



**BROKEN HILL CITY ART GALLERY
STRATEGIC PLAN
2025 - 2028**

BROKEN HILL

CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

The Broken Hill City Art Gallery wishes to acknowledge the traditional owners of the land, the Wilyakali people, and pay our respects to their elders; past, present and emerging.

The Gallery is committed to fostering and sustaining meaningful relationships with First Nations peoples, artists, communities and organisations.

First Nations art, culture, artists, and voices have become increasingly integral to the Gallery's artistic and educational programs.

Our team works both within the Gallery and across the wider arts sector to promote ethical engagement at every level of the arts landscape, while enhancing the visibility and leadership of First Nations art, culture, and communities.



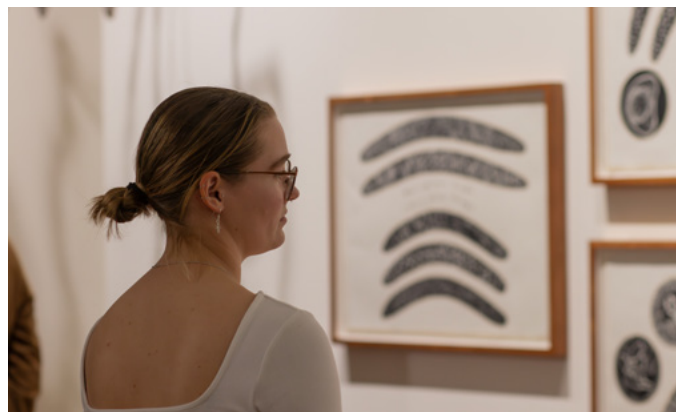
Opening night of Ngaratya Exhibition - artists and family



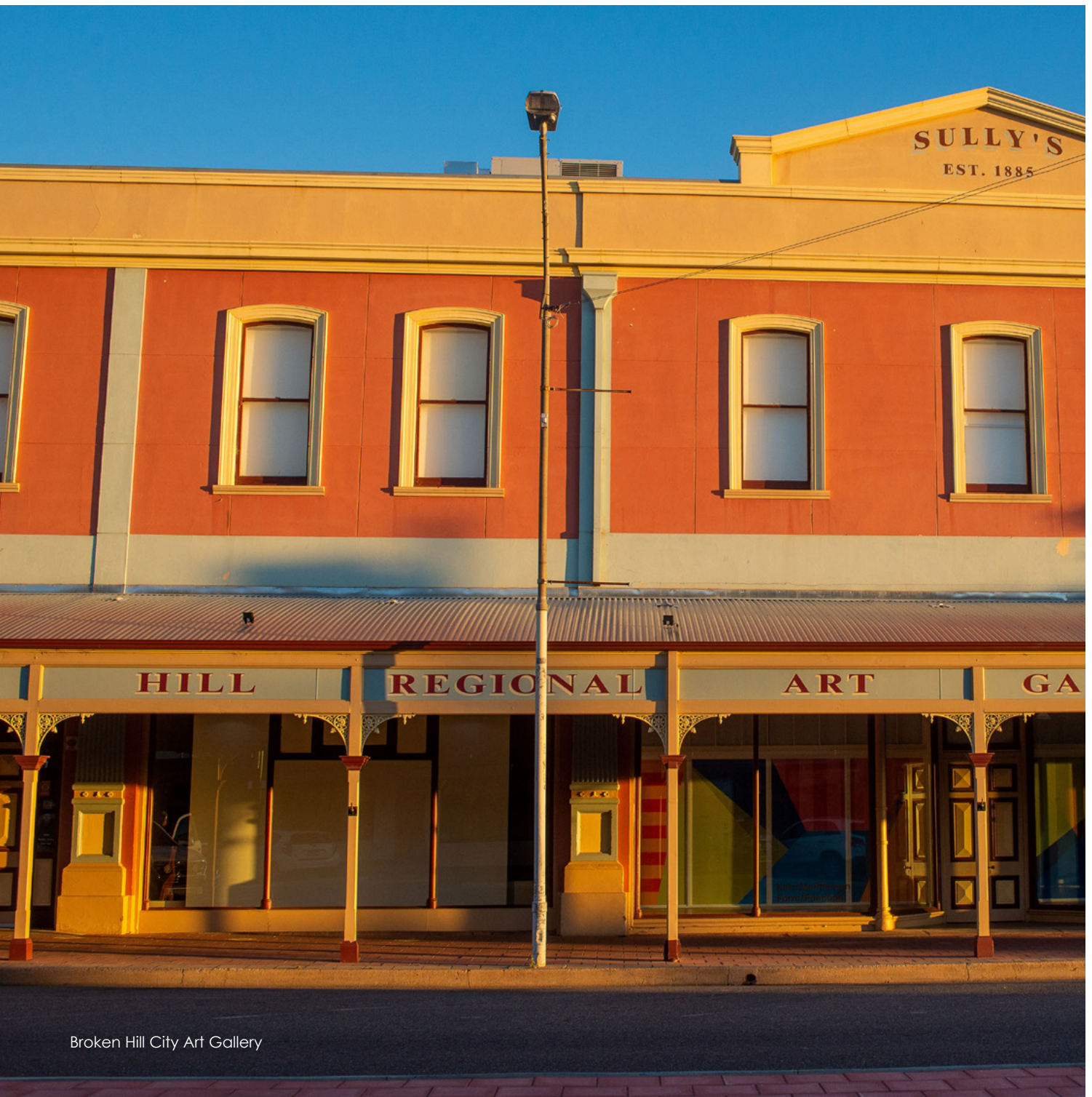
Works exhibited during the Looking Through Windows Exhibition



Uncle Leroy Johnson performing at the Gallery



Opening night of Ngaratya Exhibition



Broken Hill City Art Gallery

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EXECUTIVE SUMMARY

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

Few places in New South Wales rival the connection to visual arts that Broken Hill proudly holds. At the heart of this artistic hub stands the Broken Hill City Art Gallery, a pivotal institution with a vast and diverse collection that narrates the rich tapestry of regional NSW through art. As a key regional institution for regional artists and art enthusiasts, the Gallery is committed to showcasing its significant permanent collection and emerging talents and honouring First Nations art and culture.

However, this dedication means that the Gallery has surpassed the spatial limitations of its current venue. This strategic plan lays the groundwork for future growth, advocating for an expanded facility that meets the community's evolving needs for a dynamic, creative environment. In the immediate future, the focus will be on leveraging the Gallery's digitalisation project to extend the reach of its collection beyond its physical confines. In addition, this plan seeks to enhance the gallery's marketing, fundraising, and audience engagement strategies. This approach ensures that the Gallery continues to resonate with residents and attracts visitors to Broken Hill, who form a vital part of its patronage.



