


Eastern Riverina Arts

Strategic Plan
2021-2025





*Arbour Festival. Photo: Jack of Hearts
Cover: Arbour Festival Finale Concert Image: Matt Beaver*



Eastern Riverina Arts acknowledges the Traditional Custodians of the Lands and the Waters on which we work. We recognise their deep connection to country and their ongoing cultural and creative practices which enrich our lives.

We pay our respects to the members of those communities and to Elders, past, present and emerging.

Eastern Riverina Arts commits to supporting and celebrating Aboriginal-led arts and cultural development in our region, undertaking meaningful consultation with Aboriginal people and seeking collaborative participation by Aboriginal people in our programs.

Executive Summary

Eastern Riverina Arts has a reputation for innovative projects and strong organisational performance. This strategic plan articulates a bold vision to increase our impact and capacity in coming years. We will continue to strengthen our professionalism, governance and organisational performance, and increase our impact through strategic projects that align with the needs and opportunities in our region.

The past few years have seen Eastern Riverina Arts deliver projects and programs at a scale we previously hadn't attempted. After the challenges and pivots of Covid, and the project successes and learnings from ArtState Wagga, the Arbour Festival and the Lagoon project, we felt our previous Strategic Plan (2020-2024) would benefit from a mid-term review. This updated Strategic Plan aligns with the timeframe and objectives of our current funding contract with CreateNSW. It targets the needs and opportunities we see in our region today and outlines a strategic vision for the coming years.

We have outlined a detailed set of goals that will increase our impact across the region (p13) and support even stronger organisational performance (p14) into the future. By achieving these goals we will extend the capability of artists, creative organisations and communities to deliver purposeful creative activity across our region, and we will excel at governance, strategy and management, making ourselves indispensable to our members.

Three priority projects are then outlined that embody the combined thrust of our goals. These priority projects are the big picture ambitions we will strive to make real in coming years.

Our priority projects:

- Establish a Riverina Touring Network
- Attract funding for First Nations Cultural Development Officer
- Establish a Creative Industries Hub in Wagga Wagga

Each of these priority projects aligns with our values, delivers against multiple goals and increases the capacity and impact of our organisation. Crucially, each has the potential to sustain itself through diversified funding sources or generated revenue into the medium and long term.

While there are many projects we can and will lead in response to needs and opportunities as they arise, these three projects will take priority and, if delivered, will take the organisation forward in significant, new ways.

This ambitious and strategic plan will place us at the forefront of arts practice and support a dynamic and growing cultural ecology in our region.



Renew Wagga Launch.
Image: Brittany Hefren



Freeroam Theatre



Arbour Festival Finale Concert Image: Matt Beaver



Arbour Festival Finale Concert
Image: Matt Beaver



The Shy Fox. Image: James Farley

Introduction

About Eastern Riverina Arts

Eastern Riverina Arts (ERA) is a small organisation providing big opportunities to artists and creative people in our region.

We work in collaboration with the eight local governments of Bland, Coolamon, Cootamundra-Gundagai, Lockhart, Junee, Snowy Valleys, Temora and Wagga Wagga. We deliver projects and services across our region to support creative practitioners, stimulate creative activity and enterprise, and increase participation in the arts.

We support artists and arts organisations, initiate and deliver projects, provide creative business advice and advocate for a strong arts and cultural sector in our region.

Our Purpose

Eastern Riverina Arts' purpose is to enrich, inspire and connect our region by advancing arts, culture, creative industry and community.

Our Values

Connectedness

Eastern Riverina Arts sees arts and cultural development as vital to individual and community connectedness. Arts can inspire people to lead more hopeful, creative, and participatory lives which builds the social capital within our region. As an organisation Eastern Riverina Arts will be open and accessible for new partnerships and connections.

Inclusiveness

Eastern Riverina Arts acknowledges everyone's right to participate in the cultural life of its region. We will encourage a diverse range of experiences, forms, media and content and promote participation in and access to arts and cultural activities for all people in our region.

