



Artback NT

Strategic Plan
2021 – 2024

OUR VISION

The Northern Territory – our stories, our art, our place – expanding the Australian narrative

OUR PURPOSE

We connect artists, audiences and communities to build capacity – social, cultural, creative and economic.

We create and share compelling arts and cultural experiences through:

- **Pathways:** training, employment skills and opportunities for young, emerging and established artists, creatives and arts workers
- **Development:** new work that shares and celebrates Northern Territory stories and experiences
- **Touring:** locally, nationally and internationally

OUR VALUES

At Artback NT, we:

- Conduct our business with integrity and respect
- Commit to creative excellence and capacity building
- Embrace the diverse environment of the Northern Territory
- Believe that investment in arts and culture is fundamental to a rich life and the wellbeing of communities

OUR KEY OUTCOME AREAS

- Territory artists and the creative industries are flourishing
- Territory communities and audiences are stimulated by compelling arts and cultural experiences
- Territory arts and artists are celebrated locally and renowned nationally and internationally
- Artback NT is a strong and adventurous organisation

We acknowledge the Traditional Owners of the lands on which we live and work.

The Northern Territory is home to the world's oldest living culture – the first artists and storytellers. We pay our respects to Elders past, present and future.



AUDIENCE RESPONSE
TO ARTBACK NT
PROGRAMMING 2019

AGREE + STRONGLY AGREE OTHER



HERITAGE

It made me feel connected to a shared history/culture



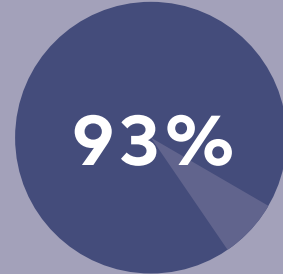
PLATFORM

It has the potential to inspire other artists and artforms



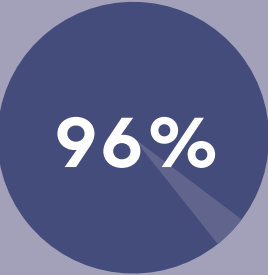
CURIOSITY

It sparked my curiosity and made me want to find out more



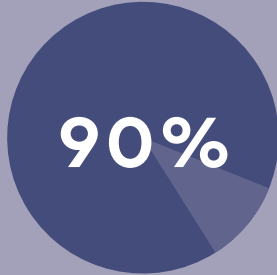
ACCESS

It gave me the opportunity to access cultural activities



POSITIVITY

It made me feel positive about the community's future



TAKING NT ARTISTS ACROSS AUSTRALIA

TOURING VENUE BY LOCATION (838)
VISITS PER LOCATION (2,391)

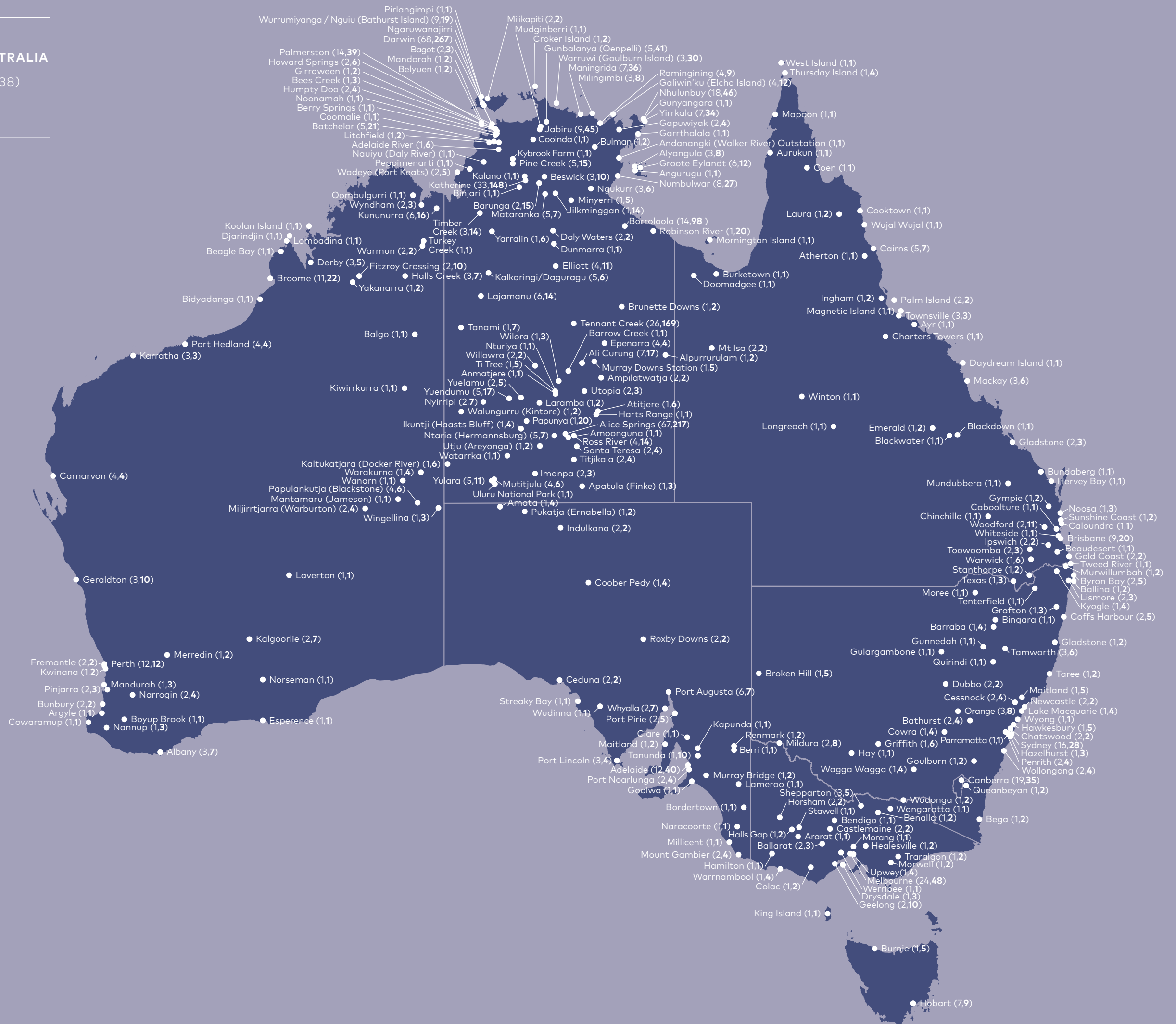




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EXECUTIVE SUMMARY

Artback NT is a strong and adventurous organisation.

Artback NT is the only multi artform development and touring agency in the Northern Territory.

We are the 'go-to' organisation that connects artists, audiences and communities to ensure that Northern Territory (NT) narratives are central to the Australian context. We are the gateway to sharing the rich cultures, stories and art of the Territory with Australia and the rest of the world.

