

# ART BACK NT

Strategic Plan  
2016 - 2020



Connecting people and place  
through arts development and touring

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# Executive summary

Artback NT is the “go to” organisation that brings together Northern Territory artists with presenters seeking authentic arts and cultural experiences for their audiences and communities. 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.

Developing, producing, curating and touring Territory work locally and nationally continues to be our core business. We are the peak body for this activity and our best practice model of process and community engagement operates across our program areas of theatre; dance; music; visual arts and Indigenous traditional dance. This framework informs the way in which we work as a multi art form organisation; the product that is created and the manner in which we engage our stakeholders.

Our success is confirmed through our strong relationships with communities and venues, both within the Territory and nationally. Our vision will also be extended internationally by establishing a presence within Asia’s arts and cultural scene. Due to renewed Territory and Federal funding priorities it is timely to be establishing relationships and building opportunities to tour NT artists and enable cultural exchanges throughout the Asian region in which we are located. Given our position within the cultural sector and our geographical relevance, we are favourably positioned to deliver.

Artback NT’s annual multi-art form program (visual arts; dance and theatre; music; Indigenous traditional dance) recognises the importance of identity, connection to culture, and the intrinsic value of arts and culture to community health and well-being. Deep connections with communities inform our approach to arts and cultural development. Our commitment to building capacity and creating employment in Indigenous communities will see an ongoing mentoring role in Borroloola, while establishing partnerships with other communities.

The single greatest challenge facing Artback NT is building our capacity to generate income. Whilst our reserves are relatively healthy, the significant shift in funding priorities of Federal and Territory governments means income diversification is critical to our success in supporting 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 establishment of new income generation activities as a means of subsidising our core business – the mobility of artists and the experiences of audiences.

# Our vision

Arts and culture inspire communities.

# Our purpose

Connecting people and place through arts development and touring.

# Our values

- We conduct our business with integrity and respect
- We are committed to creative excellence and capacity building
- We embrace the diverse environment of the Northern Territory
- We believe that investment in arts and culture is fundamental to a rich life and the wellbeing of communities

# Our key outcome areas

1. Territory artists and the arts industry flourish
2. Territory communities and audiences are stimulated by authentic arts and cultural experiences
3. Territory arts and artists are celebrated locally and renowned nationally and internationally
4. Artback NT is a strong and adventurous organisation

# Who is Artback NT?

Artback NT develops and presents ambitious, professional and energetic work to and from some of Australia's most remote locations. The threads of Artback NT are tightly woven into communities activating experiences that otherwise may not be encountered by remote Australia. Accessing and producing artistic experiences reveals an entire new world for regional, remote and very remote communities who are often left off the touring map.

In 2014, we delivered 268 performances to audiences of over 52,000 across Australia, covering 75 locations nationally. From the Tiwi Island footy club to the National Gallery of Australia, we reach into every corner of this country. The organisation is a recognised, relevant and respected conduit sought out by national venues to provide distinctive, high quality NT work for their audiences.

We partner with local arts and cultural groups to realise their artistic and economic visions, using our expertise to foster and support artists to develop a creative pathway for their work. By embedding ourselves in community we offer a means to realise ideas into artistic reality through a unique framework which embraces regional realities and focuses on creating bespoke programming and responsive activity. Our methodology challenges, responds and redefines Indigenous and non Indigenous artistic and cultural activity for the benefit of audiences and artists.

This pathway includes touring opportunities to provide communities and artists with new ways to share their stories, build respect for their work and, in turn, generate lasting positive community impact. We provide the building blocks that encourage and facilitate the transition from early beginnings in a small, remote Indigenous community in Arnhem Land to achieving an acclaimed reputation internationally. We are also the conduit for national and international audiences, who are seeking work that provides access into the talent and passion of an Australia that ventures far beyond the highway,

## Our history

Artback NT was born out of a need for the development and nurturing of art and culture in the Northern Territory. Constituted in 1994, under the Northern Territory Associations Act (amended 2004) Artback NT is a not for profit association that currently receives funding from the Northern Territory Government through Arts NT and from the Commonwealth Government through the Australia Council for the Arts. Artback NT is proactive in leveraging income through strategic partnerships with the corporate sector and other government agencies.

In 1998 Artback NT became the peak visual and performing arts touring organisation in the Northern Territory through an amalgamation with Circuit North. The unique environment of the Northern Territory resulted in the development of a touring model responsive to the cultural and geographic diversity of the region. The new model maximised the alternative venues available and called on innovative solutions to provide meaningful access to performing and visual arts for the remote communities we service.