Professionalism

Eastern Riverina Arts acts with integrity and transparency. We will demonstrate and model best practice in facilitating and delivering arts and cultural activities. We will advocate for artists and work with our partners to increase the region's capacity to deliver professional arts projects.

Our Objects

(a) To promote, facilitate, educate, advocate and undertake projects for arts and cultural development for communities in the region represented by the Local Governments that are financial members of Eastern Riverina Arts.

(b) To develop audiences for arts and cultural development initiatives in our region.

(c) To increase opportunities for all people in our region to participate in arts and cultural development initiatives

(d) To work co-operatively with Local, State and Federal Governments to support arts and cultural development in our region.

(e) To fulfil the role of a Regional Arts Development Organisation through representing, supporting and advocating for the arts and cultural development needs of the Region.

(f) To encourage and assist self-management of arts and cultural practice among communities with our region.

(g) To encourage and support the growth of creative practitioners and industries within the Region.

(h) To foster the development of First Nations arts practice appropriate to the needs of the Region.

(i) To encourage and assist community and Local Government involvement in long term planning for arts and cultural development within our region.

(j) To apply for and accept grants and awards of an appropriate nature.



Arbour Festival. Image: Jack of Hearts



Middlemost
Image: F.Stop Workshop



Renew Wagga Launch.
Image: Brittany Hefren



Woodland Film Festival. Image: Jack of Hearts

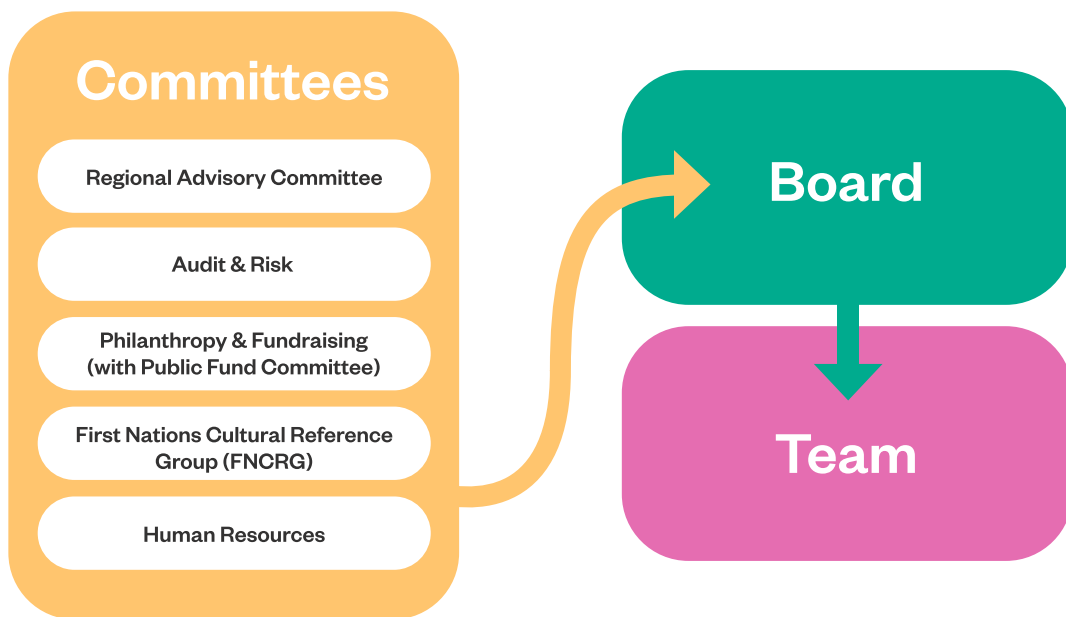


Renew Wagga Christmas
Markets. Image: Ash Smith



Arbour Festival Finale Concert
Image: Matt Beaver

Structure of Governance



Our People

As at November 2022

Staff

Tim Kurylowicz	Executive Director
Claire Harris	Creative Business Officer
Ashleigh Adams	Administration Coordinator
Brittany Hefren	Communications & Engagement Officer

Board

Anne Lowe	Chair
Ann Sutton	Deputy Chair
Craig Richardson	Treasurer
Freda Nicholls	
Elise Magrath	
Madeleine Scully	
Dr Susan Wood	



Ashleigh Adams, Claire Harris, Tim Kurylowicz, Brittany Hefren
Photo by F.Stop Workshop

Operating Environment

As the lead organisation for arts and cultural development within our region, we interface with Councils, cultural facilities, community groups and individual creatives. We operate as part of a statewide network of Regional Arts Development Organisations, in partnership with state and federal governments, institutions and peak bodies. Our work crosses a diverse range of portfolio areas including Arts, Health, Resilience, Community, Tourism and Economic Development.