Genuine community and stakeholder engagement is in our DNA.

Artback NT focuses on designing pathways for emerging and established artists, creating new work that reflects contemporary Northern Territory stories, and providing touring opportunities nationally and internationally. Developing, producing and touring Territory work continues to be our core business and we are the peak body for this activity.

Our best practice model of community engagement and artist development operates across our program areas of Indigenous traditional dance, visual arts, theatre, dance and music. This approach recognises the importance of identity, connection to culture, and the intrinsic value of arts and culture to community health and well-being. This informs the way in which we work as a multi artform organisation, the product that is created and the manner in which we engage our stakeholders.

Our success is confirmed through our strong relationships and reputation with communities and partners, both within the Territory and nationally. Due to our proximity and placement within the Asia Pacific region, we have established a presence within Asia's arts and cultural scene. We will continue deepening this engagement over the next four years.

We are committed to building capacity across all areas of the organisation with a particular focus on creating employment for artists and cultural workers in Indigenous and non-Indigenous communities. With a local and national arts and cultural sector that does not currently reflect the communities we serve, we are committed to diversity in our own organisation and aim to support artists and communities to become members of and leaders in the sector.

Artists are coming to us with bigger, better and bolder ideas. Our main goal is to be responsive and to continue to support the making and presenting of high-calibre work.

The single greatest challenge facing Artback NT is to further diversify our income streams within our current capacity. The significant shift in funding priorities of Federal and Territory governments means income diversification is critical to our continuing ability to support the growth of the Territory's arts and cultural ecology.

Apart from increased philanthropic support and targeted sponsorship, one of our key strategies is the creation of new income generation activities as a means of subsidising our core business of establishing pathways, developing new work and touring. To this end, Artback NT is implementing a revised business model with a focus on entrepreneurship and sustainability. This will sustain our current activities as well as drive new arts and economic opportunities in the Northern Territory.



OUR CONTEXT

Who we are

Artback NT develops and presents ambitious, professional and energetic work from across the Northern Territory – to and from some of Australia’s most remote locations. We work collaboratively with communities to create and present high quality arts and cultural experiences not readily available to regional, remote and very remote communities who are often left off the touring map.

Over the past 3 years, Artback NT’s staff and artists have:

- travelled an extraordinary 2,217,212 kilometres
- delivered a total of 159 performances and 790 workshops including 253 school events
- presented at a total of 275 venues
- reached audiences of 294,533 locally, nationally and internationally

From the Tiwi Islands to the Tasmanian Museum and Art Gallery, we reach into every corner of this country.

As an organisation, we are accessible and engaged in community and sector conversations with a

focus on expanding and increasing access and opportunities for NT artists and communities. The Northern Territory stories we share with audiences from across Australia influence current and future contemporary Australian narratives.

We are keen collaborators, acknowledging that our partners in communities are often local organisations and individuals. We work in collaboration with artists and communities to ensure programs and initiatives are self-determined and relevant to people and place.

We provide the building blocks that encourage and facilitate the transition from early beginnings in small, remote Indigenous communities to artists achieving an acclaimed international reputation. Artback NT is the conduit for national and international audiences seeking work that provides access to the colour, talent and passion of an Australia that lies far beyond the highway.

We advocate for the cultural life of the Northern Territory.



WHERE WE LIVE

Northern Territory at a glance

The Territory's cultural, artistic and geographic diversity provides rich spaces for cross-cultural exchange and activity.

The context of the Territory also forces us to look at circumstances in different ways. For Artback NT, the terms regional, remote and very remote have particular and very different meanings to the use of the terms in an Eastern seaboard context.

For us, access is about providing NT audiences from pre-school to the elderly with opportunities to see theatre, listen to music, explore new methods of movement through dance and engage with artists face to face. We facilitate opportunities that are not otherwise available in schools, or in the daily lives of communities and regions across the Territory.

In 2019, Artback NT employed 781 NT artists / arts workers. Of those engaged, 84% were from remote or very remote communities throughout the Northern Territory and 730, or 93% of the artists and arts workers engaged were Indigenous.

OUR HISTORY

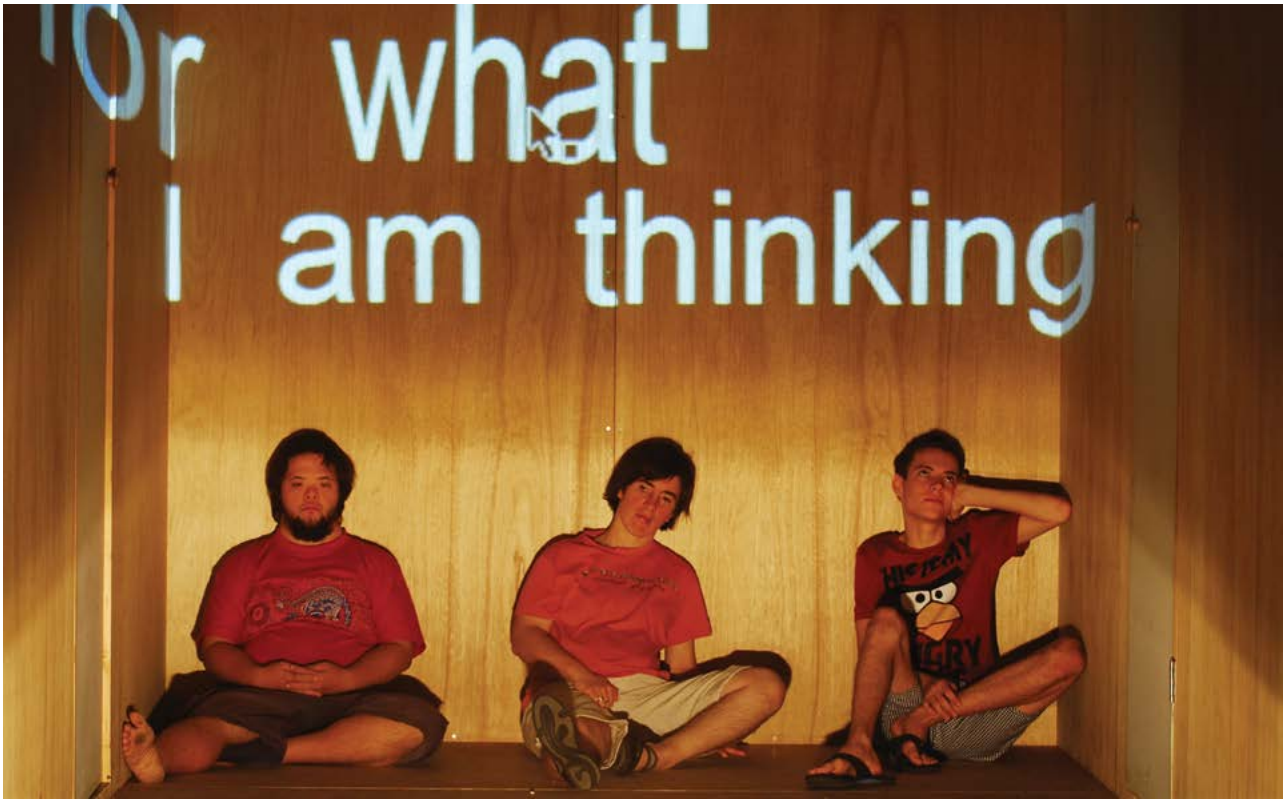
Constituted in 1994, Artback NT was born out of a need for the development and nurturing of arts and culture in the Northern Territory. In 1998, through an amalgamation with Circuit North, Artback NT became the peak visual and performing arts touring organisation in the Northern Territory. Then in 2003, acknowledging our Territory-wide brief, Artback NT opened a dedicated visual arts office in Alice Springs. Maintaining an office in the second largest town in the Territory, in addition to our office in Darwin, is not only important to understanding and valuing local needs, but also illustrates our ongoing commitment to the region and our genuine desire to engage with our communities.

