



STRATEGIC PLAN 2020 - 2024



Ratified 11 February 2020
Reviewed March 31, 2020 due to COVID 19 Pandemic

our
SPACE
is your
SPACE

INTRODUCTION AND OVERVIEW

Newcastle Art Space (NAS) is a devolution of the Newcastle Community Art Centre (NCAC). The NCAC was a multi-arts organisation providing studio space for 40 artists, teaching rooms, teaching and rehearsal space for performing arts, exhibition space and a multi-purpose theatre. The NCAC occupied 2000 square metres in a central Newcastle location for 27 years.

For more than three decades NCAC provided the Newcastle Community with classes, workshops and professional development opportunities across many art forms and for all skill levels. The NCAC had an exhibition gallery and a notable achievement was initiating the Newcastle Emerging Artist Prize in 2001. Due to the sale of the property in 2017 NCAC had to re-locate to a smaller site; Block O, TAFE Tighes Hill Campus, resulting in the narrowing of the focus as an arts' organisation.

Newcastle Art Space is a not-for-profit Company Limited by Guarantee with Deductible Gift Recipient status. The NAS Board is responsible for the governance and management of the Newcastle Arts Space precinct Block O. Newcastle Art Space receives no recurrent government funding. Costs such as repairs and building maintenance, security, staff salaries, insurance, cleaning and gardening have to be funded from volunteerism and income generated by the NAS.

In 2017 Newcastle Art Space did not know if it could survive as an organization. We had to rethink our vision and mission, 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, presenting workshops, masterclasses and an exhibition space for the wider community of Newcastle to access. Our new premises in Block O have been a challenge for us as an organization beginning a new phase of its life; re-imagining and re-activating.

Our Board and resident artists, who are company members, 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 members who provide a minimum of 5 hours service per week with their in kind contribution being at the very least \$100 000 annually. Currently we have 87 company members. In 2019 Newcastle Art Space employed two part time staff who worked a total of 30 hours a week across 4 days during NAS opening hours which are 10.00am to 4.00pm.

The main goal for Newcastle Art Space for 2018 and 2019 was to lay a solid foundation upon which to build towards the future. We needed to secure income because we had to pay rent. We needed to prove we were reliable tenants to have our lease extended with TAFE. To support our artists we had to build acceptable studios for rental at reasonable rates. We needed a temporary gallery for income and to display our artists and others' work. As a not for profit company we needed to develop our governance to meet state and national requirements and to ensure our Board, company members and staff had clear guidelines within which to work.

Our Strategic Plan was simple: to survive, this is what we did.

In 2020 NAS is still operational. Studio rentals 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 audiences.

To continue to be active and alive we need to be investing in our infrastructure and looking to secure a stable presence on the current site. We need to support our artist community with weatherproof facilities and affordable rent. We need to provide our artists and our audiences with experiences and opportunities which will engage, captivate, inspire and contribute to their health and well-being.

Our Board Charter and policies and procedures have been designed to streamline management; both board and management being made aware of each-others' roles and responsibilities. Policies and procedures are being developed to provide clear financial guidelines and risk management.

Over the life of this Strategic Plan we need to access new and imaginative ideas to develop as a self-sustaining entrepreneurial organisation, developing business opportunities, promoting creative industry partnerships, advancing plans for engaging in further sponsorships, fundraising and eventually seeking grants.

Without an audience our artists have no avenue to share their works. We need to captivate our audiences on many levels through workshops, performances, events, exhibitions and other activities that constitute relevant, stimulating and emotive arts' experiences. We need to work with our established audiences while exploring what new audiences want. Then we need to answer the challenge of how and when do we cater for all and ask the question what part do we have to play in a digital world?

