



Artback NT

2023 - 2024

Strategic Plan

Update Report

CONTENTS

Executive summary	3
Key impacts of the past two years, going forward	4
Our context and environments	6
Our strategic imperatives	7
Key activities 2023-2024	9
Navigating the next two years	10
Our measures	11
Risk assessment	12
Financial summary	15
Acknowledgements	17
Vision. Values. Locations	18

**We acknowledge the Traditional Owners of all 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.**

EXECUTIVE SUMMARY

Artback NT worked effectively around Covid impacts to continue to deliver activities

- We produced festivals in very-remote communities: Malandarri in Borroloola; Numburindi in Numbulwar; a new Tiwi Festival now being planned for 2023
- Our visual arts program showcased NT artists to metropolitan and regional audiences around Australia
- Our performing arts programming focussed on supporting NT artists, venues and audiences with NT tours
- Our team is reforming after significant staff turnover. New recruits have 'hit the ground running' and we're all looking to the future
- We became part of the Australia Council's National Performing Arts Partnership Framework in 2021, and are stepping up our expertise in planning, reporting and financial management in response to that
- We're working to be increasingly strategic, focussed and collaborative in everything we do – from curating and programming, to partnerships, tour planning and resource management.

We're starting to recover from some of the key pandemic challenges of the past 2 years

- Travel restrictions, of course, played havoc with tour schedules. With the ending of the NT's Public Health Emergency Declaration (mid-June), we're only now looking forward to planning with more certainty
- Staff turnover (driven in part by the burnout from pandemic impacts), slow recruitment and reduced staffing numbers hampered our work. Short-term (though highly experienced) contractors both

within Artback NT and at many of our presenting partners were contracted to fill the gaps. With our permanent team now at full-strength again, we're getting back on track.

We're working towards ways of addressing and adapting to ongoing and new challenges

- Critical shortage of skilled tour managers and production crew
- Our presenting partner venues around the NT have been severely impacted by loss of income and staff
- Ticket sales income and other revenue and funding opportunities are limited
- Significant undersupply and/or increasing costs, particularly associated with touring: flights, fuel, accommodation, vehicles & freight

These, and our responses summarised below, are discussed in more detail later in this update.

We're excited about developing our responses to these challenges and opportunities

- Building meaningful new collaborative relationships and accessing sector expertise
- Developing training and professional development opportunities for tour managers and production crew in partnership with other organisations and training bodies.
- Reviving national and international touring for our performing arts program
- Reviving and expanding our Artists on Tour program of workshops and skills development
- Revisiting our ambitions to explore income diversification
- Strategic, collaborative curatorial and programming decisions, supported by an expanded EOI and assessment process
- Focussing on consolidating for the short-term to enable us to rebuild our team and our program for really strong delivery against our key priorities and for our stakeholders.

KEY IMPACTS OF THE PAST TWO YEARS, GOING FORWARD

Much has changed since our existing 4-year strategic plan for 2021-2024 was developed at the start of 2020: Covid, of course. It seems incredible now that there's not even mention of the pandemic in that plan. It's clear now that the effects of Covid over the past two years will continue to impact on our operations – and way of being – well into the future. The ending of the NT's Public Health Emergency Declaration on 15 June 2022, and similar lifting of restrictions throughout Australia, makes travelling easier and planning more certain but significant changes to the world in which we work remain.

This is an excellent time to be revisiting and updating our strategic plan for 2023 and 2024, starting with a review of the key challenges that have impacted where Artback NT is now and inform our work for the future.

- Through the transition period, attention has been necessarily directed to immediate projects and then to bringing new recruits onboard. We're pleased to again have our permanent team at full-strength.
- The corporate knowledge of our Board, our talented Visual Arts team (based in Mparntwe Alice Springs), our administration and bookkeeping teams, and our Festival Directors in Borroloola and Numbulwar have kept Artback NT stable during uncertain times.
- Artback NT is redesigning the way we support the creative development of new shows, with a greater focus on engaging independent creative producers and building the capacity of the sector.

