

TiNA.

Strategic Plan 2023 - 2025

TiNA (This Is Not Art) respectfully acknowledges the Awabakal, Worimi, Wonnarua and Darkinyung peoples - the traditional owners of the unceded land upon which we work and live. We pay our respects to all Aboriginal and Torres Strait Islander Elders past, present and future.

TiNA is a not-for-profit organisation offering business services, support and opportunities to experimental and emerging artists to create and showcase their art.

Our three year strategic plan for 2023-2025 is based on diversifying income streams and securing funding to develop and deliver actions in line with the service redesign completed in 2021. If funding is not secured to an action, the measures will be rolled over to the following year.

Our vision

To help every creative take off or take a risk.

Our mission

To provide professional services, support and investment for experimental and emerging artists and arts workers across disciplines in the Hunter region so they can make art and learn the business as they grow.

Our values

Innovation

Creativity, new ideas and experimentation are critical to a thriving and inclusive arts and cultural sector. We encourage innovation.

Development

We're committed to enabling the viability and resilience of the arts and cultural sector across the Hunter Region. Our services are designed to build up, empower and enable our creative community.

Collaboration

Successful collaborations are respectful, equal and reciprocal. We initiate and support sustainable, collaborative opportunities for communities.

Inclusion

A diverse creative community provides meaning and cultural value to a region. We acknowledge the importance of community participation through strategies that support access and inclusion in the arts.

Our audience

Experimental, emerging and independent artists and arts workers of all creative disciplines including art academics, students, researchers, critics, writers and thinkers in the Hunter.

Our goals

1. Position the Hunter as the go-to region to experience experimental art in Australia
2. Develop and grow the emerging and experimental artistic community of the Hunter
3. Build a strong and sustainable organisation through diversified revenue streams and associated organisational rigour and purpose
4. Maintain and foster mutually productive partnerships, relationships and collaborations.

Our plan

Goal 1: Position the Hunter as the go-to region to experience experimental art in Australia

Strategy	Measure 2023	Measure 2024	Measure 2025
Present the annual This is Not Art Festival	<p>Increase independent contributor participation by 50%</p> <p>Add value to our offerings in the industry through key partnerships</p>	<p>Increase independent contributor participation by 10%</p> <p>Establish a national experimental art prize</p>	<p>Increase independent contributor participation by 10%</p> <p>Increase national engagement with experimental prize - targets to be defined.</p>
Promote opportunities to experience experimental art to a broad audience	<p>New consolidated website established and focus moved to promotion of services and membership</p> <p>Small grants, tenders and partnerships with local government</p> <p>Review of hybrid delivery model (online and in person) developed</p>	<p>Extend online resources via social media.</p> <p>Small grants, tenders and partnerships with local government</p> <p>Expand Auspice Partners by 10%, seek partial funding for Client Manager.</p> <p>Establish priority for online or physical</p>	<p>Extend online resources via social media and website</p> <p>Small grants, tenders and partnerships with local government</p> <p>Auspice Partners well- established, funding Client Manager position</p> <p>Focus on</p>

	and implemented in 2021/22 Explore TiNA Festival expansion across the Hunter	programming	programming and partnerships
Advocate for experimental artists and their work	Sponsor experimental art prize in Hunter Emerging Art Prize (HEAP) Strengthen fundraising purpose of the Board Minimum one local government to provide promotional support for local grants and funding	Establish a national experimental art prize Establish members-only small grants and bursary offerings funded by membership income. Minimum three local governments to provide promotional support for local grants and funding	Increase national engagement with experimental prize - targets to be defined. Promote grants and bursary services to grow membership Promote and support Hunter grants (preferably paid work with local councils)
Strengthen the story of experimental art in the region	Develop yearly communication and media strategy with a regional focus 25th anniversary of the TiNA festival - documentary partnership with Headjam. (Reliant on project partner to seek funding).	Develop yearly communication and media strategy with a state focus	Develop a multi-year communication and media strategy

Goal 2: Develop and grow the emerging and experimental artistic community of the Hunter

Strategy	Measure 2023	Measure 2024	Measure 2025
Support artists to learn the	Deliver business	Review and deliver	Review and

business of art	workshops across the Hunter Grow our Auspice Partners Program Expand services to offer workshops (Creative Kids offerings for 16+)	business workshops program across the Hunter . Increase number of Auspice Partners by 10% each year.	business workshops across the Hunter. Increase number of Auspice Partners by 10% each year. Auspice Partners well- established, funding Client Manager position
Create opportunities and spaces for artists to showcase their practice	Mentor and support local artist/s to prototype new creative activations Present This is Not Art Festival in October Auspice Partners Program	Mentor and support local artist/s to prototype new creative activations Present This is Not Art Festival in October	Mentor and support local artist/s to prototype new creative activations Present This is Not Art Festival in October
Get money into the pockets of emerging and experimental artists	Establish small grants and bursary offerings funded by membership income	Identify local business sponsor to extend grants and bursary	Establish three year agreement with local business sponsor to extend grants and bursary