VISION

By 2024 the Newcastle Art Space will have been re-imagined physically, organisationally, culturally, creatively and digitally; enriching the cultural experiences of Newcastle and beyond

MISSION

To re-imagine Newcastle Art Space as a dynamic, innovative, contemporary, entrepreneurial and financially sustainable arts' hub; where artists, arts and audiences mingle in both physical and digital spaces

Newcastle Art Space will;

- develop organisational structures, systems and processes to ensure decisions made are responsive, transparent and accountable, guaranteeing operational efficiency and provide a sound foundation for a financially sustainable future;
- kindle a collaborative and supportive environment where emerging visual artists and arts' administrators thrive under the guidance of experienced colleagues and mentors;
- continue to support our current Art Prizes and initiate further support for artists by obtaining future prize and sponsorship opportunities;
- cultivate significant community partnerships through strategic alliances across public, private and benevolent sectors;
- inspire curiosity about innovative and contemporary art experiences across all generations; articulate our "artistic vision";
- 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; in so doing
- influence future innovation and leadership in the creative and cultural sector.

NEWCASTLE ART SPACE GOALS

1. To provide and document a variety of opportunities for a broad community, in the social sense, to engage with the arts and cultural experiences while cultivating and sharing excellence in the fine and applied arts.
2. To create a space that is being used continuously to enhance and inspire arts and cultural engagement. A space that is well managed and weatherproof.

Making welcome audiences to a space for inspiring; strengthening cultural and community activities; a space for our audiences; a space for engaging new audiences; a space that is being used continuously to enhance arts engagement; a space reflecting heritage and making connections.

A space, which by its existence and extension, promotes health and well-being.
3. To become entrepreneurial. Focusing on building reserves for re-investment into the organisation; enabling better facilities for artist residents; maintaining rental at current level (except for 3% CPI). This will be achieved by taking a balanced approach to income generation, fundraising, sponsorship and grants.

Achieving financial independence by developing a site that generates income through extending the scope and quality of outcomes relating to the space and its re-invention.

4. To guarantee operational efficiency by implementing the first ever Newcastle Art Space governance and management charter.

Implementing organisational structures, systems and processes. Reviewing these regularly to ensure there is a consistency of approach and common understandings about roles and responsibilities within the organisation. Resulting in improved communication and participation across the entire organisation.

Making decisions and performing roles in accordance with core values; encouraging accountability, operational efficiency and responsiveness to needs as they arise.

STRATEGIC / CONTEXT ANALYSIS

Now 35 years old, the NCAC has re-badged and is trading as Newcastle Art Space. We are beginning a new chapter in our history. Drawing upon all our experience, resilience and stamina we are looking towards a similar but different future. We believe what we offer artists and the cultural community of Newcastle is worthy of re-imagining and reactivation, especially as the Newcastle City Council's Cultural Strategy to 2025 states as its main aim: "making culture intrinsic to the city and valued for its contribution to people's well-being, the city's identity and its economic, education and tourism values."

Our great strengths are the sense of community that exists within our organisation and the organisation's longevity. We know we are survivors we know we have a strong history and ethic. Another strength is the number of volunteers who operate on a regular basis doing administration, keeping the gallery operational, hanging exhibitions, serving food and drinks on opening nights, painting, keeping the facility clean, providing maintenance and gardening. Our volunteers in kind contribution is enormous.

Our major weakness is we are tied to an income that allows us after expenses, to break even with a contingency of 20% of the annual turnover held in reserve. The biggest threat we have is that we lease the property from TAFE and have minimal assets. TAFE has agreed to support our application for an Infrastructure NSW Grant to weatherproof Building O, an imperative given artworks are created and stored in the building and it is a testament to a future sound relationship with the organisation.

Our opportunity is to make additional income by answering the demand that exists to present workshops, hire the venue and the new Gallery, participate in Tourism and reach into markets, festivals and even organise 'pop-ups' all to keep NAS visible to the community. Another opportunity we have is the site we are on. It is located in leafy park-like surrounds on the banks of the Styx Creek. An ideal place to hold a variety of enticing, captivating and fantastical events and performances for young and old alike in partnership with like-minded local creatives.

During the last two years Newcastle Art Space has developed 29 artist studios for rental to 35 artists. We have a teaching space with the potential to run 10 workshops a week with a total of 250 participants. At the end of 2019 we achieved the building of a new Exhibition Gallery providing a large, bright space for Exhibitions for our artists, their projects, our annual art prizes and special community opportunities. The Gallery will also be offered, for a fee to artists on a competitive basis. Newcastle Art Space has carefully laid our foundation for the future.

