



DRAFT
ANNUAL REPORT
2019

our
SPACE
is your
SPACE

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OUR VISION

Newcastle Community Arts Centre, now trading as Newcastle Art Space, will be re-imagined physically, organisationally, culturally, creatively and digitally; enriching the cultural experiences of Newcastle and beyond.

OUR MISSION

To reactivate Newcastle Art Space as a dynamic, innovative, contemporary, arts' hub; where artists, arts and audiences mingle; a creative hub that is self-sustaining, profitable and entrepreneurial.

Newcastle Art Space will;

- kindle a collaborative and supportive environment where emerging visual artists and arts' administrators thrive under the guidance of experienced colleagues and mentors;
- develop organisational structures, systems and processes to ensure decisions made are responsive, transparent and accountable, guaranteeing operational efficiency;
- cultivate significant community partnerships through strategic alliances across public, private and benevolent sectors;
- continue to support our current Art Prizes and initiate further support for artists by obtaining future prize sponsorship opportunities;
- inspire curiosity about innovative and contemporary art experiences across all generations;
- make the world of art welcoming and accessible using dynamic and flexible spaces to present an annual calendar of outstanding experiences, exhibitions and events;
- embolden an arts precinct in Newcastle, through collaboration with other arts' organisations and local businesses; where communities across generations and cultures merge and enjoy their experiences together; and thereby
- influence future innovation and leadership in the creative and cultural sector.

OUR HISTORY

Newcastle Art Space is the next iteration of the Newcastle Community Arts Centre (NCAC) which was founded in 1983. In 1987, 246 Parry Street was purchased by Newcastle City Council. The Council made the property available to the NCAC, accepted responsibility for all maintenance of the building and provided funds towards projects and initiatives run by the NCAC. The NCAC developed partnerships with community organisations; creating a range of arts projects and promoting cultural development throughout Newcastle and its environs.

The NCAC artists came from a broad spectrum of the community. Many of the artists dedicated their lives to the pursuit of excellence in the arts and in their own professional and work life. Artists nurtured at the NCAC have been winners and finalists in the Wynne and Sulman prizes, the Portia Geach and NSW Parliament Plein Air Painting Prize, participants in the Salon des Refuses and finalists in other major Australian Art Prizes, including the Kilgour.

In 2007 the Newcastle Community Arts Centre became an incorporated company limited by guarantee, with Deductible Gift Recipient status. Governance became the responsibility of a Board of Directors.

Newcastle Community Arts Centre had been dedicated to supporting the development of community-focused arts activities by individuals, groups and organisations for nearly 35 years. The arts and artists of Newcastle were supported by the provision of 30 artist studios, teaching rooms and an artist-run gallery (Newcastle Art Space) along with a theatre/workshop/rehearsal space (The Black Box Theatre), workshops and classes.

The original Newcastle Art Space (NAS) was an artist-run gallery located within the Newcastle Community Arts Centre. It was formed in 2000 by a dedicated group of Newcastle Community Arts Centre studio artists who volunteered their time and expertise to set-up and manage the gallery. NAS was run on a volunteer basis by a committee of experienced and emerging artists along with arts administrators. The Gallery was available, on a rental basis and provided a professional and accessible space for a diverse range of artistic practices and projects. The Newcastle Art Space has provided long term support to annual art prizes: Newcastle Emerging Artists Prize, The Newcastle Club Foundation Art Prize and most recently the Shoot Your Local Prize for Photography.

Th relationship with Council ended in 2016 with the sale of the Parry Street property. After an extensive search NCAC re-located to Block O at the Tighes Hill Campus of Hunter TAFE. In 2017 NCAC was re-badged and is now trading as Newcastle Art Space.

1. OVERVIEW

ABOUT US

In 2017 Newcastle Art Space (NAS) did not know if it could survive as an organization. We had to rethink our vision and purpose, find a new direction and audience while maintaining the responsibility we had for providing opportunities for both experienced and emerging artists, affordable studio space for artists, developing workshops, masterclasses and an exhibition space. Our new premises in Block O have been a challenge; finding a new life for an institution looking to re-imagine and reinvent itself.

In the past two years we have developed 29 artist studios for rental. At the end of 2019 we achieved the building of a new Gallery which will provide a large, bright space for Exhibitions for our artists, their projects, our annual art prizes and special community opportunities. It will also be offered, for a fee to artists on a competitive basis.