The team is primed and ready for a strong future!

There has been significant change to our team in the past two years

- Executive Officer, Louise Partos, left after many years steering Artback NT. Vice-Chair of the Board, Dr Susan Congreve, stepped into the helm for a few months until October 2021 when new CEO, Shay Vigona-Goudge took over, bringing her own considerable experience in the NT arts sector.
- Other departures: Performing Arts Manager, Liz Rogers; Communications Manager, Rebecca Renshaw; Coordinator of the Indigenous Traditional Dance (Festivals) Program, Eve Pawlik.
- We thank them all for their commitment and dedication and for making Artback NT what it is, particularly through the extended period when Covid and its related regulations, limitations and risk management meant so many plans cancelled, tours developed or reworked at short notice in response to the ever-changing environment, and a great deal of ongoing uncertainty.
- Recruitment in late 2021 and early 2022 proved challenging and we've operated with vacancies over some time. We're grateful to have secured the services of highly experienced managers and advisors, albeit as temporary contractors, keeping our wonderful programs running under considerable pressure.

Resourcing and capacity limitations around the NT have been critical and will continue to be

- There is a significant undersupply of technicians and production crew, including tour managers. Tours through remote regions demand multi-disciplinary expertise and resourcefulness. There is a critical need to create training and upskilling opportunities, not just for Artback NT but for the sector as a whole. We're looking at ways of investing in this, but it's likely to take a couple of years to have real effect.
- Artist capacity has taken a hit and needs building up. They've had fewer chances to perform and present – getting less experience and income. Many have had to concentrate instead on other 'money' jobs, or withdraw from arts work/practice altogether. Artback NT will work to provide the opportunities they need to create, present and thrive once again.
- Venue partners continue to struggle from the loss of income and staff, and will be slow to recover and rebuild. Despite investment in the NT Arts Trail, some locations are at near-crisis or simply unable to deliver the levels or range of activity they have in the past. Some, such as Tennant Creek, are unable to host our tours for the time being, and GYRACC in Katherine has had to limit the scale and style of shows they'll present.

- The seasonality of demand in the NT, combined with the impacts of the pandemic on infrastructure, has made it very difficult – and considerably more expensive – to access the things we need for touring: hire vehicles, flights, accommodation, equipment.

Income opportunities are low in the NT – and under further threat

- Ticket sales income potential is very limited.

Our biggest centres are small. The population of the greater Darwin region is about 150,000; in Alice Springs, the population is less than 30,000; Katherine is about 11,000; and next-biggest touring towns, Nhulunbuy and Tennant Creek have populations of only just over 3,000.

Their nearest towns and communities are long distances away and travelling simply to see a show is rarely a consideration, so – other than for the big community festivals – there's little access to additional audience numbers.

Incomes are very low across many of the locations we serve. In very-remote Numbulwar (site of the Numburindi Festival), median weekly income was just \$155; in nearby Ngukurr \$256; even Borroloola's much higher incomes are low at \$424 weekly.

Now, the increasing cost of living is putting further pressure on money 'leftover' for paid entertainment – although audiences are keen for live performance.

External funding continues to be essential for us to serve remote and very-remote communities

- The philanthropic and sponsorship landscape has changed.

Funding organisations that Artback NT has relied on for many years are changing their priorities and are under more pressure to broaden their funding recipients and activity base.

We're expanding our attention to find new partnerships and are pleased to now be working with the Foundation for Rural and Regional Review, through their support for the remote Numbulwar Festival. This complements the invaluable support of the Tim Fairfax Family Foundation for the Festival and Culture Camps.

- The core funding we get from the Australia Council and Arts NT is critical for our operations and allows us to reach communities that would not otherwise be serviced.

Despite joining the NPAPF last year, Artback NT remains a small to medium organisation. We rely on project funding for most of our programs.

- Our ambitions for income diversification were hibernated due to the pandemic and staffing turnover.