Our challenge, 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 these areas. Through reflection and structured evaluation we will improve. Resulting in sound day to day management of the site and developing business opportunities.

Newcastle Art Space Block O will become a vibrant site, alive with events and opportunities where our community interact and mingle as we cultivate a creative hub that is self-sustaining, profitable and entrepreneurial.

MARKETS

Smart cities around the World are investing in creative industries, cultural hubs and precincts. While it can be difficult to quantify the economic benefits the arts bring to a city, it is difficult to imagine life without them.

Newcastle is in a transition phase. Heavy industrial is still apparent but light industrial, that is smart and nimble in change, is growing alongside and beginning to surpass it. The City is focussing on evolving into a University and Service centre capitalising on the local creative industries and talent. A significant crossover is apparent connecting the essence of the creative, the cultural and commercial industries.

The Newcastle City Council's document ["A 10 Year Vision for Culture in Newcastle"](#) is a guide for making Newcastle a city where "audiences are respected as partners . . . see great works that stimulate their imagination and are part of a vibrant society that embraces dynamic social and cultural conversations . . . to build cultural tourism . . . to increase outdoor programming in non-traditional spaces . . . the development of artists and practitioners through mentoring and professional placements". Youth being a key focus group for engaging with the arts.

In this era of the novella coronavirus it also of paramount importance for the community as a whole. The arts can be a comfort, a distraction, an upskilling opportunity, an entertainment; providing ordinary people with the chance to engage with, and participate in, a variety of arts and artistic endeavours. NAS is exploring the development and delivery of engaging, innovative and exciting virtual activities, harnessing the skills of our community's talented creatives and partnering with a local website developer.

OFFER

We offer sound partnerships; promoting cultural organisations and the fine artists who practice in the Newcastle area and within the wider context of NSW. We promote emerging artists and emerging art administrators. We work with academic organisations, big business, local authorities, government, clubs, local pubs and many smaller light industrial businesses.

We have a good working relationship with Hunter TAFE, both the Tighes Hill Campus Administration, our landlords, and the [TAFE Newcastle Art School](#). Newcastle Art Space 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 currently talking to sponsors about this opportunity.

NAS is participating in the [This is not Art](#) festival. [Newcastle Micro Theatre](#) will be performing in the NAS space bringing theatre back into our organisation and we are developing an art exhibition to reflect the importance of this partnership.

We are working with [Curious Legends](#) to create an event involving community participation in a Light and Sound Giant Puppet Show; an Art Exhibition of children from our local schools ranging in years from Kindergarten to Year 12; involving about 12 schools and their families. Our Building O is across the Styx Creek from the Curious Legends, the ideal opportunity for working together. We are planning to engage as many local businesses in the event as possible and ask for a donation towards or sponsorship from them. There are numerous small to medium light industrial businesses we are going to approach. Together, along with Hunter Water and Hunter TAFE we want to cultivate an understanding of how all the arts interact to create wonderful opportunities that can inspire and engage an audience that might not otherwise be engaged at all.

The recently appointed Business Manager of NAS is the Founder and Creative Director of [Creative Village](#) Newcastle and a former president of the [Hunter Arts' Network](#). Through her connections with arts' organisations further opportunities will develop and flourish. NAS will begin to fulfil the role of its vision; being a truly re-imagined and dynamic hub where arts, artists and audiences mingle.

The aim of Newcastle City Council's Cultural Strategy to 2025 is: ***"making culture intrinsic to the city and valued for its contribution to people's well-being, the city's identity and its economic, education and tourism values."*** The re-imagining our space inspires audience engagement with culture.

OUR AUDIENCE

In this era of the Coronavirus19 the arts are of even greater importance for the community as a whole. The arts are a comfort, distraction, upskilling opportunity, entertainment; providing ordinary people with the chance to engage with, and participate in, a variety of arts and artistic endeavours.