We are developing a good working relationship with Hunter TAFE, both the Tighes Hill Campus Administration, our landlords and the Art School. NAS will be providing an opportunity for a TAFE art student or students to undertake a residency in the midst of our artists' creative community.

We are looking forward to working with the University of Newcastle, Valley Voices Initiative, to explore and develop further the stories which have been surfacing as the old Newcastle Community Arts Centre and the new Newcastle Art Space unite to work towards our celebration of 40 years serving the Arts and Culture of Newcastle and its environs.

We facilitate a competitive mentorship program matching experienced artists with the best and brightest of emerging artists. We have a strong intern program with students being appointed on a competitive basis to train in arts administration and curation, under the guidance of our administration and curatorial staff. Our Board and resident artists offer their time as volunteers to support building maintenance, staging events and providing gallery service. The value of volunteerism to our organization is enormous with 40 members providing 30 hours of service in a year amounting to about \$30 000 in kind contribution. There are another 20 people who provide a minimum of 5 hours service per week with their in kind contribution being at the very least \$100, 000.

Newcastle Art Space administers three annual art prizes; Newcastle Emerging Artist Prize, a prize that was inaugurated in 2001 and is still growing under the sponsorship of DOMA Properties. The annual Newcastle Club Foundation Art Prize inaugurated in 2015 sponsored by the Newcastle Club. In 2019 NAS has partnered with Hunt Hospitality to promote a photography Prize Shoot your Local. We raise \$35 000 a year through sponsorship and donations for our art prizes; an historically philanthropic imperative for NAS.

To re-imagine and re-activate the Newcastle Art Space we will need to be bold and courageous, to use our imagination and call upon inspiration to meet the challenges of the dynamic environment that is the world of art.

As 2019 ends NAS continues operational. Studio rentals are sustaining us, our artists and creatives are creating. We are making a difference to emerging artists and the next generation of arts' administrators. We support our artists with disabilities and we are reaching out to our local community, looking to develop partnerships that will benefit the arts, artists and their audience. To continue to be active and alive we need to be re-investing in our infrastructure to provide our artist community with a comfortable weatherproof workspace and providing our audiences with experiences and opportunities that will contribute to their health and well-being. To achieve this we have developed our Strategic Plan, policies and procedures to streamline management, establishing ideas to develop as an entrepreneurial organisation, advancing plans for engaging in sponsorships and seeking grants.

Our challenge is to continue to improve the infrastructure of Block O; both inside and out; studios, teaching spaces and the Gallery need further refinement. We have established an organisational structure with clear governance and management expectations. We will continue to strive for improvement in this area.

Our facilities are providing us with sound finances. We need an injection of funds for a period of 2 years to support our dream to develop Block O, making it weatherproof so NAS can move confidently towards becoming a vibrant site alive with events and opportunities. Where our community interacts and mingles as we cultivate a creative hub that is self-sustaining, profitable and entrepreneurial. As we move into 2020 we will grow our online presence, become more adept at promotion, marketing and audience development.

OUR PEOPLE

Board Members

| Name | Position | Background | Dates |
|-----------------|-------------------|---|------------|
| Kim Hughes | Chairperson | Business owner Interior Design Company | 2012 -2019 |
| Joerg Lehmann | Deputy Chair | Medical Researcher and photographer | 2016 -2019 |
| Jo Chisholm-Ray | Treasurer | Business owner Commercial Gallery | 2018-19 |
| Gail Miller | Company Secretary | Fmr School Principal, Member Australian Inst. of Company Directors, Fellow of the Australian Council of Educational Administrators | 2019 |
| Dino Consalvo | Director | Business owner, artist | 2019 |
| Anne McLaughlin | Director | Gallery Director, Art Educator and Administrator | 2019 |
| Ahn Wells | Director | Gallery Director, Business owner, artist | 2019 |

OUR PEOPLE

Employees

| Name | Position | Dates acted |
|------------------|-----------------|-------------|
| Melinda McMillan | General Manager | 2019 |
| Michelle Turvey | Finance Manager | 2019 |

Interns

| Name | Position | Dates acted |
|----------------|----------|-------------|
| Jamie Bastoli | Intern | 2019 |
| Ash Campbell | Intern | 2019 |
| Alessia Sakoff | Intern | 2019 |
| Beth Voltage | Intern | 2019 |