Strengths

- Strong reputation and track record
- Ongoing support from local councils
- Relationships with key funders & government representatives
- Innovative and entrepreneurial spirit
- Expertise across multiple art-forms
- Region has terrific artists and produces great creative work
- Sound management and governance

Weaknesses

- Financial case always need to be built
- More staff would enable us to do more and do it better
- Executive Director tends to carry bulk of corporate knowledge
- Community support for the arts can be strengthened
- Large geographic area stretches resources

Opportunities

- A creative industries hub could provide space and revenue opportunities for ERA and local creatives
- Bespoke expertise/services could be packaged and sold to other regions/states
- Strategic partnerships with other organisations and portfolio sectors eg health and education, resilience and recovery, social inclusion offer new opportunities for projects, funding and sharing resources
- Philanthropy strategy will hone our offer to donors

Threats

- Non renewal of organisational funding through Create NSW
- Increasing costs, as core funding not presently indexed
- Burnout of staff or board
- Loss of local council support/funding
- Reputational damage

Competitor Analysis

Our competitive landscape is complex. We compete for resources with a range of organisations, including arts organisations and community groups that we also support and service. We deliver exceptional results for our partners, and are generous, fair and open in our interactions with others.

Competitor	Who are they	Our points of Difference
Other arts organisations	Other small-to-medium arts organisations, competing for funding, donations and support.	<ul style="list-style-type: none"> • Regionality • Cross art-from • Track record • Enabling function • Nimbleness
Other Not-for-Profits	Small and large organisations competing for funding, donations and support.	<ul style="list-style-type: none"> • Arts focus • Arts as a means to achieve other aims • Regionality and crossing LGAs
Other council-funded organisations	Small companies and Not-for-Profits which compete for ongoing financial and logistical support from councils.	<ul style="list-style-type: none"> • We're specialists • Arts as a means to achieve other aims • Regionality and crossing LGAs • We impact on liveability
Recreational and community organisations	Community groups which compete on a local level for funding, donations, media coverage and support.	<ul style="list-style-type: none"> • We can deliver for multiple groups and regions at once • We have lasting impact • We complement other community groups



The Shy Fox. Image: James Farley

Communications & Engagement

We're passionate about celebrating the great work Riverina creatives do and our role fostering that work.

Helping artists generate their own voice and message is essential to the local creative ecosystem's growth and viability.

Telling our story well is critical to growing the support we need to enhance programs and increase their reach and effectiveness.

Stakeholder messaging

We speak to a variety of stakeholders, each of whom have different relationships with us and our work. We are relentlessly positive, generous listeners who speak with confidence, professionalism and flair.

Stakeholder Type	Key Messages
Creatives/artists	<ul style="list-style-type: none"> • Your creative efforts are important and you can achieve creative and career success here • You are an advocate for the Riverina's creativity, and we will support you playing that role • Let us help you become more proactive, connected, experienced and confident • We're a support, but not the sole solution
Local community	<ul style="list-style-type: none"> • Creativity makes our region a better place: more vibrant, prosperous and connected • You can participate as we use creativity to deliver value to your community • We are your one-stop shop for arts connections and information
Government	<ul style="list-style-type: none"> • Arts and Culture are essential to your community's success • Talk to us about how creative programs can secure outcomes in health, resilience, tourism, social inclusion etc • We're excellent value for money/provide good ROI • Use our expertise to further your goals. We are innovative and proactive, stable and experienced • We have strong networks and we know how to deliver
Donors and Philanthropic partners	<ul style="list-style-type: none"> • You can transform local lives and communities by supporting us • We need you to amplify and enhance our impact • We are big enough to be impactful and strategic, small enough that you can make a lasting local difference • Your contributions are tax-deductible (DGR)
Strategic partners	<ul style="list-style-type: none"> • We have expertise which can help you • We're good collaborators and can enhance your reach, impact and standing • Your values and mission are important to us • We are connectors

Goals

Delivering with impact

We will extend the capability of artists, creative organisations and communities to deliver purposeful creative activity across our region.