Our art facility needs not just to survive but thrive. A secure, comfortable, weatherproof physical arts' facility. Catering for our established and new audiences, a physical space for sharing and displaying in a tangible sense. An digital space originating from and drawing upon the skills found in this secure physical space is essential.

While our physical audiences are in hibernation during this pandemic NAS is exploring, developing and delivering engaging, innovative and exciting virtual activities. To achieve this we harness the skills of our community's talented resident creatives; partnering with a [local website developer](#); providing for our known, and as yet, unknown audiences. This audience will grow. People are seeking alternative viewing, learning, and making experiences in their social isolation. Positive exposure through engaging digital experiences will persuade our new audiences to visit our physical space; participating in the many exciting, interesting events, exhibitions and workshops planned as celebrations with our community, across all generations, when Newcastle life returns to normal.

STRATEGIC PLAN PRIORITIES

1. RE-IMAGINE

Investing in our spaces to effectively re-imagine and re-activate Newcastle Art Space in the Block O precinct of TAFE Tighes Hill.

Newcastle Art Space will be a catalyst for cultural change, enlivened by the resident studio artists; creative and innovative people.

Encouraging cultural engagement in a broad community and civic, social sense, as well as cultivating excellence in the fine and applied arts.

STRATEGIES

1.1. Support innovative collaboration and productive social participation across the site among all stakeholders recognising the importance of the history of the organisation.

1.2 Initiate opportunities for a broad range of the community to engage with arts and cultural matters stretching from looking, to making, to critical debate to commercial opportunities. Embracing music and theatre.

1.3 Enliven spaces across the site using supervised interventions.

KEY DIRECTIONS

Develop a community where people want to be engaging with each other and in exciting events and activities promoting the arts.

Draw upon Living Histories (UON) to determine older history and the significance of the Block O site.

Use the NAS history growing from the Newcastle Community Arts and Adult Education Centre to inspire the future and prepare for 40 years of NCAC and NAS.

Work with our resident creatives and company members to grow NAS.

Provide venues for a wide range of community and cultural events.

Plan performance venues and live art spaces.

Make available places for creative work and exchange in a public sphere.

Expand the implementation of the Art Mediation program training volunteers.

Advance opportunities for commercial creative retail.

Develop and maintain a changing program of activities / workshops creating a constant flow of activity throughout the year

Develop a comprehensive timeline for exhibitions, workshops and events.

Explore opportunities for major annual event/s.

STRATEGIES

- 1.4 Encourage skilful and inspired artists and skilled arts administrators to frequent NAS; developing a strong positive culture and providing an 'atelier' or 'guild-like' environment.

KEY DIRECTIONS

Encourage a diverse range of artists to rent studios.

Provide inductions and welcome to all new artists, staff and board members.

Develop NAS as Hub where the experienced mentor the emerging .

Expand the annual artist in residence program with a senior artist providing professional development.

Continue the implementation of the Internship program in gallery skills and arts administration.

Partner with TAFE Art School to provide sponsored studio space for early career artists and internships.

Encourage partnerships to help artists connect with other artists as well as with the public; tell artists' and creatives' stories to their audience.

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- 1.5. Advance artistic values that promote the vibrant and dynamic presence of NAS; both physical and digitally

Regular Website updating.

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- 1.6 Explore "What is NAS's vision for who our audiences are? How do we actively build our audiences?"

Survey and discuss 'audiences' with NAS Creatives, company members and any community we can draw upon.

2. SPACE

Understanding the value of the Block O, TAFE precinct: what people appreciate and how the arts on site can bring a community together; achieving a mutually respectful environment.

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. A space that can also provide interactive, exciting and stimulating digital experiences.

A Space, which by its existence and extension, promotes health and well-being.

STRATEGIES

2.1 Create a functional and well maintained creative space that celebrates the industrial heritage of our town, is weatherproof and provides for comfortable working spaces.

2.2. Improve and manage spaces to support different types of uses through sound 'day to day' administration.

2.3 Define NAS's Artistic Vision which drives programming and informs decisions about how the gallery space is used.

2.4 Grow NAS as a distinctive arts organisation that:-

- Has a unique artistic vision
- Contributes to and shapes the creative and artistic landscape
- Shows cultural and creative leadership
- Is committed to learning and reflecting
- Has both physical and digital presences.

