings	Decisions not getting made. Not	Set dates for meetings at AGM	2	3	5	Existing controls adequate	Chairperson Executive Director

Strategic Goals and Indicators

Area of Operation 1	First Nations Creative Development					
	Description of Goal	How it will be measured	Year 1 indicator	Year 2 indicator	Year 3 indicator	Year 4 indicator
GOAL 1	Retain and Mentor a First Nations Creative Development Officer	Ongoing employment, professional growth, contributions to the organisation, and impact on the First Nations creative community.	Employment Retention: Retain the First Nations Creative Development Officer for the full duration of the year.	Mentorship Hours: Provide mentorship and professional development opportunities for the officer each year.	Career Progression: Support the officer in achieving at least one significant professional milestone by the end of the year.	Community Impact: Increase the number of First Nations artists or cultural projects supported by the officer, based on participation or project outcomes.
GOAL 2	Burraja Gallery – manage online website sales, merchandise sales through MAMA and Albury Visitor Information Centre and Corporate Arts Leasing Service	Tracking revenue growth, the number of items sold, customer engagement, and the expansion of leasing partnerships.	Revenue Growth: Achieve an increase in total sales revenue from the online website, merchandise sales each year.	Engagement: Increase the number of First Nations artists accessing our service and site.	Customer Engagement: Enhance website traffic and customer interaction with a 20% increase in website visits and online purchases year-over-year.	Leasing Partnerships: Secure at least three new corporate arts leasing partnerships each year, increasing the reach and visibility of the gallery's collection.
GOAL 3	Kinder Kulture Preschool Program employing First Nations Artists	Tracking the number of First Nations artists hired, the impact of their contributions to the program, and feedback from preschool staff, children, and the community	Artist Employment: Hire at least four First Nations artists to work with the Kinder Kulture Preschool Program each year.	Program Delivery: Deliver a minimum of four arts-based workshops or activities led by First Nations artists each term.	Community Engagement: Increase participation from local preschools across the entire footprint.	Feedback and Impact: Collect and analyze feedback from preschool staff, children, and families, aiming for 85% positive responses regarding the inclusion and impact of First Nations artists in the program.

Area of Operation 2	Professional Development Support					
	Description of Goal	How it will be measured	Year 1 indicator	Year 2 indicator	Year 3 indicator	Year 4 indicator
GOAL 1	Deliver Smart Arts Creative Forums & Networking Events for Professional Development	Track attendance, participant satisfaction, the diversity of creatives engaged, and the tangible outcomes or opportunities generated through these events.	Event Attendance: Host at least four Smart Arts Creative Forums & Networking Events each year, with a 15% year-over-year increase in attendee participation.	Participant Satisfaction: Achieve an 80% satisfaction rate from event attendees based on post-event surveys, focusing on the value of the professional development and networking opportunities.	Diversity of Participants: Ensure diverse representation by including creatives from different art forms or sectors, age groups and diverse communities (e.g., LGBTQIA+, CaLD, People Living with a Disability) in each event.	Professional Outcomes: Track at least five new collaborations, partnerships, or job opportunities resulting from networking connections made at the forums.
GOAL 2	One-on-One Advice Sessions - (In Person & Online): Sourcing funding opportunities, letters of support, grant writing support and contract review.	Track the number of sessions held, the types of support provided, the success rate of funding applications, and feedback from participants regarding the effectiveness of the service.	Session Frequency: Conduct at least 40 one-on-one advice sessions (in person and online) each year, with a steady increase in demand for support.	Funding Success: Track an increase in the success rate of funding applications or grant approvals from participants who have received advice or assistance.	Support Types: Provide at least 20 sessions each year focused on grant writing, sourcing funding opportunities, and contract reviews.	Participant Feedback: Achieve a minimum of 85% positive feedback from session participants, with a focus on their satisfaction with the guidance and support received, and its impact on their projects.
GOAL 3	Offer Auspicing Services	Track the number of organizations and individuals utilising the service, the types of projects auspiced, and the successful outcomes of those projects, including funding and project completion.	Service Utilization: Provide auspicing services to at least 5 new individuals or organisations each year.	Project Funding Success: Assist in the successful acquisition of funding with measurable outcomes such as grants or sponsorships secured.	Project Completion: Achieve a 95% completion rate for the projects auspiced, ensuring that they meet their intended objectives and deadlines.	Client Satisfaction: Obtain a satisfaction rate of 85% or higher from clients using the auspicing service, as measured through post-project surveys or feedback sessions.

