



Communities arts nsw

Ref: G20009/70A-003
Enq: Grainne Brunsdon
Tel: 02 9228 4743

Mr Mike Rayner
General Manager
Tweed Shire Council
PO Box 816
MURWILLUMBAH NSW 2484

2180 - GENERAL - ART GALLERY .
CULTURAL DEVELOPMENT - FUNDING

TWEED SHIRE COUNCIL	
FILE No:	GOVT Grant - General
DOC:	
RECD:	15 DEC 2010
ASSIGNED TO:	RAYNER, M
HARD COPY	<input type="checkbox"/>
IMAGE	<input checked="" type="checkbox"/>

13 DEC 2010

MCLENNAN, R

Dear Mr Rayner

Re: 2011 ARTS FUNDING PROGRAM

As you are aware, funds have been approved under the State Government's 2011 Arts Funding Program to Tweed Shire Council towards year 1 of triennial program funding (2011-2013) (\$50,000 p.a.) as detailed in Schedule 1.

Enclosed are two copies of the Arts NSW Funding Agreement and its Schedules. Schedule 2 consists of a business plan that covers the period 2010 – 2012. Ms Susi Muddiman, Director, Tweed River Art Gallery, has advised Arts NSW staff that a new business plan that covers the period 2011-2013 will be submitted in 2011. Please note, once received and approved by Arts NSW, the 2011-2013 business plan will replace the 2010 – 2012 business plan currently attached at Schedule 2.

If you wish to accept this offer of funding you must **return**:

- one signed copy of the Funding Agreement and the Schedules, and
- any outstanding acquittals.

Payment of \$55,000, which includes a GST component of \$5,000, for the 2011 program will be made by direct credit within 14 days of the return and acceptance of the above information into the account nominated by your organisation. You will be notified by email when the information has been received and accepted, and when the payment has been made.

If the funding is no longer required or the purpose for which it was given has changed, please contact Ms Grainne Brunsdon, Manager, Funding Programs, immediately.

Arts NSW is currently reviewing its acquittal requirements. You will be notified, in writing, if any changes are made that impact on your acquittal requirements.

Please also note that Arts NSW has a new logo and style guide which is available on our website www.arts.nsw.gov.au. Please ensure the new logo and style guide is used to acknowledge this, and any other funding provided by Arts NSW, on all printed material as well as websites in line with Schedule 1.

On behalf of Arts NSW, please accept my best wishes for a successful year.

Yours sincerely

Mary Darwell
Executive Director



Communities
arts nsw

ARTS FUNDING PROGRAM

MULTI-YEAR FUNDING AGREEMENT

FOR THE PERIOD 1 JANUARY 2011 to 31 DECEMBER 2013

THIS AGREEMENT is made on the day of 2010

BETWEEN Arts NSW as part of Communities NSW for and on behalf of the Minister for the Arts

“Arts NSW”

AND Tweed Shire Council

(ABN 90 178 732 496)

“the Organisation”

RECITALS

- A. Arts NSW, a division of Communities NSW, is the NSW Government’s arts policy and funding body.
- B. The Organisation has agreed to provide the Program of Activities set out in Schedule 2 and summarised in Item 2 of Schedule 1 in accordance with the terms and conditions of this Agreement.
- C. Arts NSW has agreed to provide funding to the Organisation for the Program of Activities at the funding level stated in Item 6 of Schedule 1.

IT IS AGREED AS FOLLOWS:

1. INTERPRETATION

- 1.1 Unless the context otherwise requires, a reference to any legislation includes any regulation or instrument made under it and, where amended, re-enacted or replaced means that amended, re-enacted or replacement legislation.
- 1.2 Clause headings, words capitalised, in brackets or in bold format in this Agreement are for convenient reference only and have no effect in limiting or extending the language of the provisions to which they refer except for the purpose of rectifying any cross-reference.
- 1.3 A reference to a Schedule or Item is a reference to a Schedule or Item of a Schedule to this Agreement and such Schedules form part of this Agreement;
- 1.4 Where any conflict arises between the terms and conditions contained in the clauses of this Agreement and any Item of a Schedule, the terms and conditions of the clauses in this Agreement prevail to the extent of the inconsistency;
- 1.5 A reference to a Clause or sub-clause is a reference to a Clause or sub-clause in this Agreement unless otherwise specified.

2. TERM OF AGREEMENT

This Agreement will be for the term specified in Items 4 and 5 of Schedule 1 to this Agreement unless terminated earlier by either Party as provided for under this Agreement.

3. ENTIRE AGREEMENT

This Agreement, which also includes the Arts Funding Program Guidelines and the Application, and its Schedules constitutes the entire agreement between the Parties and supersedes all communications, negotiations, arrangements and agreement, whether oral or written, between the Parties with respect to the subject matter of this Agreement.

4. COMPLIANCE WITH AGREEMENT

- 4.1 The Organisation agrees to comply with the terms and conditions of this Agreement including the compliance with all Schedules and attachments to this Agreement and the Arts Funding Program Guidelines and the Application. Funds may be suspended or repayment may be required if the Organisation fails to comply with any terms or conditions.
- 4.2 No agreement or understanding varying this Agreement will be legally binding upon either Party unless agreed in writing between the Parties.
- 4.3 The Organisation agrees to perform the Program of Activities over the term of the Agreement including any identified one-off or time limited projects as outlined in Item 2 of Schedule 1 and as attached at Schedule 2.

5. APPROVED BUSINESS PLAN

- 5.1 The Organisation agrees to implement the Business Plan, as approved by Arts NSW, included as Schedule 2.
- 5.2 The Organisation agrees to implement the approved Business Plan in accordance with the agreed Budget.
- 5.3 The approved Business Plan will include the agreed Program of Activities to be undertaken over the term of the Agreement including any identified one-off or time limited projects.
- 5.4 The Organisation agrees to report against the Milestones and Results Indicators applicable to the Program of Activities.
- 5.5 Dates nominated for undertaking the Program of Activities must be adhered to as far as possible. If any activities are not completed within the times set out in the Business Plan or such other period as agreed by Arts NSW in writing, Arts NSW will have the right to terminate its obligations under this Agreement and request return of the Funds that have not been expended in accordance with this Agreement.

6. VARIATIONS TO THE PROGRAM OF ACTIVITIES

- 6.1 The Organisation must seek prior written approval from Arts NSW to significantly vary the Program of Activities including changes to the nature of activities, key creative personnel, touring locations, the time frame for delivery of activities or the Budget for delivery of the Program of Activities, and any variation is at the unequivocal discretion of Arts NSW.
- 6.2 Before making a decision whether to approve or reject a significant variation to the Program of Activities, Arts NSW may request further information or explanation from the Organisation and/or request that amendments or alterations be made to the Business Plan and/or related Budgets.
- 6.3 Arts NSW shall be entitled to delay its decision of whether to approve or reject a significant variation to the Program of Activities until such information or explanation is provided by the Organisation or the requested amendments or alterations are made.
- 6.4 Arts NSW reserves the right to not approve a proposed significant variation to the Program of Activities or Budget. In this case, Arts NSW may terminate the Agreement in accordance with clause 30.
- 6.5 The Organisation agrees to be bound by any decision made by Arts NSW in accordance with this clause 6.

7. UPDATING OF BUSINESS PLANS

- 7.1 The Organisation agrees to submit an updated Business Plan, approved by the Board of Management, in accordance with the requirements set out in Item 10 of Schedule 1.
- 7.2 The Program of Activities in the updated Business Plan will support the priorities in the Arts Funding Program Guidelines current at the time of submission.
- 7.3 Funding for the second and subsequent years of the term of this Agreement is dependent upon the submitted updated Program of Activities in the Business Plan being approved by Arts NSW.
- 7.4 Arts NSW expects the Organisation to achieve or exceed its projected income as described in the Business Plan including, as appropriate, the creation of cash reserves.

8. FUNDING

- 8.1 Arts NSW agrees to pay to the Organisation the Funds set out in Item 6 of Schedule 1 at the time, frequency and amount set out in Item 9 of Schedule 1 subject to:
 - (i) the Organisation fully complying with the terms of this Agreement
 - (ii) satisfactory implementation by the Organisation of the Program of Activities and Business Plan
 - (iii) satisfactory reporting by the Organisation as set out in Item 11 of Schedule 1.
- 8.2 The Organisation agrees that that if it would like to seek further funding from Arts NSW at the conclusion of the term of this Agreement then it must reapply through the Arts Funding Program application process.
- 8.3 The Organisation agrees that Arts NSW may withhold or suspend any payment in whole or in part, or may reduce the amount of funding provided to the Organisation, in the event that the annual appropriation from the NSW Government to Arts NSW is reduced during the Term of the Agreement.
- 8.4 Notwithstanding such suspension or deferral of any payments, the Organisation agrees to continue to perform any obligations under this Agreement, unless notified otherwise in writing by Arts NSW.
- 8.5 Notwithstanding any other provision of this Agreement, where Arts NSW is satisfied that the Organisation does not have the capacity to adequately manage the Funding, or where the Organisation is not performing its obligations in accordance with this Agreement, Arts NSW may immediately suspend, reduce or cease the release of Funding to the Organisation on providing the Organisation with Notice of this decision, and the Organisation agrees to return any portion of the Funding that has not been expended in accordance with this Agreement.

9. USE OF FUNDS

- 9.1 The Organisation agrees to:
 - (i) keep proper financial records and books of account related to the Funds;
 - (ii) ensure that the Funds are held in an account in the Organisation's name, and which is solely controlled by the Organisation or an approved officer of the Organisation, with a bank or credit union carrying on banking business in Australia;
 - (iii) only expend the Funds for the purposes set out in Schedule 2 to this Agreement;
 - (iv) not use the Funds as security to obtain, or comply with, any form of loan, credit, payment or similar transaction;
 - (v) provide account details to allow electronic payments to be made;
 - (vi) advise Arts NSW if it has received an overpayment;

- (vii) identify the receipt and expenditure of the Funds separately within the Organisation's account so that at all times the Funds are identifiable and ascertainable.
- 9.2 Unless a variation is approved in writing by Arts NSW, the Organisation must use the Funds solely for the purpose for which it was approved.
- 9.3 The Organisation agrees to provide access to representatives of Arts NSW or its nominees if requested, to inspect financial records and books of account related to the Funds.

10. INDEXATION

Arts NSW may, at its discretion, apply Indexation to the Funds in the second and subsequent years of this Agreement. Arts NSW will advise the Organisation by 30 September of Years 1 and 2, and any subsequent years if applicable, of this Agreement if any Indexation will be payable in the subsequent year and, if so, at what amount.

11. TAXES, DUTIES AND CHARGES

- 11.1 All taxes, duties and government charges imposed or levied in Australia or overseas in connection with this Agreement must be borne by the Organisation.
- 11.2 If the Organisation is registered for GST it will:
 - (i) sign a recipient created tax invoice agreement with Arts NSW; and
 - (ii) Arts NSW immediately in writing if that registration changes.

12. INSURANCE

- 12.1 The Organisation must take out and maintain insurances as described in Item 13 of Schedule 1 for the Term of this Agreement.
- 12.2 The Organisation further warrants that it will produce to Arts NSW, within 7 days from the date of any written Notice of request from Arts NSW, certificates of currency for the insurance policies described in Item 13 of Schedule 1, and provide Arts NSW with 30 days written notice of any revocation of the abovementioned policies by either the Organisation or the insurer.
- 12.3 Where any insurance policy listed in Item 13 is inadequate (as to risks or amount or otherwise) in Arts NSW's opinion then the Organisation shall forthwith increase the amount of such insurance or vary the policy's terms in the manner prescribed by Arts NSW, in writing, and the Organisation shall send a copy of each insurance policy to Arts NSW of each payment of premium, its receipt date and number and date of expiry and when Arts NSW so requests the Organisation shall forthwith deliver to Arts NSW for inspection any policy of insurance referred to in this Agreement and the receipt for the last premium payable in respect of such policy.

13. ADVICE AS TO CHANGES TO BOARD OR KEY PERSONNEL

- 13.1 The Organisation must:
 - (i) advise Arts NSW of changes to membership of the Board or Management including their areas of expertise and special responsibilities on the Board; and
 - (ii) notify Arts NSW in writing within 14 days of its becoming aware of any changes to its key personnel including the Chief Executive Officer or equivalent and/or Artistic Director.
- 13.2 Arts NSW may require the Organisation to advise Arts NSW of the process for selection of personnel to be engaged to deliver the Program of Activities including renewal of existing appointments.

14. SUBMISSION OF ARTISTIC REPORT

The Organisation agrees to submit an Artistic Report summarising achievements against the Business Plan containing the items listed in Item 11 of Schedule 1 and according to the timetable noted in Item 11.

15. FINANCIAL REPORTING

- 15.1 The Organisation agrees to provide to Arts NSW Audited Financial Statements in accordance with Australian Auditing Standards certified by an Approved Auditor, or a Statement of Income and Expenditure and balance sheet certified by the Chairperson, in compliance with Item 11 of Schedule 1.
- 15.2 The Organisation must maintain Records under this clause for a period of no less than six years after the expiration or termination of this Agreement.

16. OTHER REPORTING REQUIREMENTS AND RECORD KEEPING

- 16.1 The Organisation agrees to comply with all reasonable requests, directions, monitoring and reporting requirements as requested by Arts NSW in addition to those set out in clauses 14 and 15.
- 16.2 The Organisation must make and keep full and accurate Records of the Program of Activities including progress against the Milestones, the use of the Funds, the purchase of any assets (if applicable under this Agreement) and the creation of Intellectual Property Rights in the Program Material.

17. ACQUITTAL OF FUNDS

- 17.1 Acceptance by Arts NSW of the Artistic Report and the Audited Financial Statements shall constitute satisfactory acquittal of funds.
- 17.2 Where the Organisation has any outstanding reports or additional required information, Arts NSW may, at its discretion, choose not to provide further funding during the term of the Agreement, and/or terminate this Agreement in accordance with clause 30.

18. UNEXPENDED FUNDS

- 18.1 At the conclusion of the Term of the Agreement, or the conclusion of the Program of Activities for which the Funds were provided (including agreed variations), or termination of the Agreement by either Party, or at the date of winding up or dissolution of the Organisation, the Organisation must notify Arts NSW of any unexpended Funds.
- 18.2 In the event clause 18.1 applies, the Organisation must return any unexpended Funds including any paid GST component within 30 days Notice by Arts NSW of an obligation to repay.
- 18.3 The Organisation acknowledges that the amount referred to in clause 18.2 will be a debt due and owing to Arts NSW and that Arts NSW may take such action as it considers necessary to recoup that debt.
- 18.4 Where the Organisation fails to return any unexpended Funds within 30 days Notice by Arts NSW of an obligation to repay, Arts NSW may, at its discretion, determine that the Organisation is not eligible for any further funding pursuant to this Agreement, and/or terminate this Agreement in accordance with clause 30. Arts NSW reserves any other rights it may have to recover or claim from the Organisation the unexpended Funds owing to it.

19. ACKNOWLEDGMENT AND PUBLICITY

- 19.1 The Organisation must, in all publications, promotional and advertising materials, public announcements and activities undertaken in relation to the Program of Activities, or any

products or processes developed as a result of the Program of Activities acknowledge the financial and other support the Organisation has received from Arts NSW for the Program of Activities in accordance with the requirements set out in Item 14 of Schedule 1.

- 19.2 The Organisation agrees to use its best endeavours to ensure that Arts NSW is provided with the opportunity to participate in media coverage or other promotion of any part of the Program of Activities.
- 19.3 Arts NSW reserves the right to publicise and report on the awarding of Funds to the Organisation, including the amount of the Funds.

20. NAMING RIGHTS

- 20.1 Arts NSW encourages the Organisation to attract private sponsorship and patronage in order to enhance sustainability, which may include naming rights for the Organisation's activities.
- 20.2 The Organisation agrees to consult with Arts NSW about any proposed naming rights for part or all of the Organisation's Program of Activities.

21. INTELLECTUAL PROPERTY RIGHTS

- 21.1 Subject to any agreement to the contrary, ownership of any Intellectual Property Rights in the Program Material vests on its creation immediately in the Organisation.
- 21.2 Nothing in this clause shall affect the ownership of any Intellectual Property Rights in any Existing Materials. However, the Organisation must arrange for the grant of a licence as specified in sub-clause 21.3.
- 21.3 The Organisation grants to Arts NSW the licence(s) set out at Item 12 of Schedule 1.
- 21.4 If a third party has Intellectual Property Rights in Existing Material incorporated or supplied with the Program Material, the Organisation must arrange for the grant to Arts NSW of a licence in the same terms as set out at Item 12 of Schedule 1.
- 21.5 The Organisation must bring into existence, sign, execute or otherwise deal with any document that may be necessary or desirable to give effect to sub-clauses 21.3 and 21.4.
- 21.6 The operation of this clause survives the expiration or earlier termination of this Agreement.

22. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION

The Organisation acknowledges that Arts NSW may be required to provide information in relation to the Funds or this Agreement, as required by the operation of any law, judicial or parliamentary body or governmental agency and accordingly Arts NSW can give no undertakings to treat any of the Organisation's information or this Agreement as Confidential Information.

23. INDEMNITIES

- 23.1 Subject to clause 23.3 the Organisation will indemnify, and keep indemnified, Arts NSW, its respective officers and employees against any loss, damage, injury, death or liability whatsoever including legal costs and expenses on a solicitor/own client basis incurred by Arts NSW arising from any breach of the terms of this Agreement.
- 23.2 The operation of this clause survives the expiration or termination of this Agreement.
- 23.3 The Organisation's liability under Clause 23.1 will be reduced proportionately to the extent that the relevant person or entity indemnified, contributed to the loss, damage, injury, death or liability.

24. APPLICABLE LAW

The laws applicable in the State of New South Wales govern this Agreement and the Parties submit to the Jurisdiction of this State.

25. COMPLIANCE WITH LAWS AND POLICIES

The Organisation must, in carrying out its obligations under this Agreement, comply with all relevant statutes, regulations, by-laws and requirements of any Australian Government, state or territory government or local authority; and any policies of Arts NSW notified to the Organisation.

26. WORKING WITH CHILDREN CHECKS

The Organisation must ensure that all personnel employed or engaged by the Organisation working with any person under the age of 18 in connection with any part of the Program of Activities undergo a Working with Children Check in accordance with procedures set down by the NSW Commission for Children and Young People.