We're getting ready to start working on this again, but it will be slow to explore, trial, establish and embed.

There's increasing demand for our support and involvement

- More remote and very-remote communities are seeking support for developing and growing local festivals. These events are seen to be invaluable in intergenerational learning and cultural maintenance, in creating employment and performance opportunities, and in building both skills and confidence. Helping communities to create and stage these festivals is a core part of Artback NT's portfolio and priorities, and we need to explore ways to resource them: financially, with people and with needed facilities, such as vehicles and accommodation.

Throughout, we're hoping that travel restrictions and reduced-capacity requirements are a thing of the past. We'll be able to start planning with a greater sense of certainty now, but aware of the need to continue embedding contingency in our logistics planning – and budgets.

OUR CONTEXT AND ENVIRONMENTS

Artback NT works across an enormous area, subject to seasonal limitations

- The NT is significantly bigger than NSW, Victoria and Tasmania combined. The travel distances involved when touring bring associated challenges of costs, time and risks. It even means additional training, as our team members and tour managers travelling remotely need to be 4WD-capable and know how to cope with all kinds of situations on the road.
- The touring season is limited by weather conditions, with many potential tour stops not reliably accessible beyond the dry seasons.

We work almost exclusively with remote and very-remote communities

- As noted before, populations are small and incomes are very low.
- Facilities are very limited: for accommodation, catering, staging, equipment – even vehicles – everything. There is a lack of core infrastructure locally for anything but very basic presentations, with few cast and crew. That means either restricting what shows can go to those locations, or the cost and logistics of bringing in almost everything that's needed.
- Each of these stakeholder communities has its own language/s and culture and ways of working together. Artback NT works with each of these communities discretely to ensure festivals, programs and other initiatives are self-determined and relevant.

The NT arts sector is resilient but constantly facing new challenges

Artback NT is mostly a low-visibility decision-maker with high-visibility sector impacts.

In 2020, there were more creatives and production people working in the sector. 2022 is a new world, where training and capacity-building is a top priority for the organisation.

Venues have suffered and will take time to rebuild.

Our partner organisations are still transitioning from pandemic restrictions, and planning cautiously for the future.

The economic situation in the NT is volatile

The NT is a relatively small economy, despite our natural resources, and is heavily influenced by external economic factors.

Rises in fuel, travel and living expenses are impacting on our organisation as household budgets become more stretched and our costs continue to increase.

Our internal environment is robust and responsive

- Covid taught us doing things the old way no longer works. The organisation at all levels is focussed on becoming stronger and better at what we do in this new environment. Our volunteer Board members continue to provide governance and valuable skills and understanding across the arts, corporate and government sectors and of cultural life across the regions in which we operate. We've had stable Board membership and have been able to maintain our commitment to having a minimum one-third being First Nations people.
- We now have team members in all our permanent staff roles, including the new Business Development Manager to help meet our commitments to reporting on grants, supporting our program managers in delivery of their activities, and building our income opportunities. Our small team is supplemented with ad hoc engagements for project support in specialist areas – and this will be our approach to resourcing going forward.
- For the most part, the artists and crew we support in creative development and touring are engaged on short-term employment contracts. This helps to give them certainty, focus on their core activities, and have Artback NT carrying the risk associated with their projects.

OUR STRATEGIC IMPERATIVES

Our purpose

We connect artists, audiences and communities by supporting creative development and presenting compelling arts and cultural experiences, and we help build capacity to maintain the NT's thriving arts sector.