Artist Mentors and their Mentees

| Mentor | Mentee |
|--------------------|---------------------------------|
| Nigel Milsom | Rob Connell |
| Lottie Consalvo | Gillian Adamson |
| Danielle Nelson | Judith Hill |
| Annemarie Murland | Catherine Tempest |
| Dino Consalvo | Patricia Holden |
| Virginia Cuppaidge | Michelle Tear |
| Tom Ireland | Nicole Wilson |
| Kara Wood | James McFarland |
| Gavin Vitullo | Jamie Bastoli |
| Pablo Tapia | Liss Finney / Justin Hamilton |
| Ben Kenning | Matthew Hargrave |
| Jane Lander | Alessia Sakoff |
| Jen Denzin | Frances Johnston / Hannah Allen |

OUR PEOPLE

Our Resident Artists

| STUDIO | ARTIST |
|--------|-------------------|
| 1. | Kathryn Taunton |
| 2. | Paula Thistleton |
| 3. | Kara Wood |
| 4. | Dane Tobias |
| 5. | Annemarie Murland |
| 6. | John Harrison |
| 7. | Jackie Smallcombe |
| 8. | Liam James |
| | James Rhodes |
| 9. | Herrad Nann |
| 10. | Andrew Finnie |
| 10. | Jen Finnie |
| 10. | Michael Bateman |
| 11. | Caroline Traill |
| 12. | Joerg Lehman |
| 12. | Stuart Marlin |
| 12. | Susan MacNiell |

| STUDIO | ARTIST |
|--------|--------------------|
| 13a. | Jayde Farrell |
| 13b. | |
| 14. | |
| 15. | Eila Vinwynn |
| 16. | |
| 17. | Kara Wood |
| 18a. | Danielle Nelson |
| 18b. | Alessia Sakoff |
| 18c. | Kevin Kik |
| 19. | Katrina Kellett |
| 20. | Kerrie Hanton |
| 21. | Eleanor Cardwell |
| 21a | Mary Graham |
| 22 | Virginia Cuppaidge |

CHAIRPERSONS REPORT | K. HUGHES

The year 2019 was a year of consolidation for Newcastle Art Space. It was the second full year the organisation had been in residence in Block O at TAFE Tighes Hill. The Board employed a new general manager, for 18 hours a week, who had a wealth of great ideas she wished to try and implement with the NAS Community. The Board also employed, for 12 hours, a finance and administration manager. Both worked for the organisation, supporting Gallery Exhibitions, administering art prizes, creating events, developing workshops to support artists with their business development and developing a sense of community.

The Board of Newcastle had an influx of new Directors. The new Directors welcomed to the Board were Jo Chisholm Ray, Dino Consalvo, Anne McLaughlin, Gail Miller and Ahn Wells. The Directors worked across a range of board subcommittees; audit and finance, governance, gallery and works. These committees took responsibility for their areas of specialty and reported to the Board monthly with achievements and recommendations.

This year the focus has been on developing the NAS Governance; The Organisational Structure; The Board Charter, associated policies and procedures; management policies and putting the Constitution to the lawyers for comment to ensure compliancy with the 2012 ACNC Act. This will be reported on in 2020.

The Block O Building at TAFE Tighes Hill has been gradually upgraded with studio fit outs, moving towards the maximisation of the rental potential by developing more artist studio spaces. A new Gallery Space was completed in December and ready for operation in 2020. A teaching / meeting space has also been expanded for community group use.

The Newcastle Emerging Artist Prize was an enormous success with DOMA the lead sponsor. The main prize won by Warwick Heywood. The Newcastle Club Foundation Painting Prize was highly successful with Rosalyn Earp taking the major prize. The inaugural Shoot Your Local photographic prize, sponsored by Hunt Hospitality, started with a modest number of entries this year. The work by Solomon Wilks taking the major prize.

Newcastle Art Space has ended the year in a good position ready to launch into 2020; looking to develop the rental capacity of our space, provide workshops and exciting events with our partner creatives and developing our appeal to new audiences in both physical and online spaces reaching out to the World through our Website and social media.

2. GOVERNANCE

STRUCTURE & MANAGEMENT

Newcastle Art Space is registered with the Australian Charities and Not-for-profits Commission (ACNC) with Deductible Gift Recipient (DGR) status.

Board Composition

The Board is committed to providing leadership for Newcastle Art Space. The board members come from across a range of work and life experience. There is a balance of male and female and a broad range of ethnicity. Members are drawn from private business enterprises, public administration and research as well as the creative arts.

Board members are elected annually by members at the Annual General Meeting, in accordance with the Constitution. The board members elect the board office bearers.