27. NOTIFICATION OF POTENTIAL IMPACT ON PERFORMANCE OF OBLIGATIONS

- 27.1 The Organisation agrees to disclose to Arts NSW, within 14 days of becoming aware, of all material matters concerning the Organisation that might have an impact (either positive or negative) on the exercise of its rights or the performance of its obligations under this Agreement or on its financial situation or governance.
- 27.2 The Organisation agrees to notify Arts NSW within 14 days of becoming aware of a significant potential budget deficit to projected end-of-year financial results and proposed strategies to address the potential deficit.
- 27.3 In the event of the circumstances described in sub-clause 27.2 Arts NSW may require the Organisation to submit specified financial data or other information as deemed appropriate to the circumstances within 14 days of a request to do so.
- 27.4 In the event of the circumstances described in sub-clause 27.2 Arts NSW may, at its discretion, withhold or suspend payments until such time as acceptable strategies have been agreed.

28. DISPUTE RESOLUTION

- 28.1 The Parties agree not to commence any legal proceedings in respect of any dispute arising under this Agreement that cannot be resolved by informal discussion until the procedure provided by this clause has been complied with as follows:
- (i) the Party claiming that there is a dispute will send the other Party a written Notice setting out the nature of the dispute;
 - (ii) the Parties will try to resolve the dispute through direct negotiation by persons who have authority to resolve the dispute;
 - (iii) the Parties have 10 Business Days from the receipt of the Notice to reach a resolution or to agree to the submission of the dispute to an alternative dispute resolution procedure.
- 28.2 If following implementation of the procedure set out in sub-clause 28.1 the dispute is not resolved then either Party retains the right to commence legal proceedings.
- 28.3 This clause does not apply if Arts NSW takes action under clauses 29 or 30.

29. NOTICE TO REMEDY A BREACH AND RIGHT TO WITHHOLD PAYMENTS

- 29.1 Without limiting any of its rights under this Agreement, Arts NSW may issue a Notice to Remedy where the Organisation:
- (i) has not performed one or more of its obligations under this Agreement; or
 - (ii) has not satisfactorily complied with the reporting requirements listed in Item 11 of Schedule 1 at the times and in the manner set out; or
 - (iii) has committed any other breach where a remedy is sought by Arts NSW.

- 29.2 The Organisation shall have 20 Business Days from the issue of the Notice to Remedy to remedy the breach. Arts NSW may, at its discretion, withhold Funds until the breach is remedied.
- 29.3 If the Organisation has not remedied the breach within 20 Business Days, Arts NSW may, at its discretion, reduce or vary the Program of Activities, reduce or vary the Funds or terminate the Agreement.
- 29.4 In the event that the Program of Activities or Funds are reduced or varied or the Agreement is terminated, the Organisation shall have no claims, actions and demands of any kind against Arts NSW, the State of New South Wales or any other related entity, in respect of or arising from any losses, damages, costs and expenses suffered by the Organisation as a result of or occasioned by Arts NSW varying or terminating the Agreement.
- 29.5 In the case of events listed in clause 30, Arts NSW may terminate the Agreement without prior issue of a Notice to Remedy.
- 29.6 Where the Agreement is terminated by Arts NSW, Arts NSW may, at its discretion, seek repayment of all, or a portion, of the Funds or that part of the Funds that are unexpended. In this case, funds to be repaid will be deemed to be a debt due and owing to Arts NSW and Arts NSW may take such action as it considers necessary to recoup that debt.

30. TERMINATION FOR DEFAULT BY ORGANISATION

- 30.1 Arts NSW may immediately terminate this Agreement by giving written Notice to the Organisation of the termination without prejudice to the rights, liabilities, or obligations of each Party accruing prior to the date of termination if:
- (i) Arts NSW is satisfied that any statement made by the Organisation in its grant application or Business Plan is incorrect, incomplete or misleading in a way that may have affected the decision to approve the Funds, the terms and conditions of this Agreement, or any action taken by Arts NSW under this Agreement; or
 - (ii) the Organisation has failed to remedy a breach of this Agreement within 20 Business Days of receiving a Notice in writing from Arts NSW to do so; or
 - (iii) the Organisation significantly varies the Program of Activities without the written approval of Arts NSW; or
 - (iv) Arts NSW does not approve a proposed significant variation to the Program of Activities or the Budget for delivery of the Program of Activities; or
 - (v) the Organisation has failed to satisfactorily deliver the Program of Activities; or
 - (vi) the Organisation is unable to pay its debts as and when they become due and payable; or
 - (vii) the Organisation expends any part of the Funds contrary to the approved Budget as contained in the Business Plan unless previously agreed in writing by Arts NSW; or
 - (viii) part or all of the Funds have been misappropriated; or
 - (ix) proceedings are initiated to obtain an order for the Organisation's winding up; or
 - (x) the Organisation becomes insolvent or is placed under external administration; or
 - (xi) Notice is served on the Organisation or proceedings are taken to cancel the incorporation or registration or to dissolve the Organisation as a legal entity; or
 - (xii) the Organisation ceases to carry on business; or
 - (xiii) Arts NSW is unable to proceed with the performance of its obligations by reason of force majeure, war, strikes, riot or civil commotion (whether war be declared or not) or any other circumstance whatsoever beyond Arts NSW's control; or
 - (xiv) The Organisation does not perform the Services in accordance with the policies and operating systems of Arts NSW and the terms and conditions set out in this Agreement; or

- (xv) The Organisation acts in a manner that will cause damage to Arts NSW's reputation; or
 - (xvi) The Organisation does not use the expertise, skill, diligence and care in providing the services, as outlined in this Agreement, to be expected from an experienced provider of services of this nature; or
 - (xvii) The Organisation is not properly certificated or accredited to undertake the provision of the services, as outlined in this Agreement; or
 - (xiii) The Organisation does not perform its services, as outlined in this Agreement, in a timely manner.
- 30.2 Where any of the events set out in sub-clause 30.1 occurs, Arts NSW reserves the right to withhold payment of funding instalments, and/or require repayment of all, or a portion, of the Funds or the unexpended funds, at its discretion. In this case, the Organisation shall have no claims, actions and demands of any kind against Arts NSW, the State of New South Wales or any other related entity, in respect of or arising from any losses, damages, costs and expenses suffered by the Organisation as a result of or occasioned by Arts NSW withdrawing funding.
- 30.3 Where repayment of all or a portion of the Funds or that part of the Funds that are unexpended has been requested by Arts NSW, the Funds to be repaid will be deemed to be a debt due and owing to Arts NSW and Arts NSW may take such action as it considers necessary to recoup that debt.
- 30.4 Arts NSW can otherwise terminate this Agreement at any time, without prior issue of a Notice to Remedy, by giving 7 days written notice to the Organisation.

31. TERMINATION BY THE ORGANISATION

- 31.1 The Organisation may terminate this Agreement at any time by giving 20 Business Days Notice in writing.
- 31.2 If the Organisation terminates the Agreement, Arts NSW may, at its discretion, seek repayment of any portion of the Funds. In this case, Funds to be repaid will be deemed to be a debt due and owing to Arts NSW and Arts NSW may take such action as it considers necessary to recoup that debt.

32. NOTICES

- 32.1 The Organisation must nominate an individual to receive written Notices and to represent the Organisation including to liaise with the Arts NSW representative as nominated in Item 8 of Schedule 1.
- 32.2 A Party giving Notice under this Agreement must do so in writing to the address listed at Item 15 of Schedule 1.
- 32.3 A Notice given under this clause is taken to be received:
- (i) if hand delivered, on delivery;
 - (ii) if sent by pre-paid post, 3 Business Days after the date of posting; or
 - (iii) if sent by Electronic Communication, at the time that would be the time of receipt under the *Electronic Transactions Act 1999* (Cth) if a Notice was being given under a law of the Commonwealth, which is currently when the Electronic Communication enters the addressee's information system.

33. ASSIGNMENT AND NOVATION

The Organisation:

- (i) must not assign its rights under this Agreement without prior written approval from Arts NSW; and

- (ii) agrees not to negotiate with any other person or organisation to enter into an arrangement that will require novation of this Agreement without the written consent of Arts NSW.

34. WAIVER

- 34.1 If any Party to this Agreement does not exercise, or delays in exercising, any rights under this Agreement, that failure or delay does not operate as a waiver of those rights.
- 34.2 Waiver of any provision of, or rights under, this Agreement:
 - (i) must be in writing signed by the Party entitled to the benefit of that provision or right; and
 - (ii) is effective only to the extent set out in the written waiver.
- 34.3 In this clause, 'rights' means rights or remedies provided by this Agreement or at law.

35. NO PARTNERSHIP

- 35.1 The Organisation must not represent itself, and must ensure that its officers, employees, agents and subcontractors do not represent themselves, as being an officer, employee, partner or agent of Arts NSW, or as otherwise able to bind or represent Arts NSW.
- 35.2 This Agreement does not create any relationship of agency, partnership or joint venture between Arts NSW and the Organisation. Neither party has authority to bind the other, or to incur any obligations or assume any responsibility on behalf of the other.

36. NO EMPLOYMENT RELATIONSHIP

- 36.1 This Agreement does not create the relationship of employee and employer between the Organisation and Arts NSW.
- 36.2 The Organisation is responsible for the payment of any sick pay, holiday pay, PAYG tax, fringe benefit tax, payroll tax, superannuation, long service entitlements and other statutory charges in relation to its employees. None of these amounts are recoverable by the Organisation from Arts NSW.
- 36.3 The Organisation must pay all amounts required by law in respect of taxation and superannuation for employees involved in the provision of services pursuant to this Agreement as and when those payments fall due including, without limitation, all payments due in relation to wages and salaries, payroll tax liabilities, allowances, casual loadings, termination payments, entitlements under an award or Contract and leave entitlements.
- 36.4 The Organisation agrees to indemnify Arts NSW in relation to any claim made against Arts NSW by an employee, or any other person or entity, relating directly or indirectly to any allegation that Arts NSW owes any money to or in respect of an employee in the form of wages and salaries, allowances, casual loadings, termination payments, entitlements under an award or Contract, leave entitlements, taxation or superannuation.

37. DEFINITIONS

In this Agreement, unless the context otherwise requires, the following words have these meanings:

- | | |
|-----------|---|
| ABN | has the same meaning as it has in section 40 of the <i>A New Tax System (Australian Business Number) Act 1999</i> (Cth). |
| Agreement | "Agreement" means this funding agreement including all schedules and the Arts Funding Program Guidelines and the Application.
In the event of any conflict or inconsistency between any part of: <ul style="list-style-type: none">(a) the terms and conditions contained in the clauses of this Agreement;(b) the Schedule; or |

(c) documents incorporated by reference;

then the material mentioned in any one of paragraphs (a) to (c) has precedence over material mentioned in a subsequent paragraph, to the extent of any conflict or inconsistency.

Application	includes all documentation submitted by the Organisation as its funding application under the Arts Funding Program.
Approved Auditor	is a person who is: registered as a company auditor under the <i>Corporations Act 2001</i> (Cth), or a member of the Institute of Chartered Accountants in Australia, or of CPA Australia or the National Institute of Accountants; and not a principal, member, shareholder, officer or employee of the Organisation or of a related body corporate.
Artistic Director	refers to the person employed by the Organisation as the most senior creative or arts-related specialist.
Artistic Report	means a document provided by the Organisation that summarises achievements against the planned milestones and intended results of the program of activities.
Arts Funding Program	is a program managed by Arts NSW to support organisations and venues to deliver performances and exhibitions, business or audience development projects and arts and cultural infrastructure and activities.
Arts Funding Program Guidelines	means the document published by Arts NSW which sets out the intent of the Arts Funding Program as well as eligibility for funding, the application process and acceptable uses of funds.
Audited Financial Statements	means accounts audited in compliance with the Australian Auditing Standards and Australian Accounting Standards.
Australian Accounting Standards	refers to the standards of that name maintained by the Australian Accounting Standards Board created by section 226 of the <i>Australian Securities and Investments Commission Act 2001</i> (Cth).
Australian Auditing Standards	refers to the standards prepared by the Auditing Standards Board of Australia and maintained by the Australian Auditing Standards Board created by section 227A of the <i>Australian Securities and Investments Commission Act 2001</i> (Cth) or its international equivalent as determined by that Act.
Board of Management	refers to the board of directors or similar with ultimate responsibility for the Organisation.
Budget	refers to a budget for the purposes of conducting the Program of Activities and/or performing obligations under this Agreement.
Business Day	means in relation to the doing of any action in a place, any day other than a Saturday, Sunday or public holiday in that place.
Business Plan	means a document attached as Schedule 2 of this Agreement.
Calendar Year	means a calendar year commencing 1 January and ending 31 December.
Capital Purposes	means the construction, alteration, renovation, completion or fitting-out of buildings and other facilities for arts and cultural use.
Commencement Date	means the commencement date of this Agreement as specified at Item 4 of Schedule 1 or such other date as the Parties agree in writing.
Chairperson	refers to the Chair of the Board of Management.
Confidential Information	means all information of whatever description, whether in permanently recorded form or not, which is by its nature confidential or which a party identifies as confidential at the time of disclosure and includes, without

	limitation all personal information as defined in the <i>Privacy Act 1988</i> (Cth).
Delivery Plan	means a document attached as Schedule 2 of this Agreement.
Director	refers to the person or persons authorised to act on behalf of the Organisation, and authorised to receive and sign Notices and written communications under this Agreement.
Electronic Communication	has the same meaning as in the <i>Electronic Transactions Act 1999</i> (Cth).
End Date	means the end date of this Agreement as specified at Item 5 of Schedule 1 or such other date as the Parties agree in writing.
Existing Material	means all Material in existence prior to the commencement of this Agreement: <ul style="list-style-type: none"> (a) incorporated in; (b) supplied with, or as part of; or (c) required to be supplied with, or as part of; the Program Material.
Financial Year	means each period from 1 July to the following 30 June occurring during the Term, or any part of such a period occurring at the beginning or end of the Term.
Funds	means the total amount of money to be paid to the Organisation for the term of this Agreement as set out at Item 6 of Schedule 1 exclusive of GST, and, if applicable, any indexation, for delivery of the Program of Activities and may include lump sum payments or payments advanced through instalments.
GST	has the same meaning as in the <i>A New Tax System (Goods and Services Tax) Act 1999</i> (Cth).
Indexation	means the rate and the amount of an increase to the Funds as determined by Arts NSW in its sole discretion for the second and subsequent years of the Term if applicable.
Intellectual Property Rights	includes all copyright (including rights in relation to recordings and broadcasts), all rights in relation to inventions (including patent rights), registered and unregistered trademarks (including service marks), registered designs, and all other rights resulting from intellectual activity in the literary or artistic fields whether registered or not and whether existing in Australia or not and created at any time.
Material	includes documents, equipment, software, goods, information and data stored by any means including all copies and extracts of the same.
Milestone	means the events or deliverables that are reported against to track progress with implementation of the Program of Activities.
Moral Rights	means the right of integrity of authorship (that is, not to have a work subjected to derogatory treatment), the right of attribution of authorship of a work, and the right not to have authorship of a work falsely attributed as defined in the <i>Copyright Act 1968</i> (Cth).
Multi-year funding	means funding provided for more than one calendar or financial year under the same Agreement.
Notice to Remedy	is a notice issued in the format prescribed in clause 29 of the Agreement that instructs the Organisation to remedy a breach of a specified clause or clauses of the Agreement.
Notices	includes all notices, consents, requests, waivers, demands or other communications by a party to another party permitted or required by this Agreement.

Organisation Representative	the person identified in Item 7 Schedule 1 and authorised by the Organisation to provide direct advice on the Funded Activity as may be requested by the Arts NSW Representative.
Party	means a party to this Agreement.
Program of Activities	Includes: <ul style="list-style-type: none"> a) the organisation's principal artistic program, including its delivery plan, to be delivered over the term of the Agreement; and/or b) one-off or time limited projects; and/or c) capital development; as further outlined in Schedule 2 and Item 2 of Schedule 1.
Program Material	means all Material: <ul style="list-style-type: none"> a) brought into existence for the purpose of performing obligations under this Agreement; b) incorporated in, supplied or required to be supplied along with the Material referred to in paragraph (a); or c) copied or derived from Material referred to in paragraphs (a) or (b).
Property	means a building, facility or venue for arts or cultural purposes, or part thereof, funded in part or in whole by the Funds.
Records	includes documents, information and data stored by any means and all copies and extracts of the same relating to the Program of Activities.
Reporting Requirements	means all reports required under this Agreement including the Artistic Report, audited financial statements and other reports specified in Items 11 of Schedule 1.
Result indicators	are the indicators that are reported against to describe the success or benefits of the Program of Activities.
Special Conditions	means the Special Conditions specified at Item 3 of Schedule 1.
Term	means the period between the Commencement Date and the End Date as specified at Items 4 and 5 of the Schedule 1.

EXECUTED AS AN AGREEMENT

Executed by the Parties SIGNED by Mary Darwell, Executive Director, for and on behalf of **Arts NSW** as part of Communities NSW and the State of New South Wales for the purposes of rendering liable the State of New South Wales but not so as to incur any personal liability in respect thereof in the presence of

..... *M Darwell* 13/12/10

Signature

Date

..... *Naomi Jacobs*

Signature of Witness

Print Name

..... 13/12/10

Date

Signed for and on behalf of Tweed Shire Council by duly authorised officers who by signing warrant that they have the authority to bind Tweed Shire Council.

General Manager

Other (Title)

.....
.....

Print Name

Print Name

.....
.....

Signature

Signature

.....
.....