The NPAPF aims we're supporting

- Address diversity areas
- Develop and present new Australian work
- Build capacity across the NT sector
- Deliver remote community support
- Support the NT's artistic and cultural practices

The impact we're trying to make

Artback NT is aiming to support artists, audiences and the arts sector to these ends:

- NT artists and creatives are flourishing
- NT arts audiences are stimulated
- NT remote communities are engaged and connected, with development opportunities
- NT arts sector and partners are thriving
- NT offers a compelling mix of arts and cultural experiences, that reflect our diversity
- NT arts and artists are celebrated locally and renowned nationally and internationally
- Artback NT is a strong, adventurous and valued organisation

The influences of the pandemic

The experience with Covid-19 has reminded us all of the importance of resilience, resourcefulness and flexibility in the arts. In 2021, unable to tour outside the NT, we developed and delivered at short notice, a series of 5 Territory tours. While we're excited to be planning national and international performing arts tours again, we'll keep working with embedded contingency provisions. Perhaps the greatest influence on our work going forward though, is the need to give more attention and priority to training and capacity building for Artback NT's own programming and touring, and for the benefit of the sector and audiences. We'll need extra funding to provide on-tour junior support roles and other professional development opportunities where learning is as critical as delivery.

Our priorities

▪ Better and stronger

2023 will be a year to consolidate after the impacts of the pandemic and significant turnover in our staff team. We'll be rigorous about focussing on the activities that are most important and where we can add the most value. Curatorial, program and business planning will be a top priority.

▪ Investing in people and building capacity for the NT arts sector

We will work towards sustainable, long-term sector health by helping to reinvigorate it through creating employment and performing/ exhibition opportunities and backing them up with professional development and training to ensure the next generation of professionals are supported.

Initiatives like further developing the Artists on Tour program and mentoring roles to give tour managers and technicians extra skills and practical experience on the road will improve how we do business.

Festivals will continue to be a key part of supporting remote artists and their communities.

- Opportunities to create and showcase
- Professional development
- Making connections
- Employment and income
- Locally-sourced talent

▪ Demonstrating leadership in sector concerns

Artback NT takes its leadership role seriously and continues to champion:

- Capacity-building for the sector; addressing the undersupply of tour managers and technical crew.
- Supporting First Nations creatives and producers.
- Developing meaningful collaborations with tourism.
- Securing further implementation of the Creative Industries Strategy 2020-2024.
- Strengthening national and international networks.

▪ **Embedding relationships and collaborating with partners**

Artback NT and many of our key presenting and other partners have new team members and we all need to give attention – and allocate the time – to build and embed the kinds of relationships that will allow us all to thrive and to work together in creative, adventurous and successful ways.

▪ **Planning: curatorial, programming and business**

Artback NT will get more disciplined, more focussed, and more strategic in its planning to help meet the responsibilities of being part of NPAPF and to ensure a strong future for the arts in the Northern Territory. We recognise this means external and internal planning well in advance, probably 9 to 18 months as a standard. Artback NT also has to remain agile and able to respond to opportunities with much shorter lead times. We also recognise it means allocating time and funding in order to do this properly.

▪ **Ensure a healthy, sustainable organisation**

Best-practice planning is only one element in ensuring a great future for Artback NT and we're working towards or reviving our ambitions across several areas.

- ♦ Develop an entrepreneurial business model
- ♦ Identify commercial opportunities
- ♦ Diversify income streams
- ♦ Enhance Artback NT's value to stakeholders
- ♦ Ensure artists really want to work with us
- ♦ Offer programming and support that venues really want
- ♦ Maintain regional offices – and have our team spend more time out with our stakeholders.
- ♦ Review and update our measurement framework
- ♦ Make sure our Board and staff reflect the communities we work with

Summary

In updating our strategic plan for 2023-2024, we are focussing on our work in strengthening the organisation from the inside. Consolidating and rebuilding our team capability will continue to be our priority through 2023.

Strategic and organisational planning, staff support and long overdue IT enhancements to improve efficiency are underway.

We're establishing a better, stronger base in preparation for renewed growth in 2024.

Meanwhile, our programming direction remains unchanged, and the activities we deliver continue to reflect Artback NT's valued role as the only multi-artform development and touring agency in the Northern Territory.

KEY ACTIVITIES 2023 – 2024

Our strategic approach to curatorial and other programming planning aims to deliver a mix that reflects and serves our stakeholders, and makes the best use of our people and resources.