Company Membership

"A person who accepts and supports the Objectives of the Company may be eligible for membership" (NCAC Constitution, 2007 Clause 4.0). To verify this the board requires members to demonstrate an active commitment to Newcastle Art Space. New members should be financial for a minimum of six months before they may vote at the AGM or become board members.

The Constitution stipulates the Newcastle Art Space organisation is secular and apolitical. The Company is not to be compromised by a member's religious or political beliefs.

Partnership is of Paramount Importance

As a small community group Newcastle Art Space has a general manager in charge of the 'day to day' management and its board has a chair. These two roles complement each other, it is vital that the individuals who fill these roles maintain a good working relationship.

Board and Staff Relationships

The Board of a not-for-profit agency is the highest authority in the organisation. The Board decision on a matter is final. The Board provides purpose, leadership and overall strategy, and it has the responsibility of assuring the public that the organisation's finances are sound, its operations are legal, and its procedures work.

The staff has an understanding of the day-to-day working of the organisation.

Governance and Management

The Board provides the framework of governance; the staff manages within that framework. The functions are separate and different but they should operate as a partnership. Management has to be done by a manager and the team.

The Board provides objective guidance; staff are too close to the organisation to provide the clear-headed objectivity required for a governance role.

The entire Newcastle Art Space board and the organisation's staff work together to create a productive relationship: both parties being committed to working for the good of the organisation, and in accordance with its Vision and Strategic Plan.

Confusion in an organisation about roles and responsibilities, leads to conflict, inefficiency, low morale and irritation. It is for this reason we have taken the time to clarify our roles in the Board Charter.

Safeguarding the Mission and Vision

The Board is the guardian of the Newcastle Art Space mission and vision its prime role is to keep the vision alive by taking a leading role in planning for the future of the Organisation.

Strategic Planning

Strategic Planning enables the organisation to think through and document what is being done, for whom, why is it being done and when it will be achieved.. The strategic planning process encourages examination of established directions and strategies for contemporary relevance and results. Key Performance indicators are negotiated and guide our way forward. The Strategic Plan needs to be reviewed regularly and the Board needs to respond to unexpected situations in a strategic and considered manner.

Legal and Financial Accountability

The Board is responsible for ensuring the organisation meets its legal requirements and remains accountable to donors and other stakeholders.

Responsibility for Employment

Staff are employed by the Board in accordance with the Recruitment Policies and Procedures. The Board may engage employees as paid, on-contract or as unpaid volunteers.

Selecting and Overseeing the Management Team

The Management Team, in 2019 consisted of:-

- A General Manager employed to manage the organisation's day-to-day operations.
- A Finance and Administration Manager employed to oversee the financial responsibilities of the organisation working with the Treasurer and the Finance Committee.

The Board is responsible for appointing the most appropriate persons for the positions. Once the management team is in place, the Board must monitor managers' performances providing support and guidance in accordance with Fairwork Australia Legislation.

Directors appointed to liaise with and mentor employees; paid and volunteer

The Board appoints such directors, as appropriate to the function of the employee, in a mentoring role.

Sponsorship and Fundraising

The Board ensures the organisation has adequate resources to achieve its program objectives and, on a more basic level, that it can pay its bills. The Board is in the process of developing a Fundraising and Sponsorship Plan to guide NAS forward in their desire to achieve a balanced approach to financial sustainability.

Board Meetings

The Board must hold meetings, the Newcastle Art Space constitution dictates, at least six times in a Financial year. The Board Charter has decided the Board meets on the second Tuesday of every month with the possible exception of December / January. The conduct of meetings is according to standing orders and within a respectful context.