Acknowledging our Territory-wide brief, Artback NT opened a dedicated visual arts office in Alice Springs during 2003. 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 community.

Further, in direct response to community need, we established the three-year Indigenous Traditional Dance Program (ITDP) in Alice Springs in 2007. The success of ITDP saw the model adapted for Tennant Creek (2010-2012) and Borroloola (2013-2015). The program includes an annual public showcase event and community highlight, DanceSite, which provides training and job opportunities for locals while celebrating song and dance on country.

In addition to visual and performing arts, Artback NT partnered with Music NT in 2010 for the delivery of a three-year Indigenous music touring initiative. Artback NT delivered and managed this initiative independently from 2012.

In 2013 a third office was established in Borroloola, in the Territory's northeast. 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 twenty-one year history include:

- we have reached an audience of over **2,333,500** people (1996 – 2014); across 329 'venues' within the Northern Territory and 639 Australia wide.
- we tour through every State and Territory; from regional and metropolitan venues to locations where the nearest supermarket is 800 kilometres away.
- we have delivered arts activities to communities so remote they are not listed on the Accessibility/Remoteness Index of Australia (ARIA) Index and to audiences of tens of thousands at the Festival of Pacific Arts in the Solomon Islands.
- we have delivered "blockbuster" national tours such as *Puṅuku Tjukurpa* (Works from the Maruku Arts Archive) and the renowned Djuki Mala (Chooky Dancers) tour which, in turn, support our smaller niche market tours and circuit development such as "Across the Top" Indigenous Music Touring Circuit and touring traditional Indigenous dance to festivals and community occasions.
- **winner** 2009 National 'Not for Profit Project of the Year' Award for *Muttacar Sorry Business* and **winner** 2009 inaugural Territory wide "Excellence Award for Inclusive Art Practice - International Day of People with Disability".

Artback NT continues to strengthen and enrich the arts and cultural lives of people from all regions of Australia. In 2016 and beyond we want to stimulate the international appetite for Indigenous culture and create opportunities for our Territory artists to engage with new audiences, enrich their cultural lives and showcase our Territory stories and voices.

## Context analysis

### Territory artists

The talented and committed artists and arts workers of the Territory have a thirst for skills development, training and economic capacity building. They are seeking opportunities to show their work and share their uniquely Territorian stories with local, national and international audiences while reaping the benefits of paid employment outcomes. Successful artists such as Djuki Mala and Mary Anne Butler act as role models and through their reach support artists and communities to shine around the country. An ongoing challenge facing the Territory arts industry that Artback NT is aiming to address is a lack of skilled tour managers and productions professionals based in the Territory.

Artback NT's new Artists on Tour program enables the organisation to utilise its existing logistical and travel infrastructure to provide in depth training, professional development and cultural activities for NT practitioners and the broader community within their remote or regional location. Much needed skills development will be delivered to people who are often required to travel long distances in order to access such services.

### Territory arts industry

Artback NT is the only visual and performing arts touring agency in the Territory. While there is little competition for core business operations, the organisation does face challenges in relation to maintaining and growing its audience, particularly in Darwin. Artback NT will focus on building stronger community awareness and an understanding of the unique role we play in showcasing NT artists and their work to the rest of the country. A focus on communications, online and social media platforms and holding regular high profile program events will provide us with the ability to promote Artback NT as a valuable contributor to and promoter of the vibrancy of the Territory's arts and cultural sector.

## Territory communities

Apart from art centres and festivals, core cultural services and infrastructure are lacking for people in the bush. Artback NT brings to the forefront arts experiences that enliven, entice and engage our communities while also giving cultural consideration to the space in which we operate. We move beyond potential economic and geographical limitations of delivering to remote regions through our knowledge of the community and collaborating with stakeholders on the ground. The last five years has seen significant growth in the number and sophistication of Indigenous festivals, particularly at a remote level across the Territory. Artback NT is acknowledged as a leader in best practice models of community engagement. Our engagement in Borroloola and invitation to run the Indigenous Traditional Dance Program in Numbulwar illustrates the need in communities for practical relationships which value two way learning and relationships on the ground. There is further capacity for Artback NT to build on this and to enhance and promote the link between cultural tourism and economic outcomes through partnering with these festivals.

## Australian and international audiences

There is a growing appetite for unique arts and cultural experiences that bridge the divide between remote, regional and metropolitan communities. Artback NT's expertise in remote and national touring provides a strong foundation for the organisation to satisfy the increasing interest in Indigenous culture and artistic cultural expression among Australian and international audiences. Our touring strategy into Asia was produced in 2015. This outlines strategies and directions for engagement over the next five years whilst Artback NT's existing artist-in-residence partnership with Asialink is an ideal opportunity for the organisation to build upon, participate and lead international cultural exchanges.