Principles

We aim for our programs to include:

- Diversity of genres and audience appeal
- Some shows tour-ready in next 6-18 months
- Others in development, for touring in 2-3 years
- Space for new works
- Space for emerging artists
- Partnerships with and take arts to a wide range of NT communities, including remote and very remote
- Commitment to community-driven and to supporting communities in building the capacity to develop their own experiences and events
- Interstate tours, taking NT artists around Australia
- Opportunities for NT stories to be heard as part of the national cultural dialogue, through opportunities like APAM/APAX and festivals around Australia
- International tours and participating at festivals, being Australia's gateway to Asia.
- Opportunities for audiences to learn, participate, engage, develop own practices: talks, workshops etc
- Fostering a network of community champions
- Investing time in and funds in regularly visiting communities and other key locations for engagement and relationship-building

Key activities

Our detailed program of activities for 2023-2024 will be updated in October 2022, as part of our NPAPF reporting. Key confirmed and currently under-discussion projects from 2023 include:

- **Festivals – Indigenous Traditional Dance Program**
 - Tiwi – Pirlangimpi
 - Malandarri – Borroloola
 - Numburindi – Numbulwar
 - Stone Country – Gunbalanya
- **Visual Arts**
 - Some Like It Hot – SA, NSW, QLD, WA
 - The Visitors – WA
 - Groundswell – NSW, WA
 - Marking Our Way, Prints from First Nations Australia - USA
 - Clay on Country – tour TBC
 - Spark NT Curators Program
- **Performing Arts**
 - GUTS Dance
 - CUSP
 - The Voyage of Bayini
 - Eastern Arrernte Band
 - Caiti Baker
 - Clara the Crocodile
- **Special Projects**
 - Artists on Tour
 - Bump in Box
 - School holidays program
- **Pathways Development Programs**
 - Producer in Residence
 - Charles Darwin University Production course
 - Junior tour managers job training
 - NIDA collaboration

NAVIGATING THE NEXT TWO YEARS

Strategic, organisational and staff planning are our highest priorities for the remainder of 2022, and we're setting ourselves up for the next two years with an expert-facilitated planning program for Board members and staff, proposed for September to November, and extending beyond.

Embed the new team

Our focus this year has been on new recruits getting 'up to speed', in an environment where there's much catching up to do after extended recruitment times. This has been supported by the strength and experience of our established team members, working autonomously and doing excellent jobs of running their portfolios. A sustainable, thriving Artback NT will come from creating synergies across the whole organisation, accessing skills and building relationships within our local sector, and developing a culture of shared activity.

Realise efficiencies and manage risk through capable use of new information technology and team/project management systems

With new equipment and software in place, we'll be able to work smarter, get more done more easily, and ensure we have in place the ability to allocate or redirect staffing resources when team members are suddenly unavailable or at peak work periods.

Rigorous planning timetables, with appropriate resourcing

Our participation in NPAPF has significantly increased our reporting requirements and represents a real shift from how Artback NT has budgeted and reported previously. In 2023-24, we will move closer to aligning our planning and reporting cycles as well as meeting the government priorities targeted by the Australia Council.

Program planning will start well in advance, to allow consultation with stakeholders (particularly presenting partners) and to allow for their own planning cycles.

Get better at providing for contingencies

Continuing pandemic impacts and the ongoing presence and apparent resilience of Covid, means that we still need to be prepared to change our plans unexpectedly – and to budget for changes that might need to be made.

That includes providing for the possibility that cancellation policies may become tighter. In the first two years of Covid, we were able to recover quite a lot of bookings through generous cancellation and rebooking policies. It's clear that venues and others are pulling back from that now and it will get increasingly difficult to expect them to carry the costs of their lost bookings.

Respond to resourcing requirements

The sector tendency to maintain a not-quite-enough approach to staffing, results in long hours, high stress, burnout... and turnover. We need to build more funds into our program planning and budgets to cover the costs of the resources we need to both do the job well and do it sustainably.

