



# Crafts Council of the Northern Territory T/A Tactile Arts Strategic Plan 2019- 2023

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Final Strategic Plan

30 January 2019

Attention:

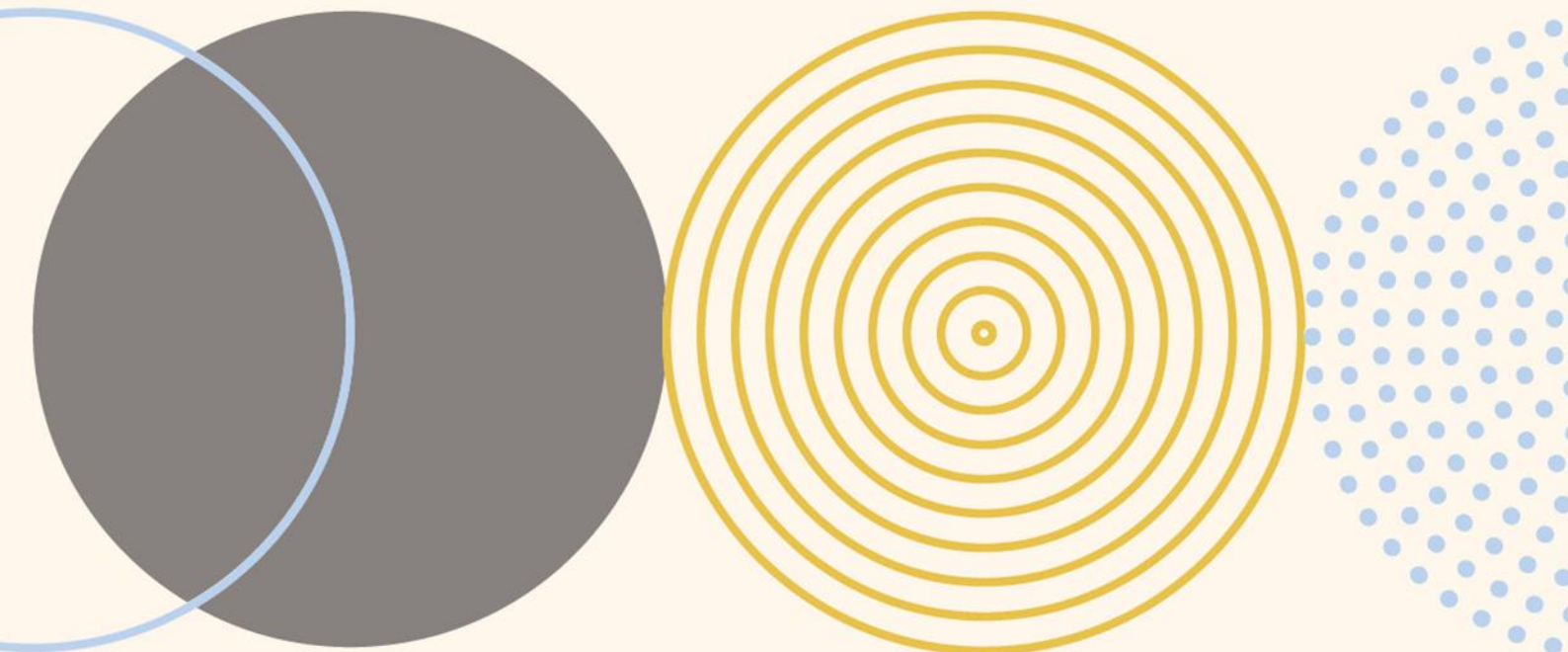
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## 1. Strategic Plan 2019 – 2023

The following six goals were identified by Tactile Arts Management Committee and staff as the priorities for the coming five years.

<b>GOAL ONE</b>	Tactile Arts is a strong and sustainable organisation, with good governance practices
<b>GOAL TWO</b>	Build Tactile Arts' wider community involvement and reputation
<b>GOAL THREE</b>	Strengthen support for current members and encourage new membership
<b>GOAL FOUR</b>	Continue to develop a diverse artist and craftsperson program
<b>GOAL FIVE</b>	Upgrade facilities and make Tactile Arts a vibrant space
<b>GOAL SIX</b>	Diversify income streams to enhance long term sustainability and increase income

## 2. Vision and values

Throughout the strategic planning process, it was identified that Tactile Arts does not have documented mission, vision and values statement. The Management Committee and staff attending the strategic planning workshop developed a draft vision statement and identified organisational values, but acknowledged that additional work was required to finalise the mission, vision and values statements and to publish these on Tactile Arts' website. Below are the draft vision and values. A mission statement will be developed.

### 2.1. Vision

Promoting and supporting a vibrant and sustainable arts and crafts community in the Top End—facilitating the development of emerging and established artists, craftspeople and designers—to encourage the highest standards of workmanship.