## Uncertain government policy environment

There is significant uncertainty about the policy direction and funding priorities of both the Australian and Territory Governments. Competition for funding is fierce and a reliance on government funding with limited alternative income streams is a key risk for the organisation. Artback NT is one of many small-to-medium arts organisations seeking monies from government and peak funding bodies at a time where the landscape is volatile. Pursuing partnerships, philanthropic opportunities and new revenue generation will enable the organisation to grow and diversify both its programs and income streams, while ensuring its sustainability.

## Income generation

Over the last three years Artback NT's sponsorship has tripled and earned income has doubled. With strengthened reserves the organisation is in a good position to develop strategic income generation activities. Artback NT intends to actively demonstrate its value to its stakeholders including its impact on artist development, artistic excellence, audience access and community participation.

## Our markets

Artback NT exists in a regional landscape that can't be defined by standard market segmentation and which 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's investment in community is an opportunity to curate arts experiences that genuinely connect and engage. Seen as a special social event, mobilisation of community audiences for arts activities takes place largely via word of mouth and social media for both Indigenous and non-Indigenous performances. In comparison, national tours attract an audience who place value on the arts and certain art forms and who are hungry for work from a vibrant north Australia.

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

- audiences in regional, remote and very remote communities
- audiences in urban and metropolitan communities
- NT artists developing, touring or performing their work for Artback NT
- local, national and international arts festivals
- virtual audiences beyond the current reach of our tours - people and organisations interested in Artback NT's programs and projects, who look to our website and are engaged on social media
- presenting partners throughout the Territory and nationally.

The fact that our four program areas complement and authenticate one another assists in achieving our artistic vision. In the Territory where stories are told and shared using a range of art forms, where individual and community roles and interests are entwined, our own program connectedness enables us to establish genuine rapport and increased participation levels. We cultivate genuine collaborations with artists, curators, producers and communities to develop and tour work that promotes the Territory's artistic excellence, activates community conversation and encourages entrance into an imaginative, accessible world.

We are a complex organisation providing for different markets for each of Artback NT's program areas. Such distinct markets impact on each program's audience numbers, touring considerations, reach and outcomes. Children and young people and Asia and international markets have been identified as untapped groups whose interest and engagement span all four program foci.

## Children and young people

Artback NT is strategically placed to maintain current markets and explore new directions to establish a deeper presence within remote community markets. Historically, Artback NT has found a number of presenting partners within schools and community organisations who work with young people. Moving forward, we are looking to build upon these connections to offer children and young people a multi-layered arts experience and provide a space for them to be both instigators and audiences of pioneering performances, workshops and visual art experiences. Introducing a market of open, excited and imaginative minds to bespoke arts experiences and practices, provides incredible opportunities to bring our vision to life for the next generation.

## Asia and international markets

Our partnership with Asialink Arts in supporting the *Kerjasama* international arts residency program has already seen us connect specifically with Indonesia, and has opened up opportunities for further growth. We are a multi-skilled team who consistently cross physical, geographic and cultural borders, leaving us well placed to begin focusing on building relevant relationships and developing a strategy for locational engagement and touring – with a particular focus on Festivals. By working within the region and involving our audiences, we can encourage and instigate conversations, inspire genuine dialogue and create networks and partnerships that ensure the Australia-Asia relationship is supported and celebrated through arts and cultural activities.

# Our strategy

Artback NT's strategic direction and our four program areas have been informed by an analysis of our internal and external operating environment together with a clear understanding of our markets. Artback NT's major initiatives over the coming five year period are:

**Multi-artform program** – Within the context of limited resources, prioritisation will be given to the development, production, curation and touring of visual arts, theatre, dance and tour ready Indigenous music in 2016. Our engagement with Borroloola will be retained, though in a reduced capacity, as we look towards Numbulwar and Ngukurr as future focus communities. As increased resources are secured the Indigenous music program and a full Indigenous dance program will be redesigned and reintroduced.

**Children and young people** – Explicit inclusion of children and young people as artists and audience will be prioritised across all programs and delivery tools.

**International engagement** – A purposeful shift in international engagement with a focus on Asia based from our Asialink partnership and consultation around our touring strategy.

**Income generation opportunities** – Explore existing grassroots initiatives that can be built into income generation activities without compromising integrity. These include selling work to domestic and international festivals; the provision of expert advice for inbound remote touring on a fee for service basis; event management; licensing; assisting social enterprises and linking business with opportunities in and around the arts and cultural tourism. A key initiative for 2016 is to develop accredited training for regional and remote arts workers in partnership with the University of Melbourne and to deliver on a fee for service basis nationally.