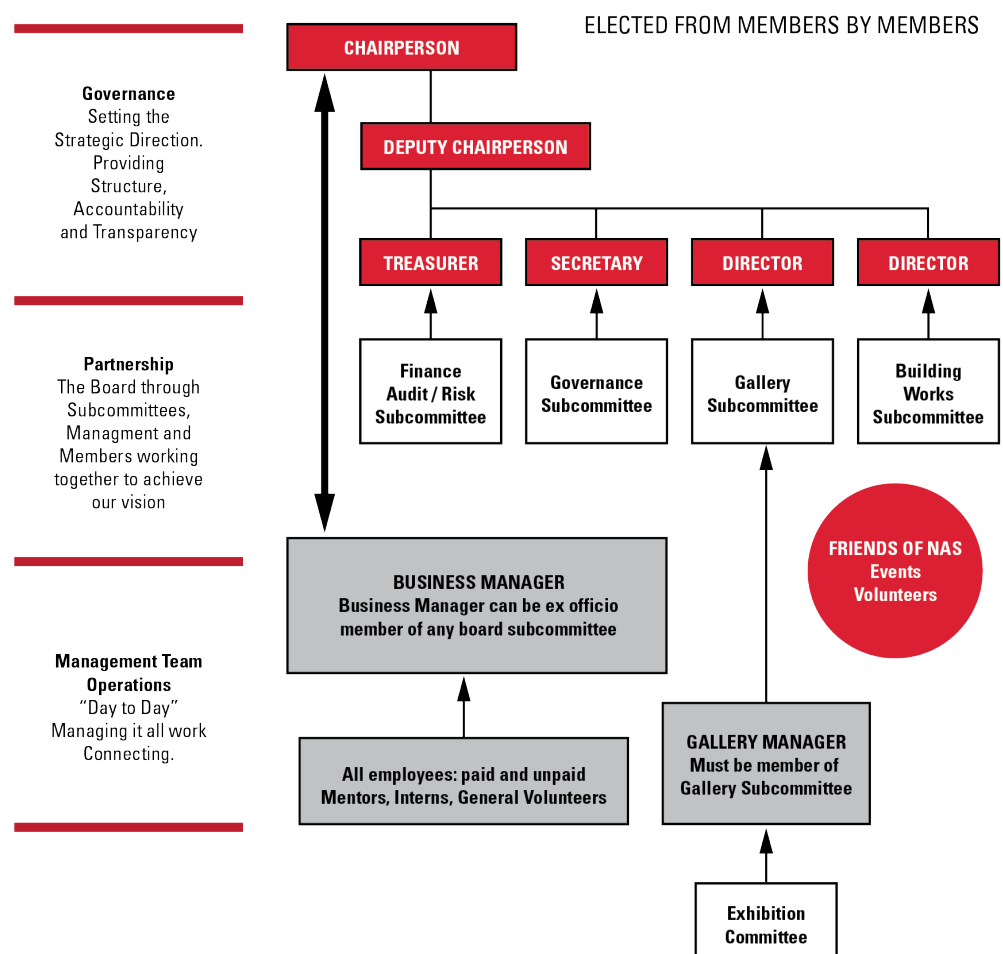
Evaluating its own Effectiveness

The Board needs to regularly evaluate itself to ensure it remains representative, responsive and effective.

Evaluation will follow the process outlined in the Charter Process. A sub-committee may be set up specifically for this purpose.

Organisational Structure

NEWCASTLE ART SPACE BOARD OF DIRECTORS (7)



GENERAL MANAGEMENT REPORT

It has been an exciting year for Newcastle Art Space. We are an engaged and vibrant community of artists, arts-workers, interns and volunteers. In 2019 we feel we have achieved a great deal.

In 2020 we want to share our vibrancy with an audience, a wider audience, an audience, as yet, not our audience but they will be. We will compel their attention through our excitement and enthusiasm; in our physical spaces and online.

Our Changing Space

Newcastle Art Space is located in a Heritage Industrial Building known as Block O at the Tighes Hill Campus of Hunter TAFE. It is character-filled and needs much infrastructure work; in particular a new roof to weatherproof our internal spaces.

Historically, as NCAC, Newcastle Art Space has offered affordable studio space for a diverse range of artists, a number of whom are in the early years of their art practice. This year we have continued the process of refurbishing 29 studios and developing serviceable teaching, workshop and event spaces to improve the working and teaching conditions of our resident artists. Our improved public spaces will be hired out adding much needed revenue.

Our studio program encourages the artists to become part of our community for up to five years. Their contracts are renewed every 12 months. During their time at Newcastle Art Space artists engage with other creatives, make connections, are provided with exhibition opportunities and are mentored by our resident senior artists. Our artists also provide Newcastle Art Space with much needed volunteers supporting events, providing workshops and acting as volunteer Gallery staff.

It has been a dream of the Board and Company Members of Newcastle Art Space to have a new commercial-standard art gallery since moving into Block O in 2017. Through careful accounting, kind donations by artists of their works, astute partnering with local business, a Federal Stronger Communities Partnership Grant, fundraising and donations; stage one of our Gallery was completed in November 2019. Stage two will be delivered during 2020.