### 2.2. Values

- Inclusive and welcoming
- Creative
- Ethical and transparent, acting with integrity
- Sustainable
- Encouraging, collaborative, supportive
- Inspirational and quality

### 3. Goals and strategies

#### Goal 1: Tactile Arts is a strong and sustainable organisation with good governance practices

#	Strategy	Responsibility	KPI	Year
1.	The Management Committee and staff attend governance training and decision-making at all levels to be fair, reasonable, transparent and accountable to the membership	Management Committee	All Management Committee and staff attend governance training	One, and ongoing
2.	Policies and procedures are reviewed and updated in consultation with the membership	Management Committee	Policies are developed and reflect what is occurring and should take place	One
3.	Improve IT systems, including implementing point-of-sale technology at Parliament House	General Manager	A proposal is presented to Management Committee for endorsement	One
4.	Seek opportunities to diversify funding, including targeting City of Darwin and Community Benefit Fund	General Manager	New funding is received	One, and ongoing
5.	Confirm Tactile Arts mission, vision and values	Management Committee	Mission, vision and values are published on Tactile Arts website	One
6.	Tactile Arts has a full complement of Committee members with a broad skill base	Management Committee	New Committee members are identified and successfully inducted to the role	One, and ongoing
7.	Tactile Arts is led by professional, skilled staff	Management Committee and General Manager	All staff have the skills to successfully undertake their role	Ongoing
8.	Develop a volunteer strategy, to build the capacity of Tactile Arts	General Manager	Management Committee endorse a volunteer strategy	One
9.	Maintain a stable and productive staff with proper succession management	Management Committee		Ongoing

**Goal 2: Build Tactile Arts wider community involvement and reputation**

#	Strategy	Responsibility	KPI	Year
1.	Redesign logo and upgrade marketing material (only to progress if grant funding is received)	General Manager	Management Committee and members approves the new logo	One
2.	Host a party, inviting key stakeholders in the arts community to coincide with the next members' exhibition	General Manager	Party is held	One
3.	Update Tactile Arts website to include an online exhibition of members' work and a mechanism for online sales	General Manager	Website is updated	One
4.	Build strong working relationships with the arts community and the broader community	Management Committee and General Manager	Positive feedback is received from other arts organisations	Ongoing
5.	Develop a communications plan, including a greater focus on Tactile Arts social media presence	General Manager	Management Committee approve a communication plan	One / Two

**Goal 3: Strengthen support for current members and encourage new membership**

#	Strategy	Responsibility	KPI	Year
1.	Review categories for membership and amend constitution, including membership category for groups	Management Committee	Constitution is amended	One
2.	Hold members activities	General Manager	A schedule of members activities is developed and activities are held	Ongoing

3.	Strengthen communication between the Management Committee, staff and members, including regular mailouts and sharing of information	Management Committee and General Manager	Members report positive relationship with Management Committee and staff	Ongoing
4.	Improve systems to manage memberships, including developing a membership database	General Manager	Database is implemented	Two

**Goal 4: Continue to develop a diverse artist and craftsperson program**

#	Strategy	Responsibility	KPI	Year
1.	Deliver workshops and classes for beginners and advanced practitioners representing the Top End’s diverse and multicultural community	General Manager	Workshops are well attended	One to Five
2.	Re-introduce the Artist in Residence Program	General Manager	Artist in Residence Program commences	Three
3.	Three Craft Fairs are held annually	General Manager	Craft Fairs are well attended	One to Five
4.	The gallery continues to hold a range of exhibitions, including members’ exhibitions and hiring to arts organisations and commercial galleries, and develops the potential to host touring exhibitions.	General Manager	Gallery space is utilised and exhibitions are well attended	One to Five
5.	A plan to increase income from the Parliament House shop is developed, and includes plan to increase paid staff, redesign of space, introduction of point of sale system, marketing strategies, partnerships, and opportunities to increase revenue and capitalise on NT Government’s tourism strategies	General Manager	A plan is presented to the Management Committee and endorsed	Two
6.	Opportunities are sought to lead projects, collaborations and partnerships, including considering a public art program	General Manager	Projects and partnerships occur	Ongoing
7.	Strengthen outreach to Aboriginal artists and art centres	Chair, General Manager	Workshops and exhibitions by Aboriginal artists	On-going

**Goal 5: Upgrade facilities and make Tactile Arts a vibrant space**

#	Strategy	Responsibility	KPI	Year
1.	Confirm leasing arrangements with NT government, including who is responsible for building repairs and maintenance	Management Committee	A written agreement is in place	One
2.	Improve signage and access to building, following the redesign of Tactile Arts logo	General Manager	Tactile Arts is well signed	One
3.	Continue with proposed building of outdoor decking area	General Manager, with approval by Management Committee	Decking area is built	One
4.	An audit of equipment is undertaken and an asset register is developed and used to prevent loss of equipment	General Manager	Asset register is developed	Two
5.	Studio hire arrangements are reviewed including fees and application process	General Manager	Revised studio hire arrangements are put in place	One
6.	The outdoor area of Tactile Arts is better utilised including landscaping and a community garden	General Manager	Outdoor area is landscaped with a community garden	Four
7.	A retail space is designed and built	General Manager	Plans are approved and space is built	Three

**Goal 6: Diversify income streams to enhance long-term sustainability**

#	Strategy	Responsibility	KPI	Year
1.	The Management Committee and staff attend a fundraising workshop	General Manager	Management Committee and staff attend a fundraising workshop	One

2.	A fundraising strategy is developed	General Manager	Management Committee approve the fundraising strategy	One
3.	Grants and funding opportunities are monitored and applied for in line with Tactile Arts strategic plan	General Manager	Increased funding is received	Ongoing
4.	There is increased revenue from Parliament House shop, including a plan (see Goal 4 Strategy 5)	General Manager	Management Committee approve a plan	Two
5.	Opportunities for developing a screen printing income stream are scoped and a plan is presented to the Management Committee	Management Committee	Management Committee approve a plan	Two
6.	Opportunities to increase income from gallery hire to commercial galleries is scoped and a plan is developed	General Manager	Management Committee approve a plan	Two