Broken Hill City Art Gallery, CXX 120 Year Permanent Collection Exhibition, 2024

This strategic plan is, therefore, about planning for the future and building the case for an expanded Gallery and Workshop space. In pursuing this expansion, the Gallery can truly address the community's needs for a vibrant creative space that celebrates the full range of artistic expression.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement have resulted in the establishment of six strategic goals to achieve this vision:

Offering diverse exhibition and workshop programs to a varied audience

Enhancing marketing efforts to boost attendance and participation

Campaigning for capital expansion to better feature the permanent collection

Boosting outreach and engagement through digital innovation

Consolidating the existing collection with strategic accessions and deaccessions

Maintaining best practices in financial management and governance

VISION, MISSION AND HISTORY

VISION

Being an influential contributor to the cultural life of Broken Hill and NSW through our collaboration with our partners and communities to offer experiences that engage, challenge and inspire.

MISSION

To provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts and by inspiring, stimulating ideas, and encouraging conversations.

HISTORY

Broken Hill City Art Gallery is the oldest regional art gallery in New South Wales. It was established in 1904 following the bequest of three major artworks by Mr George McCulloch, one of the founders of Broken Hill Propriety Limited (BHP).

Officially opened by the Governor General of Australia, Lord Northcote, the Broken Hill City Art Gallery was first housed in the Broken Hill's Technical College, then moved to the Entertainment Centre. As a part of Art Gallery's centenary celebrations, it relocated in 2004 to Sully's Emporium in Argent Street, in the heart of Broken Hill.

Many of the building's original features have been preserved in the refurbishment process, enhancing the visitor experience.



Above: Original Sully's building images

AREAS OF OPERATION

Broken Hill City Art Gallery is a cornerstone of the artistic landscape in Broken Hill. Its operations contribute to the cultural fabric of this beautiful part of NSW, renowned for its rich creative heritage and community.

THE GALLERY'S KEY AREAS OF OPERATION ARE:

Displaying and maintaining its permanent collection, which comprises a rich tapestry of historical and contemporary works that highlight the evolution and diversity of Australian art. This collection, carefully curated over many years, reflects Broken Hill's local heritage and broader Australian art movements, providing an ongoing source of inspiration and education for visitors.

Hosting an array of touring and temporary exhibitions. These exhibitions bring global and national art to the doorstep of Broken Hill, offering residents and visitors alike the chance to engage with artworks they might not otherwise encounter. Through these exhibitions, the Gallery enriches the local cultural landscape by providing a scope of work that complements the range of private galleries active in Broken Hill.

Staging exhibitions that showcase new works by both local and national artists. By providing a platform for emerging talent, the Gallery fosters artistic innovation and encourages dialogue between artists and audiences.

Delivering creative workshops for artists and community members. These workshops offer artists hands-on experiences to hone their craft and collaborate with peers. By facilitating these educational and creative experiences, the Gallery nurtures artistic skills and community bonds.

Venue hire for civic and private events, reinforcing the Gallery's role as a community gathering place. The Gallery strengthens its ties with the local community through events that celebrate cultural diversity and civic pride.

Maintaining a retail shop allows the Gallery to offer art lovers and collectors an opportunity to purchase unique pieces, further supporting the arts community.

Finally, Broken Hill City Art Gallery functions as a focal point for Broken Hill's artistic community, fostering connections that drive the cultural life of the region.

ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT GOALS	1.1, 1.2, 1.4, 1.5, 1.6, 1.8 & 1.9	2.1, 2.2 & 2.3	3.3, 3.5, 3.6 & 3.7
THE STRATEGIC PLAN ALIGNS THROUGH...	Increased involvement by First Nations & Youth, Increased community participation, increased marketing, and enhanced spaces for Broken Hill residents to enjoy the arts.	Increased opportunities for cultural tourism, creative activation, & conservation of collections,	Arts employment, supporting creative business, delivering arts programs, supporting research opportunities,



Pro Hart Outback Art Award 2024, Rick Ball, Desert People (foreground), Clark Barrett, The Dance of Woolshed Calligraphy (Background right), Joshua de Gruchy Thoughts Upon that Bushland Throne (Background left)

AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill City Art Gallery is a critical part of the thriving visual arts scene of Broken Hill, strategically increasing its attendance and enriching the cultural ecology of New South Wales.

Despite the city's distance from major urban centres, its vibrant art scene acts as a major tourism drawcard and contributes significantly to Broken Hill's economy. The Gallery employs a multi-faceted strategy to increase visitor numbers by regularly rotating exhibitions and maintaining continual engagement with tourism and accommodation providers. This proactive approach, coupled with ongoing communications and marketing campaigns, ensures the Gallery remains at the forefront of tourists' itineraries, offering a uniquely Broken Hill experience infused with the local culture and heritage. The Gallery also continues to engage with the local community, ensuring good custodianship and regular exhibition of the permanent collection, which is a source of strong pride for many in the community.

With an annual influx of over 250,000 visitors flocking to see artworks across 27 galleries, the Gallery capitalises on its position as the city's largest and most diverse collection to draw national and international tourists.

"Beautiful exhibition space retaining elements of its heritage"

"Fabulous facility – thank you Broken Hill Council!"

"Thank you for giving Aboriginal artists a voice"

"Incredible to see the Indigenous art in all the mixed media – thank you"

"Best composed exhibition of First Nations art I have ever seen!"

"Loved the space and the powerful First Nations' pieces."

Integral to strengthening the visual arts as an art form, the Gallery hosts regular artist residencies and attracts notable artists, enriching NSW's wider visual art sector. The annual Pro Hart Outback Art Prize supports emerging talent and allows for the acquisition of new works that enhance the existing collection, continually evolving the Gallery's offerings. Such initiatives bolster the Gallery's reputation as a crucial player in artistic development and collaboration, providing a platform where artists can showcase their craft to a wider audience. In addition to the Pro Hart Outback Art Prize, the Gallery hosts the annual Maari Ma Indigenous Art Awards, which aims to foster and promote emerging and established Indigenous artists in Broken Hill and its surrounding communities.

In carving out its role within the cultural ecology of NSW, the Gallery is a key example of excellence in regional cultural tourism. Showcasing a robust and dynamic arts environment underscores the significance of art in community identity and connectivity. As the major arts institution in Broken Hill, the Gallery enhances the region's cultural infrastructure, illustrating how art can transform communities and perpetuate cultural dialogue on both a local and regional level.