A part-time business manager will come on board in 2017 to help deliver the vision and ensure that we expand and move forward in a sustainable and focused manner.

## Outcome Area One: Territory artists and the arts industry flourish

Artback NT identifies, develops and builds excellence in the Territory. We make it possible for remote artists to shape Australia's national identity. We build the capacity of artists to have local, national and international connections and impact. 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 foster pathways for artists – from developing new work to presenting and touring.

All programs support skills development and knowledge transference to younger generations, empowering artists to generate and control their own creative and economic activity.

Over the next five years we will consolidate and continue to build excellence in our services, empowering artists and delighting audiences across multi-art forms.

### High level strategies

1. Build remote work from ideas to presentation for theatre, visual arts and dance
2. Empower artists through pathway development, capacity building and skills development that enhances creative and economic opportunities
3. Tour Territory work through the Territory for first showings and premiere seasons
4. Connect Territory artists with local and national networks through collaborations, marketplaces, residencies and exchanges and the building of touring circuits and sector infrastructure
5. Increase employment opportunities for artists and arts workers by partnering with other organisations and governments to deliver their 'community messages' through arts activity

## Outcome Area Two: Territory communities and audiences are stimulated by authentic arts and cultural experiences

Artback NT seeks to embed arts and culture in everyday life so that arts and cultural experiences become something communities demand and eagerly respond to.

The Territory's diverse cultural, artistic and geographic differences provide rich spaces for cross-cultural exchange and activity. 33% per cent of the population is Indigenous, representing an estimated 86 language groups. Almost 25% of the population was born overseas. Artback NT's multi-art form approach is culturally and economically appropriate to this environment.

Our authentic engagement with communities throughout the Territory fosters meaningful relationships that develop and deliver rich arts and cultural experiences which, in turn, deepen audience engagement. As our brand builds across art forms, we further connect people and place through arts development and touring.

### High level strategies

1. Strengthen accessibility and audience engagement and development to address isolation and disadvantage across the vastness of the Territory, including the use of social media and online engagement
2. Add value and increase the capacity of the touring environment by activating a network of remote community champions and engaging with community partners that include arts and non-arts based organisations, Traditional Owners, businesses, councils and individuals
3. Explore presentation opportunities through regional presenter networks and festivals
4. Provide capacity building and leadership in new ways of developing, presenting and touring visual arts, music and performance to and from regional and remote physical environments.

## Outcome Area Three: Territory arts and artists are renowned nationally and internationally

Artback NT enables audiences to experience the diverse stories, captivating pictures, compelling rhythms and vibrant energy of regional and remote Australia. We bring the best that the Territory has in art, culture and stories to the world, identifying strategic mechanisms to showcase Territory art. We invite ambassadors and Australian and Asian presenters to regularly come to the Territory to critique the work and spread the word nationally and internationally.

Our focus on supporting the development of high-quality work will contribute to building awareness and audiences nationally and internationally.

### High level strategies

1. Grow our position as a gateway to Asia through expanding markets and cultural exchange
2. Produce a national 'blockbuster' in visual arts and a commissioned work in theatre/dance tri-annually in the tradition of Djuki Mala and *Puṅuku Tjukurpa*
3. Broker relationships with key national and international events and agencies to showcase Territory art and culture
4. Embrace new technologies to increase accessibility to the arts and deepen engagement with our programs
5. Measure expectations and evaluate our impact from artist, audience and community perspectives

## Outcome Area Four: Artback NT is a strong and adventurous organisation

Critical to Artback NT's success is the development of new income streams and diversified funding sources. We are exploring additional sponsorship and philanthropic opportunities and developing additional funding sources, partnerships and collaborations. This entrepreneurial structure will underpin our artistic activities.

### High level strategies

1. Develop an adventurous business model that identifies commercial opportunities to generate new and diversified revenue streams
2. Review internal organisational policies, procedures and systems to ensure efficiency and robustness
3. Refocus the communications strategy to promote the value of Artback NT locally, nationally and internationally
4. Maintain offices regionally to keep us in touch with our communities
5. Nurture a flexible and multi-skilled staff team
6. Review board composition to ensure it complements and provides additional capacity in business, marketing, fund raising and Indigenous engagement.