Structured planning for NPAPF 2025-2028

With next-round applications closing on 1 July 2023, the 2022 Artback NT team is looking forward to developing our plans for that process.

February	Planning team kick-off. Identify resources required. Map out detailed requirements and timeline.
March	Reviews: vision, mission, purpose; market and SWOT analysis; highlights and learnings of 2022; KPIs
April	Complete Artback NT Annual Report. Annual reporting for NPAPF due 28 April.
May-June	Strategic direction. Desired outcomes. Curatorial and programming forecast. KPIs.
June	Board sign-off. Design and produce key elements. Submit application.

OUR MEASURES

Our KPIs against Artback NT's program of activities remain unchanged and targets for 2023 and 2024 reflect our strategic direction for rebuilding and consolidation following by renewed growth. Individual KPI forecasts are detailed in the table submitted separately.

NPAPF Government Priorities

- Address diversity areas
- Develop and present new Australian work that reflects contemporary Australia
- Build capacity across the NT arts sector
- Deliver remote community support that facilitates opportunities and skills development
- Support the NT's traditional artistic and cultural practices

Artback NT 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

While our KPIs, as reported in our first NPAPF annual report in April 2022, reflect both sets of priorities, it's our goal to further align them, and to incorporate that into our 2025-2028 NPAPF application

Our NPAPF KPIs

- Number of activities with an ability to communicate to varied demographics
- Number of Indigenous staff and contractors employed
- Number of works that represent diversity
- Number of audience engaged across the NT
- Number of new NT works developed
- Number of NT works delivered or toured
- Number of new works developed in Borroloola and Numbulwar
- Number of new relationships, festival engagements and activities internationally
- Number of campaigns and representation providing leadership on sector specific concerns
- Number of collaborations with organisations, venues and partners
- Number of regional offices and staff
- Increase in requests from venues and partners specifically for NT work
- Number of partnerships with funding bodies, including philanthropic
- Number of performance and exhibition opportunities for NT artists
- Percent of emerging artists across our programs
- Number of training, skills and development opportunities for artists, creatives, artswokers
- Percent of remote community population engaged in local festivals/other activity
- Number of NT communities we work with
- Malandarri and Numburindi Festivals delivered
- Number of cultural maintenance activities supported
- Number of activities delivered in Borroloola and Numbulwar

RISK ASSESSMENT

Despite the greater confidence and certainty, we're all feeling since the worst of the pandemic, our exposure to Covid/virus/related impacts is ongoing.

RISKS – COVID	Likelihood	Impact	Risk Management
Covid contingency budget provisions are inadequate	Medium	Medium	<ul style="list-style-type: none"> Flexible delivery models and back-up plans where possible, that minimise risk
Artists or crew are sick or test positive, and are required to isolate, while on tour	High	High	<ul style="list-style-type: none"> Contingency provision included in all touring budgets Performer understudies and crew assistant Covid-safe policy in place
Regional and remote communities lock down again	High	Medium	<ul style="list-style-type: none"> We can't minimise this occurring and if it does, tour cancellation will be necessary.
Artback NT permanent staff members are sick or test positive at critical times	High	High	<ul style="list-style-type: none"> Covid-safe policy in place Staff to take laptops home each day in case they need to isolate for 7 days but remain well Cross-training to help make other staff members able to pick-up on jobs Introduce team-working and project management software programs so that team members have easy access to each other's work status and project tasks