GOAL 4	Manage the Country Arts Support Program	Track the number of applications received, the distribution of funds, the success rate of funded projects, and the overall impact of creative activity.	Applications Received: Aim to receive at least 10 applications for the CASP Grant Program each year, reflecting growing engagement from regional artists and organisations.	Fund Distribution: Distribute 100% of the allocated grant funding within the year, ensuring that all eligible and deserving projects receive financial support.	Project Success Rate: Ensure at least 90% of funded projects meet their stated goals and objectives, with measurable outcomes such as successful events or new artistic works produced.	Recipient Satisfaction: Achieve a satisfaction rate of 85% or higher from grant recipients, based on feedback regarding the application process, funding support, and the impact on their artistic programs.
GOAL 5	Manage the UNLOCKED – professional development microgrant program	Track the number of applications received, the amount of funding disbursed, the professional growth of recipients, and feedback on the program's impact on their careers.	Applications Received: Process at least 30 applications for the UNLOCKED microgrant program annually, reflecting increased engagement from regional professionals seeking development opportunities.	Funding Distribution: Allocate 100% of available microgrant funding each year to support professional development initiatives for applicants.	Recipient Outcomes: Receive grant acquittals outlining measurable career advancements, such as new skills, certifications, or increased work opportunities, as a result of the grant.	Program Satisfaction: Obtain an 85% satisfaction rate from microgrant recipients based on feedback regarding the application process, the usefulness of the funding, and the impact on their professional growth.

Area of Operation 3	Promotion & Audience Development					
	Description of Goal	How it will be measured	Year 1 indicator	Year 2 indicator	Year 3 indicator	Year 4 indicator
GOAL 1	Maintain the Murray Arts Websites: Main website, "Creative Murray" Cultural Tourism Events and Trails Website – Building Audiences for Creative Activity	Track website traffic, user engagement, content updates, and the overall growth of audiences for creative activities.	Website Traffic: Achieve a 20% increase in annual website traffic across both the main and "Creative Murray" websites, indicating greater visibility and interest in creative activities.	Content Updates: Regularly update the websites with new events, trails, or creative activities throughout the year to keep content fresh and relevant.	Audience Growth: Increase the number of unique visitors to the "Creative Murray" Cultural Tourism Events and Trails Website each year, reflecting growing engagement with cultural tourism.	User Engagement: Achieve a 20% increase in user interaction (e.g., event registrations, newsletter sign-ups, social media shares) on both websites, demonstrating active participation in the region's creative offerings.

GOAL 2	Maintain the Murray Arts Creative Directory – Where Creativity Meets Opportunity	Track the number of active listings, user engagement, and the effectiveness of the directory in connecting creatives with opportunities.	Active Listings: Increase the number of active listings in the Creative Directory by 20% each year, ensuring it remains a comprehensive and up-to-date resource.	User Engagement: Develop a content plan through social channels and targeted marketing to promote opportunities for creatives and organisations seeking creatives.	New Opportunities: Track new connections made between creatives and industry opportunities (e.g., collaborations, jobs, exhibitions) through the directory each year.	Directory Feedback: Collect feedback from at least 70% of directory users, with majority reporting satisfaction with the directory's ability to facilitate connections and opportunities.
GOAL 3	Deliver on Marketing Strategy to enhance the profile of the Murray-North East Victoria Region and increase communication of opportunities for creatives via: - Audience-segmented series of Newsletters - Social Media content - Targeted Facebook Groups - Search Engine Optimisation Advertising Campaigns	Track audience engagement, content reach, website traffic, and the effectiveness of segmented marketing efforts.	Audience Engagement: Achieve a 20% increase in engagement across newsletters, social media platforms, and targeted Facebook groups, including opens, clicks, shares, and comments.	Content Reach: Increase the reach of marketing content (newsletters, social media, SEO ads) by 25% annually, reaching a broader and more diverse audience across regional and national levels.	Website Traffic: Generate a 15% increase in website traffic from SEO advertising campaigns and social media links, measuring the success of targeted content in driving visitors.	Artist Opportunities Communication: Increase the number of opportunities for artists shared through newsletters and social media, tracking the number of new listings, calls for submissions, and funding opportunities communicated.