## Our measures

### Outcome Area One: Territory artists and the arts industry flourish

Key Performance Indicators	2015 Estimated	2016	2017	2018	2019	2020
Development and production of new Territory works	7	4	6	7	8	9
Artists and arts workers employed or contracted	253	125	200	225	250	275
Independent relationships and additional work for artists as a result of the work of Artback NT including our Artist on Tour Program	5	8	10	12	15	18
Artist/arts worker satisfaction with opportunities and pathways	80%	90%	90%	90%	90%	90%

## Outcome Area Two: Territory communities & audiences are stimulated by authentic arts and cultural experiences

Key Performance Indicators	2015 Estimated	2016	2017	2018	2019	2020
Number of Territory communities that Artback NT works with or delivers to	36	22	30	35	38	40
Number of arts experiences (performance, exhibitions, workshops and arts activities) delivered in Territory communities	85	50	85	100	125	135
Percentage of the total population of remote communities who engage with Artback NT programs, exhibitions and shows.	60%	70%	75%	75%	80%	80%
Total number of organisations/venues worked with	53	30	40	50	60	70
Engagement numbers across Territory communities	14,440	8,000	12,000	15,000	20,000	25,000

## Outcome Area Three: Territory arts and artists are celebrated locally and renowned nationally and internationally

Key Performance Indicators	2015 Estimated	2016	2017	2018	2019	2020
Number of Territory artists/groups showcased at national industry markets	7	5	8	10	12	15
Total number of engagement activities/tours delivered	9	7	10	11	12	15
Total number of organisations/venues worked with	23	15	20	30	35	45
Audience numbers (these vary widely in the visual arts depending on exhibition locations which range from regional galleries to cultural institutions)	85,000	30,000	50,000	60,000	80,000	100,000
International engagement collaborations	1	1	2	3	3	4

## Outcome Area Four: Artback NT is a strong and adventurous organisation

Key Performance Indicators	2015 Estimated	2016	2017	2018	2019	2020
Percentage of income earned from sales and new revenue streams	21.3%	26.7%	24.6%	27.8%	30.5%	33.7%
Reserves achieved due to income stabilisation (%) (Our reserve increase is commensurate with our income increase)	10%	12%	11%	11%	11%	11%
New income generation and in kind support partnerships developed	5	10	6	6	8	10
Board and staff skills and experience reflect the organisations future needs	Yes	Yes	Yes	Yes	Yes	Yes
Percentage growth in online engagement	20%	40%	20%	25%	Maintain	Maintain

# Financial overview

## Current financial situation

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

The past triennium has seen a significant strengthening of the reserves with a projection of close to \$200,000 at the close of 2015. The significant sponsorship increase predicted in 2016 reflects work completed to date and relationships currently being negotiated. This will ensure that the organisation has a strong basis from which to leverage further resources to fulfil our 2016 - 2020 strategic plan.

The close of 2015 will reveal a highly respected arts organisation with strong reserves, diversified funding sources, and a clear financial plan for the future. The 2016 – 2020 plan will enable us to deliver the vision.

## Scalable and responsive

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 ensure the capacity and sustainability of the organisation. Our business model ensures we have the flexibility to expand or contract our offering in line with income. For example, the Indigenous Traditional Dance and Music Touring Programs require philanthropic funding in addition to that provided by the Australia Council to support and therefore these programs are itemised separately.

## Income diversification

Artback NT acknowledges the need for greater diversity and security of income. Increased philanthropic support and targeted sponsorship will be a focus for the organisation. Running parallel is the generation of new revenue streams. This includes a collaboration with the University of Melbourne to develop a new online graduate certificate and masters in arts and community engagement program. Earned income against grants shows a steady increase across the 2016 - 2020 budget.