KEY DIRECTIONS

Critical reflective process used to guide NAS progress as a distinctive arts' organisation, i.e.

- Encourage feedback
- Act on it
- Review regularly.

The gallery board subcommittee to discuss and explore with NAS creatives the organisation's artistic vision for both physical and digital spaces.

Take NAS out into the community to connect with audiences; street fairs, art markets, performances.

Develop partnerships with local creatives initiating new, captivating, intellectually and aesthetically pleasing arts experiences for audiences both in physical and digital spaces.

Gallery programming will be informed by the collectively developed artistic vision and will inform decisions about how our physical and digital space is used.

STRATEGIES

2.5 Utilise under the direction of the Gallery Sub-committee and Exhibition Committee, the new fully flexible gallery events space and our digital gallery space.

KEY DIRECTIONS

Engage, when financially able engage part time management (gallery) with the skills to promote, market and develop audience engagement.

Call for proposals 6 monthly for artists exhibitions both physical and digital.

Garner a reputation as a gallery that promotes excellence in fine the arts.

2.6 Operate workshops from the new teaching spaces both in physical and digital.

Promote regular workshops by artists, both resident and external for a variety of ages, all abilities and across all media both physically and digitally.

Develop a program of regular professional workshops to support the innovative and creative industries in both physical and digital spaces.

Working with the Board subcommittee to develop a promotion and marketing plan to entice connections with audiences and the use of physical and digital spaces.

3. FINANCIAL SUSTAINABILITY

Becoming entrepreneurial. Focusing on building reserves for re-investment into the organisation; enabling better facilities for artist residents; maintaining rental at current level (except for 3% CPI). This will be achieved by taking a balanced approach to income generation, fundraising and sponsorship.

Achieving financial independence by developing a site that generates income through extending the scope and quality of outcomes relating to the space and its re-invention.

Working to a carefully planned timeline for re-activation.

STRATEGIES

3.1 Optimise the commercial potential of the site to generate income.

KEY DIRECTIONS

Advertise studio and ensure all NAS studios are leased.

Widely promote and market gallery spaces as a desirable venue ... physically and online.

Establish venue hire for private events, workshops and conferences.

Develop interactive digital workshops.

Develop facilities to attract use such as online retail / commercial spaces.

Determine and then retain a sustainable balance between commercial uses, total site costs and any subsidies for cultural and community uses.

STRATEGIES

3.2 Develop an ethos of patronage and community support.

KEY DIRECTIONS

Actively seek philanthropic partnerships for the three annual Arts Prizes and emerging artist and curator support

Develop a Sponsorship Policy and Plan linking sponsorship to specific elements of NAS development such as a scholarship for a final year TAFE student residency, Art Prizes, Exhibition openings, events and specified projects.

3.3 Foster a culture of active participation and support from local community and business.

Grow membership list and maintain contact.

Build on strong volunteer ethic and grow further volunteerism programs.

Develop opportunities as they arise in the local area for mutual benefit.

3.4 Seek Grants to supplement area of need as appropriate from local, state and federal bodies.

Build a strong reputation by growing own business, fundraising, gaining sponsorships to show diversification of income then negotiate applications for targeted grants.

3.5 Secure government support for the provision of public services that will enhance City of Newcastle's reputation.

Seek co-operative partnerships with the local council, Chamber of Commerce, allied businesses, galleries, makerspaces and educational institutions.

Provide agency for councils and business with in Newcastle's Arts Community to deliver arts and cultural events for a fee.

STRATEGIC PLAN PRIORITIES

4. GOVERNANCE

Guaranteeing operational efficiency by implementing the first Newcastle Art Space governance and management charter. Implementing organisational structures, systems and processes and reviewing these regularly will ensure there is a consistency of approach and common understandings about roles and responsibilities within the organisation; improving communication and participation across the entire organisation.

Making decisions and performing roles in accordance with core values; encouraging accountability, operational efficiency and responsiveness to needs as they arise.