Date

Date

SCHEDULE 1 – FUNDING DETAILS

ITEM 1	THE ORGANISATION	
	Tweed Shire Council	
ITEM 2	SUMMARY OF PROGRAM OF ACTIVITIES	
	<p>Activity 1: Tweed Shire Council on behalf of Tweed River Regional Art Gallery towards year 1 of triennial program funding (2011-2013) Application No: 152204 Start Date 01/01/2011 End date 31/12/2011</p> <p>Activity 2: Tweed Shire Council on behalf of Tweed River Regional Art Gallery towards year 2 of triennial program funding (2011-2013) Application No: 152818 Start Date 01/01/2012 End date 31/12/2012</p> <p>Activity 3: Tweed Shire Council on behalf of Tweed River Regional Art Gallery towards year 3 of triennial program funding (2011-2013) Application No: 152819 Start Date 01/01/2013 End date 31/12/2013</p>	
ITEM 3	SPECIAL CONDITIONS TO APPLY	
	N/A	
ITEM 4	COMMENCEMENT DATE	01/01/2011
ITEM 5	END DATE	31/12/2013
ITEM 6	TOTAL AMOUNT OF FUNDS FOR TERM OF THE AGREEMENT (excluding GST and indexation)	<p>Year 1 \$50,000</p> <p>Year 2 \$50,000</p> <p>Year 3 \$50,000</p> <p>Grand Total: \$150,000</p>

ITEM 7	ORGANISATION REPRESENTATIVE	Name: Ms Susi Muddiman Position: Director, Tweed River Regional Art Gallery Telephone: 02 6670 2792 Email: smuddiman@tweed.nsw.gov.au
ITEM 8	ARTS NSW REPRESENTATIVE	Name: Ms Grainne Brunsdon Telephone: 02 9228 4743 Email: Grainne.Brunsdon@communities.nsw.gov.au
ITEM 9	PAYMENT SCHEDULE	
Amount (excluding GST and indexation)	Frequency	Payment conditions
\$50,000	Year 1	Within 14 days of the return and acceptance of this Agreement and any other requested information.
\$50,000	Year 2	Receipt and acceptance of a Business Plan for the period 2011-2013. Receipt and acceptance of an updated Business Plan by the reporting date listed in Item 10.
\$50,000	Year 3	Receipt and acceptance of an updated Business Plan by the reporting date listed in Item 10.
ITEM 10	UPDATED BUSINESS PLAN	
		<ol style="list-style-type: none"> 1. The Updated Business Plan will include: <ol style="list-style-type: none"> (i) a detailed Program of Activities for the following year(s) as approved by the Board of Management; (ii) actual income and expenditure figures for the previous year in comparison to the Budget; (iii) a budget for the following year(s) within the limit of the Funds approved by Arts NSW for the Term of the Agreement. (iv) proposed revisions to any section of the Business Plan. 2. The Updated Business Plan will be submitted to Arts NSW four months before the commencement of each calendar or financial year, as required by Arts NSW in its absolute discretion.
ITEM 11	REPORTING REQUIREMENTS	
11.1	ARTISTIC REPORT	<ol style="list-style-type: none"> 1. The Artistic Report will: <ol style="list-style-type: none"> (i) describe delivery of the planned Program of Activities;

		<ul style="list-style-type: none"> (ii) summarise achievements against the planned milestones and intended results set out in the Business Plan; (iii) identify key factors (both positive and negative) that impacted on the Program of Activities; (iv) include the Organisation's self-assessment of the extent to which they successfully achieved the intended results; (v) include any other matter as requested by Arts NSW. <p>2. The Artistic Report must be submitted annually within 13 weeks of completion of the Program of Activities or 13 weeks after the end of the calendar year whichever occurs first.</p>
11.2	AUDITED FINANCIAL STATEMENTS	<p>1. The Financial Report will comprise:</p> <ul style="list-style-type: none"> (i) Audited Financial Statements for the Financial Year or Calendar Year (as agreed by Arts NSW) in which the funded activity took place; and (ii) For project funding, a statement of Income and Expenditure for the funded project, approved by the Board of Management and signed by the Chair, unless the funded project is separately identified in the Financial Report provided under 11.2.1(i) or 11.2.1(ii). <p>2. The Financial Report must:</p> <ul style="list-style-type: none"> (i) include a detailed list of income and expenditure; (ii) identify Arts NSW funding as a separate line item; and (iii) distinguish the source of other income. <p>3. The Financial Report is to be submitted:</p> <ul style="list-style-type: none"> (i) For program funding, within 13 weeks of the end of the Financial Year or Calendar year in which the funded activity took place (as required by Arts NSW in its discretion); and (ii) For project funding: <ul style="list-style-type: none"> (a) the Financial Report provided under 11.2.1(ii) is required within 13 weeks of the end of the funded project; and (b) the Financial Report provided under 11.2.1(i) is required within 13 weeks of the end of the Financial Year or Calendar Year (as required by Arts NSW in its discretion) in which the funded activity took place.

ITEM 12	LICENCE FOR INTELLECTUAL PROPERTY RIGHTS	
		<ol style="list-style-type: none"> 1. All copyright generated for the funded activity remains with its creator. However, as a condition of this Funding Agreement, the Organisation grants to Arts NSW (and will arrange for any relevant third party to grant) a perpetual, irrevocable, royalty-free, world-wide, non-exclusive licence (including a right of sub-licence) to use, reproduce and communicate for its own internal and statutory purposes, all those documents and material delivered to Arts NSW as part of its reporting requirements. 2. The Organisation warrants it has obtained all Moral Rights consents to enable Arts NSW to report on its funding arrangements subject to attribution of the author whenever it is reasonable to do so.
ITEM 13	INSURANCE	
		<ol style="list-style-type: none"> 1. Workers Compensation insurance as required by law (or personal income protection insurance in the instance of the Organisation being a business) for all employees involved in the delivery of the Program of Activities. 2. Public Liability insurance to the value of \$10 million. 3. Insurance over all assets used in connection with the Programs of Activities funded or partly funded by the Funds, for their replacement value.
ITEM 14	ACKNOWLEDGEMENT REQUIREMENTS	
		<p>The Organisation must acknowledge the financial and other support received from the NSW State Government.</p> <p>The Arts NSW logo must always be accompanied by the following wording: Tweed River Regional Art Gallery is supported by the NSW Government through Arts NSW.</p> <p>The Arts NSW logo should be included in all programs, publications and other printed or electronic material undertaken in relation to the funded activities, or any products or processes developed as a result of the funded activities.</p> <p>Further information on use of the logo is available in the Style Guidelines on the Arts NSW website</p>

		www.arts.nsw.gov.au.
ITEM 15	ADDRESSES FOR SERVICE	
	Arts NSW	Arts NSW PO Box A226 SYDNEY SOUTH NSW 1235
	The Organisation:	Tweed Shire Council PO Box 816 MURWILLUMBAH NSW 2484

SCHEDULE 2

Please return the following with one copy of the signed agreement:

Activity 1-3: Tweed Shire Council on behalf of Tweed River Regional Art Gallery
towards triennial program funding (2011-2013)

Application No's: 152204 / 152818 / 152819

Activity 1-3: the attached artistic and business plan* (including budget and
employment figures)

*** The attached business plan covers the period 2010-2012. This will be replaced in 2011 by
a new business plan that covers the period 2011-2013, if approved by Arts NSW.**

Provide the estimated additional employment figures that will result from this program for 2011.

Data is for reporting purposes only.
(Refer to the 'Glossary and Explanatory Notes' document on the Arts NSW website for detail)

	No of People Employed to deliver this program	Est. Average Employment Hours per Week	Average no of weeks employed per year	Total hours
Employees				
- Full time				
- Part-time				
Others				
- Casuals				
- Contractors	12	14	38	6,384
- Consultants				
- Volunteers				

Part 3: BUDGET

3.1 What is the estimated income and expenditure? All contingencies should be identified separately. Refer to the 'Glossary and Explanatory Notes' document on the Arts NSW website for details on income and expenditure categories.
The budget should exclude GST.

If your organisation is GST registered the income and expenditure budget should exclude GST. If your organisation is not GST registered your expenditure budget should include GST.

INCOME	Year 1	Year 2	Year 3
Earned Income			
Event and Audience Sales			
Contract fees			
Box office			
Entry fees			
Other	17,500		
Fees and Services	26,651	27,421	30,576
Merchandising and Retail Sales	50,139	51,625	53,139
Other	24,549	25,336	26,077
Sponsorship and Fundraising			
Sponsorship - cash			
Sponsorship - in-kind			
Fundraising and Donations			

Grants and subsidies	Agency Name	Has funding been confirmed?			
Local Government Authorities	Tweed Shire Council	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	627,577	654,846	674,060
		<input type="checkbox"/> No <input type="checkbox"/> Yes			
Commonwealth Agencies	Visions Australia Euan Macleod Touring Exhibition	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	67,610	20,000	10,000
		<input type="checkbox"/> No <input type="checkbox"/> Yes			
Other State Government Departments (e.g. Events NSW, Arts Victoria)		<input type="checkbox"/> No <input type="checkbox"/> Yes			
		<input type="checkbox"/> No <input type="checkbox"/> Yes			
Non Government (e.g. RANSW)	Tweed River Art Gallery Foundation & Friends Gallery	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	5,000	7,000	5,000
	Gordon Darling & Olive Cotton Foundations	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes		15,000	
Amount sought from Arts NSW excl. GST			\$ 50,000	\$ 50,000	\$ 50,000
TOTAL INCOME			\$ 869,026	\$ 851,228	\$ 848,852

EXPENDITURE	Year 1	Year 2	Year 3
Salaries / Fees			
Permanent and casual staff	287,405	290,027	304,906
On-costs	69,165	71,239	73,381
Contractors and Consultants	42,823	44,008	45,609
Professional fees	15,000	15,000	15,000
Allowances	2,900	8,000	5,000
Total Salaries / Fees	\$417,293	\$428,274	\$443,896
Program / Production / Exhibition costs			
Venue costs	17,528	18,083	18,531
Equipment, lighting and audio visual costs	2,000	2,500	3,000
Staging and materials	6,000	7,200	7,400
Other development & creative costs	39,100	44,380	31,880
Travel, freight, bump in/out costs (excluding Touring Travel costs)	4,000	6,000	6,500
Other production/exhibition costs	30,000	36,000	37,000
Conferences and workshops	1,000	1,000	1,000
Mentorship/professional development programs	2,000	3,000	3,500
Community projects & programs	9,500	11,500	12,500
Evaluation and research costs	9,000	9,540	9,810
Industry and community advocacy		550	600
Total Program / Production / Exhibition	\$120,128	\$139,753	\$131,721

Touring Travel costs				
Freight	82,152	20,000		10,000
Installation and demounting costs	2,540			
Contingency	1,201	1,075		
Total Touring Travel	\$85,893	\$21,075		\$10,000
Promotion / Marketing costs				
Advertising (all media)	28,000	29,680		30,520
Promotional materials	31,000	40,000		35,000
Other promotions & marketing costs	1,500	1,500		1,500
Total Promotion / Marketing	\$60,500	\$71,180		\$67,020
Administration Overheads				
Office consumables and resources	44,000	45,330		46,664
Communications	8,000	8,500		8,530
Travel	13,200	13,596		13,992
Insurance	15,000	15,450		15,900
Other	105,012	108,070		111,129

Total Administration Overheads	\$ 185,212	\$ 190,946	\$ 196,215
TOTAL EXPENDITURE	\$ 869,026	\$ 851,228	\$ 848,852
NET SURPLUS/(DEFICIT)	\$ 0	\$ 0	\$ 0

Explanatory notes, if required (no more than 1/4 page):

INCOME: In-kind volunteer hours not included; approximately 80 hours per week. OTHER income received from 'Guppy' tour. Fund raising events, donations and artworks for the Collection are received through the Gallery Foundation, Friends of the Gallery & Cultural Gifts Program and do not show on Tweed River Art Gallery budget.

EXPENDITURE: Gallery budget does not show all Council ABC oncosts such as full IT cost & support, communications & HR.

ADMIN OTHER: Electricity costs to maintain museum standard climate control (air conditioning and de/humidification).



Tweed River Art Gallery

TWEED RIVER ART GALLERY BUSINESS PLAN

Term: 3 years 2010 - 2012

Review: Annually in conjunction with the Council Management Plan

Introduction

Tweed River Art Gallery is a major service provider in the Department of Community and Natural Resources for Tweed Shire council contributing to the achievement of the Vision, Mission and Goals of council.

The Art Gallery provides a range of services to the community, including:

- Temporary Exhibition programs'
- Public programs
- The collection and preservation of visual arts and crafts objects that have significance to the community
- Arts-related advice to the community, including appraisal of art objects, advise on management of exhibits, advice on application of government grants, etc
- Management of Art programs

The Art Gallery employs 3 permanent full-time and 3 permanent part-time staff members who are committed to the Gallery's efficient and effective operation.

This plan provides clear direction for the Art Gallery in terms of organisational performance and establishing a framework for the measurement of the Gallery and individual performance against agreed and documented outcomes.

ORGANISATIONAL CAPACITY

The Tweed River Art Gallery has an Advisory Committee which reports to Council. The TRAG Advisory Committee is a Committee of the Tweed Shire Council consisting of community representatives, including the current President of the Friends of the Gallery and two nominated Councillors. Strategic Planning and significant decision making is presented to this Committee for ratification, and their recommendations reported to Council.

Brief History

The Tweed River Art Gallery (formerly Tweed River Regional Art Gallery) was formed in 1988. The Gallery is part of the Community & Cultural Service Unit of Tweed Shire Council. 2008/09 sees the Gallery reach its 20th anniversary. During this time the built environment and the delivery of services has significantly increased in terms of capacity and commitment. The stunning architecturally-designed and award-winning building opened its door in September 2004, with the additional wing of Stage II opening in late 2006. The building is now an outstanding facility of the region and attracts close to 70,000 visitors each year. The building received a huge amount of public financial support, with the community contributing over \$2 million towards the cost of the facility. The annual program has been increased to cater to the community's expectation, with the financial commitment from Council slowly increasing each year. The Gallery began to receive Annual Program funding from Arts NSW a few years ago which provided some sustainability to operations and was viewed by Council as an indication from the State of their achievement in significantly enhancing the building and its operations.

In 2007 the Tweed River Art Gallery reviewed its aims and activities to address the changing cultural realities for the Tweed region. The resulting ideas addressed key ideas relating to the Council's mission, image, role and management, as well as the necessary re-focusing of the Gallery's core function. This Business Plan has been based on the series of goals, strategies and projects identified by the Gallery Director and staff over the past two years.

The main purpose of this business and strategic planning document has been to propose ways in which the new, identified goals of the Tweed River Art Gallery can be achieved. To give validity of this Business Plan, particular attention has been paid to the practical implementation of two key concepts:

- (i) the enhancing of the program base
- (ii) the identification of new clients and market opportunities

This current Business Plan takes account of prior achievements and continues the process of defining the Tweed River Art Gallery's future through the development of a set of specific programs, management and marketing goals focusing on:

- (i) artistic operation
- (ii) audiences, clients and customers
- (iii) management and planning
- (iv) diversification of income base
- (v) expansion and improvement of Gallery facilities

These goals are based on the experiences of the past three years and are influenced by the organisation's perceptions of the opportunities available to it between now and the year 2012.

Through effective strategic planning the Tweed River Art Gallery will create an environment in which artistic and cultural development will benefit the community. This will be achieved through:

- (i) developing partnerships with stakeholders, including artists, arts and cultural organisation, community organisations, businesses and industries as well as State and Federal Government agencies
- (ii) effective and efficient use of resources
- (iii) integrated planning with Council
- (iv) direct support, information and promotion
- (v) acting as an auspicing body for local artistic initiatives

The Artistic Plan for 2010-2012 sees these changes to the program strengthened to build upon the success of the 2007-2008 financial year. The thematic approach to the program ensures that all facets of the community are catered for, and significant improvements to the artistic planning, building infrastructure and collection management are improved in a sustainable fashion for the future of the Gallery and its programs.

FUNDING HISTORY

The Tweed River Art Gallery is an operation of the Tweed Shire Council, and also receives funding from other organisations, including State and Federal Government.

As outlined above, the Tweed River Art Gallery has received both project and program funding from Arts NSW. Successful applications for Program Funding were granted by Arts NSW most recently in 2006, 2007 and 2009. Project funding was received prior to 2005.

Tweed River Art Gallery has fully complied with acquittal requirements from previous funding. The Gallery currently has no outstanding acquittals for funding received through any agency or body.

The Tweed River Art Gallery is insured through Council's insurers. Regular checks are carried out to ensure that the artworks on display, in storage, on tour and on loan are adequately covered by the current insurance allowance. Additional insurance is taken out as 'top ups' when required for works of art. Council's insurance also covers public liability insurance of the Gallery's visitors and volunteers.

Development of the Business Plan

This Business Plan was developed by the Gallery Director, Susi Muddiman and staff of the Tweed River Art Gallery.

The Business Planning Process

Before examining the Gallery operation in any detail it is important to 'set the scene' and to dwell on the direction that the Tweed Shire Council has set via its corporate statements and elements of its Management Plan. The following extracts assist in framing the Business Plan for the Tweed River Art Gallery.

Tweed Shire Council Management Plan Statements

Vision: *The Tweed is to become the premier area in which to live, work, and visit.*

Mission: *In partnership with the community, balance peoples' aspirations for development and enhancement of the unique environment by providing affordable quality services in a competitive manner.*

Tweed River Art Gallery

Vision: *Tweed River Art Gallery works to provide a visual arts environment that inspires, engages, enriches and informs our regional and global communities.*

Objectives:

The Tweed River Art Gallery strives to:

- be an innovative public art gallery that stimulates awareness and understanding of the Visual Arts and Crafts through temporary exhibition (including in-house initiated and curated exhibitions) and the permanent collections
- provide quality educational and cultural services for the community of Tweed and outlying regions
- develop and maintain through professional collection management practices a permanent art collection of national significance specialising in portraiture and works on paper

The Tweed River Art Gallery will strive to deliver these objectives within Tweed Shire Council's existing and developing frameworks.

The Tweed River Art Gallery aims to deliver its services in the most effective and professional manner, whilst continually challenging its operational efficient quality of service.

Tweed River Art Gallery

Our Strengths, Weaknesses, Opportunities and Threats

In various meetings conducted throughout 2007-2009 the Gallery Director and the staff conducted a SWOT analyses, with the following outcomes:

Strengths:

- There is a substantial local community with an interest in the arts
- Tweed River Art Gallery is the principal provider of visual arts and crafts in the greater Tweed region
- The Gallery has the capacity for flexible and innovative programming
- The Gallery has resources in terms of staff enthusiasm and dedication
- The Gallery benefits from its outstanding physical built and natural environment
- The Gallery benefits from the substantial recurrent funding provided by Tweed Shire Council
- The Gallery has the benefit of a committed Friends of the Gallery support organisation
- The Gallery has the benefit of a committed Tweed River Art Gallery Foundation
- The Gallery has the benefit of a committed Advisory Committee
- The Gallery has benefits from a committed group of volunteers
- The location of the Art Gallery within the Tweed places us in the geographical position of being able to attract visitors from nearby tourist hubs
- The Gallery has the benefit of the location and business generated by the adjoining Gallery Café operation within the Gallery precinct

Weaknesses:

- Current staffing levels are below that normally required for the professional operation of a facility of this size
- Poor signage and adequate road directions to the Gallery
- The Gallery is exposed to the uncertainties of a fluctuating tourist market
- Difficulties with financial resources in the Gallery's delivery of its professional operations
- The Tweed River Art Gallery Foundation is unable to attract new memberships for their organisation
- The Workshop area is too small for larger education events and learning opportunities for audiences of the region, and from further afield
- The Collection Storage will soon be inadequate to carefully house the growing collection to professional standards
- The Collection Management database system is antiquated and in need of updating
- The service offered by the Gallery Cafe can be taken as a negative reflection on the operation of the Gallery by visitors
- The grounds of the Gallery are not conducive to extended visits by tourists and education groups

Opportunities:

- The quality of the Gallery building will greatly assist in the promotion of the positive image for the Gallery
- There is an increasing awareness of the importance of culture and lifestyle in the community
- The Gallery's reputation in the arts industry will result in tangible benefits, such as the loan of significant artworks and an increase in profile and grant funding potential
- The Tweed River Art Gallery Foundation has the potential to be a much more vital and engaging support organisation committed to supporting and enhancing the Gallery's program
- The successful operation of the Gallery will result in increased community, corporate and Council confidence in the viability of the Gallery
- The increasing quality of the Gallery's programs will contribute to its success
- Target existing local events and community groups through thematic exhibition programs
- Utilisation of the Gallery's Collections and exhibitions to target community groups
- Potential sharing of resources with the Tweed River Regional Museum in regard to media, product, personnel and funding recourses
- Many opportunities for Outreach activities
- Added financial resources could generate more targeted and effective marketing of The Gallery Shop
- Exploration of the possibilities of the building and construction of Stage III as per the original vision of the Gallery's built environment
- Potential for high-effective marketing of the Gallery through Tweed Shire Council's Communications Unit

Threats:

- Funding resource levels may be unable to be sustained
- The Gallery is unable to present expensive or cutting-edge programs due to financial and staffing constraints
- Staffing levels are unlikely to be increased in the near future and current staffing levels will not sustain improved programming levels
- Inability of the Gallery to meet community expectations leads to loss of relevancy and community support
- Lack of suitable or adequate equipment and exhibition furniture to stage exhibitions to their best ability
- Competition from large-scale Australian galleries may deflect arts industry interest

The role of the Tweed River Art Gallery in the region's artistic and cultural development

Arts and cultural development contributes to the well-being of the community and its environment in the broadest sense. Visual Arts contribute to the personal fulfilment, community participation and community identity of a region.