## Financial forecast

Grants and in-kind	Projections - 2015	Yr 1 - 2016	Yr 2 - 2017	Yr 3 - 2018	Yr 4- 2019	Yr 5 - 2020
Australia Council multi-year – key organisation	81,002	82,000	300,000	300,000	300,000	300,000
Devt & Trg Grants (Cmwlth Visions and Australia Council Playing Aust /CMTP)	210,000	150,000	135,000	100,000	150,000	100,000
Festivals Australia	36,555	0	50,000	80,000	0	80,000
Other Commonwealth	0	50,000	100,000	100,000	100,000	100,000
Arts NT operational	284,332	300,000	300,000	300,000	325,000	325,000
Arts NT other (including Anchor Tenant)	210,000	190,000	146,000	151,000	156,000	161,000
Northern Territory Govt other including tenders	50,000	210,000	75,000	50,000	100,000	50,000
In-kind (including Arts NT)	314,000	167,247	196,787	216,465	238,112	261,923
Unexpended/Multi Year grants	417,000	70,000	180,000	210,000	150,000	120,000
<b>Earned</b>						
Revenue (Sales/Box Office/Inc gen/Interest)	200,000	137,000	175,000	200,000	250,000	300,000
Sponsorship/Philanthropy (Music Prog; ITDP)	120,000	288,000	250,000	300,000	350,000	400,000
<b>Total Income</b>	<b>1,922,889</b>	<b>1,644,247</b>	<b>1,907,787</b>	<b>2,007,465</b>	<b>2,119,112</b>	<b>2,197,923</b>
<b>Program exhib/touring costs</b>						
Exhibition development and Artist in Residence	140,000	95,350	65,000	65,000	40,000	70,000
Production costs (theatre; dance; music; ITDP)	160,000	135,000	145,000	160,000	180,000	185,000
All programs touring costs	195,000	185,000	195,000	210,000	225,000	230,000
Artists and creative fees	255,000	157,000	200,000	225,000	250,000	270,000
Salary costs including on costs	453,803	333,533	405,000	430,000	450,000	470,000
Prof devt; staff travel; advocacy; vehicle	90,000	53,000	57,500	65,000	75,000	80,000
Music Touring Prog - philanthropic include staff	0	0	100,000	140,000	150,000	200,000
ITDP - philanthropic includes staff	30,000	140,000	150,000	160,000	200,000	200,000
<b>Marketing and promotion (includes part comms)</b>	115,000	76,854	85,000	100,000	115,000	125,000
<b>Infrastructure administration</b>	289,000	160,183	163,387	166,655	169,988	173,388
Premises (Arts NT in-kind)	115,434	118,897	122,464	126,138	129,921	133,820
Unexpended grants carried forward	70,000	180,000	210,000	150,000	120,000	50,000
<b>Total expenditure</b>	<b>1,913,237</b>	<b>1,634,817</b>	<b>1,898,351</b>	<b>1,997,793</b>	<b>2,104,909</b>	<b>2,187,208</b>
<b>Surplus</b>	<b>9,652</b>	<b>9,430</b>	<b>9,436</b>	<b>9,672</b>	<b>14,203</b>	<b>10,715</b>
<b>Reserves</b>	<b>194,202</b>	<b>203,632</b>	<b>213,068</b>	<b>222,740</b>	<b>236,943</b>	<b>247,658</b>
<b>Reserves as % of turnover</b>	<b>10.10%</b>	<b>12.46%</b>	<b>11.17%</b>	<b>11.10%</b>	<b>11.18%</b>	<b>11.27%</b>

# Management

## Governance and the board

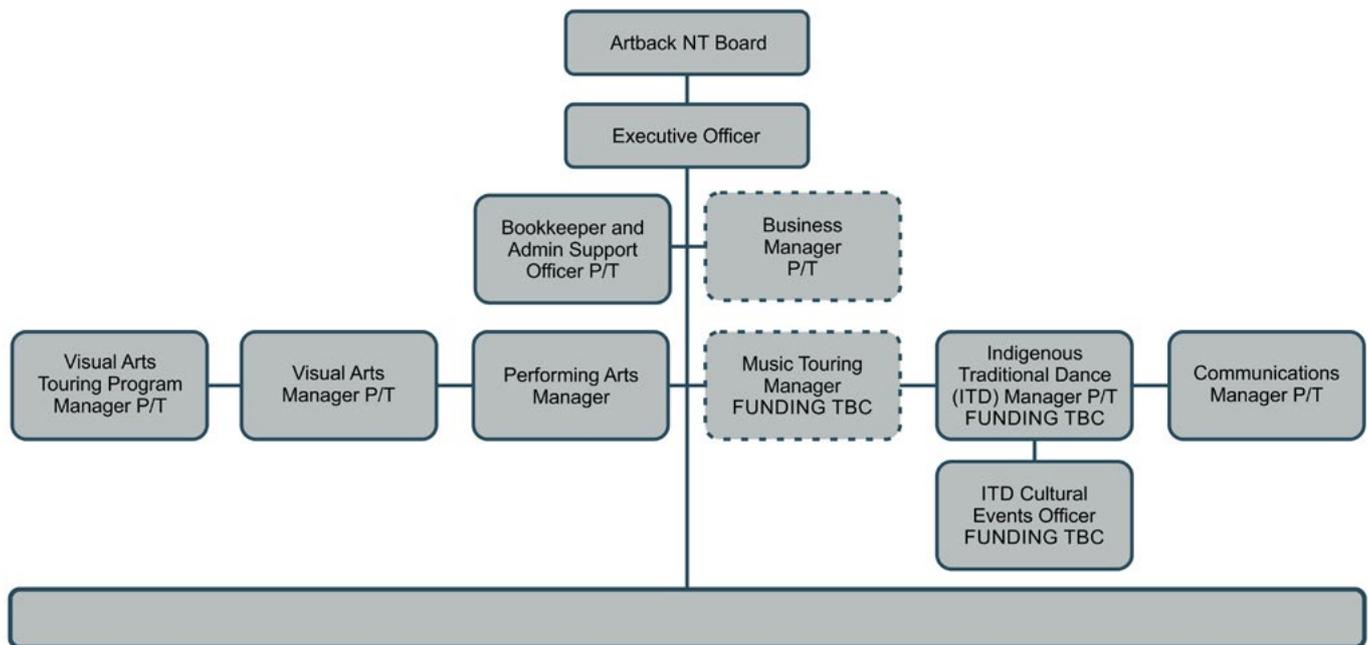
Artback NT is governed by a voluntary board of committed people who are drawn from across the Northern Territory and beyond. Each board member brings a valuable set of skills and a specific voice to their position, be it high-level corporate skills, networking capabilities or an understanding of Australia’s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