In 2013, a third office was established in Borroloola, in the Territory's north east. This demonstration of continued local presence has further consolidated our commitment to active engagement and our vision of building the capacity of isolated communities.

Highlights from our 24 year history include:

- Reaching audiences through multi artform programming of over 2,825,000 people (1996 – 2019); across 465 'venues' within the Northern Territory, 838 Australia wide and 61 internationally
- Touring through every State and Territory; from regional and metropolitan venues to locations where the nearest supermarket is 800 kilometres away
- Delivering arts activities to an audience of four who arrived by rowboat during the Katherine Floods; battled cyclones; and presented to audiences of tens of thousands at the Festival of Pacific Arts in the Solomon Islands
- Nationally acclaimed tours such as *Balnhdhurr - A Lasting Impression* (works from the Yirrkala Archive) and the *B2M: Mamanta* tour, which offered audiences an extraordinary and privileged insight into rich cultural NT histories, stories and art
- Our work and relationships in Borroloola have developed into a deep and long-term engagement with the community and we are justifiably proud of the Indigenous Traditional Dance Program; this program has also provided a pathway into our multi-year engagement with the community of Numbulwar

From 2021–2024 and beyond, we will further stimulate the international appetite for Indigenous culture and create opportunities for NT artists to engage with new audiences, enriching their cultural lives and showcasing our Territory stories.



OUR POINT OF DIFFERENCE

Artback NT is the only multi artform development and touring agency in the Northern Territory. Our programs have great depth and diversity and facilitate enduring collaborations with communities in regional, remote and very remote parts of the NT.

Artback NT enables audiences to experience the diverse stories, captivating pictures, compelling rhythms and vibrant energy of regional and remote Australia.

Locally

Aside from art centres and festivals, there is a significant lack of core cultural services and infrastructure for people in the bush. Moving beyond potential economic and geographical limitations, Artback NT brings to the forefront arts experiences that enliven, engage and enrich our communities. Our knowledge of community and stakeholder collaboration ensures we understand and value the cultural contexts in which we operate.

Artback NT makes it possible for remote artists to shape Australia's national identity. Our programs cultivate genuine collaborations with artists, curators, producers and communities to develop and tour work which promotes the Territory's unique artistic excellence.

We build capacity whilst fostering pathways for artists – from developing new work to presenting and touring. We also identify and then analyse sector gaps and initiate programs such as the SPARK NT Curator Program to meet this need.

Nationally

Artback NT provides artists and arts workers with opportunities to develop their skills, produce and tour work to new audiences.

We are a conduit for unique community work to be accessed. We achieve this by utilising our networks and trusted relationships to bring work out of remote communities and into the national spotlight.

Internationally

Artback NT is able to facilitate cultural exchanges with other countries and produce work for tour that resonates with audiences and is unique to the fabric that makes up the Northern Territory's many cultures.

We invite ambassadors and Australian and Asian presenters to come to the Territory regularly to critique the work and spread the word nationally and internationally.

Artback NT is unique in the Australian national cultural landscape because we:

- are a multi artform presenting and touring agency whose work is community engaged and embedded – the results of which are shown locally, regionally, nationally and internationally
- only tour work that is from or relevant to the Northern Territory – showcasing NT arts and culture
- take risks in who we develop and partner with; this includes emerging and/or unknown artists coming from challenging environments – we recognise potential and support artists even without infrastructure and an agreed partner sharing the financial risk
- are a conduit for creating pathways for work made by remote communities to be accessed by regional, national and international audiences
- initiate long term community collaborations involving employment, training and pathways – particularly for remote living NT artists and in communities lacking facilities
- are facilitating a multi-year First Nations exchange between Taiwanese and Northern Territory artists
- are on the ground, with offices across the Territory – Darwin, Alice Springs and Borroloola
- focus on long term relationships in and with communities and, therefore, are able to recognise significant gaps in the sector and develop responsive programs
- support skills development and knowledge transfer to younger generations empowering artists to generate and control their own creative and economic activity



DEPTH, REACH AND RELATIONSHIPS

From community engaged, long term development and collaboration to artistic excellence in a touring context, our work is diverse and impactful.

As shown on pages 4–5, 22–23, our reach is extensive. From very remote communities in Arnhem Land to our largest cities, part of our point of difference is our geographic depth and breadth.

Our relationships are varied and relevant to each community we work with and in. We are committed to cultivating relationships that are meaningful, reciprocal and ensure best outcomes for communities and artists.

Key relationships include:

- established and emerging NT artists and arts workers
- local, national and international arts and cultural organisations
- non-arts community-based organisations
- venues and presenters throughout Australia
- festivals – NT, nationally and internationally
- government and non-government investors
- sponsors and philanthropic supporters

THE WAYS WE WORK

Through collaboration, advocacy and leadership

We build relationships slowly and deeply over time through commitment to a direction, enabling it to develop and grow in order to achieve a positive outcome for all stakeholders without pre-determined conclusions.

Unlike many others, our programs deliver employment outcomes within remote communities. We show what positive effects can be achieved with strong arts and cultural programs.

Evaluation

Artback NT has invested in “Culture Counts” in order to more definitively measure the impact of the work we do. Bespoke surveys are designed to ensure that we remain responsive and that our programs align with our visions and goals.

We are always looking for ways to improve the services we deliver. We remain open to the results and are committed to listening and being flexible enough to respond.

We are agile and responsive.

OUR STRATEGY

Artback NT’s strategic direction is informed by an analysis of our internal and external operating environment together with a clear understanding of our markets.