Our new gallery offers more than 48 lineal metres of hanging space and 80sqm of floorspace. It will be used to create and deliver exhibition opportunities for all artists. The new gallery will also be used as a training experience for our interns, who will have the opportunity to curate and hang works; managing exhibitions in a commercial standard gallery.

Newcastle Art Space held 12 exhibitions, in our small temporary gallery during 2019.

The works of more than 200 Hunter Valley-based artists were shown. The primary aim of our exhibition program has been to:-

- Showcase the quality art that is produced by artists residing in the Greater Newcastle and Hunter area
- Create exhibition opportunities for Hunter Valley-based artists to gain experience, confidence and the opportunity to experiment, while providing an opportunity to sell their work

- Provide real exhibition experiences for emerging artists to assist with their professional development
- Provide mentoring through the exhibition process for all artists
- Cultivate a culture of acquisition within the Newcastle community.

Newcastle Art Space supports artists in all aspects of exhibiting, including the development of marketing materials, effective use of social media, selection of works for exhibition, curation and promotion of the exhibition.

The achievement off the new Gallery space will provide an exceptional venue to promote our annual Art Prizes into the future.

Promoting our Art Prizes

During 2019 Newcastle Art Space administered and organised three annual art prizes providing professional opportunities for Hunter Valley artists and have not had a Solo Exhibition.

The [Newcastle Emerging Artist Prize](#) is open to artists located within the Hunter Valley and who are in the first five years of their art practice.

We were proud to have the [DOMA Group](#) as our major sponsors providing the prize money of \$5000 for the winner. After the success of this year's prize, DOMA Group have committed to supporting the prize into the future.

The [2019 prize judges](#) were [James Drinkwater](#), [Jessi England](#) and [Rachel Milne, who spoke at an information session](#) about what judges look for when judging art prizes.

In 2019, The Newcastle Emerging Artist Prize received a record number of entries; 138. There were 45 finalist who had their work hung. In excess of 400 people attended the opening of the finalist exhibition and announcement of the prize winner.

The prize delivered \$9500 to five artists, with the overall winner, Warwick Heywood, receiving \$5000.

The Newcastle Emerging Artist Prize presented a training opportunity for emerging artists. Newcastle Art Space held an information session, prior to the deadline for entries, targeting emerging artists interested in entering the prize and outlining the expectations associated with entering this and other art prizes.

The [Newcastle Club Foundation Art Prize](#) is a themed prize now in its fifth year. The theme for this year was *Cornucopia*.

Newcastle Art Space partnered with The Newcastle Club, who provided a \$10,000 prize to the winner, Rosalyn Earp, with the runner up receiving \$1000. The final 10 artists' works were displayed at the Newcastle Club. The Newcastle Club held a formal dinner where the Newcastle Foundation Art prize winner and runner up were announced. During the course of the evening the 10 finalists' artworks were auctioned.

The artists who did not make the finalist stage had their works displayed in the Newcastle Art Space temporary Gallery.

The inaugural [Shoot Your Local](#) photographic art prize opened in November and will be awarded in February 2020. The prize is open to professional and amateur photographers alike. This new photographic prize has been initiated and sponsored by Hunt Hospitality, owners of several hotels in the Newcastle area, in partnership with Newcastle Art Space. The winner will receive a prize of \$5000.

Developing our Community of Artists

Our internship program ensures young artists and arts' administrators have valuable work experience as they prepare for their future careers in the world of art. [The internships](#) cover the following areas: gallery skills, including hanging works and curation; arts administration, arts marketing and event management.

Our three [Interns](#) are being trained to be innovative, trouble-shooters with the capacity to think outside of the square, solve problems and get things done. They work one day a week at Newcastle Art Space for a 12-month period. They contribute, learn, and make connections with artists, other arts workers and institutions. These interns will graduate with the skills, self-confidence and be workplace wise and ready.

Our [mentoring program](#) has identified 13 Newcastle-based, established artists who have volunteered their time to mentor an emerging artist each for a period of 12 months. The mentorship program was competitive. There were 51 applicants. [Mentoring](#), including studio practice, is due to begin early in 2020. The program culminates in a group exhibition of all the mentors and mentees in late 2020.

A senior residency program sits alongside the paired mentoring teams. Our current mentor in residence is [Virginia Cuppajidge](#), a highly acclaimed Australian abstract painter who has spent more than 40 years as a working artist in New York. Under the program, our senior resident conducts her studio practice in a private studio at Newcastle Art Space. In 2020, she will begin the formal commitments associated with her residency. This will involve her leading, developing and delivering a variety of professional training and mentoring opportunities in the form of Masterclasses and Workshops.