A Board skills matrix is used to identify skills required by the organisation and the EO guides new Board members through an induction concerning the organisation. Each board member signs a Code of Conduct which clearly states that board members must declare as soon as possible any current, perceived or potential conflict of interest with the business of Artback NT and the board of management. Potential conflict of interest is also a standing agenda item at every meeting.

The Artback NT Board demonstrates leadership and advocates on behalf of the organisation. It is reviewed annually allowing for reflection and replenishment if required. Artback NT holds a minimum of four board meetings per year with the Annual General Meeting being held in April.

Artback NT is committed to best practice. Our Reconciliation and Disability Action Plans are updated yearly, approved by the Board and are available on the website, together with all our strategic documents. Our policy and procedures manual is continually updated and contracts and touring support material are reviewed annually. Risk management plans are created for key events. All staff have contracts, three months’ probation and intensive yearly performance appraisals. Professional development of staff has been raised as a priority. Artback NT operates efficiently, with professionalism, dedication and in adherence to occupational health and safety guidelines.

## Organisational structure



Note: The broken boxes indicate unfunded roles

## Succession planning

Succession planning involves both an internal and external focus and is coupled with risk mitigation strategies to lessen the impact of the loss of key personnel. Strategies for the recruitment and retention of the Board and staff include:

- identification of skill set 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 address through the provision of training and professional development
- full inductions of staff and Board
- ensuring regular staff meetings and maintaining good communication between staff and management
- adequate contractual notice periods for transition of key personnel including handover

## Evaluation

Artback NT is always looking for ways to improve the services we deliver. Feedback forms are supplied to every venue and evaluation forms and debriefs occur with artists, crew and venues after each exhibition/tour/production. In 2014, the organisation focused on two key pieces of research, which has informed our continuous improvement process and strategic planning.

- Venue visits and research regarding the 'Across the Top' music circuit (Darwin to Broome) established through the Music Touring Program (MTP). This included an independent evaluation of the MTP from an artist, presenter, production and sector perspective, which led to a much greater understanding of the significant impact this program has had in developing pathways and circuits for Indigenous Territorian musicians.
- Supported by the Tim Fairfax Family Foundation, a review of the Performing Arts Program was used to inform its development and ongoing sustainability. The data gathered from evaluations led to a significant change in organisational direction. As a result, the program's focus is now on developing the NT theatre and dance sector through producing, commissioning and touring NT work. This was a key shift for the organisation, which had previously presented half of the program through inbound touring. The new direction is in line with Artback NT's revised vision and goals; a producing focus will assist in developing and presenting new work that continues to nurture audience and artist development.

In 2015, Artback NT entered into a partnership with the Centre for Cultural Partnerships, University of Melbourne to evaluate and capture the learnings from the three years of the Indigenous Traditional Dance Program based in Borrooloola. This will inform our model for CCD practice in the Territory and the delivery of future programs.

Artback NT will continue to monitor the impact of all our work through formal and informal evaluation.

