



Summary Strategic plan 2021-2023

To : General Assembly 13 February 2021

Author : Think Tank Sculpture Network, Task Forces Strategy, Coordinators, Finance, ICT



Think Tank
Sculpture Network
- an impression -

Collage by coordinator
Stefanie Krome



Agenda

- Mission
- Overall objective
- Philosophy
- Mid term outlook
- Short term objectives
- Mid to long term strategy
- Board Structure & Organisation
- Activity plan 2021
- ICT system
- Financial projections 2021-2023



Mission of Sculpture Network*

To promote European sculpture and 3D art
by connecting all professionals and friends who share a
passion and interest for it

* Non profit organisation

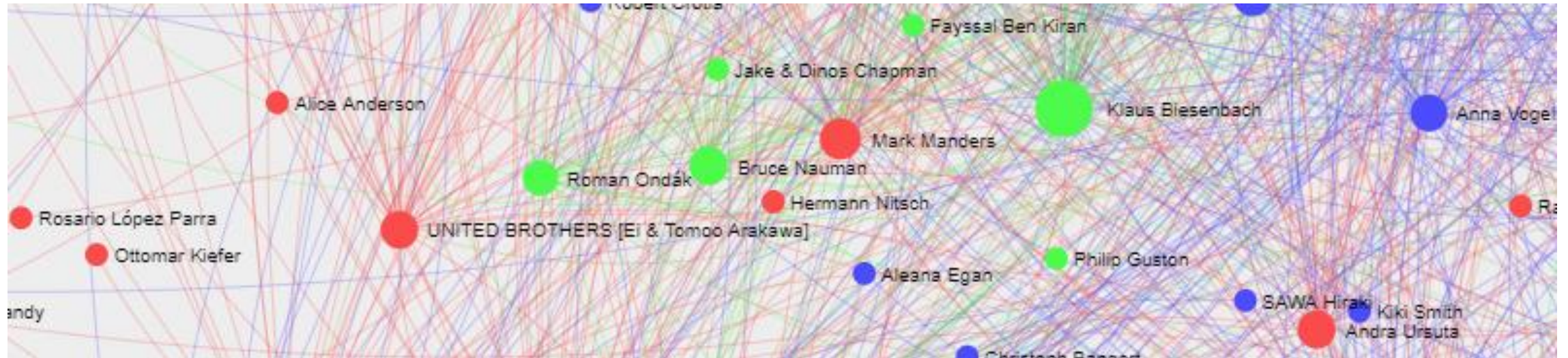
Overall objective



Allow sculpture network to **continue**
and to regain strength with **leaner structures.**

Philosophy

You are the network!



Survey: member needs established

Structure: members and coordinators represented

Events: active co-creation by artist-members and institutions

Mid term outlook



Short term objectives

Nr	Item	Status		
		Done	In progress	To follow
1	Establish member needs <i>By survey Q4-2020</i>	✓		
2	Propose governance system adaptations		✓	
3	Clarify roles and responsibilities within SN		✓	
4	Identify board candidates	✓		
5	Identify advisory board candidates			✓
6	Identify auditor candidates			✓
7	Define the activities to be maintained	✓		
8	Define the services to be maintained	✓		
9	Define & develop best ICT alternative		✓	
10	Define ICT specifications		✓	
11	Financial projections best/worst scenarios	✓		
12	Identify medium term objectives (to follow)			✓