STRATEGIES

4.1 Foster organisational values designed to promote good governance; treat all fairly and ethically; initiate board newsletter.

4.2 Prepare and review documents needed to comply with and meet the requirements of Government Regulations in the Not For Profit Company sector.

4.3 Provide regular professional development for the board to ensure deeper understanding of practices and protocols.

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KEY DIRECTIONS

Cultivate dialogue about the visions and values for the NAS site encouraging an atmosphere based on transparency, tolerance, respect and openness.

Revise an out dated Constitution.

Board and management develop and lead compliance documentation and implementation, management use structure to provide a context for efficient day-to-day operations.

Compliance with ATO, ASIC, ACNCC and ensure maintenance of Deductible Gift Recipient status through NCAC Public Fund.

Refine financial systems and reporting to enable effective review and planning of expenditure.

Use delivery partnerships to achieve interactions between NAS objectives and those of other organisations with similar values, especially other site user.

Increase cash reserves to finance maintenance works, studio renewal, maintain rental level and new projects as required.

Provide quarterly bonus incentive for management who achieve key operational targets as negotiated with the Board.

Balance resourcing of staff and volunteers to ensure support for the strategic and day to day operations.

STRATEGIES

4.3 Provide regular professional development for the board to ensure deeper understanding of practices and protocols.

KEY DIRECTIONS

Negotiate and set SMART targets, develop key performance indicators and monitor performance. Develop long term maintenance schedules for building upgrade infrastructure and groundworks.

Renew roof and skylight windows, add A/C to make property weather secure, temperate and improve brightness.

4.3 Adjust NAS financial systems to ensure they confirm accountability, show a capacity to meet objectives and have the flexibility to respond to external opportunities and internally driven programs.

Use delivery partnerships to achieve interactions between NAS objectives and those of other organisations with similar values, especially other site users.

Increase cash reserves to finance maintenance works, studio renewal, maintain rental level and new projects as required.

Provide quarterly bonus incentive for management who achieve key operational targets as negotiated with the Board.

Balance resourcing of staff and volunteers to ensure support for the strategic and day to day operations.

Negotiate and set SMART targets, develop key performance indicators and monitor performance.

Develop long term maintenance schedules for building upgrade infrastructure and groundworks.

Renew roof and skylight windows, add A/C to make property weather secure, temperate and improve brightness.

4.4 Build a strong case for community benefit; to support Grant applications and Sponsorship opportunities.

Rigorously capture meaningful statistics.