RISKS – FINANCIAL	Likelihood	Impact	Risk Management
Cut in/loss of operational funding	Low	High	<ul style="list-style-type: none"> Build reserve base and diversify revenue base Board 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	High	High	<ul style="list-style-type: none"> Broker partnerships and alliances with a wide range of funding bodies including philanthropic Link activities and outcomes to Government funding priorities Common 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 projections Conservative approach for the first couple of years Responsive to changes within the marketplace
Financial irregularities	Low	High	<ul style="list-style-type: none"> Implementation and adherence to financial procedures and organizational policies Timely financial and artistic reporting including monthly financials provided to the Board Two signatures required for all payments and external annual audit of financials
Touring costs increase	High	High	<ul style="list-style-type: none"> Allow for at least 5% (CPI as at June 2022) in all forward budgeting. Monitor costs of key tour elements: fuel, accommodation, freight, flights for higher-than-CPI increases

RISKS – OPERATIONAL	Likelihood	Impact	Risk Management
Safety of staff and workload delivery are threatened due to security issues with the building or premises	Low	Medium	<ul style="list-style-type: none"> • New office space has greatly reduced risks • 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 provisions and procedures • Professional development opportunities • 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 appraisals • Interaction between programs for wider organizational support and governance
Over-commitment/burnout 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 response 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

RISKS – TOURING	Likelihood	Impact	Risk Management
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 region • Update yearly our procedures manual • Have contingency plans for tours/events • Be strategic, informed and responsive about service delivery and timetabling • Engage in climate-related discussions at Territory and national levels to ensure the unique context is represented and being considered throughout • Commit 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 levies • Incorporation 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 outcomes • Ensure contracts are signed and in place between Artback NT and stakeholders • Pre-tour briefings, tour books to touring party in a timely manner pre-departure • Clear dispute resolution procedures and mediation options
Lack of technical and production staff in the NT	Medium	Medium	<ul style="list-style-type: none"> • Factor into funding applications and bring in when required • Offer training opportunities and skills development within touring program

			<ul style="list-style-type: none"> Core staff have completed a Certificate IV in Training and Assessment
--	--	--	---

RISKS – TOURING cont'd	Likelihood	Impact	Risk Management
Accident during the delivery of a program	Low	High	<ul style="list-style-type: none"> Touring guidelines understood and agreed to by the touring party before departure Commitment to OH&S guidelines and implementation, including weekly km limit Training for all staff including advanced 4WD, senior first aid, and/or remote first aid Ensure 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 artist contracts Actively recruit the right people

RISKS – MARKET	Likelihood	Impact	Risk Management
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

RISKS – DIGITAL	Likelihood	Impact	Risk Management
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 NT 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

FINANCIAL SUMMARY - OVERVIEW

While in 2022 the priorities are increased investment in organisational consolidation, business enhancements and planning after a major staff transition in 2023, Artback NT will focus on rebuilding and the rollout of the new program, with a period of testing new strategies and approaches to producing. 2024 will see the locking in of clear visions and directives with the aim of driving renewed growth.

FINANCIAL SUMMARY – FORECAST TABLE

2021-2024 Strategic Plan	Artback NT		
Grants and In-kind	2022 Forecast	2023 Forecast	2024 Forecast
Australia Council funding - NPAPF 2021-2024	558,962	553,434	553,434
Development & Touring Grants - Commonwealth - Visions: Festivals Aust: ILA	471,756	300,000	320,000
Development & Touring Grants - Australia Council (Playing Aust / CMTP / CTI)	222,639	350,000	400,000
Arts NT Operational	272,016	274,000	274,000
Arts NT Other (APAM; Taiwan)	110,636	95,000	100,000
NTG Other inc Remote Sports Vouchers and Initiatives (Activate Darwin)	78,926	50,000	55,000
In-kind (inc Arts NT and partners and collaborations)	129,720	150,000	160,000
Earned			
Revenue (Sales / Box Office / Inc gen / Interest)	75,756	50,000	55,000
Events (TBC)		90,000	100,000
Sponsorship / Philanthropy (ITDP; Artists on Tour and Unrestricted)	264,982	250,000	260,000
Total Income	2,185,393	2,162,434	2,277,434
Program Costs (includes international programs)			
Exhibition program costs	23,374	25,000	30,000
Performance production costs (theatre; dance; music)	164,412	170,000	185,000
Travel, accommodation and freight (across all programs)	323,963	340,000	350,000
Education and Community Program Costs inc staff for Artist on Tour and ITDP through philanthropic support	501,237	470,000	480,000
Other direct program costs	33,812	30,000	40,000
Salaries, wages and artist fees			
Artists fees; production and technical salaries; artist and creative salaries	276,765	250,000	280,000
Management, Administrative and Marketing Salaries (and Bus Mgr)	348,593	355,000	370,000
Allowances and oncosts	168,724	172,000	180,000
Marketing and Promotion (programs and operations)	15,824	23,000	25,000
Infrastructure administration			
Prof Development; Staff travel; Advocacy; Vehicle	151,040	140,000	145,000
Infrastructure expenses, depreciation and contractors	180,609	180,000	182,000
Premises - Arts NT In-kind (Darwin and Alice Springs)	1,040	1,000	1,000
Total Expenditure	2,189,393	2,156,000	2,268,000
Surplus	-4,000	6,434	9,434
Reserves			
Reserves as % of Turnover			
Retained Earnings-	449,176		
	445,176		