Area of Operation 4	Advocacy & Collaboration					
	Description of Goal	How it will be measured	Year 1 indicator	Year 2 indicator	Year 3 indicator	Year 4 indicator

GOAL 1	Murray Arts Strategic Cultural Council: Develop strategic partnerships that further our mission in the short and long term.	Track council membership, participation in meetings, and the implementation of feedback into relevant programs and initiatives.	Council Recruitment: Successfully recruit up to 20 new members to the Cultural Council each year, ensuring diverse representation from across the creative community.	Meeting Participation: Achieve an 70% or higher attendance rate at Cultural Council meetings, indicating active engagement and participation from members.	Develop Partnerships: Identify mutually beneficial partnerships for future project opportunities among members participants and with Murray Arts.	Feedback Collection: Implement actionable feedback in line with strategic goals from the Cultural Council into programs or initiatives, demonstrating responsiveness and integration of ideas.
GOAL 2	Represent Murray & North East VIC region at RAN, Create NSW, Regional Arts, ACHAA Meetings & Conferences	Track the number of regional creatives advocated for, the visibility gained, and the outcomes of representation in terms of opportunities and resources secured for the region.	Representation Frequency: Represent regional creatives at relevant RAN, Create NSW, Regional Arts, and ACHAA meetings and conferences each year	Opportunities Secured: Secure at least 3 new opportunities (such as funding, partnerships, or collaborations) for regional creatives as a result of representation.	Creative Visibility: Increase the visibility of regional creatives by facilitating the inclusion of regional projects or artists in key events, discussions, or showcases at these conferences.	Feedback and Impact: Report back to the Murray Arts Board on outcomes of representation, such as increased access to resources or opportunities.
GOAL 3	Offer industry expertise on Strategic Planning and Funding panels for Local Government Area Councils and Creative Organisations.	Track participation in panels, the impact of recommendations, and the outcomes of the strategic planning or funding decisions influenced by the expertise provided.	Panel Participation: Participate in at least 4 strategic planning or funding panels for LGAs and organisations each year.	Recommendations Impact: Ensure expert recommendations made on panels are based on best practice and most recent industry knowledge.	Funding Outcomes: Track the success rate of projects influenced by the expertise provided and receiving funding or support as a direct result of panel participation.	Feedback and Evaluation: Gather feedback from LGA representatives and organisations, aiming for a satisfaction rate of 85% or higher regarding the value and impact of the industry expertise offered.

GOAL 4	Offer Industry Project Management and Recruitment Expertise to Government, Commercial and Education Partners	Track the number of partnerships formed, the successful completion of projects managed, and the outcomes of recruitment efforts in terms of talent acquisition and retention.	Partnership Engagement: Provide project management or recruitment expertise to at least 5 government, commercial, or education partners each year.	Project Success: Ensure the successful completion of at least 80% of the projects managed, meeting agreed-upon goals, timelines, and budgets.	Recruitment Outcomes: Facilitate the successful recruitment of new and high quality candidates for partner organisations.	Partner Satisfaction: Achieve an 85% satisfaction rate from partners based on feedback about the expertise provided, the outcomes of the projects, and the effectiveness of recruitment efforts.
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Area of Operation 5	Sustainable Business Practice & Governance					
	Description of Goal	How it will be measured	Year 1 indicator	Year 2 indicator	Year 3 indicator	Year 4 indicator
GOAL 1	Maintain a governance and committee structure that drives efficiency and best practice work	Track the effectiveness of decision-making processes, the clarity of roles and responsibilities, and the outcomes of key initiatives driven by the governance structure.	Committee Engagement: Ensure that 90% of committee members actively participate in meetings and decision-making processes, reflecting strong engagement and collaboration.	Decision-Making Efficiency: Achieve a 95% or higher on-time completion rate for decisions and approvals made by committees, ensuring timely and efficient governance.	Best Practice Implementation: Implement at least 2 new best practice policies or procedures annually that improve organisational efficiency or governance.	Retain Members: Achieve an 80% satisfaction rate on the clarity, effectiveness, and impact of the governance and committee structure retaining members for agreed tenure.