Cultural industries are a growing a vital part of the local economy. The cultural sectors provide substantial employment and help to promote the Tweed shire as a favourable destination for visitors from the broader state and metropolitan areas as well as national and international tourists.

The diverse artistic and cultural life of the Tweed is a central feature of its character and identity, and is responsible for attracting many of its permanent residents and visitors.

Local government plays a vital role increasing an environment in which arts and cultural activity continue to flourish. This Business Plan for the Tweed River Art Gallery reflects the Tweed Shire council's commitment to the future of the Tweed region as a centre of arts, cultural activity and innovation.

Gallery Programs, Objective and Strategies

The following programs have been identified as essential to assist council in achieving its corporate Planning Statements, to address the weaknesses and threats, to maximise the strengths and opportunities and to undertake the role for the Tweed River Art Gallery.

The purpose of this section is to list the Art Gallery's strategic objectives for the next 3 years, and to outline how Gallery staff will achieve those objectives. These objectives are based on the Gallery's strategic priorities. The objectives are:

- To ensure that the Gallery has the required financial and staffing resources
- To extend the understanding and appreciation of visual arts and crafts practice to a wider audience and to provide employment opportunities for the region's arts and crafts practitioners
- To engage our visitors in the visual arts through education exhibition and public programs
- To increase the professionalism of the gallery and its profile within the arts industry
- To strive to produce quality curatorial and educational programs as initiatives of the Gallery
- To promote the Gallery, its programs and activities
- To house the 1988-2000 Doug Moran Portrait Prize winners and selected finalists
- To develop a collection of regional and national significance
- To create a natural and man-made environment that is a model for economic, cultural and environmental sustainability
- To work towards the construction of Stage III

Programs

- * Exhibitions
- * Permanent Collections
- * Education
- * Public Programs
- * Marketing and Promotion
- * Administration
- * Facility Management
- * Volunteers

The following pages include detailed objectives and strategies for each program.

PROGRAM

Exhibitions

OBJECTIVE

To present exhibitions for regional, national and international art and cultural material with emphasis on Gallery-initiated projects

STRATEGIES

1. Develop an Exhibitions Management Plan
2. Gallery to pursue a shift towards curatorial and research activities leading to presentation, and on occasion tour where economically viable, a consistent number of in-house exhibitions to promote interest in the region and provide professional development for the staff
3. Develop the Gallery's Exhibition Outreach Program

STRATEGY 1: *Develop an Exhibitions Management Plan*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Establish exhibition rationale for all exhibitions including subject matter, costs / viability, education activity possibilities	October 2009	Director staff	Completed for 2010 in July 2009
1.2 Develop a new Exhibitions Policy: publish and distribute Policy	December 2009	Director Exhibitions Curator	Completed Dec 09 including new exhibition contract for CAEP program
1.3 Re-establish direction and purpose of the Community Gallery Program	October-December 2009	All staff	Completed Nov 09
1.4 Develop Exhibition Proposal Form for the community Gallery and align with Exhibition policy	December 2009	Director Exhibitions Curator	Completed Dec 09
1.5 Review Conditions of Exhibition Contract	December 2009	Director Exhibitions Curator	Completed. See 1.2
1.6 Document all exhibitions through acquittal and exhibition reports, and photographs	Ongoing	Exhibitions curator	
1.7 Establish a consortium with neighbouring regional galleries to seek major national and international exhibition opportunities	Ongoing	Director	

STRATEGY 2: *Gallery to pursue a priority shift towards curatorial and research activities leading to the presentation, and on occasion tour where economically viable, a consistent number of in-house exhibitions to promote interest in the region and provide professional development for the staff*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Identify key areas of subject interest for in-house exhibitions	On-going	Director Exhibitions Curator	
2.2 Curate, present & promote one professionally staged exhibition per annum as an initiatives of the Tweed River Art Gallery	Begun in 2008, & ongoing	Director Exhibitions Curator	Nov 2011 Cut ONE TRAG initiative for 2012 due to reduction in funding
2.3 Target aspects of the permanent collection for research towards future thematic exhibitions	By December 2009	Director Asst. Director Exhibition Curator	Completed for 2010 – end 2011
2.4 Investigate funding sources to facilitate additional hours for existing staff, or employment of curatorial staff for contract periods	February 2010	Director Asst Director	Projects identified for education contract staff 2010-2011 Nov 2011 Reduce no. of purpose produced Education resources
2.5 Target and develop one biennial in-house exhibition for promotional tour throughout NSW. Queensland and Victoria, and where possible including a metropolitan venue, to contribute to the promotional and economic development of the Tweed River Art Gallery	March 2008 and ongoing	Director Exhibitions Curator	obtained to develop Euan Macleod survey exhibition and tour (see Artistic Plan for further information)
2.6 Develop and implement an innovative exhibition in collaboration with North coast Institute of TAFE on the basis that the exhibition remains cost-effective	Complete and annually	Director Exhibitions Curator	Exhibition cancelled for 2010 – 2012 due to lack of continuity in TAFE Diploma course

STRATEGY 3 *Develop the Gallery's exhibition Outreach Program*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Establish an Expression of Interest form and gauge response levels from artists for studio visits	January 2010	Director Exhibitions Curator	Not completed by TRAG staff, but pursued by Friends of the Gallery in consultation with Gallery Director
3.2 Encourage positive public relations for Tweed River Art Gallery and Tweed Shire council through program of studio visits to Tweed artists	March 2010 onwards	Director Exhibitions Curator	Ongoing from August 2010

PROGRAM

Collections: **Australian Portraits,
Works on Paper
Regional Contexts**

OBJECTIVE

To develop, manage, research, preserve, display and promote the Tweed River Art Gallery's collections as significant collections of artwork to established art museum standards

STRATEGIES

1. Establish and develop mechanisms for funding acquisitions
2. Manage the collections to art museum standards
3. Display Collections to art museum standards as per Exhibition Management Plan

STRATEGY 1: *Establish and develop mechanisms for funding acquisitions*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Promote Taxation Incentives for the Arts Scheme to potential donors	Ongoing	Director Asst. Director	
1.2 Develop merchandise based on the collection, and use percentage of proceeds to fund acquisitions	Annually	All staff Finance division	Underway, utilising Collection and touring exhibition merchandise
1.3 Stage exhibitions of emerging print artists work to promote recognition of print movement, and encourage donations	Annually	Director Exhibitions Curator	Underway, as part of the CAEP program
1.4 With Friends of the Gallery, conduct an annual fundraising campaign towards a major art purchase	Annually	Director Asst, Director Friends of the Gallery	Ongoing
1.5 With Tweed River Art Gallery Foundation, conduct an annual fundraising campaign towards a major art purchase	Annually	Director Asst, Director Foundation Board	Acquisition drive for 2010 to commence on 2/7/10 at function hosted by TRAG Foundation
1.6 Promote an acquisition fund facilitated by Council to enhance the Gallery's collections and Council's assets	Serious lobbying from March 2010, and ongoing	Director Asst. Director Manager: Community & Cultural Services	Unlikely ever to be funded by Tweed Shire Council

Nov 2011
New Acquisition Fund opened by TRAG Foundation Ltd October 2010

STRATEGY 2: *Manage the Collections to art museum standards*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Research and consult into Collections' strengths, themes and content	Commenced	All staff	Ongoing
2.2 Implement new collection software for effective and professional cataloguing for collection management purposes	June 2010	Director Asst. Director Manager: Community & Cultural Services	DELAYED - this project co-ordinated by the Tweed River Regional Museum. Consultation completed; tender documents prepared and distributed.
2.3 Ensure all acquisitions are ratified by the Gallery Advisory committee and documented	Ongoing	Director Asst Director	Ongoing
2.4 Establish a procedure to ensure the care, management and use of the collection in Council buildings.	February 2010	Director Asst, Director Manager: Community & Cultural Services	Completed
2.5 Develop a Collection Management 'wish list' and acquire necessary storage, handling and display equipment for the collection	October 2009	Director	Completed and circulated to Friends and TRAG Foundation
2.6 Investigate and establish copyright details for Collection, especially new acquisitions	Ongoing	Asst. Director	Ongoing – liaison with AGNSW on this issue
2.7 Investigate and establish a Works For Lease Agreement and promote leasing of the collection to leading business houses, especially sponsors	November 2010	Director Manager: Community & Cultural Services	
2.8 Undertake conservation Report to prioritise artworks requiring conservation	October 2010	Director Asst. Director	Funding request submitted to TSC

STRATEGY 3: *Display Collections to art museum standards as per Exhibition Management Plan*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Develop and display a minimum of two, and a maximum of three exhibitions annually from the Gallery's Collection.	Commenced & ongoing	Director Asst. Director Exhibitions Curator	Ahead of target
3.2 Develop at least one of the Collection exhibitions for tour on a triennial basis	December 2009	Director Exhibitions Curator	Exhibition under development – theme of <i>Artists by artists</i>

PROGRAM

Education

OBJECTIVE

To establish the role of an Education Officer for the enhancement of the Gallery core programs

STRATEGIES

1. Present a detailed business case to Council outlining the necessities and benefits of establishing a new staff position of Education Officer
2. Initiate and develop educational activities which complement the core program of the Gallery
3. Develop an Outreach Program for the Gallery
4. Establish a vibrant volunteer Guide program which reflects community commitment to the future sustainability of the cultural life of the region

STRATEGY 1: *Present a detailed business case to Council outlining the necessities and benefits of establishing a new staff position of Education Officer*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Prepare business case for presentation to Council	February – March 2010	Director Manager: Community & Cultural Services	Workshop held with Councillors on this subject. Budgets, outcomes and other information presented. Presentation assisted by Friends and Foundation members. Unsuccessful bid result for TSC 2010-11 budget
1.2 Locate additional financial sources to fund Education Officer position	February – June 2010	Director Manager: Community & Cultural Services	Director approached TSC with Arts NSW Initiative funding idea over 3 year part-funding arrangement for consideration
1.3 Develop position Description for Education Officer position	August 2010	Director Manager: Community & Cultural Services Human Resources	Completed (in hope of successful Council budget submission)
1.4 Employ Education Officer	By June 2011	Director Human Resources	<div style="border: 2px solid red; padding: 5px;"> <p>Nov 2011 Funding approved by TSC Exec Management Team for part time position to commence 2011</p> </div>

STRATEGY 2: *Initiate and develop educational activities which complement the core program of the Gallery*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Establish Education Policy profile of the Gallery	August 2011	Director Education Officer	
2.2 Increase the diversity of the Gallery's activities through the promotion of fun and learning, and the presentation of educative and thematic programs	Following employment of Education Officer	Education Officer	Ongoing. Education duties provided by existing staff members as usual, supplemented by qualified education providers for specific programs and events
2.3 Extend the educational program which integrates the Gallery's activities into the classroom curriculum	Following employment of Education Officer	Education Officer	Ongoing, as above
2.4 Develop the after-school programs for younger Gallery visitors, including an annual competition and display	Following employment of Education Officer	Education Officer	In development
2.5 Develop the Artist Talk series and explore possibilities of developing an Art Lecture series	Ongoing	Public Programs Curator Education Officer	Ongoing, and successful
2.6 Incorporate the use of technology in the Gallery's program for public use and research	Commence January 2010 (dependent resources)	All staff	Multi-media incorporated into program
2.7 Explore possibilities, source and install comprehensive software for efficient bookings for Gallery events	Commence January 2010 (dependent resources)	Asst. Director Admin. Asst. Public Programs Curator	Delayed due to lack of resources

STRATEGY 3: *Develop an Outreach Program for the Gallery*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Provide one Collection-based portable activity each year to schools of the Tweed for hands-on experience of students	Commence January 2010, & ongoing program	Director Asst. Director Public Programs Curator	ongoing
3.2 Maintain links with major cultural institutions aiming to receive their outreach programs (eg. Wolfensohn Gift) and incorporate into Gallery's program	Ongoing	Public Programs Curator	ongoing

STRATEGY 4: *Establish a vibrant volunteer Guide program which reflects community commitment to the future sustainability of the cultural life of the region*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
4.1 Implement efficient and reliable management system of volunteer Guides	Following employment of Education Officer	Education Officer	
4.2 Develop a series of role profiles or Work Process Statement written for volunteers to ensure task / skills match and outline safety requirements	As soon as possible	Asst. Director Admin. Asst.	
4.3 Publication of a Volunteers' Manual	Following employment of Education Officer	Asst. Director Education Officer	In development, with TSC Human Resources staff
4.4 Develop a popular and thriving Gallery Guides program	Following employment of Education Officer	Education Officer	Some preliminary work completed with eager volunteers in lieu of progress of employment of Education Officer

Nov 2011

Position
Description for
Education /
Audience
Development
Officer to
include
Volunteer
Training
Package

PROGRAM

Public Programs

OBJECTIVE

To present vibrant program of public events which stimulates enjoyment and understanding of the Gallery's core roles within the wider community of the Tweed Shire

STRATEGIES

1. To initiate, develop and maintain a program of public events and activities which complement the core program of the Gallery

STRATEGY 1: *To initiate, develop and maintain a program of public events and activities which complement the core program of the Gallery*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Review Public Programs Policy profile of the Gallery	By August 2010	Director Public Programs Curator	Completed early 2010, but reviewed again for 2011-13 funding application
1.2 Continue to increase the scope and range of the Gallery's events program through the presentation and promotion of fun and learning	Ongoing	Director Public Programs Curator	Ongoing, with excellent results in terms of feedback and participation
1.3 Incorporate the use of technology in the Gallery's program for public use and research	Commence January 2010 (dependent resources)	All staff	
1.4 Explore possibilities, source and install comprehensive software for efficient bookings for Gallery events	Commence January 2010 (dependent resources)	Director Exhibitions Curator	Delayed due to lack of resources

PROGRAM

Marketing, Promotion and Revenue Generation

OBJECTIVE

To develop and enhance the positive profile of the Gallery and its programs within the Tweed Shire and further afield, including the corporate and public sectors, as well as the wider arts industries

STRATEGIES

1. Foster strong links with the business community with a particular focus on value adding to tourism needs
2. Develop greater utilisation of the Gallery's resources towards revenue generation
3. Develop and maintain a favourable image of the Gallery within the region as a cultural centre of high standard

STRATEGY 1: *Foster links with the business community with as particular focus on value adding to tourism needs*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Develop a Marketing Plan from focus group research and survey	June 2010	Gallery staff Manager: Community & Cultural Services TSC Marketing Staff	Almost completed: consultation also included TSC Marketing & Communications unit and Northern Rivers Tourism
1.2 Produce and distribute a range of promotional material aimed at different target audiences i.e. improved Media Releases, Newsletter, Calendar of Events, Teachers Update, travel industry update, corporate brochure, exhibition and event flyers, invitation etc	Ongoing	Gallery Staff	Ongoing, and achieving excellent results
1.3 Develop a mix of paid advertising, sponsorship and editorial throughout Murwillumbah, the Tweed Shire, wider New South Wales and national	Ongoing	All staff	Ongoing
1.4 Improve Gallery signage	As soon as possible	Director Asst. Director	Completed, but now under review again in line with launch of new TRAG Brand through TSC Marketing unit
1.5 Improve road signage	As soon as possible	Director Asst. Director Manager: Community & Cultural Services	Two new signs installed on the Tweed Valley Way. Some improvement still needed.