Dr Lorina Barker, Looking Through Windows exhibition, 2024

CONTRIBUTION TO LOCAL TOURISM

5.8M

Est. cultural tourism visitors to regional NSW in 2023

13M

Est. nights spent by cultural tourism visitors to regional NSW in 2023

\$6.2B

Est. expenditure by cultural tourism visitors to regional NSW in 2023

1 in 8

No. of NSW visitors who participate in cultural tourism

90%

% of visitors to BHCAG who are tourists

Tourism stats from Patternmakers. 2024, "Cultural Tourism in Regional NSW".

The Gallery plays a vital role in the region's cultural tourism growth, serving as a core attraction that draws art enthusiasts and curious travellers alike.

As the largest gallery in the city, it acts as a tent pole destination, offering vibrant experiences around which entire trips to Broken Hill can be planned. The Gallery boasts critical pieces within its collection, including works by the renowned "Brushmen of the Bush," which are a significant draw for visitors eager to immerse themselves in the unique cultural narrative of outback Australia.

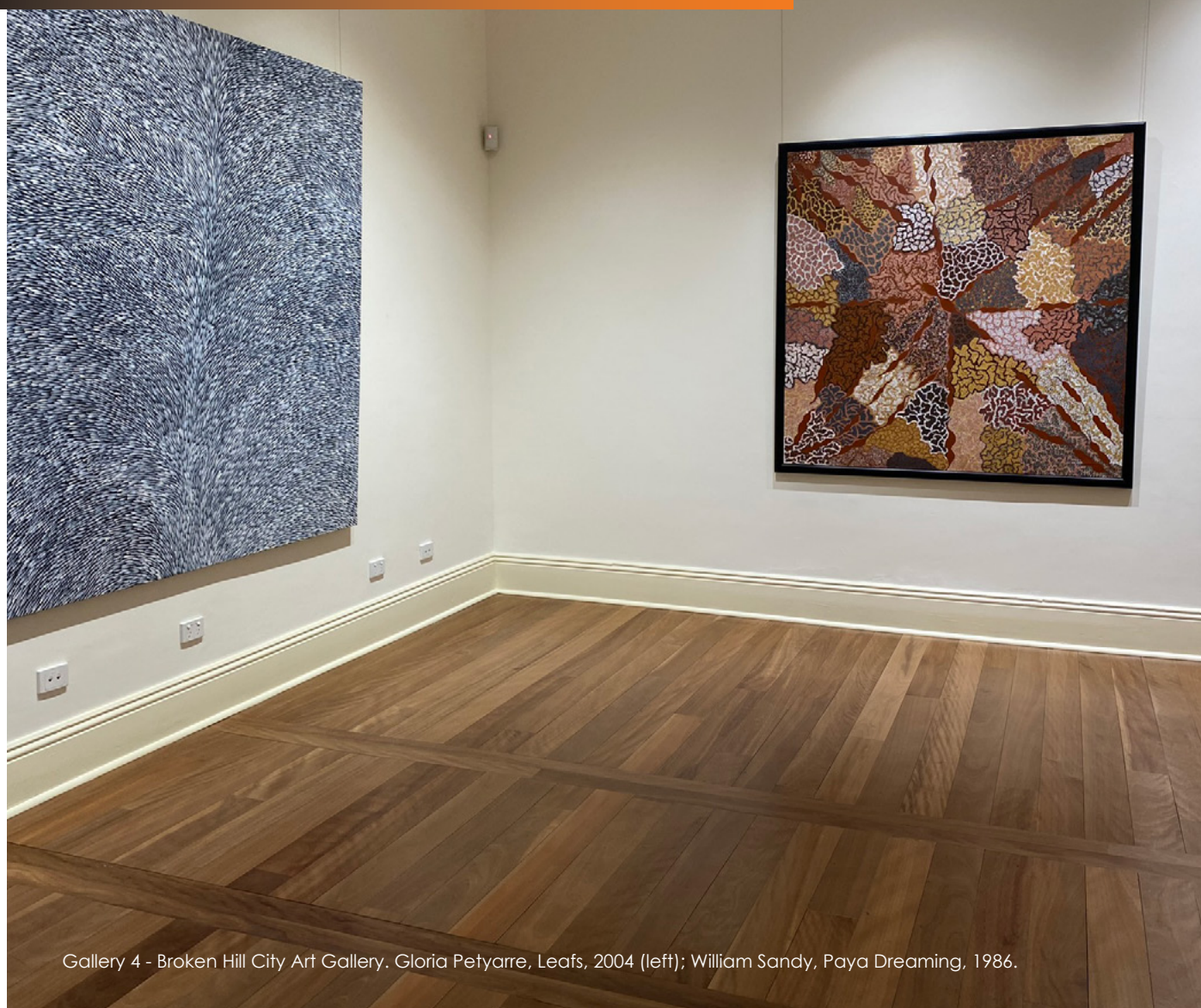
Notably, 90% of Gallery visitors are tourists, a testament to its existing influence in the cultural tourism sector. This strategic plan aims to leverage this appeal by increasing the visibility and accessibility of the Gallery's physical and digital collections. This enhanced focus promises to attract more tourists and provide them with richer, more engaging experiences, further cementing the Gallery's role as an essential part of Broken Hill's cultural tourism landscape.



Pro Hart Outback Art Award 2024 Finalists, Margaret Campbell, Desert Mirage, 2024 (foreground), Kelly Leonard, Transmission, 2024 (background)

OUR COLLECTION

Since its inception in 1904, Broken Hill City Art Gallery has acquired and grown a collection of national importance that represents the diversity and character of the City.



Gallery 4 - Broken Hill City Art Gallery. Gloria Petyarre, Leafs, 2004 (left); William Sandy, Paya Dreaming, 1986.

Reflecting the region's identity, spirit and sense of place, the Collection is an important source of inspiration that stimulates public discourse & debate and returns long-term cultural benefits to the local community.

The Collection consists of more than 2,000 European and early Australian, modern and contemporary artworks, predominantly paintings and works on paper, by artists including Rick Amor, Charles Blackman, Arthur Boyd, Noel Counihan, Liz Cumming, George Gittoes, Barbara Hanrahan, Mandy Martin, Clifton Pugh, Lloyd Rees, Gary Shead & Tim Storrier.

It also has a strong representation of leading Aboriginal artists, including Clifford Possum Tjapaltjarri, Michael Nelson Tjackamarra, William Sandy, David Malangi, Emily Kame Kngwarreye, Susan Marrawarr, Gordon Hookey and Badger Bates. The cultural history of Broken Hill is extensively surveyed through works by JC Goodhart, Sam Byrne, Robert Emerson Curtis, May Harding, Hoppy Hopgood, and Pro Hart.

The Collection is further enhanced through the generous donation or gift of artworks and through the Gallery's acquisitive award, The Pro Hart Outback Art Prize (sponsored by the Hart Family).