Mid to long term strategy

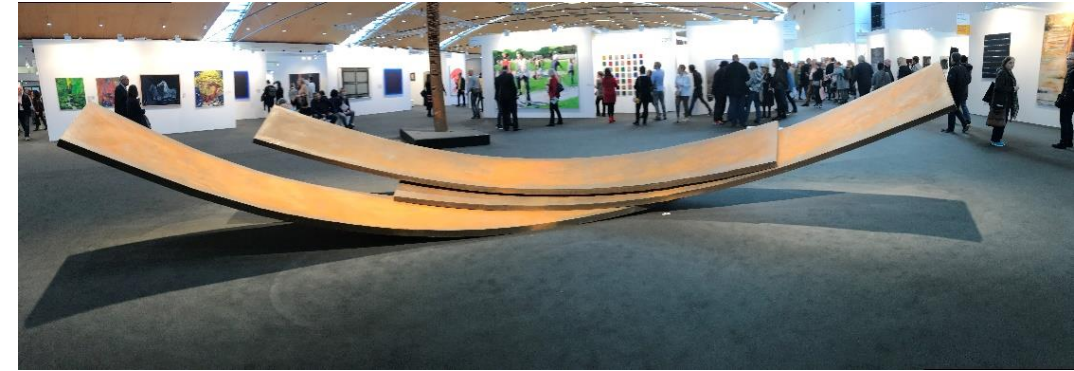
You are the network!

Members & services

- Deeper research of (non-)members' needs, shape (digital) services accordingly
- Grow & rejuvenate membership as well as membership connections
- Develop constructive partnerships based on mutual benefits

Structure

- Make SN sustainable: bring in balance in services, active members effort, budget
- Outsource, simplify, decentralize
- Ensure continuity independent of 3rd party funding
 - Still, seek 3rd party funding to grow the network - without dependencies
- Develop website, communication & accounting automation