STRATEGY 2: *Develop greater utilisation of the Gallery's resources towards revenue generation*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Increase the profile of the Friends of the Gallery through membership drives	Ongoing	Director Asst. Director Friends of the Gallery	Ongoing, and targeted towards large events
2.2 Increase the profile of the Tweed River Art Gallery Foundation through membership drives and publicity	From August 2009	Director Asst. Director Foundation Board	Several events planned for these results – ongoing
2.3 Support Friends of the Gallery initiatives through promotion in the Friends' Newsletter. Assist Friends of the Gallery Committee with concept development and logistics of implementing activities	Ongoing	Director Friends of the Gallery President & Newsletter Editor	<div style="border: 2px solid orange; padding: 5px; width: fit-content;"> <p>Nov 2011 First successful event held Sept 2010; next planned for Feb 2011</p> </div> <p>Ongoing</p>
2.4 Support Tweed River Art Gallery Foundation initiatives through promotional campaigns.	From July 2009	Director Asst. Director Foundation Board	Ongoing – Foundation investigating employment of specialist
2.5 Conduct a range of visitor surveys to create and deliver audience development strategies to increase the Gallery's audience base	Re-commence June 2009	Director Asst. Director	<p>Ongoing – one major and one minor survey annually</p> <div style="border: 2px solid orange; padding: 5px; width: fit-content;"> <p>Nov 2011 Incorporated into Position Description for Ed/Aud Dev Officer</p> </div>
2.6 Promotion of Gallery spaces for hire through direct mail and brochure	Ongoing	Asst. Director Public Programs Curator	Ongoing
2.7 Improve and utilise Gallery Web Site	As soon as possible	Director Gallery staff TSC IT staff	<p>Improvements – campaigning for stand-alone site developed by Tweed River Art Gallery Communications</p> <div style="border: 2px solid orange; padding: 5px; width: fit-content;"> <p>Nov 2011 New site reflects new TRAG Brand launched on 15/11/10</p> </div>

2.8 Develop more effective relationships with The Gallery Cafe to increase Gallery patronage, including a permanent arrangement for the Friends of the Gallery and a discount 'stamp' deal for regular visitors	February 2009	Director FOG Committee	Ongoing Nov 2011 New event – Members' Coffee Morning introduced from Feb 2011 on mthly basis
2.9 Develop and distribute a Business Plan for the Art Gallery Shop	To be completed December 2009	Asst. Director Targeted volunteers	Delayed
2.10 Continually upgrade merchandise of the Art Gallery Shop and establish business orientated approach to consignment agreements	Ongoing	Admin. Asst.	Ongoing
2.11 Continue to run the Art Gallery Shop as a retail area which supports the core operations of the Gallery	Ongoing	Admin. Asst.	Ongoing – noticeable increase in profit since quality of merchandise improved
2.12 Generate income through the Art Gallery Shop to increase productivity of Gallery's core programs	Ongoing	Admin. Asst.	Ongoing – TRAG touring exhibition merchandise very successful

STRATEGY 3: *Develop and maintain a favourable image of the Gallery within the region as a cultural centre of high standard*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Demonstrate excellent Customer Service levels at all times	Ongoing, and monitored through regular feedback	All staff	Ongoing
3.2 Actively encourage new and renewed membership of the Friends of the Gallery	Ongoing , and targeted towards end of each financial year	All staff FOG Committee	Ongoing
3.3 Actively encourage new and renewed membership of the Tweed River Art Gallery Foundation	In earnest from August 2009	All staff Foundation Board	Targeted events planned and delivered in collaboration with Foundation
3.4 Increase links with other regional galleries to raise profile	Ongoing	Director Gallery staff Advisory Committee FOG Committee Foundation Board	Ongoing – regularly update mailing list
3.5 Develop off-site marketing and promotion of Gallery, and launch a new focus towards television and cinema advertising, with less of an emphasis on print material	Targeted efforts during late 2010 and ongoing	Director Asst. Director TSC Marketing staff	Some increase in television advertising, funded by the Friends of the Gallery due to limited TSC resources
3.6 Recruit and train volunteers and Gallery Guides to act as ambassadors of Gallery	Following employment of Education Officer	Education Officer	

PROGRAM

Administration

OBJECTIVE

To maintain efficient administrative systems and effectively manage the Gallery's financial and human resources

STRATEGIES

1. Emphasise 'team' approach to program and operations management
2. Support professional and skills development of staff towards enhancement of the Gallery's goals
3. Continue investigating methods of reducing costs and streamlining operations

STRATEGY 1: *Emphasise 'team' approach to program and operations management*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Align Gallery's plans and strategies within the framework of Community and Cultural Services	June 2009	Director Gallery staff	Updated KPI categories added to Unit Plan
1.2 Endeavour to have uninterrupted fortnightly staff meetings	Ongoing	Gallery staff	Difficulties continue
1.3 Introduce quarterly planning meetings and staff 'think-tanks'	December 2009	Gallery staff	Ongoing, with fruitful results
1.4 Conduct annual Strategic Planning Days involving the Gallery staff, the Advisory Committee, Friends of the Gallery and the Foundation Board	Commence June 2010	Gallery staff Advisory Committee FOG Committee Foundation Board	2010 Planning Day scheduled for late July
1.5 Introduce social program for enhanced team building	Commence June 2010	Gallery staff	Ongoing

STRATEGY 2: *Support professional and skills development of staff towards enhancement of the Gallery's goals*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Monitor personnel application through regular performance reviews	Biannually (in line with TSC)	Director Manager: Community & Cultural Services	Ongoing
2.2 Ensure staff receive assistance to strengthen effective work patterns	Ongoing	Director	
2.3 Request increase to casual employment budget line to allow more access to assistance for permanent staff	2009/2020 budget review	Director	Budget increase successful
2.4 Implement staff training programs (e.g. planning, time management and gallery program management) and link to the Performance Appraisal process	Commence ASAP	Director	Achieved
2.5 Support staff in applications for professional development programs where appropriate. Support multi-skilling initiatives for staff	Ongoing	Director	Ongoing

STRATEGY 3: *Continue investigating methods of reducing costs and streamlining operations*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Maintain best practice procedures in the Gallery accounting system	Ongoing	Asst. Director	Ongoing
3.2 Maintain best practice procedures in administrative functions (e.g. mail, records management, database management)	Ongoing	Director Asst. Director	Ongoing
3.3 Complete implementation of computer network; implement effective backup systems are maintained	As soon as possible	Director Manager, IT Services Admin Officer	Completed
3.4 Continue to monitor postal costs, including maximising bulk mail outs to schools twice each year, and instead focusing on email newsletter	Ongoing, and from January 2010	Asst. Director Admin. Asst. Public Programs Curator	Email introduced and is effective; FOG occasionally contribute to ongoing mail costs
3.5 Continue to monitor telephone usage to minimise charges	Ongoing	Director	Ongoing
3.6 Design and implement new and effective central filing system and encourage use of ECM	ASAP	All staff	Achieved, and in practice
3.7 Investigate use of corporate credit card system for Gallery purchases to increase efficiency in accounting systems	Ongoing – continue to present business case to TSC	Director Manager: Community & Cultural Services Manager, Finance Services	Unsuccessful

PROGRAM

Facility Management

OBJECTIVE

To maintain and improve the Gallery's physical environment through the provision of additional educational and family-friendly facilities

STRATEGIES

1. Enhance the Gallery's environment
2. Provide access to and improve all areas of the building and grounds to enhance visitor experience
3. Investigate funding opportunities and support construction of Stage III

STRATEGY 1: *Enhance the Gallery's environment*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Secure funding for an extension to the Frances Mills Education workshop from external sources towards installation and construction costs	From January 2010	Director Manager: Community & Cultural Services	Ongoing capital request to TSC
1.2 Establish time schedule and set goals for implementation of Kids' Spot in the permanent collection galleries with Tweed shire Council staff	December 2010	Director Public Programs Curator	
1.3 Conduct audit for Storage areas across all Gallery spaces	By December 2009	Asst. Director	Completed
1.4 Conduct regular audit of the Gallery's appearance and presentation and follow up with Council's contract cleaners	August 2009 and ongoing	All staff	Ongoing
1.5 Timetable and complete annual Working Bees in the Collection Storeroom, Workroom and Artist in Residence Studio	December 2009 and annually	All staff and some volunteers	Ongoing
1.6 Timetable and complete thorough clean and stocktake of Art Gallery shop facilities and stock	Monthly	Admin. Asst. some volunteers	Ongoing
1.7 Conduct feasibility study to extend trading area of the Gallery Café , including seeking relevant approvals from Tweed Shire Council	December 2009 – June 2010	Director Foundation Board TSC	Foundation Board remain focussed on this result. Joint funding proposal rejected by TSC.

STRATEGY 2: *Provide access to and improved all areas of the building and grounds to enhance visitor experience*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
2.1 Research methods of funding capital enhancement through public art, suitable sculpture and landscape design for the Gallery grounds	January 2011	Director Asst. Director	
2.2 Secure funding for the enhancement for the grounds and begin timelines	August 2011	Director Asst. Director Manager: Community & Cultural Services	
2.3 Engage landscape designer and/or Project Leader to manage the building project	November 2011	Director TSC staff	

STRATEGY 3: *Investigate funding opportunities and support construction of Stage III*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
3.1 Inform Tweed Shire council of Foundation's activities regarding Stage III	Ongoing	Director Asst. Director Manager: Community & Cultural Services	Ongoing
3.2 Identify and approach potential donors regarding funding for Stage III	June 2010	Director Foundation Board	Ongoing – although Director's focus remains on enhancing existing operations rather than extending building
3.3 Work with the Tweed River Art Gallery Foundation to promote advantages of addition of Stage III to the community	From June 2011	Director Foundation Board	Ongoing
3.4 Engage architect to supply draft plans for proposed extensions	December 2011	Director Foundation Board	

PROGRAM

Volunteers

OBJECTIVE

To present an enjoyable, educational and participative program for the Gallery's volunteers

STRATEGIES

1. Continue to foster a vibrant volunteer program which reflects community commitment to the future sustainability of the cultural life of the region

STRATEGY 1: *Continue to foster a vibrant volunteer program which reflects community commitment to the future sustainability of the cultural life of the region*

ACTION	TIMING	RESPONSIBILITY	UPDATE May 2010
1.1 Implement efficient and reliable management system for Art Gallery volunteers	Completed and ongoing	Asst. Director	Ongoing
1.2 Develop a series of role profiles written for volunteers to ensure task / skills match and outline safety requirements	Completed and ongoing	Asst. Director	Completed in consultation with Human Resources and CCS Unit
1.3 Publication of a Volunteers' Manual	(mostly) Completed	Asst. Director Admin. Asst.	Completed
1.4 Further develop the volunteer program into a popular and thriving activity	Ongoing	Director Asst. Director	Ongoing
1.5 Conduct one volunteer drive biannually	Completed & ongoing	Asst. Director	Ongoing
1.6 Present annual Volunteer Training Sessions	From January 2010	Co-ordinated by Asst. Director All staff	Next presentation planned for November 2010

Nov 2011
 Employment of Education / Audience Development Officer will incorporate Volunteer Training

TWEED RIVER ART GALLERY

ARTISTIC PLAN 2010 – 2012

INTRODUCTION

This Artistic Plan outlines the Tweed River Art Gallery's strategies for audience development and participation.

The Gallery is committed to increasing our visitor's participation and engagement in the arts and cultural activities and building our audience. The strategies encompassed by this Artistic Plan include programs which will aid audience research, and our marketing and promotional opportunities.

The Tweed River Art Gallery intends to utilise a number of strategies to increase visitor numbers, engagement and participation in our 2010-2012 program. These strategies are outlined in this Artistic Plan. In summary, the Gallery will introduce a number of new sustainable strategies to enhance audience experiences, including:

- directing funding towards the hire of bus services specifically to transport public school children to the gallery to participate in educative processes
- training selected volunteers to become Gallery Guides
- employing more artists to act as educational guides for school, tertiary and targeted tourist groups
- introducing technology and the associated equipment into the Gallery's mainstream operations, training relevant staff members and encouraging interactive programs for our visitors
- increasing the range and scope of delivery methods of programs (eg. oral participation, physical presentations involving performance, Web-based and multimedia presentations)
- increasing the Gallery's presence and program orientation on the Web through such strategies as the digitisation of the Collections providing access to the gallery's collections on-line

The Tweed River Art Gallery has identified the high priority of delivering high quality programs to the residents of, and visitors to the Tweed and Northern Rivers region. Encouraging the development of the Creative Industries in the region, the Gallery will be actively involved in collaborations with both Sydney-based cultural institutions and those to the north, strengthening our border connections. These collaborations will provide support for arts development in our region through the development of skills, partnerships and networks as well as providing access to touring product of high quality from metropolitan areas to the Tweed and greater regions.

AUDIENCE DEVELOPMENT, MARKETING AND EVALUATION

The 2010-2012 Artistic Plan aims to address the following areas:

1. Support individual professional and artistic development

Educational Workshops and associated programs conducted by the Tweed River Art Gallery through our artistic program provide employment opportunities to regional and intrastate artists and arts workers. Each presenter is paid a presentation or Artist Fee for the delivery of workshops, artist talks, presentations, demonstration days etc. These essential programs also develop the educational skills of each of these presenters. When experienced artists and presenters are employed by the Gallery, other artists participating in the structured activity are provided with the opportunity to absorb methods of presentation.

The Gallery's Community Access Exhibition Program (CAEP) is a proposal-based opportunity for regional artists to participate in the Gallery's annual program. Successful applicants work in close liaison with the staff of the Gallery to establish and learn methods in presenting a professional exhibition. This mentorship provides extensive professional development to many artists, especially those who are exhibiting for the first time in a professional space.

2. Stimulate arts and cultural development in NSW

The TRAG program and staff do much to stimulate the arts in regional NSW. The Gallery provides up to 30 exhibitions each year, many of which are rarely available to regional audiences. The facility and its program is an excellent source of contemporary practice for many artists, especially those tertiary students studying at neighbouring universities and TAFE colleges. The Gallery's exhibition and workshop program provides so many opportunities and access to professional artists via master classes and floor talks to students and practicing artists, both established and emerging in their own practices.

The Gallery and the staff also provide on-going professional advice and offer a well-stocked research facility through our Library and Artist Files.

The venue itself also stimulates arts and cultural development due to its stunning architecture, location, facilities and availability as a hireable venue.

3. Contribute to innovation within and across art forms

The Gallery's forward program for 2010 – 2012 encompasses a variety of innovative ways to present a number of art forms. The rehangs of the permanent collection present new ways of viewing the traditional visual representation of people through the portraiture genre. Digital and multi-media works were introduced during the 2009 program and were very favourably received by our visitors, principally through the presentation of the exhibition *Face to Face: portraiture in a digital age* toured by d/Lux/MediaArts. New media will now play an important role in the future program of the Gallery, while the curatorial elements of the collection-based exhibition challenge the traditional to present more conceptual ways of viewing this genre. The *Olive Cotton Award for photographic portraiture* also encourages innovation in its vision statements and each year new forms of digital and photographic processes are presented as elements of this important award. The exhibition *My Favourite Australian* toured by the National Portrait Gallery will also play an important role in the Gallery presenting exhibitions in a more innovative manner. Performance and installation art are also key elements of the 2010-2012 program.

4. Improve performance and production standards

The 2010-2012 program mentors artists, particularly through the CAEP program in achieving professional standards and improving the presentation of their practice.

The presentation of exhibitions and educational activities through the program which involve new technologies will vastly improve the performance of the venue and provide much-needed professional development and training for the small staff of the Gallery. The venue will be significantly upgraded through the introduction of multi-media equipment and modes of delivery which will enhance audience experiences.

The digitisation and upgrading of collection management software will also improve the performance of the Gallery and our presentation of information to regional and metropolitan audiences and potential collaborative partners.

5. Improve industry and capacity and sustainability

As outlined above, the 2010-2012 program will do much to improve the visual arts industry's capacity and sustainability for the future. New technologies and the digitisation of the collection, once installed, offer sustainable answers to the delivery of future innovative programs. The assets of the Collection will be available on line for future learning and research for students and artists, while the upgrade of the Gallery's exhibition spaces will allow for the programming of cutting edge exhibitions which have previously been inaccessible to the facility.

6. Promote and support of Aboriginal arts and cultural activities

The 2010-2012 program encourages, promotes and supports Indigenous artists and cultural activities. The Gallery has developed, and continues to foster, a 4 Year Plan in consultation with the Tweed's Aboriginal Advisory Committee and the Tweed Wollumbin Aboriginal Education Consultative Group. The Gallery has initiated an exhibition and series of public programs to coincide with NAIDOC week, as outlined in the Artistic Plan. Through regular discussion and planning with the Tweed Shire Council's Aboriginal Liaison Officer and attendance at meetings of the AAC and other partnership opportunity meetings, the Gallery is able to offer programs which encompass Aboriginal arts. The Gallery also includes a traditional Welcome to Country at each of the official opening functions. Song, dance and the spoken word are incorporated into the proceedings. The Gallery employs a number of endorsed Aboriginal people for these occasions and thus helps to promote and support Aboriginal cultural activities.

7. Promote and supporting arts in a culturally diverse society

The 2010-2012 program provides access to people from culturally and linguistically diverse communities. A number of the programs included in this Artistic Plan specifically target the State's culturally diverse society through engaging and participative events and public programs. Some elements of the program which support this policy are included via the programs themes through such exhibitions and programs as *Zhingjian: Midway, My Favourite Australian*, *The Blake Prize for Religious Art* and the Community Access Exhibitions Program.

8. Support regional arts development

Tweed River Art Gallery's forward program supports the development of skills, partnerships and networks and aims to increase participation in regional arts and cultural activities. Examples include the CAEP program, the employment of many artists and artworkers to present the wide variety of participative events offered through the program. The Gallery enjoys strong links with organisations such as Arts Northern Rivers and the Northern Rivers Regional Development Board. The Director is a member of a number of committees, including the University Art Collection Committee of Southern Cross University and is often called upon to present lectures at workshops and tertiary institutions.

The program has actively encouraged collaboration with Sydney-based cultural institutions and other regional galleries across NSW. The Gallery has developed, and continues to foster, a strong support base for many regional artists and co-operatives.

MARKETING

The Artistic Plan also includes a number of Results indicators. These indicators will be used to evaluate the success, benefits (or otherwise) of the strategies outlined in the body of the Business Plan.

Examples of other results indicators, in addition to those set out in the Business Plan include:

- participant Workshop Feedback forms
- audience surveys (conducted every 6 months for 5 week periods – usually in line with an exhibition display cycle)
- email newsletters to artists listed on our Artist Database
- web-based response line to the Friends of the Gallery *Artifacts* newsletter
- open email avenue
- Visitor and Comments books located in the Gallery
- Suggestion Box located in the Gallery
- The ongoing collection of comments and material through our volunteer reception desk personnel
- Tweed Shire Council's website and customer service lines

EVALUATION

Evaluation of the Gallery's program provides a vital source of information in the forward planning of the Gallery's artistic program. Some strategies, such as Visitor Surveys and Workshop Participants feedback forms have already provided excellent information in terms of addressing the program's shortfalls and areas for improvement, as well as the drawing attention to the successful and more popular outcomes.

As an example, the following information includes some statistical information collated following the most recent Visitor Survey (October 2008) results:

With the aim of analysing the statistics to develop audiences, the survey covered a range of questions including visitor satisfaction, place of residence, what they would like to see in the Gallery, how they heard about and travelled to the Gallery, and their experiences in the Gallery Café. This survey was conducted through the volunteers at the reception desk

- 180 survey forms were collected over a period of 24 days in October 2008.
- There was no television advertising campaign during this period.

Attendances

Note: 2004 and 2006 figures have been left in brackets for comparison.

- The Gallery has attracted many new visitors: 44.44% of people had never visited the Gallery before (2004 -72% and 2006- 56%). As expected, this rate is declining.
- The highest number of visitors on any given day was 701.
- The Gallery receives an average of 1,075 visitors per week.
- In the old building attendances per year averaged between 18,000 and 22,000 per year, with a weekly average of 346 to 423.

Who visits?

- More women than men visit the Gallery: 64% of visitors were female (2004-65%; 2006-66%). 29% were male (2004-27%; 2006-30%) and 7% did not state their gender. Overall, this is a similar ratio of men to women from the previous surveys.
- Visitors were spread over all age groups:
5% under 25 years (NB: this figure is understated as young children and children in school groups were not questioned)
- 6.67 % aged 26 to 40 years (2004-9%; 2006-10%)
- 58.33% aged 41 to 65 years (2004-61%; 2006-52%)
- 28.89% aged over 66 years (2004-23%; 2006-30%)
- 1.11% unknown (2004-2%; 2006-6%)
- 11.67% of visitors were Friends of the Gallery (2004-10.95%; 2006-8%)

Where do they come from?