Our work

Pathways

Ensuring sustainable, long term artistic and sector development. We shape opportunities for emerging artists and leaders to gain skills and experience in community engagement, producing and touring.

We work towards ensuring that skills and capabilities are locally sourced – filling leadership, production, artistic and management roles in and across the NT.

Development

Resourcing financial, physical space and in-kind opportunities for NT artists to create new work that is specific to local stories and experiences.

Touring

Touring work created through our development program and engaging as a presenter for existing work to tour nationally and internationally. Artback NT builds relationships with festivals to provide additional exposure for NT artists.

We build robust and sustainable opportunities for emerging to established artists and arts workers. By connecting Territory artists with local, national and international networks through collaborations, festivals, marketplaces, residencies and exchanges we create a more sustainable sector for the Northern Territory.



OUR MARKETS

Audiences | Communities

Artback NT acknowledges that our audiences are our communities, as are our artists.

Artback NT exists in a regional landscape that can't be defined by standard market segmentation and challenges the traditional definition of an audience. When touring work throughout the Territory, audiences are multi layered – they are partnerships, they are entire communities.

Artback NT engages the following markets across each of its program areas. All are essential to the organisation's longevity and activity:

- Audiences in regional, remote and very remote NT communities
- Audiences in urban and metropolitan NT communities
- NT artists developing, touring or performing their work for Artback NT audiences
- Local, national and international arts festivals
- Presenting partners throughout the Territory, nationally and internationally

Our previous strategic business plan (2016 – 2020) identified two key target group: children and young people; Asia and international markets. Through the subsequent establishment of programs such as Artists on Tour and the Taiwan–Australia exchange, Artback NT has achieved impressive results in both these areas. We will continue to develop and deepen these connections across all our programs over the period 2021–2024.

Looking forward, we aim to further establish ourselves in the following market contexts:

- **International arts festivals:** supporting NT artists to reach international audiences
- **Education and learning:** schools, education programs and places where children and young people are learning in community contexts
- **Presenting partners:** nationally focused with an aim to increase NT artist touring and showcasing opportunities

To consolidate this Artback NT will:

- provide professional development opportunities for staff to ensure capacity is built to increase understanding and engagement with existing and new market segments
- seek to engage with new markets by reaching out to partner organisations and sharing our interests with our existing networks
- trial and test new programs that could be of interest to the new markets we aspire to reach, such as school holiday programs and private sector commercial activity
- secure funding to increase support for core programs such as Artists on Tour
- build wide-ranging relationships by attending international festival market places

OUR PARTNERS

The arts and cultural sector in the NT is tight-knit and competes for access to a finite investment base. Establishing an identity and ensuring brand recognition for the wide and varied nature of our work requires creativity and consistency.

Our key partners include:

Locally

- Small to medium arts and cultural organisations
- Art centres, communities and local organisations wishing to promote their local culture and arts
- Festivals and events that commission and showcase work from the NT



Nationally

- Venues
- Commissioning and producing organisations
- Festivals
- Marketplaces
- Galleries and Museums

Previously, the performing arts showcase markets (APAM and Long Paddock) were key conduits for our national partnerships as well as being a place of great collaboration and professional development for NT artists. The changing landscape presents Artback NT and regional and remote artists, in particular, with a key challenge in ensuring the visibility of Northern Territory work in the national context. In addition, highly curated fully developed work is now the focus of major Festivals. In response, Artback NT is proposing a triennial performing arts market showcase to ensure that regional, remote and very remote artists continue to be visible for national programmers and opportunities.

Through partnerships with producing and touring organisations who have a greater capacity to attend markets we will establish reciprocal relationships to ensure NT artists are represented.

We are deeply committed to Indigenous employment both in Artback NT and throughout the arts and cultural sectors. Through an emerging partnership with Desart, we will work across sectors to advocate for and implement a strategy that delivers real jobs and training.

Our Visual Arts Program tours Northern Territory generated exhibitions to remote, regional and metropolitan galleries, sharing quality visual arts experiences with diverse audiences across the country.

Internationally

- Department of Foreign Affairs and Trade (DFAT)
- Asialink
- Indigenous Peoples Cultural Development Centre, Taiwan

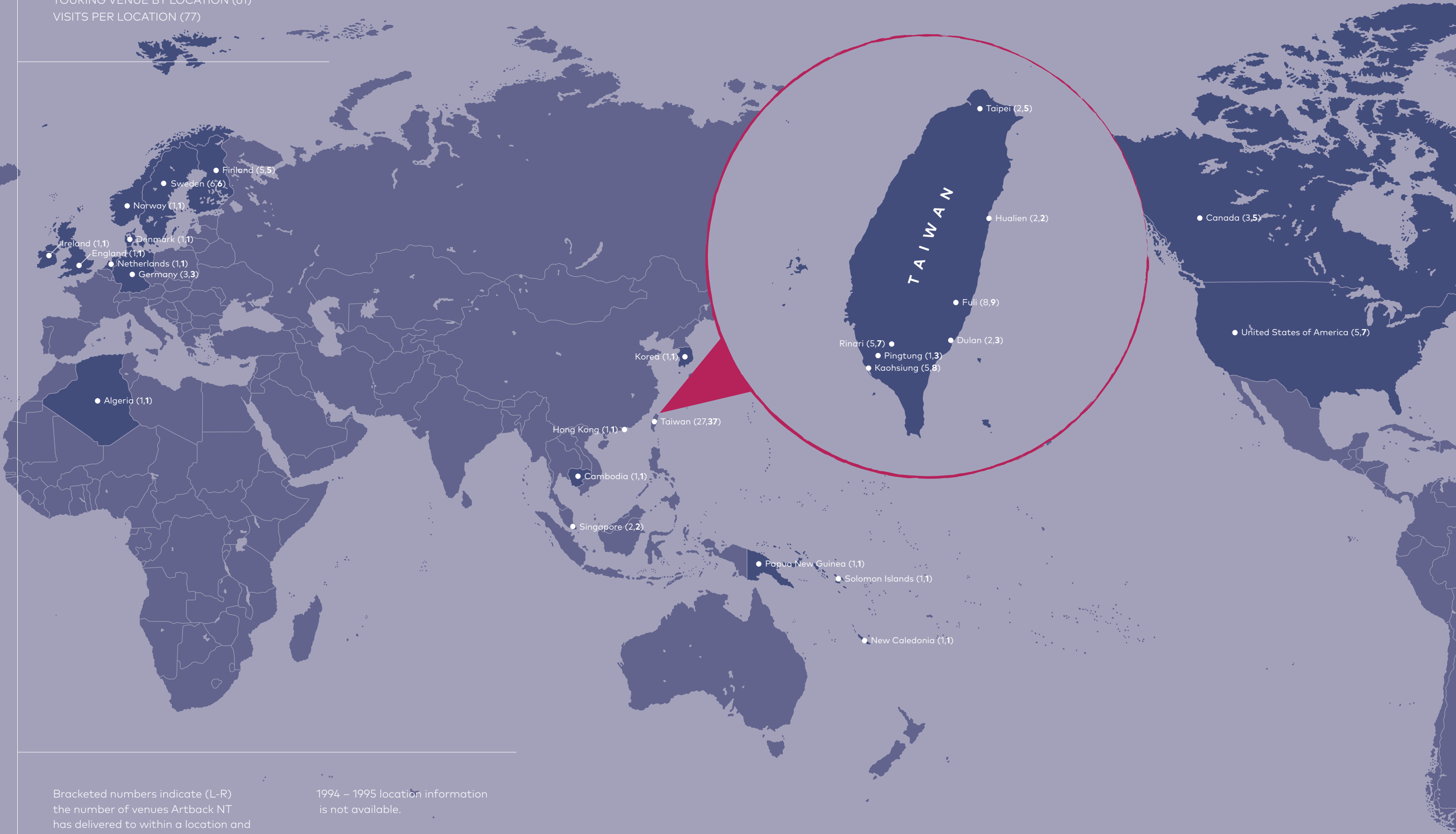
Through our international connections such as Asialink and DFAT, we establish partnerships with organisations in the Asia Pacific region to facilitate links with the NT. These opportunities ensure that artists and communities are able to develop relationships, collaborate on new work and share experiences within our regional context.