1. Coordinate activities (eg mobile offices, workshops and Shift) to provide face to face support across our full service region.
2. Extend our face-to-face service delivery with high quality web-based resources.
3. Use the Country Arts Support Program to upskill creatives and foster new groups and partnerships across our region.
4. Actively broaden our audiences and increase accessibility to our services and programming.
5. Lead partnerships within and beyond the arts that further our mission.
6. Rigorously evaluate our work and use evaluation data to improve what we do.
7. Further develop Shift to be a professional skills development event in ERA's region for cultural workers and practitioners.

Communications and Engagement

1. Maintain a website that is clear, helpful and up to date.
2. Generate compelling, timely content for dissemination to our stakeholders.
3. Maintain a monthly newsletter distributing relevant news and opportunities to local creatives.
4. Document our work and communicate impacts, learnings and opportunities to the broader public.



First Nations Cultural Development

Work alongside First Nations leaders, institutions and bodies to support sustained First Nations cultural development activities.

Ensure First Nations cultural development activities are founded upon consistent and ongoing cultural consultation.

Creative Industry

Continue to support creative businesses in partnership with relevant business development stakeholders.

Advocate for and actively support growth of the digital creative industries in our region.

Provide visibility and recognition to the Riverina's creative industries as a sector

An effective, growing organisation

We will excel at governance, strategy and management, making ourselves indispensable to our members.

Organisation

1. Maintain a governance and committee structure that drives efficiency and best practice work.
2. Maintain prudent financial management, including strong financial controls, adequate reserves and appropriate board oversight.
3. Apply continuous improvement principles to the review and maintenance of policies, procedures and practices.
4. Implement a board recruitment strategy.
5. Develop strategic partnerships that further our mission in the short and long term.

Serving our Members

1. Deliver programming and projects to grow creative capacities in all of our member LGA's.
2. Measure and report on the return on investment we provide for our member councils.
3. Promote opportunities for regional creatives available through statewide and regional institutions.
4. Augment the current membership fee structure with 'add on' services that members and other orgs can buy into (within and potentially beyond our region).

Growing purposefully and sustainably

We will grow ERA's staffing, capabilities, professionalism and reach

1. Secure sustainable increases to funding and earned income to grow our workforce and service provision by:
 - a. Identifying and developing longer-term funding opportunities and/or self-sustaining projects and partnerships.
 - b. As resources allow, continue to develop and lead strategic projects in priority areas eg Creative Ageing, Recovery and Resilience, Economic Development, Social inclusion, Cultural Tourism, Professional Development etc.
2. Incorporate professional development opportunities into project and core budgets, including factoring appropriate leave coverage for our staff.
3. Attain Deductible Gift-Recipient status and implement a fundraising strategy associated with the ERA Public Fund.

Additional aspirations

Excellent things we'll achieve along the way

- To be recognised for exemplary practice in state and national forums.
- Greater recognition of the diversity of our stakeholders and partner organisations.



Arbour Festival Image: Jack of Hearts

Priority projects

Eastern Riverina Arts will work towards all our identified goals during the period of this Strategic Plans. We are a small team that is driven to make a big impact, and to increase our organisation's capacity and resources.

To achieve these goals we will prioritise significant projects that achieve multiple goals and objectives, and that have long-term sustainability written all over them. The following pages outline three projects we intend to prioritise in coming years. These projects each have the potential to have a long term increase to our service provision and impact, while growing our workforce, and diversifying our organisational income.