ACKNOWLEDGEMENTS

We acknowledge the Traditional Owners of the lands on which we live and work and recognise that the NT 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 thanks the artists, performers, musicians, curators, artistic directors, producers and artswomen who dedicate so much of their time and themselves to creating the wonderful arts and cultural life of the NT.

We could not do what we do without the support of our Government and industry partners and supporters.

Australian Government:
Visions of Australia
RISE Fund

Australia Council for the Arts
Regional Arts Fund
Catalyst – Australian Arts and Culture Fund

Playing Australia
Indigenous Languages and Arts

Northern Territory Government:

ARTS NT

Sport Voucher Scheme

Regional Arts Australia
Darwin Community Arts
ABC Australia
AFL Northern Territory
Larrakia Nation

Arts Access Australia
Activate Darwin
NETS Australia
Michael Long Foundation
Council of Indigenous Peoples

Katherine Regional Arts
Barkly Regional Arts
Roper Gulf Regional Council
Mabunji Aboriginal Resource Centre
Australian Office in Taipei

Darwin Festival
The University Gallery
Gove Arts Theatre

Tracks Dance
Buku
8EAR Gove FM

Browns Mart Theatre
Araluen Arts Centre

Dangalaba Clan Kulumbiringin Aboriginal Corporation
Indigenous Peoples Cultural Development Center

Mawurli and Wirriwangkuma Aboriginal Corporation

Godinymayin Yijard Rivers Arts and Culture Centre
Museum and Art Gallery of the Northern Territory

Northern Centre for Contemporary Art

Tim Fairfax Family Foundation
McArthur River Mine Community Benefits Trust

Foundation for Rural and Regional Renewal

Board

Dr Denise Salvestro, Chair
Dr Susan Congreve, Vice-Chair
Francine Chinn, Treasurer
Dr Liam Campbell, Secretary
Phillip Boulten SC
Marlene Chisholm
Juliette Hubbard
John Waight

Staff

Shay Vigona-Goudge, CEO
Martin Douglas, Bookkeeper
Sara Higgs, Administrator
Jo Foster, Visual Arts Development Manager
Neridah Stockley, Visual Arts Touring Manager
Evan Saunders, Performing Arts Manager
Laura Shipp, Arts & Cultural Programs Coordinator
Anisha Angelroth, Communications Manager
Gina Machado, Business Development Manager
Marlene Timothy, Malandarri Festival Director
Grant Nundhirribala, Numburindi Festival Director
El Ibo, Producer in Residence

OUR VISION

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

OUR VALUES

We conduct our business
with integrity and respect

We embrace the diverse environment
of the Northern Territory

We commit to creative excellence
and capacity building

We believe that investment
in arts and culture
is fundamental to a rich life
and the wellbeing of communities

Darwin ♦ Alice Springs ♦ Borroloola ♦ artbacknt.com.au