Enhancing the Collection and making it more accessible are critical components of this Strategic Plan. Over the next four years, the Gallery aims to use digital technology to make more of the collection outside its walls and undertake strategic accession and de-accessioning to ensure its ongoing vibrancy while retaining its vital local and historical significance. In addition, we will also seek to grow the representation of female artists in the Gallery.

Community Galleries - Broken Hill City Art Gallery



SUMMARY OF ACHIEVEMENTS

BETWEEN FY21 AND FY24		36,486 Visitors	54 Exhibitions	437 Events	
VISITOR PROFILE	35% One-time visitors	28% First-time visitors	47% Over 55s	25-44 Age that Overseas visitors are most likely to be	
	EDUCATION + PUBLIC PROGRAMS (2023)				
16 Exhibitions	1 Art Award	92 Workshops for young people	15 Workshops – skill based for adults	39 Tours	15 Other events
SERVICE AREA					
323,477km ² Size of the Gallery's broader catchment area, the Far West Region. This makes up over 40% of NSW.			25 Townships Where the Gallery promotes & delivers its programs and activities to as well as being the cultural hub of Broken Hill.		
DIGITAL REACH		5,291 Facebook followers	3,524 Instagram followers		

Broken Hill City Art Gallery has marked an impressive milestone by celebrating its 120th anniversary in 2024, a testament to its longstanding contribution to the region's cultural fabric.

Over the years, the Gallery has built a legacy of promoting and showcasing diverse talent, which is exemplified through initiatives like the Maari Ma Indigenous Art Awards. With a substantial total prize pool of \$12,500, these awards recognise and support Indigenous artists, fostering creativity and cultural expression.

The Gallery's commitment to celebrating artistry is further highlighted by the Pro Hart Outback Art Prize, which offers a total prize pool of \$23,000, alongside an acquisition for the collection. This prize provides a significant platform for artists to showcase their works and be recognised within a prominent collection.

The Gallery's extensive collection of European and early Australian, modern, and contemporary Australian art is nationally significant and a source of considerable pride among the Broken Hill community. It includes works by Arthur Streeton, Rupert Bunny, George Lambert, Noel Counihan, John Olsen, Clifford Possum Tjapaltjarri, Emily Kame Kngwarre, and Michael Nelson Tjackamarra. The gallery also showcases the work of local and regional artists, such as Sam Byrne, William 'Badger' Bates, Jim Paterson, and Pro Hart.

A pioneering effort in the digital age, the Gallery has successfully digitised its collection and made it accessible online, ensuring that art enthusiasts worldwide can appreciate its treasures. This initiative goes hand-in-hand with the ongoing cataloguing and conservation of its permanent collection, comprising over 2,000 Australian and international works valued at over \$10 million. Such efforts guarantee the preservation and accessibility of artwork for future generations.

In a remarkable achievement, the exhibition "Barka: The Forgotten River" by Barkandji elder Badger Bates and artist Justine Muller, which initially debuted at the Gallery, was transferred to the Australian Museum in 2023. This transfer underscores the Gallery's influence in elevating important cultural narratives on a national stage.

This was further enforced with the exhibition, 'ngaratya (together, us group, all in it together)', an exhibition which brought together six Barkandji/Barkindji artists, Nici Cumpston, Zena Cumpston, David Doyle, Kent Morris, Adrienne Semmens, and Raymond Zada, who explored the artists' homelands and Ancestral connection through over 50 newly commissioned works.

Among its diverse exhibitions, the Gallery has recently presented "THIS IS WHO I AM: Expressions of Queer Power from Far West NSW" in 2024, as part of the Broken Heel Festival. Additionally, the inclusion of exhibitions from cutting-edge artists such as Luke Scibberas and Sunno Mitchell, alongside pieces by the legendary Brushmen of the Bush" like Pro Hart, Eric Minchin, Jack Absalom, John Pickup, and Hugh Schultz, illustrates the Gallery's ongoing commitment to celebrating both contemporary and traditional art forms.

During the post-COVID era, from 2022 through to the current day, the Gallery has held over 100 exhibitions and has successfully hosted more than 500 individual programs, comprising workshops for youth, skills-based workshops for adults, and workshops for Indigenous skills development and performances.

FUTURE PROGRAMS AND PROJECTS



Touring Gallery - Broken Hill City Art Gallery

Broken Hill City Art Gallery's artistic program for 2025 is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

Combining a remarkable range of work by local artists with visiting exhibitions, the program highlights emerging talents from regional New South Wales. As key staples, the Pro Hart Outback Art Prize, the Maari Ma Indigenous Art Awards and the Gallery's artist-in-residence program, the Open Cut Commission, continue to exemplify the commitment to honouring artistic excellence and cultural heritage. These flagship events celebrate established artists and pave the way for newcomers to gain visibility in the broader art community.

This year's program will also feature a rich array of workshops, engagement activities, and performance events, creating opportunities for new audiences to engage creatively and connect with the gallery in meaningful ways. Together, these initiatives reinforce the gallery's ethos of fostering a vibrant, inclusive art scene representing Broken Hill while exploring new expressions of creativity. See Appendix B for full details.

In addition, the program will underline the need for the Gallery's expansion and associated Workshop space, by demonstrating ongoing demand for exhibition and opportunities to participate in art making.



John Olsen
Untitled (Yellow and Blue) 1965
Oil on canvas
150 x 100 cm
Broken Hill City Art Gallery Collection
2024



PROGRAMMING PRINCIPLES

COMMUNITY

We present works by and for our local community, showcasing our Collection and local contemporary artists

PLACE

We celebrate the unique aesthetics of our City and our region

DIVERSITY

We acknowledge and represent our City's rich diversity, which underpins our regional identity

INNOVATION

We embrace our rich history of thinking innovatively and delivering original and creative outcomes



Opening night, ngaratya exhibition, 2024

EACH YEAR WE SEEK TO PROGRAM

12-16 Exhibitions (4 rounds with 3-4 shows in each)

2 Artist in Residence program

50 workshops for schools and young people

10 art skills development workshops (run by artists)

4 artist talks/lecturers (to complement the exhibition program)

12 programs and events (including movie night, music, food event, member events, etc.)