Each of these projects is a stretch goal. They are not meant to be easy, and we recognise that plans will need to adjust as realities evolve. Each of these priority projects is a vision that builds on our history and expertise, and each expresses long-articulated aspirations of Eastern Riverina Arts. They are presented to make concrete our long-expressed ambitions and focus our efforts. There are no guarantees that all three can be achieved within the timeframe of this Strategic Plan, though one thing is certain: none of them will happen if we don't try.

Project 1: Establish a Riverina Touring Network

Rationale

The Eastern Riverina Arts region is packed with excellent venues run by dedicated teams and committees. All are constrained by the prohibitive cost of producing tours and programs to a single venue.

Starting as a funded project, and transitioning to a user-pays model, the regional touring project will coordinate tours of high-quality performing arts content to venues across our service region.

This project is also critical to unlocking the touring capacities of local creatives. It will enable professional performers locally to access a broader regional audience and develop tourable offerings.



How this project meets our goals

Effective Organisation and Growth

- Makes us indispensable to our members
- If we do it right, it can become self funding
- Grows the ERA workforce and creates employment for a producer locally
- Potential to increase income
- Potential to service venues beyond our region

Delivering with Impact

- Delivers easy wins to the venues and committees across our regions
- Brings communities together in an ongoing way
- Creates a pathway towards touring for local creative companies

Project 2: Attract funding for a permanent First Nations Cultural Development Officer

Rationale

We know that Arts and Cultural development takes time, and there has never been an ongoing dedicated arts and cultural workforce for First Nations creativity in our region.

The Indigenous Visual Arts Industry Support (IVAIS) Program offers a pathway to ongoing funding for a role of this type. Currently 3 of the 4 NSW recipients of this funding are based in other Regional Arts Development Organisations, and none are based in Southern NSW.

Eastern Riverina Arts will structure a partnership with the Wagga Wagga Art Gallery that fosters exhibition opportunities and market development for First Nations artists across our entire region. As well as regular work within the gallery, the officer will establish and lead programming and support across the ERA service region to maximise participation and industry development.



How this project meets our goals

Effective Organisation and Growth

- Creates a dedicated First Nations role within ERA workforce, with the hope that it becomes a permanent role
- Establishes a strategic long-term partnership between ERA and our regional art gallery
- Provides targeted First Nations cultural development to all of our LGA's

Delivering with Impact

- Creates new professional development and market opportunities for First Nations creatives and cultural practitioners
- Helps the region's major art gallery support and showcase artists from a wider area
- Increases the visibility and profile of Wiradjuri/First Nations work nationally as well as locally

Project 3: Establish a Creative Industries Hub in Wagga Wagga



Rationale

Eastern Riverina Arts will establish and manage a significant cultural facility in Wagga Wagga, providing affordable spaces for artists, creative businesses and digital creatives.

The hub will leverage the support of business development organisations and will have a special focus on fostering a local digital creative industry sector.

The facility will provide affordable artist studios and suites to digital creatives, and spaces for meetings, events, exhibition and performance.

At the right scale, and with the right partnerships in place, a Creative Industries Hub will offer affordable services and spaces for creative activity while generating income to offset the staffing and workforce loads placed upon organisational resources.

How this project meets our goals

Effective Organisation and Growth

- Increases service delivery to Wagga Wagga LGA and beyond through creation of a new regionally-focused institution
- Form partnerships with business development organisations that can support artists to become successful creative businesses.
- New income streams generated through studio and event hires underwrite the costs of managing the hub

Delivering with Impact

- Facilitates development of digital Creative Industries in the Eastern Riverina Area
- Innovative model positioned to attract investment in regional creative industry development
- Gallery, retail, event and meeting spaces can be leveraged for enhanced service delivery