Newcastle Art Space has organised two artist specific professional development programs during 2019. The first was a one-day workshop entitled [The Dirty Business of Being an Artist](#). This sold-out. Fifty artists in the early years of their careers attended. The sessions were on ABNs and GST, the pathway to professional practice, effective use of social media to market art, how to write an artist's statement and how to approach a gallery for an exhibition.

Another significant professional development program was an art mediation training course, similar to one run at Newcastle Gallery by [Art Mediation](#). Using this knowledge we developed an art mediation program for Newcastle Art Space, training six art mediators in the process of beginning conversations about artworks; moving to discussion and finally to supporting an interpretation. Art mediation makes art accessible to people from all walks of life and caters for varying levels of knowledge people bring to an art experience.

Newcastle Art Space commenced a women in the arts program, in support of the National Gallery of Australia's #KnowMyName initiative. An inaugural exhibition, [On Her Shoulders](#), paid tribute to women artists airbrushed from the art history canon and who are largely absent from collections held in galleries and museums. We exhibited the works of 55 Hunter-based women artists.

Engaging with our Community

During 2019, Newcastle Art Space has been working on developing our community engagement programs. We hope to be able to engage a gallery manager who will promote, market and engage our audience with workshops, events and exhibitions. This is an area we will be expanding into in 2020 – 21. It is detailed in our Strategic Plan 2020-2024.

On Saturday afternoons, gallery visitors have been able to experience exhibitions with an art mediator. This program has seen gallery visitation increase during the hours the program has been operating and visitors are staying in the gallery for longer periods of time.

Our Financial Sustainability

We rent our studios. Teaching areas and public spaces are available for hire and this is steadily building into a viable area of business enterprise. We have delved into organising several edgy events and feel these provide potential future opportunities. We have tried several workshops this year with great success. We will be developing a wider program in 2020 as interesting, exciting workshops engage our community and provide a sound revenue stream.

We will consider applying for grants especially for small artist based projects. We need to establish the position of a Gallery manager who can lead artists and our artists community out into the audience community.

Newcastle Art Space has explored corporate sponsorship in 2019. The first stage had Newcastle Art Space partnering with businesses to fund capital works and providing for some of our art prizes. We are currently negotiating the launch of Stage 2 of our Sponsorship Challenge to Friends of Newcastle Art Space.

We are only just beginning our reactivation. In 2020 Newcastle Art Space will continue on the exciting path of re-imagination and re-invention of our awesome old space.

OUR OBJECTIVES AND ACTIVITIES

During 2019 the Board has been rebuilding and has focused on a number of strategies and key directions to guide NAS in the achievement of its aims:-

- investing, all funds available, in our spaces to effectively re-imagine and re-activate the Block O precinct of the TAFE site we lease; providing affordable studio space; maximising spaces available; locating a gallery in a temporary space while accumulating funds to build our new commercial standard Gallery.
- understanding the value of the precinct – what people appreciate and how the arts on site can bring community together; artists working together developing a culture, mentoring and supporting fellow creatives. Developing an awareness of the industrial nature of the area and exploring how NAS can capitalise on the location and pull a very different audience; both physical and online.
- working diligently to develop an acceptable level of operational efficiency; ensuring the Constitution is best practice; implementing a sound governance charter; developing a coherent organisational structure; writing and implementing policies and procedures designed to establish formal systems and processes.
- finding ways of becoming entrepreneurial; focusing on building our reserves for re-investment into our infrastructure and our artists, for developing talent and inspiring audiences. Achieving this by taking a balanced approach to income generation, grants, fundraising and sponsorship.

Our Strategic Plan 2020 to 2024

The NAS Board has four key priorities for the next chapter of our development in 2020 to 2024.

Re-imagination: as a catalyst for cultural change, enlivened by creative and innovative people. NAS will be an organisation that encourages cultural engagement with the broad community, making an impact socially, as well as cultivating excellence in the arts in both physical and online spaces.

Space: for making welcome all audiences; a space for inspiring, strengthening cultural and community activities; a space for our audience; a space for engaging new audiences; a space that is being used continuously to enhance arts engagement; a space reflecting heritage and making connections; both physical and online. NAS will be a space to surprise and engage our audiences as yet unknown, both physical and online.