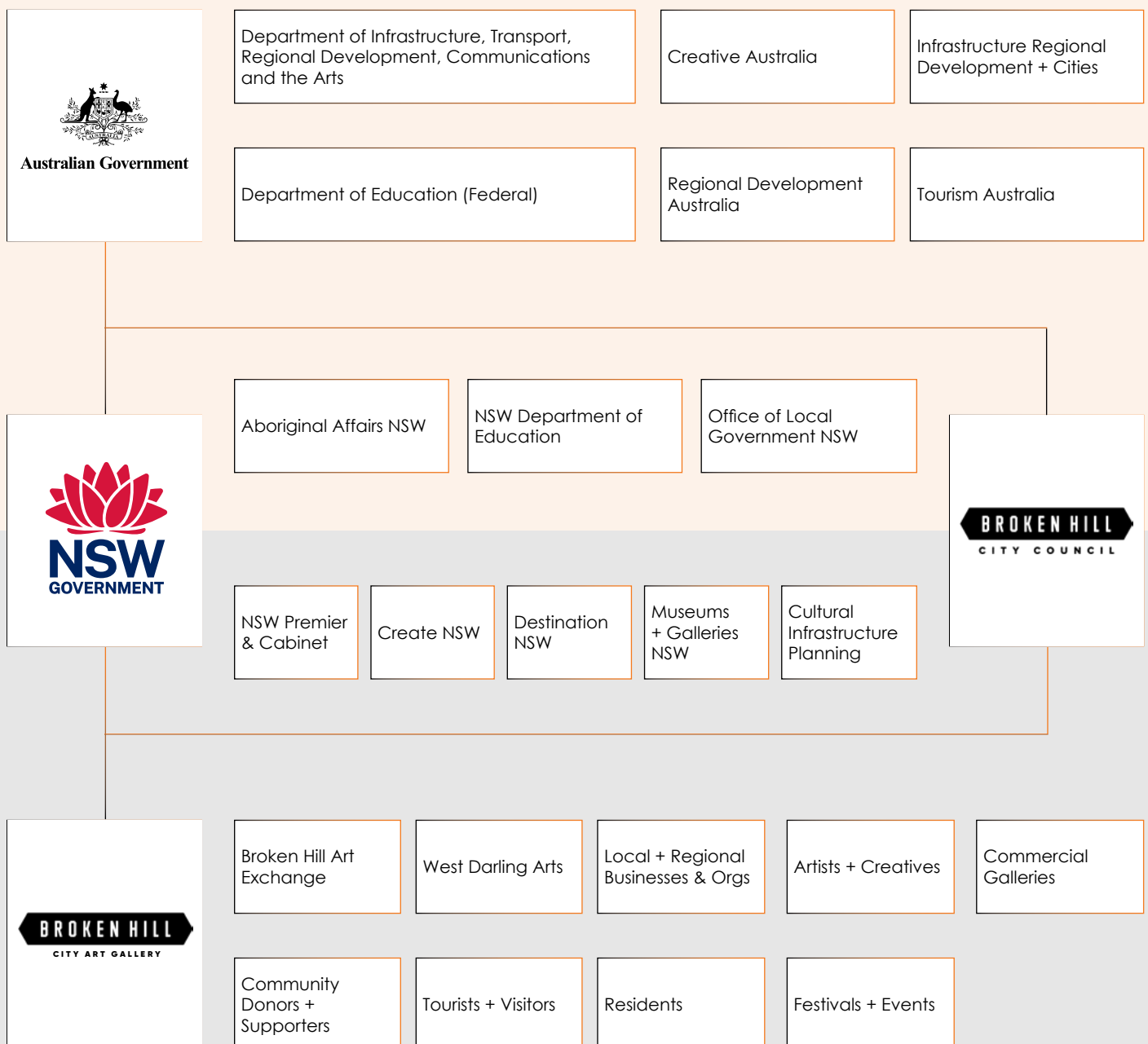
A range of ongoing private functions, events, ceremonies and commercial hire

The ongoing development and digital exhibition of the Collection



Opening night, Dr Lorina Barker, Looking Through Windows exhibition, 2024

ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS



A detailed examination of the Gallery's internal and external operating environments has guided the formulation of this strategic plan. The Gallery operates in a vibrant cultural setting, a well-regarded local institution with a nationally significant collection. As a key player in a city with a strong visual arts presence, the Gallery benefits from high tourist attendance and strong community ownership, bolstered by good leadership and a committed team. However, challenges such as limited display space, a lack of comprehensive fundraising strategies, and geographical isolation pose weaknesses that impact operational efficiency.

Opportunities include the potential for commercial space hiring, involving more school groups, and expanding into new spaces like the Workshop area. Community engagement can be enhanced through building on the existing artist residencies program and increasing support for local artists. Nevertheless, threats like the need for political support, competition from other galleries, and economic uncertainties require strategic navigation. The gallery must also manage environmental controls for its collection. Sustaining a high level of civic pride while addressing these challenges is pivotal.

STRENGTHS

- Well-regarded local institution
- Breadth of the collection (of national significance)
- High tourist attendance
- Broken Hill is a visual arts town/cultural economy
- Good leadership and committed team
- Attracts interest from artists/researchers/visitors outside BH
- Strong community ownership of collection
- Strong civic pride

OPPORTUNITIES

- Greater commercial hiring of Gallery space
- Getting more school groups in/pop-up kids space
- Building the case for the capital expansion into the Workshop space/car park
- Galvanising support base
- Building on existing artists residency program
- Getting more of the collection out of the building
- Ticketed entry for selected exhibitions
- Build on previous work with prisoners and health staff with tailored art programs.

WEAKNESSES

- Limited space to display an extensive collection
- Lack of fundraising strategy, staff & resources
- Low number of local ambassadors to champion the Gallery
- Comms/marketing: getting the word out
- Geographical isolation
- Lean staffing

THREATS

- 355 committee structure limits fundraising potential
- Competition from other galleries (local and for touring opportunities)
- Economic threats; need to maintain revenue
- Maintaining environmental controls in the upstairs gallery (works on paper)

STRATEGIC GOALS AND INDICATORS

Over 2025 - 2028, Broken Hill City Art Gallery aims to extend its activities and further consolidate its position as a premier cultural institution in Broken Hill and regional NSW. We aim to enhance engagement and community involvement by finding new and innovative ways to reach more residents and visitors.

To achieve this, we are concentrating on six strategic pillars that will elevate the Gallery's reputation and engage a broader audience.

1

By building on our exhibition and workshop programs, we will offer diverse cultural experiences catering to various interests and age groups. These programs will celebrate our permanent collection and showcase new work and emerging artists.

2

Enhancing our marketing and communications efforts to grow attendance and participation, and connect effectively with our community.

3

Development of a business case for a much-needed expansion of the Gallery, allowing us to showcase our permanent collection better and further support local artists. This will mean investing in our fundraising capacity.

4

Our outreach and engagement initiatives will be boosted to bring the Gallery and its collection to the attention of more visitors and residents of Broken Hill. A key initiative here will be the digital display of the collection outside the Gallery's walls.

5

We will continue our strategic consolidation of our collection to ensure we preserve and highlight our cultural assets carefully and precisely.