Financial Plan

INCOME	2022	2023	2024	2025	
Core Income					
Grants and Subsidies					
CreateNSW	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	Per current funding agreement with Create NSW
CASP Funding	17000	17000	17000	17000	Per current funding agreement with Create NSW
Local Government	\$ 62,233	\$ 62,855	\$ 63,484	\$ 64,119	
Earned Income					
Creative Industries Hub Income		\$ 35,000	\$ 45,000	\$ 55,000	Assumes Ambulance Station Income will increase with utilisation
Services and Equipment	\$ 5,000	\$ 6,500	\$ 8,000	\$ 10,000	Assumes fee-for-service products (eg Platform) are brought to market and revenue grows over time
Contracts and Auspicing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	Auspicing fees of \$2500 + \$7500 Admin fees for projects
Interest and Investment Income	\$ (10,000)	\$ -	\$ 8,000	\$ 10,000	Based on current portfolio assuming market recovery commences in 2023
Sponsorship/Philanthropic Contributions	\$ -	\$ 5,000	\$ 5,000	\$ 10,000	Sponsorships and philanthropic contributions secured towards priority projects
Fundraising	\$ 1,500	\$ 3,000	\$ 3,150	\$ 3,308	Commencing with \$3k target in 2023 and increasing 5% per year
Total Core Income	\$ 285,733	\$ 339,355	\$ 359,634	\$ 379,426	
Project Income					
Grants and Subsidies					
Project Grants	\$ 115,000	\$ 120,000	\$ 125,000	\$ 130,000	Funding secured to deliver strategic projects in our region
Capital Grants		\$ 200,000		\$ 150,000	Capital funding secured to fit out and improve Creative Industries Hub
Earned Income					
Event and Audience Sales	\$ 1,500	\$ 2,500	\$ 5,000	\$ 7,500	Projected increases in sales assuming Riverina Touring Network commences in 2023
Total Project Income	\$ 116,500	\$ 322,500	\$ 130,000	\$ 287,500	
Total Combined Income	\$ 402,233	\$ 661,855	\$ 489,634	\$ 666,926	
EXPENDITURE					
Core Expenses					
Salaries and Fees	\$ 167,136	\$ 172,150	\$ 177,315	\$ 182,634	Assumes 4% annual increase
CASP Grants	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	Per current funding agreement with Create NSW
Marketing and Promotion	\$ 4,700	\$ 4,771	\$ 4,842	\$ 4,915	Assumes 1.5% annual increase
Administration Overheads	\$ 80,148	\$ 130,148	\$ 134,052	\$ 138,074	Assumes 50K increase from 2023 at commencement of Creative Industries Hub, then 3% per year
Programs and Production Fees	\$ 17,000	\$ 10,000	\$ 10,000	\$ 10,000	\$17K CASP contribution included in 2022 only
Total Core Expenses	\$ 285,984	\$ 334,069	\$ 343,209	\$ 352,623	
Project Expenses					
Salaries and Fees	\$ 90,000	\$ 99,000.00	\$ 108,900.00	\$ 119,790.00	Factors a 10% increase in project staffing each year
Marketing and Promotion	10000	10300	10609	10927.27	
Production Expenses	17000	220000	17000	177000	
Total Project Expenses	117000	\$ 329,300	\$ 136,509	\$ 307,717	
Total Combined Expenses	402984	\$ 663,369	\$ 479,718	\$ 660,340	
Profit/Loss	\$ (751)	\$ (1,513)	\$ 9,916	\$ 6,586	

Risk Management Framework

Eastern Riverina Arts employs a comprehensive risk management framework that assesses risks to staff and stakeholders, assets and finances, reputation, and business continuity factors.

The Board (led by its Audit and Risk Committee) reviews the risk register periodically and ensures adequate management controls are in place.