Goal 3: Build a strong and sustainable organisation through diversified revenue streams and associated organisational rigour and purpose

Strategy	Measure 2023	Measure 2024	Measure 2025
Review and redesign our services in line with the needs of our customers	Prototype new services as funding is secured Maintain a target of 80/20 split of income. 80% of	Implement and review services Test new services prior to implementation	Develop five year strategic plan 2026-30

	income/funding invested in arts projects, 20% in operational costs		
Diversify income base including government, philanthropic and corporate support	<p>Develop and implement an annual fundraising plan</p> <p>Present major fundraising event during TiNA festival</p> <p>Apply for grants from non-government and government organisations</p>	<p>Review and refine annual fundraising plan</p> <p>Present major fundraising event during TiNA festival</p> <p>15% of income sourced from non-government sector</p>	<p>Review and refine annual fundraising plan</p> <p>Present major fundraising event during TiNA festival</p> <p>20% of income sourced from non-government sector</p>
Develop key partnership and pro bono relationships	Dr David Hansen Public Art Policy	Key pro-bono relationship - legal and/or philanthropic	Key pro-bono relationship - legal and or national promotional partner
Best practice board operations	<p>Conduct a board audit</p> <p>Develop Reconciliation Action Statement and seek local endorsement</p> <p>Policy review: Code of Conduct, Privacy (data protection).</p>	<p>Implement key recommendations from board audit</p> <p>Develop Delegations document</p> <p>Policy review: OHS/WHS</p>	<p>Chair to represent through local or national speaking engagement</p> <p>Policy Review: Cultural Safety Policy, Fundraising, Sponsorship</p>
Develop an advisory model with representation from experimental artists / regional artists / young people / First Nations people	Secure funding source for an Advisory Group	Establish Advisory Group	Rotate Advisory Group membership

Goal 4: Maintain and foster mutually productive partnerships, relationships and collaborations.

Strategy	Measure 2023	Measure 2024	Measure 2025
Grow membership base	Increase base by 10%	Increase base by 10% Review and renew membership strategy	Increase base by 10%
Strengthen and formalise partnerships with local organisations	Mature our auspice offering and establish local government promotion of our auspicating services - gaining new clients by council recommendation - minimum 5 LGAs of lower Hunter Complement and support peer arts organisations through mentorship	Mature our auspice offering and establish local government promotion of our auspicating services - gaining new clients by council recommendation - across the Hunter	Mature our auspice offering and establish dedicated position to manage role.

Alignment to UN sustainable development goals

SDG 4: Quality education

Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment, decent jobs and entrepreneurship.

TiNA Goal 2: *Develop and grow the emerging and experimental artistic community of the Hunter*

- Support artists to learn the business of art
- Create opportunities and spaces for artists to showcase their practice
- Get money

SDG 8: Decent work and economic growth, target 8.3 and target 8.9

Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.

TiNA Goal 2: *Develop and grow the emerging and experimental artistic community of the Hunter*

- Get money into the pockets of emerging and experimental artists

SDG 8: Decent work and economic growth

Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

TiNA Goal 1: *Position the Hunter as the go-to region to experience experimental art in Australia*

- Present the annual This is Not Art Festival
- Promote opportunities to experience experimental art to a broad audience
- Advocate for experimental artists and their work
- Strengthen the story of experimental art in the region

SDG16: Peace, justice and strong institutions

Target 16.7: Develop effective, accountable and transparent institutions at all levels.

TiNA Goal 3: *Build a strong and sustainable organisation through diversified revenue streams and associated organisational rigour and purpose*

- Continue to review and redesign our services in line with the needs of our customers
- Develop policies, processes and procedures to provide a governance framework for the organisation
- Develop a diverse income base including government, philanthropic and corporate support
- Develop an advisory model with representation from experimental artists/regional artists/young people/First Nations people

TiNA Goal 4: *Maintain and foster mutually productive partnerships, relationships and collaborations.*

- Formalise partnerships with the five Lower Hunter councils
- Develop a membership strategy in line with our service redesign
- Strengthen partnerships with local organisations