# Business risks

Artback NT foresees four main areas of risk – **financial; operational; touring and market**. 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"> <li>Build reserve base and diversify revenue base</li> <li>Board leadership in fund raising and profile building</li> </ul>
Failure to attract project based funding	Medium	High	<ul style="list-style-type: none"> <li>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</li> </ul>
Government priorities alter due to national disasters or other funding reallocations	High	High	<ul style="list-style-type: none"> <li>Broker partnerships and alliances with a wide range of funding bodies including philanthropic; Link activities and outcomes to Government funding priorities</li> <li>Common vision and a strong base but the organisation expands and contracts in response to funding</li> </ul>
Self-generated income targets do not realise projections	Medium	Medium	<ul style="list-style-type: none"> <li>Considered researched market projections; Conservative approach for the first couple of years; Responsive to changes within the marketplace</li> </ul>
Financial irregularities	Low	High	<ul style="list-style-type: none"> <li>Implementation and adherence to financial procedures and organisational policies</li> <li>Timely financial and artistic reporting including monthly financials provided to the board</li> <li>Two signatories required for all payments and external annual audit of financials</li> </ul>
Description of Risk (Operational)			
Safety of staff and workload delivery are threatened due to security issues with the building and premises	High	Medium	<ul style="list-style-type: none"> <li>Install duress alarms; have systems in place re out of hours work; ensure back-up systems are in place; insurances are up to date and comprehensive</li> </ul>
Loss of board/staff knowledge and stability	High	High	<ul style="list-style-type: none"> <li>Strong and considered succession planning; excellent handover procedures; professional development opportunities and a flexible working environment</li> </ul>
Not following procedures/reporting	Medium	High	<ul style="list-style-type: none"> <li>Develop and adhere to clear policies and procedures; Regular staff two way appraisals; Interaction between programs for wider organisational support and governance</li> </ul>
Over commitment/burn out of staff	Medium	High	<ul style="list-style-type: none"> <li>Monitor workloads; make work plans sustainable and realistic; review job descriptions and duty statements and respond where appropriate</li> </ul>
Lack of administration and marketing support	Low	Medium	<ul style="list-style-type: none"> <li>Identify funding sources; allocate within program budgets; link with other positions; build on significant achievements within the past triennium</li> </ul>

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"> <li>Establish and consolidate community and venue relationships in delivery region</li> <li>Update yearly our procedures manual; Have contingency plans for tours / events</li> <li>Be strategic, informed and responsive about service delivery and time-tabling</li> </ul>
Tour delivery prohibitively expensive to remote regions (impact of rising fuel prices)	High	Medium	<ul style="list-style-type: none"> <li>Ensure realistic and achievable programs and budgets and build in fuel levies</li> <li>Incorporation of new technologies to improve access and delivery outcomes</li> </ul>
Expectations and ability to deliver	High	Medium	<ul style="list-style-type: none"> <li>Strategic decision making in line with core business, goals, objectives and outcomes</li> <li>Ensure contracts are signed and in place between Artback NT and stakeholders</li> <li>Pre tour briefings; tour books to touring party in a timely manner pre departure</li> <li>Clear dispute resolution procedures and mediation options</li> </ul>
Lack of technical and production staff in the Territory	Medium	Medium	<ul style="list-style-type: none"> <li>Factor into funding applications and bring in when required</li> <li>Offer training opportunities and skills development within touring program</li> <li>Core staff have completed a Certificate IV in Training and Assessment</li> </ul>
Accident during the delivery of the program	Low	High	<ul style="list-style-type: none"> <li>Touring guidelines understood and agreed to by the touring party before departure</li> <li>Commitment to OH&amp;S guidelines and implementation including weekly km limit</li> <li>Training for all staff including advanced 4WD; Senior first aid and/or remote first aid</li> <li>Ensure all insurance policies are up to date</li> </ul>
Over reach with international engagement	Low	High	<ul style="list-style-type: none"> <li>Build strong partnerships both within Australia and overseas</li> <li>A viable international engagement strategy in place</li> <li>Link to key marketing events and showcases such as APAM and AWME</li> </ul>
Contractors representing Artback NT being culturally inappropriate or acting illegally			<ul style="list-style-type: none"> <li>Clear policies and procedures in place</li> <li>Expectations included in artists contract</li> <li>Actively recruit the right people</li> </ul>

## Description of Risk (Market)

Decrease in audience attendance or satisfaction	Low	High	<ul style="list-style-type: none"> <li>• Creation of a communications strategy and implement the marketing action plan</li> <li>• Develop innovative quality NT work which has the potential for national and international engagement outcomes</li> <li>• Deliver a well marketed and promoted program through social media, venue engagement and traditional promotional strategies</li> <li>• Offer a diverse and dynamic program; develop new audiences and consolidate existing relationships</li> <li>• Ensure community engagement with workshops and “slow” touring</li> <li>• Regular evaluation of programs with cast, production, venues and audiences;</li> <li>• Respond to feedback where appropriate</li> </ul>
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