	Insignificant	Minor	Moderate	Major	Catastrophic
Assets	Loss or destruction of assets up to \$2,000	Loss or destruction of assets \$2,000 to \$10,000	Loss or destruction of assets \$10,000 to \$50,000	Loss or destruction of assets \$50,000 to \$100,000	Loss or destruction of assets greater than \$100,000
Compliance/ regulation/ Governance	Non-compliance with work policy and standard operating procedures which are not legislated or regulated	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated	Non-compliance with work policy and standard operating procedures which require self reporting to the appropriate regulator and immediate rectification.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines and / or significant non-compliance with internal procedures could result in failure to provide business outcomes and service delivery.
Work Health & Safety	Injuries or ailments not requiring medical treatment.	Minor injury or First Aid Treatment Case.	Serious injury causing hospitalisation or multiple medical treatment cases.	Life threatening injury or multiple serious injuries causing hospitalisation.	Death or multiple life threatening injuries.
Financial	1% of Budget or <\$2,000	2.5% of Budget or <\$10,000	> 5% of Budget or <\$50,000	> 10% of Budget or <\$100,000	>25% of Budget or >\$100,000
People, Knowledge Management, Organisational Succession Planning, RCP	No disruption to day to day operations	Minor disruption to services for up to 1 month	Total cessation of service for up to 1 days and subsequent disruption of 1 to 2 months	Total cessation of service for up to 7 days and subsequent disruption of 2 to 3 months	Total cessation of service for more than 1 week and disruption over subsequent months resulting in ability to sustain organisation
Technology	Interruption to electronic records and data access less than ½ day.	Interruption to electronic records and data access ½ to 1day	Significant interruption (but not permanent loss) to data and electronic records access, lasting 1 day to 1 week	Complete, permanent loss of some electronic records and/or data, or loss of access for more than one	Complete, permanent loss of all electronic records and data
Reputation & Image	Internal Review	Scrutiny required by internal committees or internal audit to prevent escalation.	Scrutiny required by external committees and external communications consultants	Intense public, political and media scrutiny. E.g.: front page headlines, TV, etc.	Assembly inquiry or Commission of inquiry or adverse national media.
Business Process & Systems	Minor errors in systems or processes requiring corrective action, or minor delay without impact on overall schedule.	Policy procedural rule occasionally not met or services do not fully meet needs.	One or more key accountability requirements not met. Inconvenient but not client welfare threatening.	Multiple procedural failures not meeting key stakeholder needs and requirements - organisations Strategies not consistent with Government's agenda. Trends show service is degraded.	Critical system failure, bad policy advice or ongoing non-compliance. Business severely affected.

		Frequency	Matrix	1	2	3	4	5	
Likelihood	Almost Certain	<i>Is expected to occur in most circumstances</i>	>1 in 10	5	Medium	High	High	Extreme	Extreme
	Likely	<i>Will probably occur</i>	1 in 10 - 100	4	Medium	Medium	High	High	Extreme
	Possible	<i>Might occur at some time in the future</i>	1 in 100 - 1,000	3	Low	Medium	Medium	High	Extreme
	Unlikely	<i>Could occur but doubtful</i>	1 in 1,000 - 10,000	2	Low	Medium	Medium	High	High *
	Rare	<i>May occur but only in exceptional circumstances</i>	1 in 10,000 - 100,000	1	Low	Low	Medium	Medium	High *

Priority	Suggested Timing of Treatment	Authority for continued tolerance of risk	Risk Control Effectiveness	
			Control Effectiveness	Guide
Extreme	Short term – normally within one month** Detailed action plan required with ongoing monitoring and review	Chair/Board Action and Approval	Adequate	Nothing more to be done except review and monitor the existing controls. Controls are well designed for the risk, are largely preventative and address the root causes and Management believes that they are effective and reliable at all times. <i>Reactive controls only support preventative controls.</i>
High	Medium term – normally within three months Needs management attention	Executive Director	Room for Improvement	Most controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
Medium	Normally within 1 year Specify management responsibility	Staff/Project Lead	Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate at all effectively. Controls, if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.
Low	Ongoing control as part of a management system Manage by routine procedures	All staff	* Priority for attention - Action Every care should be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. Extreme and High risk especially where the risk relates to people and personal injury require us to act immediately to take steps to fix the	

Acknowledgements

Eastern Riverina Arts acknowledges the financial and in-kind support of its member Councils



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The Friendly Shire



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Create NSW
Arts, Screen & Culture

REGIONAL
ARTS
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Eastern Riverina Arts is funded by the NSW Government through Create NSW. We are part of a statewide network of Regional Arts Development Organisations and are a member of Regional Arts NSW.