Current examples include our multi-year First Nations exchange between Taiwanese and Northern Territory Indigenous artists. The exchange promotes Indigenous cultures and histories within Australia and Taiwan and provides audiences with contemporary representations of First Nations perspectives through the arts. This program, and the future collaborations which it inspires, highlight both the similarities and the diversity of First Nations experiences and culture.



INTERNATIONAL PRESENTING IN 19 COUNTRIES

TOURING VENUE BY LOCATION (61)
VISITS PER LOCATION (77)



Bracketed numbers indicate (L-R)
the number of venues Artback NT
has delivered to within a location and
then the number of times Artback NT
has been to that location.

1994 – 1995 location information
is not available.

OUR PEOPLE

Team

Our people are our greatest asset.

With an eye for detail and a keen interest in contributing to the big picture conversations, everyone – producers, artists and staff – are committed to ensuring NT artists have high quality experiences with Artback NT.

From 2021–2024 Artback NT aims to:

- ensure that our team reflects the communities and artists we are working with
- understand further what it means to be a culturally safe organisation
- invest in professional and skills development opportunities for our staff, contractors and partners across the NT through providing practical training, including but not limited to: first aid; remote first aid; 4WD and remote driving
- provide Mental Health First Aid Training opportunities for the NT arts and cultural sector. Artback NT is a recognised Gold Standard MHFA skilled workplace (Artback NT is the only arts organisation in the Territory to have achieved this)
- ensure pathways to employment exist across the organisation with opportunities to learn or broaden skills in producing, arts management, marketing and community engagement

To increase our entrepreneurial capacity, our staffing model will grow to accommodate new areas of the business to progress. Artback NT will invest in:

- a Business Manager – to focus on income generation and diversification
- project staff, as needed, who will expand and contract in terms of our business generation model
- employment, mentoring and professional development, thereby increasing the skills level of the sector

Artists

Communities are central to the work of Artback NT

To support our remote artists and communities in the context of pathways, development and touring, Artback NT is committed to:

- creating pathways for cultural understanding, appreciation and respect between Indigenous and non-Indigenous Australia
- offering an improved overall understanding in remote Indigenous communities of the integral relationships between cultural maintenance and professional performing arts opportunities
- increasing the awareness of the value of culture as an essential strategy in community wellbeing and a pathway to improved employment and further education and training for individuals, particularly young people who are disengaged from education

Governance | Board

Artback NT is governed by a voluntary Board of committed people who are drawn from across the Northern Territory and Australia. Each Director brings a valuable set of skills and a specific voice to their position be it high-level corporate skills, networking capabilities or an understanding of Australia’s cultural life through the regions. This professional skills-based board has strong ties to the Northern Territory arts and cultural sectors.

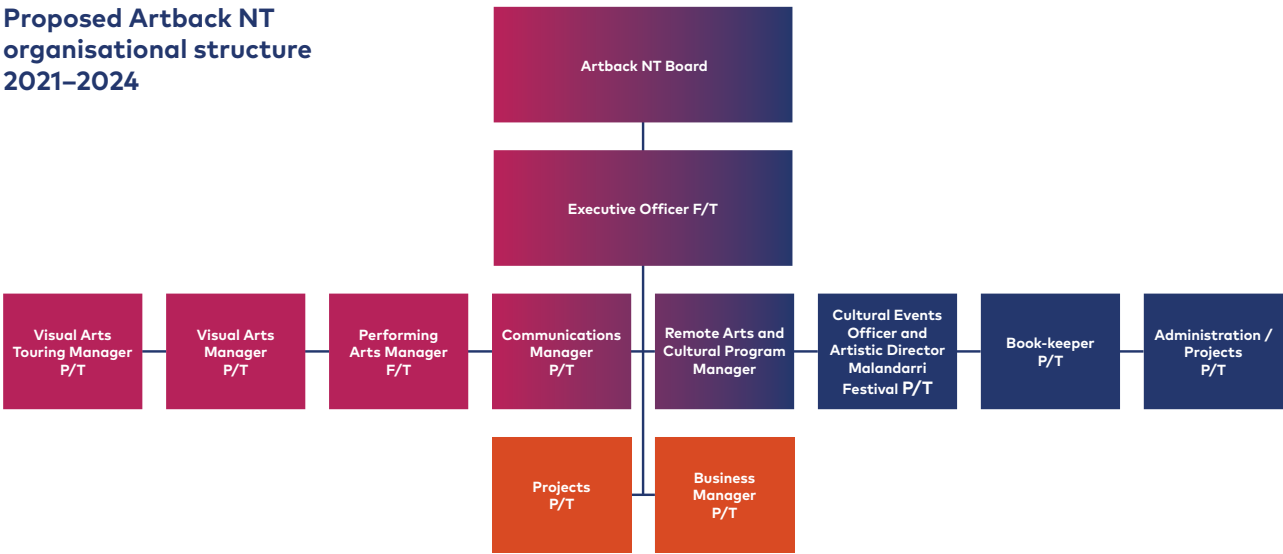
The Artback NT Board demonstrates leadership and advocates on behalf of the organisation. A minimum of one third of the Board must be Indigenous. Our aim is to increase diversity on the Board to further reflect the communities and artists we are working with.