- 30.56% of visitors came from the Tweed Shire. This represents a larger figure than in 2006. (2004-41%; 2006-22%)
- 13.89% from Banora Point, Tweed Heads and the Coastal Villages (2004-23%; 2006-13%)
- 16.67% from postcode 2484 - Murwillumbah, Uki, Tyalgum, Stokers Siding, Chillingham etc. (2004-18%; 2006-9%)
- 11.67% from other areas in NSW, mainly Byron Bay, Mullumbimby, Lismore, Casino, Burringbar and Ballina (2004-12%; 2006-24%)
- 18.89% from NSW other areas including Sydney, which was 3.33% - indicating a lower figure than 2004 (4.76%) and 2006 (4%). (2004-17.62%; 2006-27%)
- 26.67% from all areas of Queensland (2004-15%; 2006-34%)
- 15% from the Gold Coast (2004-5%; 2006-22%)
- 8.89% from Brisbane (2004-3%; 2006-11%)
- 6.67% from other states (2004 - 7.15%; 2006-6.5%)
- 5% from overseas (2004-4.7%; 2006-4%)

Travelled to Murwillumbah to see the Gallery?

- Yes: 52.75% (2004-36.99%; 2006-70.4%)
- No: 39.56% (2004-27.17%; 2006-25.2%)

How did they hear about the Gallery or Exhibition?

- A large proportion of visitors hear about the Gallery or specific exhibitions by word of mouth: 61.58% (2006-53%)
- Advertising 17.9% (2006-25%)
- Direct Mail 8.95% (2006-11%)

Frequency of visit

- 44.44% of visitors came for the first time (2004-71.43%; 2006-56%)
- 31.67% visited occasionally (2004-11.43%, 2006-27%)
- 23.33% visited regularly (2004-13.33%; 2006-16%)

Did they come to see a specific exhibition?

YES! 24.44% of visitors during this period had come specifically to see the exhibitions. (2004-13.81%; 2006-60% - *Archibald Prize tour*)

The majority (90%) of visitors very much enjoyed the portraits from the Gallery's collection, rating 7 to 10 in this category. Similar scores are reflected for the other exhibitions.

The Gallery Cafe

61.66% of visitors surveyed also attended the Café. Of that figure, most were happy with the service and the food.

Summary

The survey confirms that:

- It is easier to attract visitors from NSW than Queensland, even though travel time from Mullumbimby is equal to travel time from the lower Gold Coast.
- Advertising on the North Coast is cheaper and more effective than advertising on the Gold Coast.
- Gallery visits are planned, and travelling is not an obstacle for most visitors.

ATTENDANCES

During the past year, the Tweed River Art Gallery's annual visitation (1/7/08 – 30/6/09) was as follows:

TOTAL:	58,248	(previous year 1/7/08 – 30/6/08 was 54,588)
	293,853	Visitors to the new building since September 2004
	92	workshops
	1,174	attendees at workshops
	49	public programs
	1,317	attendees at public programs
	8	exhibition openings
	3,288	attendees at exhibition openings
	83	bus groups
	1,993	bus group participants
	44	school groups
	885	student visitors (580 primary, 236 secondary, 58 tertiary)
	19	committee meetings
	76	committee meeting attendees
	58	Foyer hire commitments
	3,624	Foyer hire participants
	353	Events held at Tweed River Art Gallery

TARGETED AUDIENCES

The following key target audience groups relate to the assessment criteria used in the Tweed River Art Gallery's 2010-2012 Artistic Plan:

1. people living and/or working in regional NSW
2. young people
3. people from culturally or linguistically diverse (CALD) backgrounds
4. Indigenous people
5. people with a disability
6. people living and/or working in Western Sydney



Tweed River Art Gallery







Tweed River Art Gallery
Artistic Plan 2011 - 2013

The Tweed River Art Gallery Artistic Plan supports the Business Plan 2010 - 2012, and reflects the professional manner in which the Gallery conducts our operations. It draws on the strengths of the small, yet dedicated staff, our site, resources, initiatives and establishment of new partnerships to ensure that the Gallery continually moves forward.

The major themes of the 2011 - 2013 program are:

- audience development
- community engagement (especially through public programs for artists, families and children)
- sustainability

LEGEND:

-  = Tweed River Art Gallery INITIATIVE through the Community Exhibitions Access Program (CAEP)
-  = Tweed River Art Gallery exhibition utilising the COLLECTION
-  = Tweed River Art Gallery exhibition in COLLABORATION with partner institution
-  = Tweed River Art Gallery INITIATIVE exhibition developed to Tour
-  = Tweed River Art Gallery INITIATIVE exhibition
-  = Incoming TOURING exhibition

Community Access Exhibitions Program (CAEP)

The aim of the CAEP is to provide regional artists with professional venues for exhibitions of new work which promote their careers and endeavours within the regional community and beyond. Applicants must be residents of Tweed, Kyogle, Lismore, Byron or Scenic Rim local Government area, or Gold Coast City. In the case of group exhibitions at least half the applicants must satisfy the resident requirement. Proposals submitted under the CAEP are considered and offered by an Exhibition Committee according to timelines devised every 2 years. This information is available in hard copy at the Gallery, or via the Gallery's website.

The proposed annual target of the CAEP is to:

- present and promote the works of at least 8 artists in a variety of media
- mentor the CAEP artists through professional development programs with TRAG staff
- introduce artists to other support and professional networks
- prepare artists for presentation of public programs to visitors and the general public

Audience Development and Public Programs

Tweed River Art Gallery is strongly committed to audience development and has an active and lively range of Public Programs. The aim of these programs is to reach as many different groups of visitors as possible and to principally connect people with art. Programs include a variety of activities including: artist and curator floor talks; workshops; master classes; weekend art classes; concerts; school holiday workshops and guided tours on request. Regular public programs include artist talks by guest speakers in conjunction with most exhibitions. Special events such as lectures, concerts, performance and practical workshops cater for a broad range of audiences, including specialist groups.

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
<p>Touring until August 2011</p>	<p><i>Seduction and Subversion: the art of James Guppy 1999 – 2009</i> Celebrating the 20th anniversary of his first professional solo exhibition, TRAG presents an exciting survey of works produced by renowned painter James Guppy.</p> <p>Artist: James Guppy</p> <p>TOUR VENUES: Tweed River Art Gallery Bathurst Regional Art Gallery Manning Art Gallery Wollongong City Gallery Orange Regional Gallery Logan Art Gallery Manly Art Gallery & Museum Coffs Harbour Regional Gallery Albury Regional Art Gallery</p> <p><i>A TRAG INITIATIVE Exhibition developed to tour</i></p>	<ul style="list-style-type: none"> ▪ people living and/or working in regional NSW ▪ young people ▪ people from culturally and linguistically diverse backgrounds ▪ Indigenous people ▪ people with a disability ▪ people living and/or working in Western Sydney 	<ul style="list-style-type: none"> ▪ production of a commissioned Education kit to accompany exhibition and tour ▪ availability of artist and/or curator to speak at each of the touring venues ▪ production of a 48pp colour catalogue 	<ul style="list-style-type: none"> ▪ production of a range of merchandise to accompany exhibition and tour ▪ successful tour and liaison with private lenders and commercial gallery dealers 	<ul style="list-style-type: none"> ▪ 25,000 visitors to exhibition ▪ successful grant application to Gordon Darling Foundation for catalogue ▪ Continuing sale of merchandise post exhibition and on tour
<p>Until Sunday 1 May 2011</p> <p>Official opening function Friday 28 January 2011 in conjunction with <i>Surface Tension: the art of Euan Macleod 1991 - 2009</i> to capitalise on New Zealand connections</p>	<p><i>Out of the box: New Zealand printmakers from Solander Works on Paper Gallery</i> Presenting a vibrant snapshot of contemporary New Zealand printmaking.</p> <p>The Anthony Gallery</p> <p>Artists: 20 artists selected by the Directors of Solander Works on Paper gallery, Wellington, NZ and Tweed River Art Gallery.</p> <p><i>A TRAG Exhibition in COLLABORATION with Solander Works on Paper Gallery, NZ</i></p>	<ul style="list-style-type: none"> ▪ printmakers of the region and further afield in NSW and south-east Queensland ▪ New Zealand expatriates of the region ▪ Indigenous people ▪ school and university students ▪ people living and/or working in regional NSW 	<ul style="list-style-type: none"> ▪ exhibition preview and opening address and with Director of Solander Gallery Vincent Drane ▪ Panel discussion covering topic of contemporary printmaking practice in New Zealand ▪ commissioned writer to produce piece on the exhibition for publication in IMPRINT and other journal 	<ul style="list-style-type: none"> ▪ collaboration with leading contemporary gallery in Wellington, New Zealand 	<ul style="list-style-type: none"> ▪ high visitor satisfaction ▪ increased attendance in upcoming print workshops offered by Gallery ▪ increased media attention through international collaboration on program

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
<p>Until Sunday 8 May 2011</p>	<p>d/Art: on screen A two part screening program of contemporary Australian video art. The Friends Gallery</p> <p>Artists: Angelica Mesiti, Alexis DeStoop, Soda_Jerk, Sue Healey and Daniel Mudie Cunningham</p> <p><i>A TRAG Exhibition in COLLABORATION with d/Lux/MediaArts</i></p>	<ul style="list-style-type: none"> ▪ targeting young audiences, especially through schools programs ▪ targeting families and holiday audiences ▪ children and families with special needs children ▪ people living and/or working in regional NSW ▪ general public ▪ Technology and Design students from Southern Cross University and the regional TAFE courses 	<ul style="list-style-type: none"> ▪ education kit produced to specially complement the exhibitions ▪ artist talks with two of the artists per program ▪ panel discussion / forum on the development and current trends in new media art work collaborative program delivered in conjunction with The Edge, SLQ, and involving artists from program and curators working with artists 	<ul style="list-style-type: none"> ▪ intensive staff training and development provided by d/Lux/MediaArts in implementation and 'maintenance' of the programs and equipment ▪ purchase of necessary equipment to stage exhibitions 	<ul style="list-style-type: none"> ▪ this partnership supports the increase and development in new media throughout the Regional Gallery sector ▪ continued skills development for TRAG staff towards confidently presenting new media works ▪ reaching new youth audiences
<p>21 January – 16 October 2011</p>	<p>Favourites from the Collection A diverse selection of works that showcase the most accomplished and most popular works from the Gallery's collection. The Withey Family Gallery</p> <p>Artists include: G.W. Bot, John Coburn, Lawrence Daws, Thomas Dean, Penny Dowie, George Fetting, Henry Hanke, Robert Hannaford, Geoffrey Hannah, Euan Macleod, Donna Marcus, Josonia Palaitis, Anna Platten, Rodney Pople, Tom Roberts, William Robinson, Jenny Sages, H.C. Simpson, Henri Tebbit, Greg Weight and Hui Hai Xie.</p> <p><i>A TRAG Exhibition utilising COLLECTION</i></p>	<ul style="list-style-type: none"> ▪ general public ▪ audiences interested in portraiture, printmaking and contemporary artists ▪ regular visitors wishing to revisit favourite works ▪ school visits 	<ul style="list-style-type: none"> ▪ extended labels providing additional information on artist and sitter / techniques as applicable ▪ Artist talks with Donna Marcus and Geoff Hannah ▪ Masterclasses with Jenny Sages and Josonia Palaitis 	<ul style="list-style-type: none"> ▪ satisfy audience demand for access to significant artists ▪ Arts and cultural activity 	<ul style="list-style-type: none"> ▪ increased attendance in workshop program ▪ increased access to collection works

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
<p>On exhibition at TRAG: 28 January – 27 March 2011</p> <p>Touring until December 2011</p>	<p>Surface Tension: the art of Euan Macleod 1991 – 2009 This significant project is the first major touring exhibition of works by Euan Macleod. The survey will trace Macleod's concentrated distillation of elements from both the Australian bush and his homeland of the South Island of New Zealand.</p> <p>Artist: Euan Macleod</p> <p>TOUR VENUES: SH Ervin Gallery, Sydney Tweed River Art Gallery Newcastle Region Art Gallery Orange Regional Gallery Morrington Peninsula Regional Art Gallery University of Queensland Art Museum</p> <p><i>A TRAG INITIATIVE Exhibition developed to Tour</i></p>	<ul style="list-style-type: none"> ▪ people living and/or working in regional NSW ▪ young people ▪ people from culturally and linguistically diverse backgrounds ▪ Indigenous people ▪ people with a disability ▪ people living and/or working in Western Sydney 	<ul style="list-style-type: none"> ▪ commissioning of Education Kit to accompany exhibition and tour ▪ artist floor talks and/or curatorial exhibition talks at each venue ▪ 'meet the artist' preview at selected venues ▪ production of a 64pp colour catalogue ▪ masterclass with Euan Macleod 	<ul style="list-style-type: none"> ▪ strong working relationships with leading commercial galleries, lenders and private collectors ▪ strong working relationship with each of the venue galleries ▪ strong working relationship with commissioned curator of the project ▪ multiple opportunities for audience contact with popular and approachable artist 	<ul style="list-style-type: none"> ▪ successful Visions of Australia applications (both Development and Touring) ▪ professional recognition and improved profile for Gallery from industry for major project ▪ excellent media reviews and coverage of the exhibition ▪ 1,000 visitors per week at each venue
<p>28 January – 27 March 2011</p>	<p>Corpse An exhibition of mezzotints by three Australian printmakers, showcasing work published in an upcoming artist book "Corpse".</p> <p>The Boyd Gallery</p> <p>Artists: Graeme Peebles, Greg Hamson, Anne Austin</p> <p><i>A TRAG INITIATIVE exhibition</i></p>	<ul style="list-style-type: none"> ▪ printmakers and visual arts students ▪ regional audience 	<ul style="list-style-type: none"> ▪ extended labels to explain technique of mezzotint ▪ exhibition talk on printmaking processes ▪ mezzotint demonstration with Graeme Peebles 	<ul style="list-style-type: none"> ▪ showcase specialist printmaking process 	<ul style="list-style-type: none"> ▪ demystify specialist printmaking process
<p>28 January – 27 March 2011</p>	<p>Convergence A selected exhibition from two recent series of works in glass sculpture, creating a dialogue between to bodies of work.</p> <p>The Macnaughton Focus Gallery</p> <p>Artist: David Russell</p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage ▪ increase in featured artist's professional profile ▪ art sales ▪ first time visitation resulting from new exhibitor

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
1 April – 29 May 2011	<p>CPM National Print Awards A selected exhibition of entries in this increasingly popular biennial award that encourages the making of fine art prints in all their diversity. 2011 Judge is Professor Sasha Grishin. The Temporary Exhibitions Gallery</p> <p>Artists: selected from entrants from across Australia</p> <p>A TRAG exhibition in COLLABORATION with Community Printmakers Murwillumbah (CPM)</p>	<ul style="list-style-type: none"> people living and/or working in regional NSW local printmakers and visual arts students printmakers from NSW, South-east Qld and further afield 	<ul style="list-style-type: none"> keynote address by Prof. Sasha Grishin didactic panels explaining printmaking processes printmaking demonstrations by CPM members 	<ul style="list-style-type: none"> collaboration with CPM 	<ul style="list-style-type: none"> promote the medium of artists' prints through promotion of prize established and ongoing Award attracts entries nationwide and from emerging, mid-career, established and master printers
1 April – 29 May 2011	<p>The Black Madonna A joint exhibition of collaborative and individual works that explore the powerful iconography of the Virgin Mary and the Black Madonna. The Boyd Gallery</p> <p>Artists: Karla Dickson and Ishita Wilson</p> <p>A TRAG INITIATIVE exhibition</p>	<ul style="list-style-type: none"> Indigenous audience students, educators, commercial art dealers peers, family, friends and colleagues of artists young people 	<ul style="list-style-type: none"> Artists talks by both artists exhibition floorsheet 	<ul style="list-style-type: none"> connection with Indigenous artists / community 	<ul style="list-style-type: none"> increase in Indigenous visitors
1 April – 29 May 2011	<p>Vorsorgeprinzip? From Bali to Copenhagen An exhibition of complex works on paper exploring the drivers and impacts of climate change. The Macnaughton Focus Gallery</p> <p>Artist: Professor Roslyn Taplin</p> <p>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>	<ul style="list-style-type: none"> regional audience students, educators, commercial art dealers peers, family, friends and colleagues of artist young people 	<ul style="list-style-type: none"> artist floortalk: art and climate change from a personal viewpoint and looking at the broader international context scientific perspective from Tweed Shire Council Biodiversity staff floorsheet with artist statements 	<ul style="list-style-type: none"> assisting artist by developing and distributing media packages and brokering contact with media collaboration with Tweed Shire Council Biodiversity staff 	<ul style="list-style-type: none"> media coverage increase in professional profile for featured artist first time visitation resulting from new exhibitor

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
6 May – 7 August 2011	<p>Freshwater Saltwater – Aboriginal and Torres Strait Islander prints A selection of prints by ATSI artists, inspired by the common theme of water, from the Australian National Maritime Collection.</p> <p>The Anthony Gallery</p> <p>Artists: including Ian W Abdulla, Bunduk Marika, Denis Nona and Brian Robinson.</p> <p>A TOURING exhibition from the Australian National Maritime Museum</p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators ▪ young people ▪ Indigenous artists and other community members ▪ Torres Strait Islander visitors 	<ul style="list-style-type: none"> ▪ exhibition labels and theme panels ▪ education resource kit comes with exhibition ▪ presentation with exhibiting artist ▪ deliver workshop in collaboration with Arts Northern Rivers to encourage Indigenous artists to explore a new medium 	<ul style="list-style-type: none"> ▪ collaboration with Australian National Maritime Museum ▪ collaboration with Arts Northern Rivers ▪ present events for local NAIDOC week celebrations 	<ul style="list-style-type: none"> ▪ increase in Indigenous visitors especially around NAIDOC week
13 May – 4 December 2011	<p>Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Friends Gallery</p> <p>Artists: to be announced</p> <p>A TRAG Exhibition utilising COLLECTION</p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ Indigenous audiences ▪ general public 	<ul style="list-style-type: none"> ▪ series of artist talks throughout the 7 month exhibition period discussing their practice and the importance of regional collections ▪ Two exhibition floortalks delivered by Gallery Director on how the collection is managed ▪ Production of exhibition floorsheets 	<ul style="list-style-type: none"> ▪ Professional collection management practices including curatorial, framing, conservation, production of extended labels ▪ Audience development and participation ▪ Arts and cultural activity ▪ access to a variety of collection works 	<ul style="list-style-type: none"> ▪ increase in visitation by local public schools ▪ increase in visitation by artists ▪ increased awareness of collection ▪ increase in donations to the collection
10 June – 24 July 2011	<p>The Archibald Prize 2011: NSW Regional Tour An exhibition of finalists in the 2011 Archibald Prize, one of Australia's most prestigious awards for portraiture painting.</p> <p>The Temporary Exhibitions and Boyd Galleries</p> <p>Artists: to be announced</p> <p>A TOURING exhibition from the Art Gallery of New South Wales.</p>	<ul style="list-style-type: none"> ▪ artists and art historians ▪ people living and/or working in regional NSW ▪ targeting families ▪ general public 	<ul style="list-style-type: none"> ▪ using resources from AGNSW provide education kit information to primary, secondary and tertiary students ▪ series of floor talks by participating artists – past or current ▪ Director's floortalk on the selection process for the Archibald prize 	<ul style="list-style-type: none"> ▪ audience development and participation ▪ respond to audience request for this exhibition ▪ arts and cultural activity 	<ul style="list-style-type: none"> ▪ increase in visitation, especially regional and national artists, family groups and school groups ▪ increase in promotional activities and coverage by regional media