GOAL 2	Maintain prudent financial management, including strong financial controls, adequate reserves and appropriate board oversight	Track financial performance, adherence to budget, reserve levels, and the effectiveness of financial reviews and audits.	Financial Performance: Achieve a balanced or surplus budget each year, ensuring that income and expenditures align with financial projections.	Reserve Levels: Maintain reserve funds at a level equal to or exceeding 20% of annual operating expenses, ensuring financial stability.	Financial Controls: Conduct financial audit per year with no significant issues or findings, demonstrating strong financial controls.	Board Oversight: Ensure 100% of financial reports are reviewed by board on a quarterly basis, with all key financial decisions receiving board approval, ensuring appropriate oversight and accountability.
GOAL 3	Apply continuous improvement principles to the review and maintenance of policies, procedures and practices	Track the frequency and outcomes of reviews, the implementation of improvements, and feedback from staff and stakeholders.	Policy Reviews: Conduct at least two comprehensive reviews of key policies and procedures each year, ensuring they remain relevant and effective.	Improvements Implemented: Implement updates to policies, procedures, or practices annually based on review findings.	Stakeholder Feedback: Collect feedback from staff and stakeholders after policy changes, aiming for an 80% satisfaction rate with the clarity, effectiveness, and impact of the improvements.	Training and Communication: Ensure 100% of staff are trained or briefed on any new or updated policies and procedures within one month of implementation.
GOAL 4	Present to Funding Partners keeping them informed of any changes to Strategic Goals and support and encourage their creative strategic goals.	Track communication frequency, feedback received, and the alignment of shared objectives.	Presentations Delivered: Deliver one in person briefing to funding partners throughout the year, ensuring they are informed of any changes to strategic goals.	Partnership Engagement: Achieve an 85% or higher satisfaction rate from funding partners regarding the clarity and relevance of the strategic goal updates and the support provided.	Creative Goal Alignment: Support and encourage the creative strategic goals of funding partners, ensuring alignment and collaboration on joint initiatives.	Feedback on Support: Gather feedback from funding partners on how well their creative strategic goals were supported, aiming for a positive response rate regarding collaboration and alignment.

Financial Summary

Murray Arts continues to draw income from a variety of sources including multi-year agreements with Create NSW and our Local Government Partners, and one-off grant income from other State and local sources.

Auspicing grants on behalf of individuals, organisations and councils continues to be a valued and accessed service of Murray Arts as well as other services and programs such as Kinder Kulture, creative workshops, creative project management and Creatives Directory subscriptions.

Murray Arts Income Sources:

- 57% Core Funding, Create NSW
- 19% Local Government Partners
- 16% Burraja Gallery, Auspiced Grants & Fee for Service Income
- 6% Regional Arts Victoria/Creative VIC
- 2% Other Income

	Base Year	Year 1	Year 2	Year 3	Year 4
Total Income	\$ 531,380	\$ 483,327	\$ 506,327	\$ 507,327	\$ 508,327
Total Expenditure	\$ 555,029	468,035	489,691	501,643	507,999
Surplus/(Deficit)	(\$ 23,648)	\$ 15,293	\$ 16,637	\$5,685	\$ 328
Total Assets	\$ 292,674	\$ 246,674	\$263,311	\$ 268,996	\$269,324
Total Liabilities	(\$ 126,839)	\$ 92,092	\$ 92,092	\$ 92,092	\$ 92,092
Total Equity	\$ 419,513*	\$154,582	\$ 171,219	\$ 176,904	\$ 177,232

*Grant income reallocated from 2023 to 2024 reversed total liabilities in base year.

We have based our expenditure over the life of this strategic plan on 2024 actual figures as the first year of our new operating model. Key increases in expenses include the addition of a 0.6 FTE staff member and CPI increases across the four years of operation to account for rising costs and fixed funding levels.

Overall, Murray Arts is in a healthy financial position with the intention to grow steadily and sustain realistic staffing levels for the service expectation of our creative community. Our reserves are at a comfortable level to be utilised to grow the organisation and its services moving into a new strategic planning period.

Acknowledgements



Create NSW
Arts, Screen & Culture

Murray Arts acknowledges the ongoing support of our Member Councils