Sustainability: achieving financial independence by developing a site that generates income by extending the scope and quality of outcomes relating to the space and its reactivation.

Governance: NAS will make decisions and perform our role in a manner replicating our core values encouraging open and transparent communication, accountability, operational efficiency and responsiveness to needs as they arise. Gathering a wealth of data from a variety of sources to support our community benefit.

3. FINANCES

NEWCASTLE ART SPACE FINANCIAL DATA

Historical data since moving Newcastle Art Space to our current site. Extrapolating our current growth pattern into the future. ** not sure of COVID19 impact as yet.

| | 2017 | 2018 | 2019 | 2020 ** | 2021 | 2022 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Gross Profit | \$111 275.00 | \$128 648.00 | \$151 500.00 | \$162 993.00 | \$185 000.00 | \$205 000.00 |
| Total Expenses | \$148 457.00 | \$156 512.00 | \$133 030.00 | \$119 453.00 | \$129 00.00 | \$135 000.00 |
| NET PROFIT | \$ 36 451.00 | \$8 587.00 | \$18 470.00 | \$43 540.00 | \$56 000.00 | \$70 000.00 |

INCOME

| Income | 2017 | 2018 | 2019 |
|------------------------|---------------|-------------|-------------|
| Rent | Sponsorships/ | \$79 702.00 | \$92 000.00 |
| Projects/Workshops | \$9099.00 | \$14 445.00 | \$8000.00 |
| Sponsorships/Donations | \$8 776.00 | \$7 975.00 | \$35 000.00 |
| Grants | | \$20 489.00 | \$8507.00 |

EXPENDITURE

| Expenditure | 2017 | 2018 | 2019 |
|--------------------|-------------|-------------|-------------|
| Employee costs | \$65 256.00 | \$54 456.00 | \$61 300.00 |
| Marketing | \$3450.00 | \$11 166.00 | \$3480.00 |
| Rent to TAFE | \$25 700.00 | \$30 000.00 | \$32 268.00 |
| Grants | | \$10 689.00 | \$8507.00 |
| Programs/Workshops | \$ 3230.00 | \$ 9320.00 | \$3700.00 |

The rent paid by Newcastle Art Space to TAFE increases by 3.1% CPI annually.

TREASURER REPORT | J.CHISHOLM RAY

NAS has developed more studio spaces and our rental returns have been growing and will continue to grow to \$11700.00 by April 1 2020, with more studios coming into use by the end of 2020. The planning, development and offering of new workshops should yield up to \$15 000. The workshops will be in both physical and online spaces.

Marketing costs have reduced in 2019 because Newcastle Art Space has become more adept at using social media as a marketing tool. This will increase again as NAS enters a more active online world through our re-imagined Website supported by Fivespice Creative (Newcastle).

In 2019 we developed a Sponsorship Policy and have taken a planned and strategic approach to our sponsorship. The Newcastle Art Space's targeted approach to sponsorship achieved an income of \$35 000.00 which we used for the philanthropic aspect of our community. That is, to provide prize money for the three annual art prizes administered by Newcastle Art Space. We will implement Stage 2 of this sponsorship policy in 2020 with the aim of gaining \$50 000.

Grants are not a major component of our income; however, we will be looking towards developing Grant applications for infrastructure development and small projects into 2020-21.

We are working towards financial self-sustainability by taking a careful strategic approach with steady growth.

4. OTHER IMPORTANT INFORMATION

ACKNOWLEDGMENTS & THANK YOU

Artist Donors

Artists who have donated work:

Dino Consalvo
Danielle Nelson
Rachel Milne
Pablo Tapia

Business Donors

Adamstown Cleaning Services
CStudios
The Lass o' Gowrie Hotel
Piggott's Pharmacy
Wine Selectors
Vera Zulsemoski

Grants & Funding

Community Building Partnership: NSW Government
Federal Government: Stronger Communities Partnership
Newcastle City Council: Sponsorship Five.point.Six Newcastle Earthquake Exhibition
NSW Department of Community Services

Corporate & Community Partners

DOMA Properties
Hunter TAFE
Hunt Hospitality
Port Waratah Coal Services
The Newcastle Club Foundation

Volunteers

All Resident Artists
The Board
The Interns
The Mentors
Company Members

Members

Membership is \$35.00 per year and payable annually by April 1, 2020.
Resident artist pay \$55.00 at time of signing their lease agreement.

CONTACT US

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