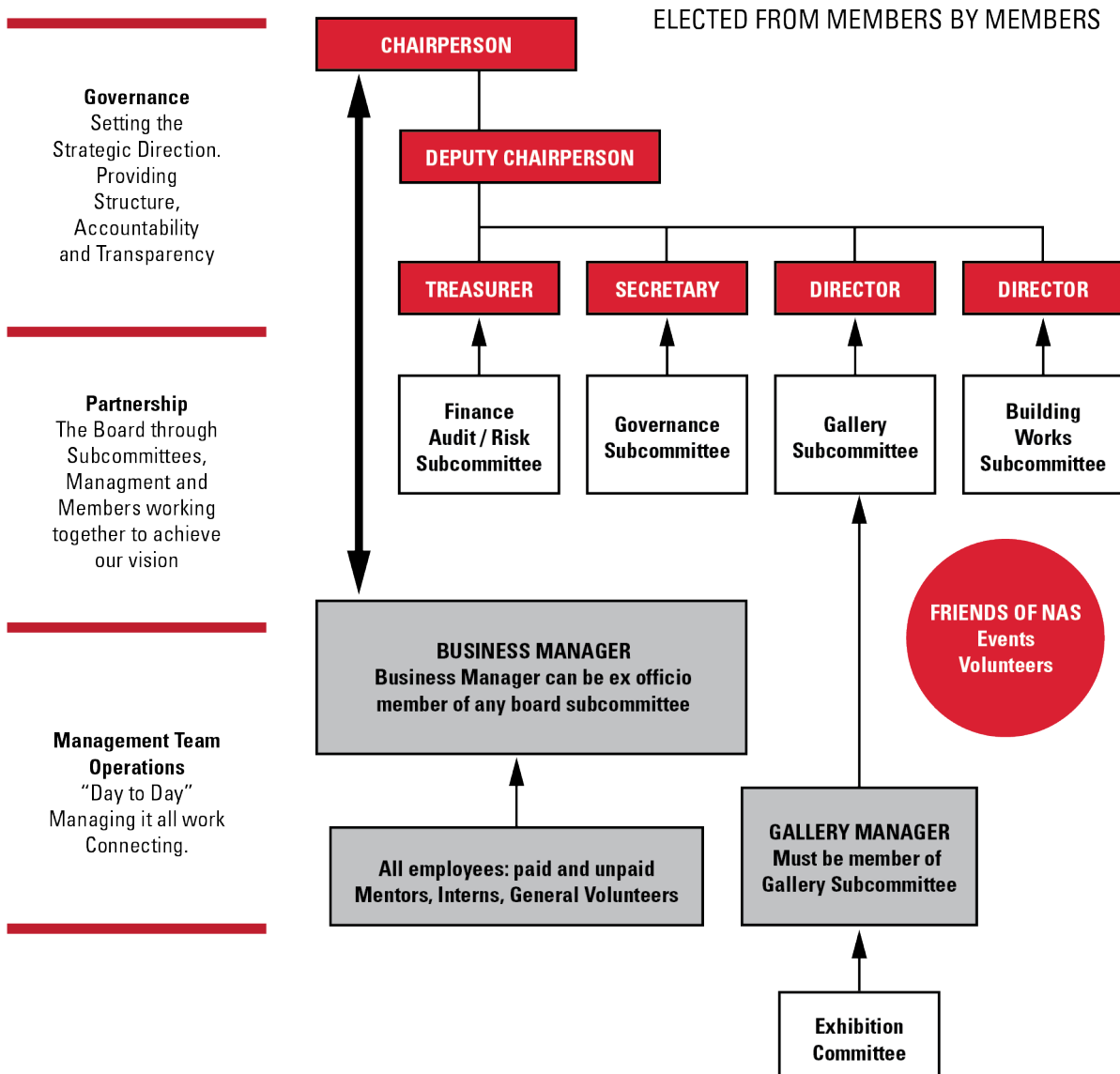
Use the data to support the NAS Story and our artists stories with facts and figures.

4. GOVERNANCE

Guaranteeing operational efficiency by implementing the first Newcastle Art Space governance and management charter. Implementing organisational structures, systems and processes and reviewing these regularly will ensure there is a consistency of approach and common understandings about roles and responsibilities within the organisation; improving communication and participation across the entire organisation.

Making decisions and performing roles in accordance with core values; encouraging accountability, operational efficiency and responsiveness to needs as they arise.

NEWCASTLE ART SPACE BOARD OF DIRECTORS (7)



4. GOVERNANCE

Newcastle Art Space is a not for profit company limited by guarantee. A Board of seven lead NAS. Board members are drawn from a range of work and life experiences with a balance of male and female, a broad range of ethnicity. Board members are sourced from private business enterprises, public administration and research as well as the creative arts.

The Constitution stipulates the NAS organisation is secular and apolitical. The Company is not to The NAS Board as a not-for-profit agency is the highest authority in the organisation. The Board decision on a matter is final. 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.

As a small community group NAS has a business manager running 'day to day' operations.

Strategic Planning provides for thinking through and documenting 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 Board is responsible for ensuring the organisation meets its legal requirements and remains accountable to donors and other stakeholders. The Board provides purpose, leadership and overall strategy. It has the responsibility of assuring the public that the organisation's finances are sound, its operations are legal, and its procedures work. The Board ensures the organisation has adequate resources to achieve its program objectives and that it can pay its bills.

The Board is expected to respond to unforeseen situations in a strategic and considered manner.

FINANCIAL PLAN

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

FINANCIAL PLAN

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 digital 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.

For further details see Audit Reports for Newcastle Art Space 2017-2018 and 2018-2019.