6

Underpinning all these efforts is our unwavering commitment to best-practice financial management and governance, ensuring our plans are sustainable and grounded in fiscal responsibility.



Broken Hill City Art Gallery's Permanent Collection exhibition, 2024

OUR KEY FOCUS AREAS ARE:

Delivery of the artistic program

Increased marketing

Increased engagement with a business case for expansion

Enhancing the Collection

Digital outreach

Fundraising strategy and costs

AREA OF OPERATION 1

EXHIBITION AND WORKSHOP PROGRAM

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Exhibitions	#	12	12	12	12
Goal 2	Workshops	#	80	80	80	80
Goal 3	Performances	#	4	4	4	4

AREA OF OPERATION 2

GROWING ATTENDANCE & PARTICIPATION, THROUGH ENHANCING COMMUNICATIONS

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Greater reach and following on specific channels	# of social media followers	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach
Goal 2	Use other networks to get our message out	# of partners	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually
Goal 3	Drive comms towards attendance	Greater attendance	Increase of 10% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance

AREA OF OPERATION 3

CAMPAIGN FOR CAPITAL EXPANSION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Activate the friends of the gallery (combine with membership offer)* driving local attendance	Activated and membership growing	In place	5% increase in membership	5% increase in membership	5% increase in membership
Goal 2	Fundraising strategy in place for capital works projects, such as the development of the Workshop.	\$ raised	\$50,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

AREA OF OPERATION 4

BOOSTING OUTREACH & ENGAGEMENT

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Digital exhibition of works outside the Gallery work	# of screens	2 screenings	5 screenings	5 screenings	5 screenings
Goal 2	The acquisition policy for digital art clearly notes works created with AI technology.	# of artwork	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired
Goal 3	Growing engagement & workshops, particularly for schools	0.5 FTE engagement officer employed,	Position established	Position maintained	Position maintained	Position maintained

AREA OF OPERATION 5

CONSOLIDATING THE COLLECTION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Strategic accession and de-accessioning of the collection (identify gaps in the collection)	Strategic accession and de-accessioning take place each year	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place
Goal 2	Grow female representation with collection	# Artworks by female artists	Increased representation of female artists	Increased representation of female artists	Increase by representation of female artists	Increase by representation of female artists

AREA OF OPERATION 6

MAINTAINING BEST PRACTICE FINANCIAL MANAGEMENT AND GOVERNANCE

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Pursue commercial opportunities, such as venue hire and events, coffee cart	% of earned revenue to total revenue	5% increase per year	5% increase per year	5% increase per year	5% increase per year
Goal 2	Review the roles and responsibilities of the AAC to add more strategy and fundraising aims/expertise.	Review undertaken and changes made.	The review is complete; roles are revised, and strategy and fundraising expertise are added.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.
Goal 3	Dedicated strategy and resources for fundraising	Strategy in place and \$ raised	\$10,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year



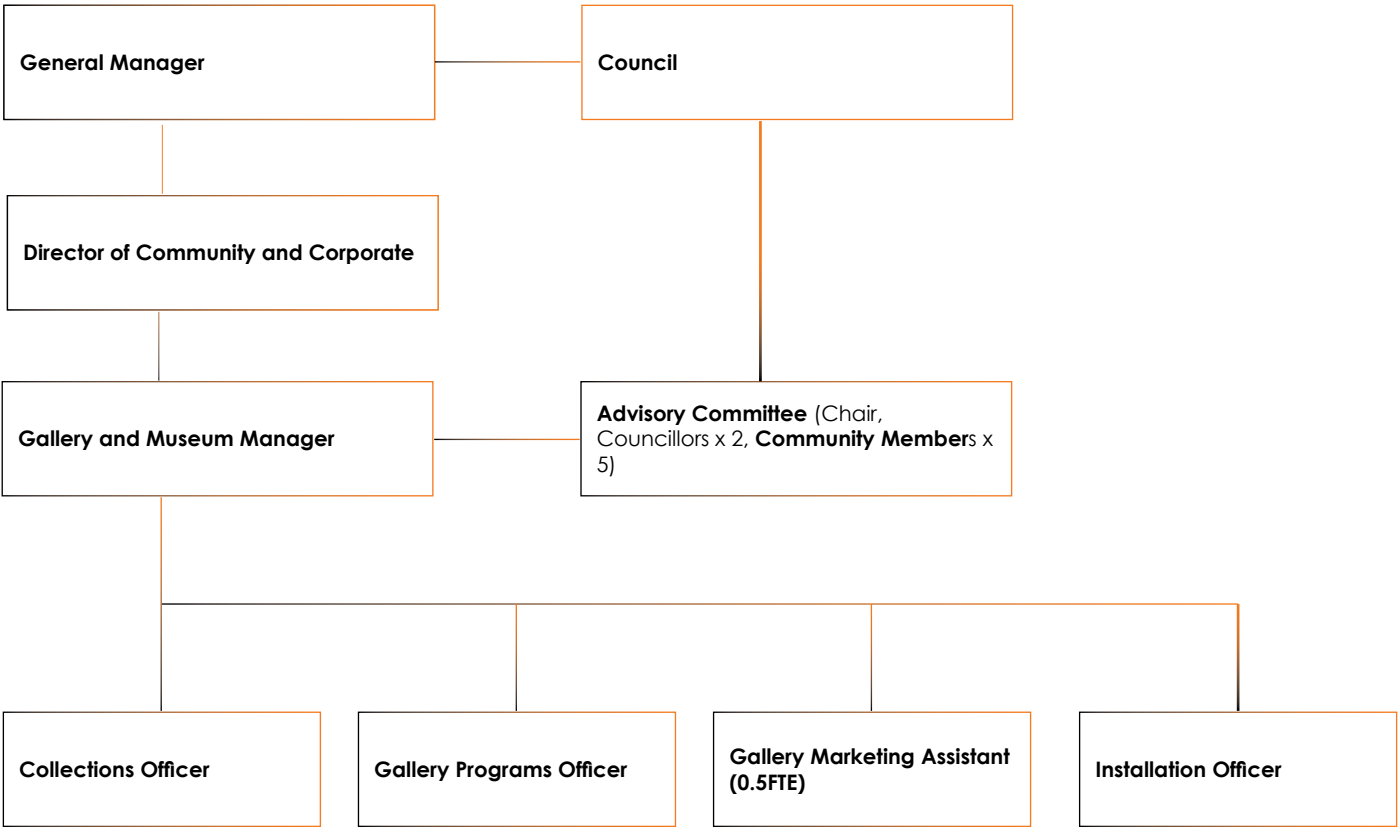
Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

GOVERNANCE

The Broken Hill City Art Gallery operates under the guidance of an Art Gallery Advisory Committee, a Section 355 committee of the City of Broken Hill Council. This group plays a pivotal role by offering strategic advice on curatorial, cultural, and programming matters, ensuring the gallery's offerings remain dynamic and relevant.