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
10 June – 24 July 2011	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery</p> <p>Artist: to be advised</p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> • regional audience • students, educators, commercial art dealers • peers, family, friends and colleagues of artist • young people 	<ul style="list-style-type: none"> • artist floortalk or workshop • artist demonstration ("in-residence" program) • floorsheet with artist statements 	<ul style="list-style-type: none"> • assisting artist by developing and distributing media packages and brokering contact with media • exposure for emerging artist 	<ul style="list-style-type: none"> • media coverage • increase in professional profile for featured artist • art sales • first time visitation resulting from new exhibitor
29 July – 18 September 2011	<p>Olive Cotton Award for photographic portraiture 2011 A long standing and high profile biennial award for excellence in photographic portraiture, offering a major award (acquisitive) of \$20,000, funded by the family of Olive Cotton, and additional acquisitive awards to the value of \$4,000 funded by the Friends of the Tweed River Art Gallery Inc. The Temporary Exhibitions and Boyd Galleries</p> <p>Artist: awarded finalists to be announced</p> <p><i>A TRAG INITIATIVE exhibition</i></p>	<ul style="list-style-type: none"> • photography artists of the region • established photographers and artists of Australia, including past winners • people living and/or working in regional NSW • targeting families and holiday audiences • general public 	<ul style="list-style-type: none"> • education fact sheets for entrants on how to submit suitable images for pre-selection and for reproduction in catalogue • symposium/forum on portraiture in photography with an assembled panel of curators, photographers and columnists • 16pp colour catalogue • education fact sheet on photographic techniques 	<ul style="list-style-type: none"> • increased participation in the award following change to biennial • Audience development and participation • commitment to hanging large number of entries • professional opportunity for emerging photographers • strengthened partnership with Olive Cotton's family as principal sponsors of the Award 	<ul style="list-style-type: none"> • increased awareness of the Award which now offers a \$20,000 major prize and over \$4,000 in additional prizes • increase in entry numbers • increase in visitors 25 – 35yrs bracket • increase in visits by photographers and filmmakers • increase in family visitation
29 July – 18 September 2011	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery</p> <p>Artist: to be advised</p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> • regional audience • students, educators, commercial art dealers • peers, family, friends and colleagues of artist • young people 	<ul style="list-style-type: none"> • artist floortalk or workshop • artist demonstration ("in-residence" program) • floorsheet with artist statements 	<ul style="list-style-type: none"> • assisting artist by developing and distributing media packages and brokering contact with media • exposure for emerging artist 	<ul style="list-style-type: none"> • media coverage • increase in professional profile for featured artist • art sales • first time visitation resulting from new exhibitor

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
12 August 2011 – 5 February 2012	<p>Seven Little Australians A stunning exhibition of large scale oil paintings, sketchbooks and preliminary illustrations, produced by John Lennox to illustrate the 1994 centennial edition of a perennial Australian literary favourite, <i>Seven Little Australians</i>.</p> <p>The Anthony Gallery</p> <p>Artist: John Lennox</p> <p>A TOURING exhibition from Dromkeen Collection Art Gallery</p>	<ul style="list-style-type: none"> people living and/or working in regional NSW families and young people educators, librarians illustrators and authors visitors attracted by nostalgic interest 	<ul style="list-style-type: none"> selection of costumes used by illustrator on display story telling sessions with professional storyteller Jenni Cargill Strong art and craft activities for children during school holiday periods 	<ul style="list-style-type: none"> attract first time visitors through special interest theme engage children and families engage visitors through historical themes 	<ul style="list-style-type: none"> media coverage increased family visitation
23 September – 13 November 2011	<p>Perspectives: Jon Cattapan and eX de Medici Groundbreaking works by two artists, commissioned by the Australian War Memorial to record Australia's peace-keeping activities and operations in East Timor and the Solomon Islands.</p> <p>The Temporary Exhibitions Gallery</p> <p>Artists: Jon Cattapan and eX de Medici</p> <p>A TOURING exhibition from the Australian War Memorial</p>	<ul style="list-style-type: none"> returned service personnel contemporary artists Pacific Islanders students of political studies defence force personnel 	<ul style="list-style-type: none"> exhibition preview talk with Jon Cattapan Masterclass with Jon Cattapan Australian War Memorial curator to deliver exhibition talk presentation by defence forces personnel about peacekeeping operations in East Timor 	<ul style="list-style-type: none"> attract first time visitors through special interest theme 	<ul style="list-style-type: none"> increased media coverage due to high profile artists and topical subject matter increased visitation through targeting special interest groups
23 September – 13 November 2011	<p>Caldera Art 2011 Selected works in mixed media, promoting and raising awareness of the intrinsic biodiversity of the region of northern NSW and southeast Queensland.</p> <p>The Boyd Gallery</p> <p>Artists: to be announced</p> <p>A TRAG exhibition in COLLABORATION with Caldera Regional Arts Inc.</p>	<ul style="list-style-type: none"> young people visitors with an interest in science and environmental issues family groups educational groups peers, family, friends and colleagues of artist 	<ul style="list-style-type: none"> presentation or panel discussion with participating artists and Biodiversity staff from Tweed Shire Council 	<ul style="list-style-type: none"> collaboration with Caldera Regional Arts Inc. collaboration with Tweed Shire Council 	<ul style="list-style-type: none"> professional development for emerging artists increase of visitor awareness of region's biodiversity tourism

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
23 September – 13 November 2011	<p>15th Les Peterkin Portrait Prize for Children A popular and colourful exhibition of winning and highly commended entries in a highly regarded prize, attracting over 1,000 entries from 20 schools in the Tweed / Ballina area.</p> <p>The Macnaughton Focus Gallery The Peter and Judy Budd Foyer</p> <p>Artists: selected primary school students</p> <p>A TRAG exhibition in COLLABORATION with Tyalgum Public School</p>	<ul style="list-style-type: none"> ▪ young people ▪ primary school students ▪ family groups ▪ peers, family, friends and colleagues of artist ▪ educational groups ▪ students with special needs ▪ people living and/or working in regional NSW ▪ people from culturally diverse backgrounds ▪ Indigenous people 	<ul style="list-style-type: none"> ▪ art activities for children prior to award ceremony ▪ award ceremony recognising artistic achievement as comparable to sporting and performing arts ▪ range of activities for primary school students based on 2011 theme "in my environment" ▪ specially tailored visits for school groups upon request ▪ a specially developed program to engage and assist young students from at least two of the special needs schools of the region 	<ul style="list-style-type: none"> ▪ collaboration with local primary school ▪ staff development opportunities: participation in selection process and opening speeches ▪ collaboration with two special needs schools of the region 	<ul style="list-style-type: none"> ▪ increase in number of family groups including high rate of first time visitors ▪ increase in number of school visits during this period ▪ established and ongoing reputation of Prize ▪ consistently popular exhibition
21 October 2011 – end July 2012	<p>Works from the Collection - to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Withey Family Gallery</p> <p>Artists: to be announced</p> <p>A TRAG Exhibition utilising COLLECTION</p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ Indigenous audiences ▪ general public 	<ul style="list-style-type: none"> ▪ series of artist talks throughout the 9 month exhibition period discussing their practice and the importance of regional collections ▪ Two exhibition floortalks delivered by Gallery Director on how the collection is managed ▪ Production of exhibition floorsheets 	<ul style="list-style-type: none"> ▪ Professional collection management practices including curatorial, framing, conservation, production of extended labels ▪ Audience development and participation ▪ Arts and cultural activity ▪ access to a variety of collection works 	<ul style="list-style-type: none"> ▪ increase in visitation by local public schools ▪ increase in visitation by artists ▪ increased awareness of collection ▪ increase in donations to the collection

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
18 November 2011 – 29 January 2012	<p>Robert Hannaford: Open Studio An exhibition that takes the viewer behind the scenes into the artist's studio, drawn entirely from the artist's personal collection of sketch books, maquettes, landscape, portrait and figure studies and finished paintings. Curated by John Neylon. The Temporary Exhibitions Gallery</p> <p>Artist: Robert Hannaford</p> <p><i>A TOURING exhibition from the Regional Galleries Association of South Australia.</i></p>	<ul style="list-style-type: none"> • general public • audiences interested in portraiture • regular visitors who come to see Collection works by Hannaford • school visits 	<ul style="list-style-type: none"> • extended labels providing additional information as applicable • artist talk with Robert Hannaford • masterclass with Robert Hannaford 	<ul style="list-style-type: none"> • satisfy audience demand for access to significant artists • acquisition of key work for Gallery collection through benevolence of Gallery Foundation 	<ul style="list-style-type: none"> • increased visitor numbers overall • increase in visitation by local public schools • increase in visitation by artists • increased attendance in workshop program • increased interest in collection works
18 November 2011 – 5 February 2012	<p>Contemporary Wearables 2011 A celebration of jewellery, arguably the most experimental and malleable of the contemporary craft forms. This biennial award attracts entries from prominent and emerging jewellery artists from Australia and New Zealand. The Boyd Gallery</p> <p>Artists: to be announced</p> <p><i>A TOURING exhibition from Toowoomba Regional Art Gallery.</i></p>	<ul style="list-style-type: none"> • jewellers and craft practitioners • students 	<ul style="list-style-type: none"> • cloisonné jewellery workshop with Carolyn Deizoppo • glass jewellery workshop with <i>Through a Glass Onion</i> 	<ul style="list-style-type: none"> • acquisition of new exhibition display equipment and furniture 	<ul style="list-style-type: none"> • development of new audiences
18 November 2011 – 29 January 2012	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery</p> <p>Artist: to be advised</p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> • regional audience • students, educators, commercial art dealers • peers, family, friends and colleagues of artist • young people 	<ul style="list-style-type: none"> • artist floortalk or workshop • artist demonstration ("in-residence" program) • floorsheet with artist statements 	<ul style="list-style-type: none"> • assisting artist by developing and distributing media packages and brokering contact with media • exposure for emerging artist 	<ul style="list-style-type: none"> • media coverage • increase in professional profile for featured artist • art sales • first time visitation resulting from new exhibitor

Dependent on outcome of M&GNSW ITEG grant – awaiting notification

~~cloisonné jewellery workshop with Carolyn Deizoppo~~

glass jewellery workshop with *Through a Glass Onion*

2011	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
9 December 2011 – early July 2012	<p><i>To be announced</i></p> <p>An exhibition initiated and organised by Tweed River Art Gallery. The Friends Gallery</p> <p><i>Artists to be advised</i></p> <p><i>A TRAG INITIATIVE exhibition</i></p>	<ul style="list-style-type: none"> • regional audience • students and educators 	<ul style="list-style-type: none"> • artist floortalk or workshop • floorsheet with artist statements 	<ul style="list-style-type: none"> • assisting artist by developing and distributing media packages and brokering contact with media 	<ul style="list-style-type: none"> • media coverage

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
3 February – 18 March 2012	<p><i>Femme Fatale: the female criminal</i> A thematic multi-media exhibition that reflects the dichotomy of fictional femme fatales versus real women criminals. Content includes a varied array of object, graphic, quality prop and authentic replica material. Highlights include previously unseen material from the archive of the Justice and Police Museum, rare movie posters, novels and popular ephemera.</p> <p>The Temporary Exhibitions Gallery</p> <p><i>Final list of works to be advised</i></p> <p><i>A TOURING exhibition from the Historic Houses Trust of NSW.</i></p>	<ul style="list-style-type: none"> social history enthusiasts ▪ HSIE students ▪ Tweed Historical Society members ▪ older audiences 	<ul style="list-style-type: none"> ▪ floortalk with exhibition curator ▪ collaborate with Tweed River Regional Museum staff on education program eg. How to record oral history ▪ education kit ▪ attractively priced 128pp hardcover book 	<ul style="list-style-type: none"> ▪ form relationship with major metropolitan institution: Historic Houses Trust ▪ collaborate with local Museum 	<ul style="list-style-type: none"> ▪ topical subject matter for good media coverage ▪ first time visitation due to specialist topic ▪ increase in non visual arts visitors
3 February – 18 March 2012	<p><i>By Proposal - to be announced</i> An exhibition of work by an emerging local artist, selected by proposal.</p> <p>The Macnaughton Focus Gallery</p> <p><i>Artist: to be advised</i></p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage ▪ increase in professional profile for featured artist ▪ art sales ▪ first time visitation resulting from new exhibitor

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
10 February – 6 May 2012	<p>Personal Space: Contemporary Prints from China and Australia Reflecting national trends in printmaking practice through the work of master practitioners from both China and Australia, this exhibition explores the varying perspectives of artists' interpretation of landscape, depicting work from distinct topographical regions. Curated by Michael Kempson.</p> <p>The Boyd Gallery The Anthony Gallery</p> <p>Artists include: Tan Ping, Su Xin Ping, Guang Jun, Reg Mombassa, Denis Nona, Fiona MacDonald, Milan Milojevic, David Fraser and many more.</p> <p>A TOURING exhibition organised by the curator in collaboration with Manly Art Gallery and Museum. Assisted by funding from the Australia-China Council.</p>	<ul style="list-style-type: none"> regional Chinese population visitors from a non-English speaking background practising printmakers visual arts students 	<ul style="list-style-type: none"> curator's floortalk presentation by exhibiting artist Chris O'Doherty (Reg Mombassa) 	<ul style="list-style-type: none"> collaboration with Manly Art Gallery and Museum collaboration with University of NSW through exhibition curator Michael Kempson increase in visitation by Chinese population 	<ul style="list-style-type: none"> media coverage Increase in visitors from a non-English speaking background
23 March – 16 May 2012	<p>Tour de Force: In case of emergency, break the glass An exhibition that explores the art-craft dichotomy through the work of 8 artists whose practices have moved beyond the inanimate decorative object to the domain of contemporary art.</p> <p>The Temporary Exhibitions Gallery</p> <p>Artists: Tom Moore, Ian Mowbray, Tim Horn, Jacqueline Gropp, Neil Roberts, Patricia Roan, Deb Jones and Nicholas Folland.</p> <p>A TOURING exhibition from Artisan Gallery, Qld managed by Museum & Gallery Services, Qld.</p>	<ul style="list-style-type: none"> glass artists craft practitioners visual arts students regional audiences 	<ul style="list-style-type: none"> education resources provided with exhibition panel discussion on art versus craft with speakers from Wagga Wagga Art Gallery, Glassworks or the ANU Glass school 	<ul style="list-style-type: none"> achieve a wider understanding of glass techniques engage audiences and encourage Q & A session at panel forum 	<ul style="list-style-type: none"> establish links with glass artists work with Wagga Wagga Art Gallery to develop glass exhibition from their National Art Glass Collection for TRAG
23 March – 6 May 2012	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal.</p> <p>The Macnaughton Focus Gallery</p> <p>Artist: to be advised</p> <p>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>	<ul style="list-style-type: none"> regional audience students, educators, commercial art dealers peers, family, friends and colleagues of artist young people 	<ul style="list-style-type: none"> artist floortalk or workshop artist demonstration ("in-residence" program) floorsheet with artist statements 	<ul style="list-style-type: none"> assisting artist by developing and distributing media packages and brokering contact with media exposure for emerging artist 	<ul style="list-style-type: none"> media coverage increase in professional profile for featured artist art sales first time visitation resulting from new exhibitor

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
11 May – 24 June 2012	<p>Almanac: Australian Art from the Ann Lewis Gift An exhibition that provides a 'road map' of Australian art practice over the past 50 years, shaped by the vision of one of Australia's most well regarded collectors and arts supporters. Includes a selection of painting, sculpture, photography and works on paper, drawn from three public collections which have recently been gifted work by Ann Lewis. Curated by Glenn Barkley.</p> <p>The Temporary Exhibitions Gallery</p> <p>Artists include: Jenny Watson, Ralph Balson, Fiona Hall, Robert Klippel, Noel McKenna, Bronwyn Oliver, John Olsen, Hany Armanious, Paddy Bedford, Mikala Dwyer, Rosalie Gascoigne, Emily Kngwarreye, Rosemary Laing, Dorothy Nagangardi, Robert Owen, Ricky Swallow, Idilko Kovacs, Jimmy Ngalakurn, Timothy Wulanjbirr and many more.</p> <p>A TOURING exhibition from the Museum of Contemporary Art in partnership with Newcastle Region Art Gallery.</p>	<ul style="list-style-type: none"> ▪ philanthropists ▪ visual arts students ▪ arts academics ▪ serious 'art-lovers' 	<ul style="list-style-type: none"> ▪ exhibition floortalk by MCA curator ▪ education material supplied by MCA ▪ panel presentation: the Art of Giving with <ul style="list-style-type: none"> ▪ a Tweed River Art Gallery Foundation benefactor ▪ Philip Bacon ▪ exhibiting artist(s) ▪ an art valuer 	<ul style="list-style-type: none"> ▪ provide access to works by prominent artists ▪ Collaboration with Tweed River Art Gallery Foundation ▪ establishing and continuing links with artists and other professionals 	<ul style="list-style-type: none"> ▪ increase in Tweed River Art Gallery Foundation memberships ▪ increase in Cultural Gift Donations and direct donations
11 May – 24 June 2012	<p>By Proposal - to be announced An exhibition of work by an established local artist or artists, selected by proposal.</p> <p>The Boyd Gallery</p> <p>Artist: to be advised</p> <p>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage for artist and Gallery ▪ increase in professional profile for featured artist ▪ art sales ▪ first time visitation resulting from new exhibitor

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
11 May – 24 June 2012	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery</p> <p><i>Artist: to be advised</i></p> <p>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>	<ul style="list-style-type: none"> • regional audience • students, educators, commercial art dealers • peers, family, friends and colleagues of artist • young people 	<ul style="list-style-type: none"> • artist floortalk or workshop • artist demonstration ("in-residence" program) • floorsheet with artist statements 	<ul style="list-style-type: none"> • assisting artist by developing and distributing media packages and brokering contact with media • exposure for emerging artist 	<ul style="list-style-type: none"> • media coverage • increase in professional profile for featured artist • art sales • first time visitation resulting from new exhibitor
11 May – mid October 2012	<p>To be announced An exhibition initiated and organised by Tweed River Art Gallery. The Anthony Gallery</p> <p><i>Artist: to be advised</i></p> <p>A TRAG INITIATIVE exhibition</p>				
29 June – 12 August 2012	<p>To be announced A major exhibition initiated, developed and organised by Tweed River Art Gallery. The Temporary Exhibitions Gallery</p> <p><i>Artist: to be advised</i></p> <p>A TRAG INITIATIVE exhibition</p>				

This TRAG exhibition and related programs will need to be replaced with an incoming touring exhibition to reduce costs to program.