Succession

Strategies for the recruitment and retention of the Board and key staff include:

- identification of skill sets required and targeted national recruitment for Board and staff
- building of strong networks / head-hunting
- sourcing staff with strong cross-cultural development backgrounds and experience working in Indigenous communities
- identifying gaps and addressing these through the provision of training and professional development
- full inductions of staff and Directors
- regular staff meetings and maintaining good communication between staff and management
- adequate contractual notice periods, including handover, for transition of key personnel

Proposed Artback NT organisational structure 2021–2024





NORTHERN TERRITORY

TOURING VENUE BY LOCATION (465)
VISITS PER LOCATION (1,683)

INDIGENOUS COMMUNITIES

TOURING VENUE BY LOCATION (165)
VISITS PER LOCATION (513)



Map of the Northern Territory showing the scope of Artback NT's delivery from 1996 – 2019. Bracketed numbers indicate (L-R) the number of venues Artback NT has delivered to within a

location and then the number of times Artback NT has been to that location. 1994 – 1995 location information is not available.



OUR MEASURES

Outcome Area One					
Territory artists and the creative industries are flourishing					
Strategies:					
1. Creative and economic opportunities for artists and arts workers					
2. Identify and address key industry and sector gaps					
3. Connect Territory artists with local and national networks through collaborations, festivals, marketplaces, residencies and exchanges					

Key Performance Indicators	2020 estimated	2021	2022	2023	2024
Development, production and touring of new Territory works	3	5	5	5	5
Artists and arts workers employed or contracted	200	225	250	275	300
% of emerging artists engaged across our programs	40	40	50	60	60
New independent relationships and additional work for artists as a result of the work of Artback NT, including our Artist on Tour Program	5	5	8	11	14

Outcome Area Two					
Territory communities and audiences are stimulated by compelling arts and cultural experiences					
Strategies:					
1. Ensuring access to unique arts and cultural experiences and developing audience engagement to address isolation and disadvantage across the vastness of the Territory					
2. Activate a network of remote community champions and engage with community partners that include arts and non-arts organisations, Traditional Owners, businesses, councils and individuals					
3. Facilitate capacity for arts and cultural leaders to develop new experiences for their communities - to, from and across regional and remote physical environments					

Key Performance Indicators	2020 estimated	2021	2022	2023	2024
Number of Territory communities that Artback NT works with or delivers to	22	32	40	45	45
Arts and cultural experiences (performance, exhibitions, workshops and arts activities) delivered in Territory communities – including first showings and premiere seasons	125	150	175	175	175
When Artback NT is delivering in a remote community, % of the total population engaging in the activity as audiences and artists (not including Artists on Tour and other school-based activities)	60%	70%	70%	70%	70%
Total number of Territory organisations / venues worked with	50	60	65	70	70
Engagement numbers across Territory communities	14,000	19,000	22,000	22,000	22,000

Outcome Area Three					
Territory arts and artists are celebrated locally and renowned nationally and internationally					
Strategies:					
1. Grow our position as a gateway to Asia through expanding markets and cultural exchange					
2. Ensure NT stories are part of the national cultural dialogue					
3. Broker relationships and explore presentation opportunities with key national and international events, festivals and agencies to showcase Territory arts and culture					

Key Performance Indicators	2020 estimated	2021	2022	2023	2024
Number of engagement activities/tours delivered locally and nationally showcasing Territory artists	9	12	15	15	15
Total number of organisations/venues worked with nationally and internationally	17	25	30	30	30
Audience numbers (these vary widely in the visual arts depending on exhibition locations which can range from regional galleries to major State cultural institutions)	50,000	70,000	150,000	85,000	200,000
Recognition of Artback NT's role in the ecology through requests from partners and venues specifically for NT work in both the visual and performing arts sectors	8	12	15	15	15
International engagements including Festivals	1	2	3	3	3
Produce a high-profile work (show or exhibition) tri-annually	0	0	1	0	1

Outcome Area Four					
Artback NT is a strong and adventurous organisation					
Strategies:					
1. Develop an entrepreneurial business model that identifies commercial opportunities to generate new and diversified revenue streams					
2. Ensure our marketing strategy promotes the value of Artback NT locally, nationally and internationally					
3. Maintain offices regionally to keep us in touch with our communities					
4. Develop a measurement framework that tells the story of Artback NT's impact across all areas of the business					
5. Our Board and our staff reflect the communities we work with					

Key Performance Indicators	2020 estimated	2021	2022	2023	2024
Income diversification: devise and implement an income generation plan that focuses on fee-for-service and enterprise development	Plan created	✓	✓	✓	Review
Income diversification: trial two new initiatives	Concept	1	-	1	-
Percentage increase in self-generated income	0%	10%	20%	20%	20%
Board and staff skills and experience reflect the organisation's future needs	Yes	Yes	Yes	Yes	Yes
Percentage growth in online engagement	10%	10%	10%	10%	Maintain
Maintain a regional office presence	Yes	Yes	Yes	Yes	Yes
Continue to strive for best practice by incorporating structured and regular opportunities for evaluation, feedback and reflection with a commitment to implement where necessary	Yes	Yes	Yes	Yes	Yes

FINANCIAL OVERVIEW

Current financial situation

Artback NT has effective financial management systems in place that enable accurate budget projections, performance monitoring and reporting.

A focus of the previous strategic plan was a significant strengthening of the reserves with a projection of close to \$200,000 at the close of 2020. Artback NT met this target earlier than expected and has formalised new reserve targets for this time period. In addition, our target for the 2021–2024 plan is increased philanthropic support and targeted sponsorship to ensure that the organisation has a strong base from which to leverage further resources.

Due to the completion of the \$1 million investment through Catalyst funding (Ministry for the Arts) that was received 2016–2019, and the sequencing of Australia Council for the Arts investment, the Board has committed to maintaining momentum and a stable delivery position through 2020. This reflects a confidence in our vision, mission and approach and ensures that the organisation remains strong and continues to deliver.

Income diversification

Artback NT acknowledges the need for greater diversity and security of income. This is key to the organisation ensuring that we have the ability to make independent decisions about our programming. In 2020 we will develop an income generation plan that focuses on a mix of commercial, fee-for-service and subsidised activity without compromising integrity. This includes exploring grassroots initiatives such as selling work to domestic and international festivals; the provision of fee-for-service expert advice for inbound remote touring; event management; licensing; assisting social enterprises and linking business with opportunities in and around the arts and cultural tourism.

In addition, we are uniquely positioned to take a lead role on a number of sector-wide initiatives such as the proposed Territory Arts Hub – a place where local creatives can interact, develop and collaborate – as well as engage with Tourism and Major Events for key event and production management opportunities.

Artback NT embraces change that enables the organisation to respond effectively to its opportunities and challenges.

We believe that we can showcase the unique talents and products of the Northern Territory as well as offer economic pathways for our sector.