The Gallery falls under the Broken Hill City Council's key operational area of Corporate and Community, which is overseen by the Director of Corporate and Community.

The core team driving the Gallery's vision comprises five staff members and a small group of dedicated volunteers assist with visitor liaison and running the retail shop.





Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates and compensating artists in line with NAVA guidelines, ensuring that all contributors receive what they rightfully deserve.

Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone. Specifically, the Gallery adheres to the Broken Hill City Council General Manager's Statement of WHS Commitment.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.



RISK ASSESSMENT

DAMAGE TO THE COLLECTION

Likelihood: Medium

Impact: High

Mitigation Strategy: Maintain stringent handling procedures and regular maintenance schedules for all art pieces. Invest in security and climate control systems to protect the collection from environmental damage and theft. Train staff in preservation techniques and emergency response procedures to minimise potential damage during unforeseen events.

LACK OF IMPACT THROUGH LIMITED SPACE

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Plan a capital expansion campaign to increase gallery space. Optimise current space usage through innovative exhibition designs and rotating displays. Collaborate with other venues for off-site exhibitions, extending the gallery's reach and presence in the community. Use digital exhibition to showcase the collection in spaces other than the Gallery.

FINANCIAL MISMANAGEMENT

Likelihood: Low

Impact: High

Mitigation Strategy: Maintain a robust financial management framework, incorporating best practice governance and audit routines. Regular financial reporting and review meetings will ensure transparency and accountability.

POOR ATTENDANCE THROUGH LACK OF EFFECTIVE COMMUNICATION

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Enhance communication strategies by leveraging digital marketing and social media platforms to reach a wider audience. Develop targeted campaigns for various demographic segments, focusing on engaging content and consistent messaging. Evaluate and refine these strategies regularly based on attendance data and community feedback.

LOW COMMUNITY ENGAGEMENT

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Strengthen outreach initiatives by creating community-led programs and events. Collaborate with local schools, cultural organisations, and businesses to foster deeper connections. Encourage community input and participation in gallery activities to ensure alignment with public interests and needs.

MARKETING AND COMMUNICATION

This action-oriented plan is designed to resonate with the local community while reaching a broader audience through coordinated efforts.

To enhance the visibility and engagement of Broken Hill City Art Gallery, our marketing and communications plan will focus on a multi-faceted approach involving traditional media, digital platforms, and strategic partnerships.

Our audience consists of around 15,000 visitors per year, with a strong bias towards visitors to Broken Hill (90% of attendees).

PUBLIC OUTREACH

We will maintain our public outreach initiatives through social media, posters, radio broadcasts, and articles in the new local newspaper. Using traditional channels will help us effectively reach residents in Broken Hill, fostering a connection with the community. Although old school, they help locals know “what is happening”. By regularly updating content and offering compelling storytelling, we will maintain public interest and drive foot traffic to the gallery.

TOURISM AND HOSPITALITY COLLABORATION

We will continue our ongoing collaborations with tourism and hospitality providers and the tourism unit at Broken Hill City Council. These partnerships will allow us to integrate Gallery experiences into broader tourism packages, thus positioning the Gallery as a key cultural attraction. Regular meetings and shared initiatives will enhance our impact on the region's cultural and economic vitality.

PROMOTION OF NEW EXHIBITIONS AND EVENTS

We will continuously promote new exhibitions and events to inspire repeat visits. We will maintain a dynamic exhibition schedule, ensuring there is always something new to explore. Promoting these changes through exciting teasers and announcements will keep visitors engaged and eager to return.

NATIONAL ART PRESS COVERAGE

Target ongoing coverage in the national art press regarding our unique prizes and commissions. Cultivating relationships with national art journalists and outlets will secure our place in the art conversation, elevating Broken Hill's profile as a noteworthy art destination.



Access Gallery, Broken Hill City Art Gallery, Pro Hart Outback Art Prize 2024

SOCIAL MEDIA CAMPAIGNS

We will expand our digital footprint through ongoing social media campaigns tailored to grow our online audience. Using platforms like Instagram and Facebook, we will share engaging multimedia content showcasing our exhibitions and events. By fostering an interactive community online, we will attract digital attendees who extend our reach beyond geographic borders.

ART AND HERITAGE TRAIL INCLUSION

Pursue inclusion in Broken Hill's art and heritage trails to integrate the gallery into the region's cultural narrative. By collaborating with trail organisers, visitors exploring these trails will see our gallery as a highlighted stop, thus enhancing their cultural experience and increasing our visibility.

NATIONAL MEDIA ENGAGEMENT

Curate selective placement of national media stories highlighting Broken Hill's vibrant art scene. These stories will celebrate our local contributions to the arts, inviting a broader audience to discover what makes the gallery and the city stand out. Through thoughtful media engagement, we aim to attract art enthusiasts from across the country, encouraging them to explore our exhibitions and the artistic richness of Broken Hill.

APPENDIX A

ALIGNMENT WITH CREATE NSW PRIORITY AREAS

The Gallery's objectives are strategically aligned with Create NSW's priority areas, ensuring consistency with cultural policies that bolster the arts and culture sector in the Far West.

FIRST NATIONS STORIES AND COMMUNITIES

The Gallery proudly houses a significant collection of artworks by Indigenous Australians and is dedicated to engaging with local communities to represent their voices through our exhibitions.

NEXT GENERATION OF CREATIVES AND AUDIENCES

We are committed to connecting with emerging artists and presenting innovative works that resonate with younger audiences, nurturing the creativity of the upcoming generation.

WESTERN SYDNEY AND REGIONAL NSW

Situated in the heart of Far West NSW, we play a pivotal role in the visual arts landscape, advocating for the interests of both artists and audiences within regional NSW.