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
29 June – 12 August 2012	<p>NPWS Aboriginal Art Award An exhibition of entries in an award open to Aboriginal artists who reside in or are associated with the Northern Rivers region. This exhibition is the 11th annual NPWS award, organised in collaboration with regional galleries in the area with an aim to building strong links with the Indigenous community.</p> <p>The Boyd Gallery The Macnaughton Focus Gallery The Peter and Judy Budd Foyer</p> <p>Artists: to be determined</p> <p>A TRAG exhibition in COLLABORATION with National Parks and Wildlife Services, Northern Rivers Region.</p>	<ul style="list-style-type: none"> ▪ Indigenous artist from the Tweed and beyond ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ general public 	<ul style="list-style-type: none"> ▪ Demonstrations by exhibiting artists in conjunction with NAIDOC week ▪ art workshops for children presented by Indigenous artists and coordinated by National Parks and Wildlife Service 	<ul style="list-style-type: none"> ▪ collaboration with National Parks and Wildlife Service ▪ exposure of new Indigenous talent ▪ potential for future exhibitions with some of these artists ▪ continued support of neighbouring regional galleries ▪ present events for local NAIDOC week celebrations 	<ul style="list-style-type: none"> ▪ increase in Indigenous attendances ▪ forming new relationships with Indigenous artists of the region ▪ increase in visitation by local public schools ▪ increase in visitations by artists
Early July 2012 – early February 2013	<p>Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Friends Gallery</p> <p>Artists: to be announced</p> <p>A TRAG exhibition utilising COLLECTION</p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ Indigenous audiences ▪ people living and/or working in regional NSW ▪ general public 	<ul style="list-style-type: none"> ▪ series of artist talks throughout the 8 month exhibition discussing their practice and the importance of regional collections ▪ two exhibition floortalks delivered by Gallery Director on how the Collection is managed, and more conceptual approaches to the genre of portraiture in the collection ▪ Produce Education Worksheets for primary, secondary and tertiary students 	<ul style="list-style-type: none"> ▪ Professional collection management practices including curatorial, framing, conservation, production of extended labels ▪ Audience development and participation ▪ Arts and cultural activity 	<ul style="list-style-type: none"> ▪ increase in visitation by local public schools ▪ increased awareness of collection ▪ increase in donations to the collection

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
<p>End July 2012 – end April 2013</p>	<p>Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Withey Family Gallery</p> <p>Artists: to be announced</p> <p><i>A TRAG Exhibition utilising COLLECTION</i></p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ Indigenous audiences ▪ general public 	<ul style="list-style-type: none"> ▪ series of artist talks throughout the 9 month exhibition period discussing their practice and the importance of regional collections ▪ Two exhibition floortalks delivered by Gallery Director on how the collection is managed ▪ Production of exhibition floorsheets 	<ul style="list-style-type: none"> ▪ Professional collection management practices including curatorial, framing, conservation, production of extended labels ▪ Audience development and participation ▪ Arts and cultural activity ▪ access to a variety of collection works 	<ul style="list-style-type: none"> ▪ increase in visitation by local public schools ▪ increase in visitation by artists ▪ increased awareness of collection ▪ increase in donations to the collection
<p>17 August – 23 September 2012</p>	<p>Growing Up! Australian Picture Books Now! A major exhibition exploring the diversity of picture book illustrations created by Australian illustrators over the past ten years. Curated by Mike Shuttleworth, Manager of the State Library of Victoria's Centre for Youth Literature.</p> <p>The Temporary Exhibitions Gallery</p> <p>Artists: selected work by 46 illustrators from throughout Australia</p> <p><i>A TOURING exhibition from the State Library of Victoria</i></p>	<ul style="list-style-type: none"> ▪ children 0-12 yrs and their families ▪ extended family members ▪ school groups: primary and secondary, tertiary art students ▪ general public ▪ professionals from book, literature and library industries ▪ artists, designers, writers ▪ interstate tourists 	<ul style="list-style-type: none"> ▪ exhibition talk presented by exhibition curator ▪ talk by conservator from State Library of Victoria ▪ Exhibition activity book ▪ didactic panels in exhibition ▪ collaboration with Richmond Tweed Regional Library to conduct book readings, from featured books, at both venues 	<ul style="list-style-type: none"> ▪ engaging pre-school and primary school audiences ▪ arts and cultural activity ▪ collaboration with Richmond Tweed Regional Library 	<ul style="list-style-type: none"> ▪ Increase in visitation by families with young children ▪ increase in visitation by schools / preschools ▪ increase in visitations by artists and educators

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
17 August – 23 September 2012	<p>By Proposal - to be announced An exhibition of work by an established local artist or artists, selected by proposal. The Boyd Gallery</p> <p><i>Artist: to be advised</i></p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage for artist and Gallery ▪ increase in professional profile for featured artist ▪ art sales ▪ first time visitation resulting from new exhibitor
17 August – 23 September 2012	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery</p> <p><i>Artist: to be advised</i></p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage ▪ increase in professional profile for featured artist ▪ art sales ▪ first time visitation resulting from new exhibitor
28 September – 18 November 2012	<p>Spirit in the Land An exhibition of paintings, mixed media works and sculpture, by indigenous and non-indigenous artists, that explores the landscape genre in Australian art and its relationship to the formation of our national identity. The Temporary Exhibitions Gallery</p> <p><i>Artists: Russell Drysdale, Lorraine Connelly-Northey, Sidney Nolan, Dorothy Napangardi John Olsen, Rover Thomas, Fred Williams, Rosalie Gascoigne, Emily Kame Kngwarreye, John Davis and Lin Onus.</i></p> <p><i>A TOURING exhibition from NETS Victoria</i></p>	<ul style="list-style-type: none"> ▪ sculpture / 3D students and practitioners ▪ Indigenous visitors ▪ out of region visitors ▪ general public 	<ul style="list-style-type: none"> ▪ accompanying catalogue ▪ text panels ▪ curator's and artist's exhibition talks ▪ outdoor sculpture activities for visitors to participate in ▪ on-line education resources 	<ul style="list-style-type: none"> ▪ access to works by high profile artists ▪ making sculptural activities accessible to all ▪ arts and cultural activity 	<ul style="list-style-type: none"> ▪ increased interest in outdoor sculptures and locations at Tweed River Art Gallery

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
28 September – 18 November 2012	<p>G.W. Bot selection (working title) A selection of recent works, exploring the language of landscape, by one of Australia's most intriguing printmakers.</p> <p>The Boyd Gallery</p> <p><i>Artist: G.W. Bot</i></p> <p><i>A TRAG INITIATIVE exhibition</i></p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ general public 	<ul style="list-style-type: none"> ▪ printmaking Masterclass with G.W. Bot ▪ panel discussion on printmaking in Australia with G. W. Bot and local regional printmakers ▪ production of Education Worksheets for primary and secondary students 	<ul style="list-style-type: none"> ▪ adult workshop program revitalised by access to significant tutors ▪ increased understanding of printmaking ▪ arts and cultural activity 	<ul style="list-style-type: none"> ▪ increase in visitation by local high schools and TAFE students ▪ increase in visitations by printmakers
28 September – 18 November 2012	<p>Les Peterkin Portrait Prize for Children A popular and colourful exhibition of winning and highly commended entries in a highly regarded prize, attracting over 1,000 entries from 20 schools in the Tweed / Ballina area.</p> <p>The Macnaughton Focus Gallery The Peter and Judy Budd Foyer</p> <p><i>Artists: selected primary school students</i></p> <p><i>A TRAG exhibition in COLLABORATION with Tyalgum Public School</i></p>	<ul style="list-style-type: none"> ▪ young people ▪ primary school students ▪ family groups ▪ educational groups ▪ students with special needs ▪ people living and/or working in regional NSW ▪ people from culturally diverse backgrounds ▪ Indigenous people 	<ul style="list-style-type: none"> ▪ art activities for children prior to award ceremony ▪ award ceremony recognising artistic achievement as comparable to sporting and performing arts ▪ range of activities for primary school students based on 2012 theme ▪ specially tailored visits for school groups upon request ▪ a specially developed program to engage and assist young students from special needs schools of the region 	<ul style="list-style-type: none"> ▪ collaboration with local primary school ▪ staff development opportunities: participation in selection process and opening speeches ▪ collaboration with special needs schools of the region resulting in public recognition of their students efforts 	<ul style="list-style-type: none"> ▪ increase in number of family groups including high rate of first time visitors ▪ increase in number of school visits during this period ▪ sustainability evidenced by established and ongoing reputation of Prize ▪ consistently popular exhibition

2012	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
23 November 2012 – 13 January 2013	<p>Border Art Prize An annual award open to artists of all levels of experience working in any media, developed to support the endeavours of artists living and working in Northern New South Wales and South East Queensland. This exhibition is held annually but the host venue alternates each year.</p> <p>The Temporary Exhibitions Gallery The Boyd Gallery</p> <p>Artists: OPEN prize – approximately 300 entries</p> <p>A TRAG exhibition in COLLABORATION with the Gold Coast City Art Gallery.</p>	<ul style="list-style-type: none"> ▪ artists of all media of the border of northern NSW and south-east Queensland ▪ Indigenous people ▪ school and university students ▪ people living and/or working in regional NSW 	<ul style="list-style-type: none"> ▪ Critique offered by selected judge as to quality of work, and reasons as to why winning works selected ▪ demonstrations by exhibiting artists 	<ul style="list-style-type: none"> ▪ collaboration with Gold Coast City Art Gallery ▪ increased attendance at public programs offered by Gallery ▪ present exhibition in an as aesthetically pleasing layout as is possible given the OPEN nature of the prize 	<ul style="list-style-type: none"> ▪ increase in visitation to 1200 per week, especially visitors from QLD ▪ 98% satisfaction from artists of the Border region as ALL work is hung in exhibition
23 November 2012 – 13 January 2013	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal.</p> <p>The Macnaughton Focus Gallery</p> <p>Artist: to be advised</p> <p>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>	<ul style="list-style-type: none"> ▪ regional audience ▪ students, educators, commercial art dealers ▪ peers, family, friends and colleagues of artist ▪ young people 	<ul style="list-style-type: none"> ▪ artist floortalk or workshop ▪ artist demonstration ("in-residence" program) ▪ floorsheet with artist statements 	<ul style="list-style-type: none"> ▪ assisting artist by developing and distributing media packages and brokering contact with media ▪ exposure for emerging artist 	<ul style="list-style-type: none"> ▪ media coverage ▪ increase in professional profile for featured artist ▪ art sales ▪ first time visitation resulting from new exhibitor
mid October 2012 – mid May 2013	<p>Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Anthony Gallery</p> <p>Artists: to be announced</p> <p>A TRAG exhibition utilising COLLECTION</p>	<ul style="list-style-type: none"> ▪ visitors from culturally diverse backgrounds ▪ youth and school audiences ▪ people living and/or working in regional NSW ▪ Indigenous audiences ▪ general public 	<ul style="list-style-type: none"> ▪ series of artist talks throughout the 7 month exhibition period discussing their practice and the importance of regional collections ▪ two exhibition floortalks delivered by Gallery Director on how the collection is managed ▪ Production of exhibition floorsheets 	<ul style="list-style-type: none"> ▪ Professional collection management practices including curatorial, framing, conservation, production of extended labels ▪ Audience development and participation ▪ Arts and cultural activity ▪ access to a variety of collection works 	<ul style="list-style-type: none"> ▪ increase in visitation by local public schools ▪ increase in visitation by artists ▪ increased awareness of collection ▪ increase in donations to the collection

2013	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
18 January – 10 March 2013	To be announced The Temporary Exhibitions Gallery <i>A TOURING exhibition</i>				
18 January – 10 March 2013	By Proposal - to be announced An exhibition of work by an established local artist or artists, selected by proposal. The Boyd Gallery <i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i>				
18 January – 10 March 2013	By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery <i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i>				
Early February – late August 2013	To be announced An exhibition initiated, curated and organised by Tweed River Art Gallery. The Friends Gallery <i>A TRAG INITIATIVE exhibition</i>				
15 March – 15 May 2013	To be announced The Temporary Exhibitions Gallery <i>A TOURING exhibition</i>				
15 March – 30 June 2013	To be announced The Boyd Gallery <i>A TRAG INITIATIVE exhibition developed to TOUR</i>				
15 March – 15 May 2013	By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery <i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i>				

This program will possibly NOT TOUR to reduce costs to program.

2013	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
end of April 2013 – end of January 2014	<p>Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection</p> <p>The Withey Family Gallery</p> <p><i>A TRAG Exhibition utilising COLLECTION</i></p>				
10 May – 30 June 2013	<p>To be announced</p> <p>The Temporary Exhibitions Gallery</p> <p><i>A TOURING exhibition</i></p>				
10 May – 30 June 2013	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal.</p> <p>The Macnaughton Focus Gallery</p> <p><i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i></p>				
mid May – end October 2013	<p>To be announced An exhibition initiated, curated and organised by Tweed River Art Gallery.</p> <p>The Anthony Gallery</p> <p><i>A TRAG INITIATIVE exhibition</i></p>				
5 July – 25 August 2013	<p>Olive Cotton Award for photographic portraiture 2013 A long standing and high profile biennial award for excellence in photographic portraiture, offering a major award (acquisitive) of \$20,000, funded by the family of Olive Cotton, and additional acquisitive awards to the value of \$4,000 funded by the Friends of the Tweed River Art Gallery Inc.</p> <p>The Temporary Exhibitions and Boyd Galleries</p> <p>Artists- selected finalists to be announced</p> <p><i>A TRAG INITIATIVE exhibition</i></p>	<ul style="list-style-type: none"> ▪ photography artists of the region ▪ photographers and artists of Australia, including past entrants and winners ▪ people living and/or working in regional NSW ▪ targeting families and holiday audiences ▪ general public 	<ul style="list-style-type: none"> ▪ exhibition floor talk with past winner and one or more exhibiting artists ▪ 16pp colour catalogue ▪ education fact sheet on photographic techniques ▪ workshop in photography techniques 	<ul style="list-style-type: none"> ▪ Audience development and participation ▪ Arts and cultural activity ▪ commitment to hanging large number of entries ▪ professional opportunity for emerging photographers ▪ strengthened partnership with Olive Cotton's family as principal sponsors of the Award 	<ul style="list-style-type: none"> ▪ entry numbers stable or increased ▪ increase in visitors 25 – 35yr age bracket ▪ increase in visitation by photography and film students and professionals

2013	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
5 July – 25 August 2013	By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery <i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i>				
30 August – 20 October 2013	To be announced The Temporary Exhibitions Gallery <i>A TOURING exhibition</i>				
30 August – 20 October 2013	To be announced The Boyd Gallery <i>A TOURING exhibition</i>				
30 August – 20 October 2013	By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal. The Macnaughton Focus Gallery <i>A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</i>				
late August – late April 2014	Works from the Collection – to be announced A curated exhibition of works from the Tweed River Art Gallery collection The Friends Gallery <i>A TRAG exhibition utilising COLLECTION</i>				
25 October – 8 December 2013	Countryscapes 2013 The 2013 Country Energy Art Prize for landscape painting. The Temporary Exhibitions Gallery Artists: to be advised <i>A TRAG initiative exhibition in COLLABORATION with Country Energy.</i>	<ul style="list-style-type: none"> ▪ general public ▪ landscape painters ▪ students and painting tutors ▪ visitors interested in more traditional artforms ▪ people living and/or working in regional NSW 	<ul style="list-style-type: none"> ▪ Competition launch prior to exhibition to inform artists of entry procedures ▪ opening address by judge ▪ exhibition talk with winner or other exhibiting artist 	<ul style="list-style-type: none"> ▪ continued collaboration with Country Energy to promote and present high quality exhibition and subsequent opportunities ▪ access to landscape painting 	<ul style="list-style-type: none"> ▪ Gallery exposure through Country Energy advertising networks*
25 October – 8 December 2013	To be announced The Boyd Gallery <i>A TOURING exhibition</i>				

2013	EXHIBITIONS and ARTISTS	AUDIENCE TARGET and/or ACCESS	ART EDUCATION	KEY RESULT AREAS	MEASURES
25 October – 8 December 2013	<p>Les Peterkin Portrait Prize for Children A popular and colourful exhibition of winning and highly commended entries in a highly regarded prize, attracting over 1,000 entries from 20 schools in the Tweed / Ballina area.</p> <p>The Macnaughton Focus Gallery The Peter and Judy Budd Foyer</p> <p>Artists: selected primary school students</p> <p>A TRAG exhibition in COLLABORATION with Tyalgum Public School</p>	<ul style="list-style-type: none"> ▪ young people ▪ primary school students ▪ family groups ▪ educational groups ▪ students with special needs ▪ people living and/or working in regional NSW ▪ people from culturally diverse backgrounds 	<ul style="list-style-type: none"> ▪ art activities for children prior to award ceremony ▪ award ceremony recognising artistic achievement as comparable to sporting and performing arts ▪ range of activities for primary students based on 2013 theme ▪ specially tailored visits for school groups upon request ▪ specially developed program to engage and assist students from special needs schools 	<ul style="list-style-type: none"> ▪ collaboration with local primary school ▪ staff development opportunities: participation in selection process and opening speeches ▪ collaboration with special needs schools of the region 	<ul style="list-style-type: none"> ▪ increase in number of family groups including high rate of first time visitors ▪ increase in number of school visits during this period ▪ sustainability evidenced by established and ongoing reputation of Prize ▪ consistently popular exhibition
end October – end March 2014	<p>To be announced An exhibition initiated, curated and organised by Tweed River Art Gallery.</p> <p>The Anthony Gallery A TRAG INITIATIVE exhibition</p>				
13 December – 2 February 2014	<p>To be announced The Temporary Exhibitions Gallery A TOURING exhibition</p>				
13 December – 2 February 2014	<p>To be announced The Boyd Gallery A TOURING exhibition</p>				
13 December – 2 February 2014	<p>By Proposal - to be announced An exhibition of work by an emerging local artist, selected by proposal.</p> <p>The Macnaughton Focus Gallery A TRAG INITIATIVE exhibition through the Community Access Exhibitions Program (CAEP)</p>				