Responsive Budgeting

The budget reflects our future strategic direction in arts development and touring. It identifies the additional resource requirements needed to deliver the proposed touring program and ensures the capacity and sustainability of the organisation. For example, the Indigenous Traditional Dance Program (ITDP) and Artists on Tour are itemised separately as they require philanthropic funding in addition to the support provided by the Northern Territory Government and the Australia Council for the Arts. Our business model enables us to have the flexibility to adjust our offering in line with income.

The close of 2020 will reveal a highly respected arts organisation with strong reserves, diversified funding sources and a clear financial plan for the future. The 2021–2024 plan will deliver our vision.

FINANCIAL FORECAST

	Projections – 2020	Yr 1 – 2021	Yr 2 – 2022	Yr 3 – 2023	Yr 4 – 2024
Grants and In-kind					
Australia Council four-year funding – Key organisation	309,090	500,000	500,000	500,000	500,000
Development & Touring Grants – Commonwealth – Visions; Festivals Aust; ILA	159,942	100,000	200,000	100,000	200,000
Development & Touring Grants – Australia Council (Playing Aust / CMTP / CTI)	95,000	100,000	200,000	100,000	200,000
Arts NT Operational	274,000	274,000	274,000	274,000	274,000
Arts NT other (APAM; Taiwan)	150,000	76,688	104,756	129,756	154,756
Northern Territory Govt Other including Remote Sports Vouchers and Initiatives (Activate Darwin; Arts Hub – 2023/24; Other)	166,110	75,000	75,000	350,000	200,000
In-kind (including Arts NT and partners and collaborations)	229,192	250,000	275,000	300,000	325,000
Carried forward / Multi Year grants (from preceeding year)	296,231	187,120	150,000	200,000	216,000
Earned					
Revenue (Sales / Box Office/ Inc gen / Interest	76,725	100,000	175,000	200,000	275,000
Events (for eg. Opening and Closing - Arafura Games 2021;2023)		500,000	50,000	500,000	50,000
Sponsorship / Philanthropy (ITDP; Artists on Tour and Unrestricted)	147,194	175,000	250,000	300,000	300,000
Total Income	1,903,484	2,337,808	2,253,756	2,953,756	2,694,756
Program Costs (includes international programs)					
Exhibition program costs	53,025	123,000	70,000	135,000	85,000
Performance production costs (theatre; dance; music)	57,789	180,000	100,000	200,000	135,000
Travel, accommodation and freight (across all programs)	253,164	170,000	300,000	200,000	300,000
Education and Community Program Costs incl staff for Artists on Tour and ITDP through philanthropic support	147,194	160,000	200,000	225,000	250,000
Other direct program costs	78,723	100,000	90,000	95,000	100,000
Multi year grants carried forward	187,120	150,000	200,000	216,000	210,000
Salaries, wages and artist fees					
Artists fees; production and technical salaries; artist and creative salaries	433,834	624,000	460,000	650,000	500,000
Management, Administrative and Marketing Salaries (and Bus Mgr)	221,466	278,134	292,012	348,594	382,389
Allowances and oncosts	123,380	169,716	140,000	180,000	165,000
Marketing and Promotion (programs and operations)	33,121	50,000	49,000	70,000	60,000
Infrastructure administration					
Prof Development; Staff travel; Advocacy; Vehicle	50,529	55,582	61,140	67,254	73,980
Infrastructure expenses including proposed Arts Hub, depreciation and contractors	84,487	92,935	102,229	362,452	223,697
Premises – Arts NT In-kind (Darwin and Alice Springs)	159,652	164,441	169,375	174,456	179,690
Total Expenditure	1,883,484	2,317,808	2,233,756	2,923,756	2,664,756
Surplus	20,000	20,000	20,000	30,000	30,000
Reserves	250,000	270,000	290,000	320,000	350,000
Reserves as % of Turnover	13.13%	11.55%	12.87%	10.83%	12.99%

BUSINESS RISKS

Artback NT foresees five main areas of risk – **financial; operational; touring; market and digital**. Strategies to address these are outlined in the table below.

Description of Risk (Financial)	Likelihood	Impact	Risk Management Strategy
Cut in/loss of operational funding	Low	High	<ul style="list-style-type: none">Build reserve base and diversify revenue baseBoard leadership in fund raising and profile building
Failure to attract project-based funding	Medium	High	<ul style="list-style-type: none">Present innovative dynamic projects; Have a strong rationale for the project and match with funding body; Meet or exceed all funding requirements and guidelines for previous projects
Government priorities alter (eg. natural disasters, economic downturn or funding reallocations)	High	High	<ul style="list-style-type: none">Broker partnerships and alliances with a wide range of funding bodies including philanthropicLink activities and outcomes to Government funding prioritiesCommon vision and a strong base but the organisation expands and contracts in response to funding
Self-generated income targets do not realise projections	Medium	Medium	<ul style="list-style-type: none">Considered researched market projectionsConservative approach for the first couple of yearsResponsive to changes within the marketplace
Financial irregularities	Low	High	<ul style="list-style-type: none">Implementation and adherence to financial procedures and organisational policiesTimely financial and artistic reporting including monthly financials provided to the boardTwo signatories required for all payments and external annual audit of financials
Description of Risk (Operational)			
Safety of staff and workload delivery are threatened due to security issues with the building and premises	Low	Medium	<ul style="list-style-type: none">New office space has greatly reduced locational risks; have systems in place re out of hours work; ensure IT back-up systems are in place; insurances are up to date and comprehensive
Loss of board/staff knowledge and stability	High	High	<ul style="list-style-type: none">Strong and considered succession planning; excellent handover procedures; professional development opportunities and a flexible working environment
Not following procedures / reporting	Medium	High	<ul style="list-style-type: none">Develop and adhere to clear policies and procedures; Regular staff two-way appraisalsInteraction between programs for wider organisational support and governance
Over commitment / Burn out of staff	Medium	High	<ul style="list-style-type: none">Monitor workloads; make work plans sustainable and realistic; review job descriptions and duty statements and respond where appropriate
Lack of administration and marketing support	Low	Medium	<ul style="list-style-type: none">Identify funding sources; allocate within program budgets; link with other positions; build on significant achievements within the past triennium