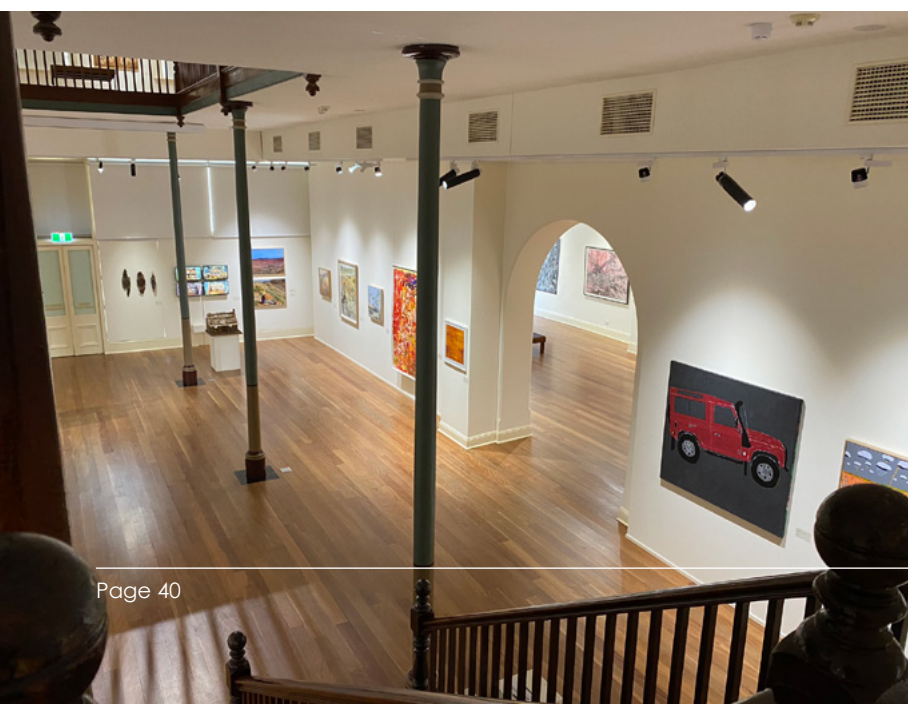
BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

We embrace the rich diversity of the Broken Hill community and are devoted to fostering initiatives that encourage representation and participation across a spectrum of perspectives.

ACCESSIBILITY AND EQUITY

Our commitment to making art accessible is evident throughout our physical gallery space and internal programs. We prioritise accessibility to ensure that the gallery remains an open and welcoming environment for everyone, upholding our belief that art should be inclusive and accessible to all.

Broken Hill City Art Gallery Touring Gallery 2024





Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024

APPENDIX B

ARTISTIC PROGRAM OF ACTIVITIES 2025 – 2026

This is a projected artistic program of activities; not all activities are expected to be confirmed.



Broken Hill City Art Gallery Touring Gallery, Pro Hart Outback Art Prize 2024

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
February - April 7.02.25 - 27.04.25	Blow Back Ins Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Thomson Ann Cape Chris Gentle Daniel Pata Gina Bruce Kerry McInnis Paul Connor Rentata Pari Lewis Sophie Cape Willemina Villari Mike MacGregor	Artists
February - April 28.02.25 - 23.03.25 28.02.25 - 23.03.25	St Pats 60th Year exhibition	Local community (living within LGA);	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Steven Radford OAM; Andrew Schmidt	Key Personnel
February - April 7.02.25 - 27.04.25	Potter's Society Bi- Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Deborah Elliot	Broken Hill Potter's Society - Secretary
February - April 7.02.25 - 27.04.25	Willyama Art Society Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Dennis Hebbard	Willyama Art Society - President
May - July 02.05.25 - 06.07.25	Journey in human landscape: SOUTH AUSTRALIAN ARTIST COLLECTIVE	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Barbara Palmer Robyn Zerna- Russell Kathryn Hill Ray Meandering	Artists
May - August 02.05.25 - 10.08.25	Catherine Farry Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Catherine Farry	Artist
July - August 12.07.2024 10. 8.2024	Touring Exhibition - BALD ARCHIES in Partnership with the Museum of the Riverina.	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Luke Grealy	Key Personnel

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - August 02.05.25 - 10.08.25	Photographic Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Em Jensen	
15th August - October 01.08.25- 26.10.25	PRO HART OUTBACK ART PRIZE 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Artist
May - August 02.05.25 - 10.08.25	Going, Going, Gone Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Mitchell	Key Personnel
May - August 02.05.25 - 10.08.25	The Drover's Wife Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Isabella Seraphima	Artist
November 25- February 26 01.11.25 - 09.02.26	'Time and Tide' Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Marian Crawford Jan Davis Dr Dianne Longley Diana Orinda Burns Jan Palethorpe Penny Peckham Olga Sankey	Artist
November 25- February 26 01.11.25 - 09.02.26	Maari Ma Indigenous Art Awards 2025 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Artists
November – February 01.11.25 - 09.02.26	HSC Annual Exhibition 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel
February - April 6.02.26 - 26.04.26	Touring Exhibition - Gray Street Workshop in Partnership with the JamFactory	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Jam Factory	Partners / Key Personnel

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - July 08.05.26 - 26.07.26	Touring Exhibition - Saltbush Country in Partnership with Country Arts SA	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Juanella McKenzie Sandra Saunders Josephine Lennon Mari Macumba Lynette Newchurch Deanna Newchurch Heather Shearer	Artists
May - July 08.05.26 - 26.07.26	Weaving Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Evers	Artist
May - July 08.05.26 - 26.07.26	Touring Exhibition - Art Express in partnership with NSW Department of Education and the NSW Education Standards Authority	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	NSW Department of Education and the NSW Education Standards Authority	Touring Partner
July - October 31.07.26 - 25.10.26	PRO HART OUTBACK ART PRIZE 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Key Personnel
July - October 31.07.26 - 25.10.26	GAARA (Girls and Art in Regional Australia) Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maureen Clark	GAARA - Secretary
October February 27 30.10.26 - 07.02.27	Touring Exhibition - Kirrenderi in partnership with the University of Queensland Anthropology Museum	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Mandana Mapar	Curator, University of Queensland Anthropology Museum Tour Coordinator
October February 27 30.10.26 - 07.02.27	Maari Ma Indigenous Art Awards 2026 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Partners / Key Personnel
October February 27 30.10.26 - 07.02.27	HSC Annual Exhibition 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel

2025 - 2026 WORKSHOP SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Skills development workshop program for practitioners – 1 per month	Local (within the LGA) and regionally local artists (non-tourists outside the LGA)	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Skills development / art engagement workshop program for youth – 8 per month	Local (within the LGA) and regionally local (non-tourists outside the LGA) persons under 18 yrs of age.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	BHHS ABORIGINAL ART AND COMMUNITY EDUCATION SISTAS (AACES) PARTNERSHIP Workshops – 5 per school term	Local Aboriginal female art students from Broken Hill High School.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer

2025 - 2026 PERFORMANCE SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 JANUARY - DECEMBER	Concert / Performance Events – 4 per year	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham Broken Hill Civic Orchestra Touring Musicians/performers	Gallery and Museum Manager Performers Performers

2025 - 2026 ENGAGEMENT SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Gallery Tours in Partnership with Great Southern Rail – 4 per month	State, interstate and international visitors	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Great Southern Rail	Key Personnel/ Partner
2025 & 2026 January - December	Artist engagement events including artist talks – 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Other events including Civic Receptions - 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham	Gallery and Museum Manager



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024



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