Description of Risk (Touring)			
Cannot deliver program due to the vastness of distance, lack of infrastructure and unique climate challenges within the Territory	High	High	<ul style="list-style-type: none">Establish and consolidate community and venue relationships in delivery regionUpdate yearly our procedures manual; Have contingency plans for tours / eventsBe strategic, informed and responsive about service delivery and time-tablingEngage in climate related discussions at Territory and National levels to ensure the unique context is represented and being considered throughoutCommit to understanding the ways we are able to contribute to building knowledge and capacity around climate change both internal and external to the organisation
Tour delivery prohibitively expensive to remote regions (impact of rising fuel prices)	High	Medium	<ul style="list-style-type: none">Ensure realistic and achievable programs and budgets and build in fuel leviesIncorporation of new technologies to improve access and delivery outcomes
Need for services and capacity to deliver	High	Medium	<ul style="list-style-type: none">Strategic decision making in line with core business, goals, objectives and outcomesEnsure contracts are signed and in place between Artback NT and stakeholdersPre-tour briefings; tour books to touring party in a timely manner pre-departureClear dispute resolution procedures and mediation options
Lack of technical and production staff in the Territory	Medium	Medium	<ul style="list-style-type: none">Factor into funding applications and bring in when requiredOffer training opportunities and skills development within touring programCore staff have completed a Certificate IV in Training and Assessment
Accident during the delivery of the program	Low	High	<ul style="list-style-type: none">Touring guidelines understood and agreed to by the touring party before departureCommitment to OH&S guidelines and implementation including weekly km limitTraining for all staff including advanced 4WD; Senior first aid and/or remote first aidEnsure all insurance policies are up to date

Over reach with international engagement	Low	High	<ul style="list-style-type: none">• Build strong partnerships both within Australia and overseas• A viable international engagement strategy in place• Link to key marketing events and showcases such as APAM and AWME
Contractors representing Artback NT being culturally inappropriate or acting illegally	Low	High	<ul style="list-style-type: none">• Clear policies and procedures in place• Expectations included in artists contract• Actively recruit the right people
Description of Risk (Market)			
Decrease in audience attendance or satisfaction	Low	High	<ul style="list-style-type: none">• Creation of a communications strategy and implement the marketing action plan• Develop innovative quality NT work which has the potential for national and international engagement outcomes• Deliver a well marketed and promoted program through social media, venue engagement and traditional promotional strategies• Offer a diverse and dynamic program; develop new audiences and consolidate existing relationships• Ensure community engagement with workshops and "slow" touring• Regular evaluation of programs with cast, production, venues and audiences using Culture Counts and other methodologies• Respond to feedback where appropriate
Description of Risk (Digital)			
External pressures to replace touring with live streaming and other digital options, thereby reducing access for communities and some of the country's lowest income earners to live performance, interactive workshops and other cultural activities.	Medium	High	<ul style="list-style-type: none">• Participate and lead conversations with agencies that are encouraging digitisation around the access issues pertaining to Territory communities• Engage in the cultural rights agenda regarding the right to participate, access and shape culture• Partner with ranger programs to offset the impacts of touring



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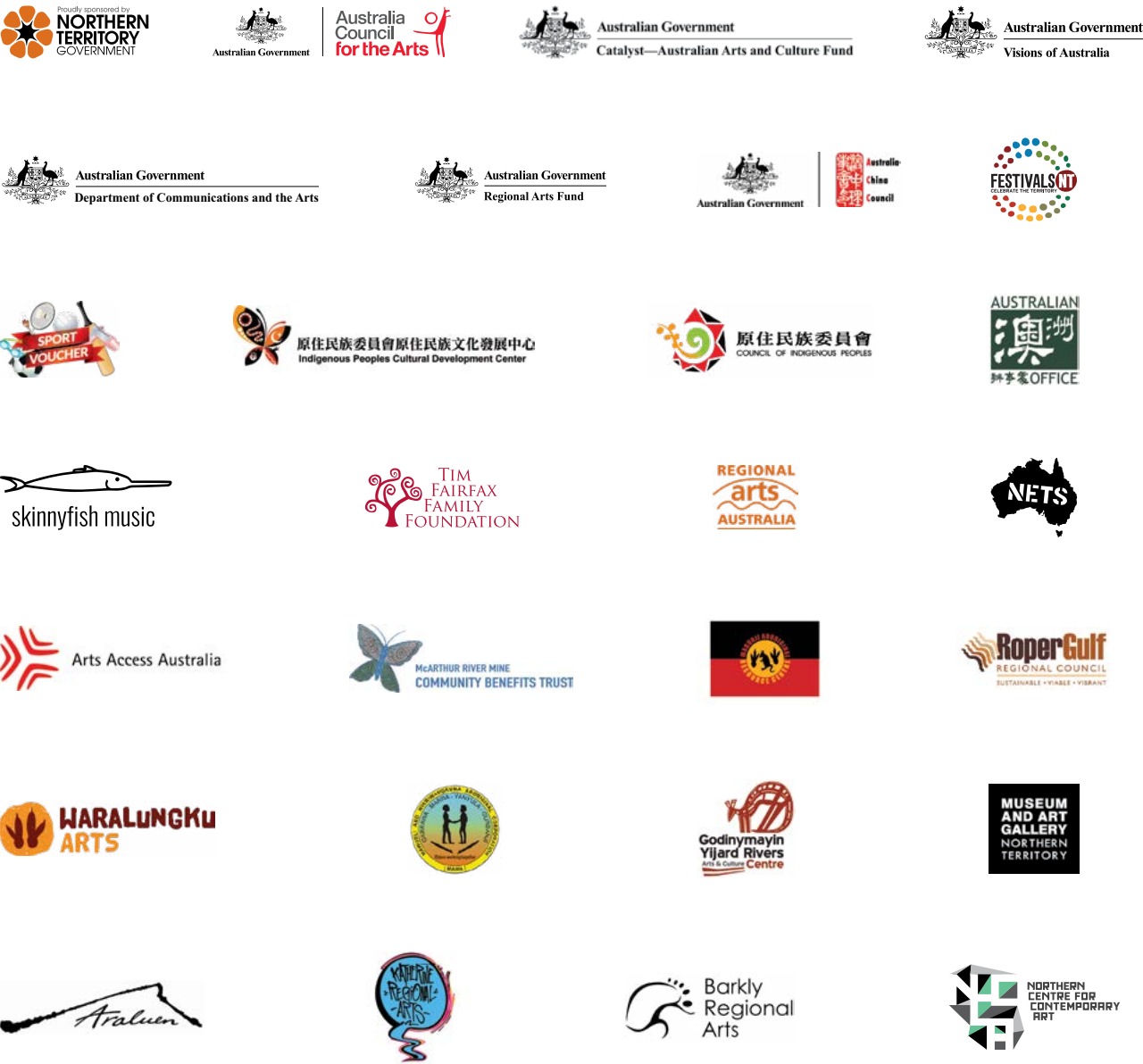
We acknowledge the Traditional Owners of the lands on which we live and work.

The Northern Territory is home to the world’s oldest living culture – the first artists and storytellers.

We pay our respects to Elders past, present and future.

Artback NT would like to thank the artists, actors, performers, musicians, curators, artistic directors, producers and arts workers that have contributed many hours to making the exhibitions, events, programs and performances happen.

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expanding the Australian narrative

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