Board - structure and organization

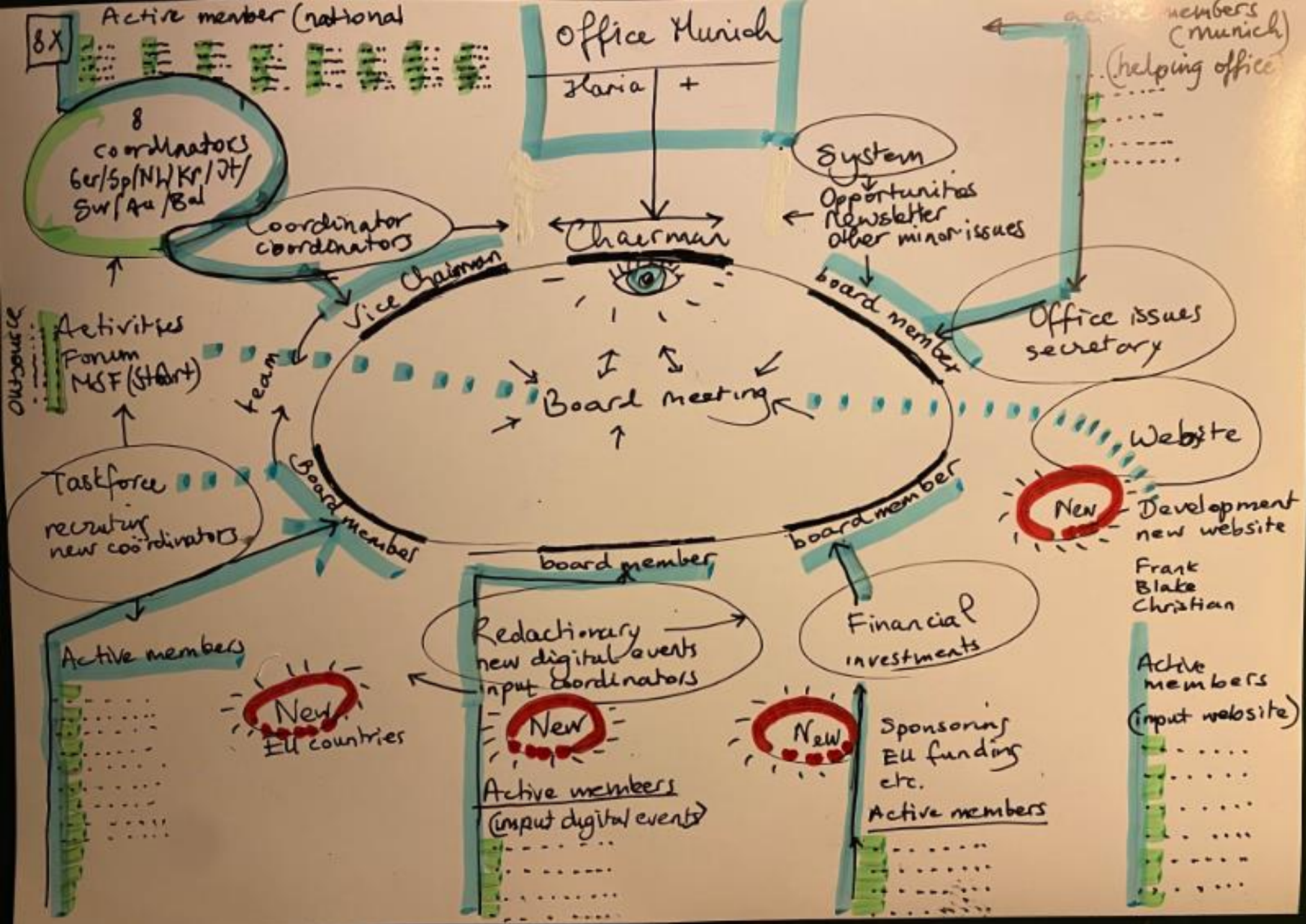


- Board:
- Facilitates Sculpture Network
 - Is part of a network of active members

Chair	Vice-chair	Member	Member	Vacancy
General affairs & ICT Office supervision	Activities Chair representative	Artists & coordinators	Financial & ICT	

- Bylaws - board of at least 2 members: chair, vice-chair
- Board members are elected by the General Assembly and/or the board.
- Meets frequently to fulfill its duties at the request/initiative of its chairperson
- Includes 1-2 coordinators to represent coordinators & members

Note: in the boxes a concept role division



Organisation sketch

By Yke Prins
dd 11/2020

Office staff

- “Sufficient staff against affordable cost”
- Permanent staff
 - Ilaria Specos returned as of January 2021 (0,5)
 - Addition 0,5 full time equivalent permanent support – earliest May 2021
- Additional staff
 - Work students
 - Project support
- Shared office/home

Rendered by active members, coordinators, office staff

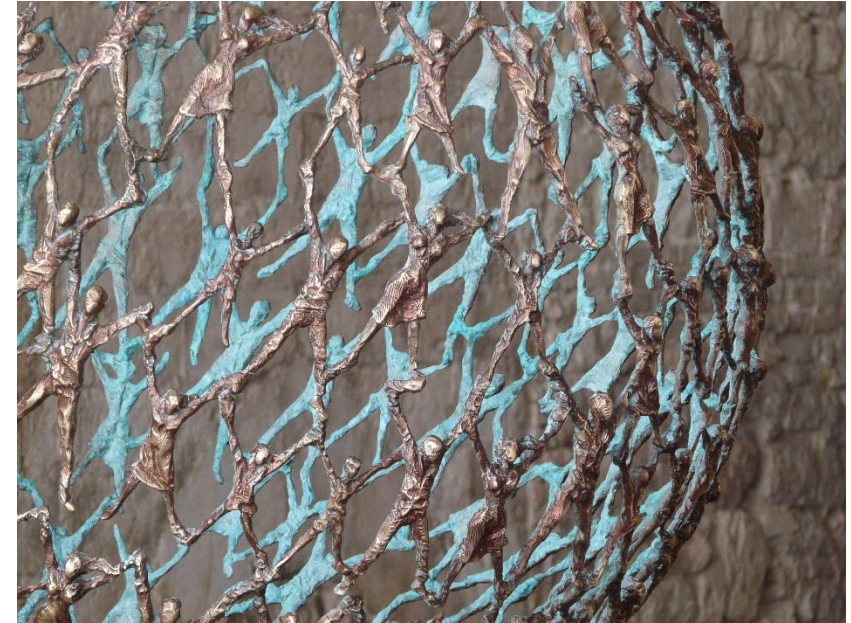
Supported services

Involvement of active members

- Newsletter
- Opportunities
- What's on
- Assist in event organisation
- Assist coordinators
- Translations
- Website development
- Expanding institutional membership

Professional tasks

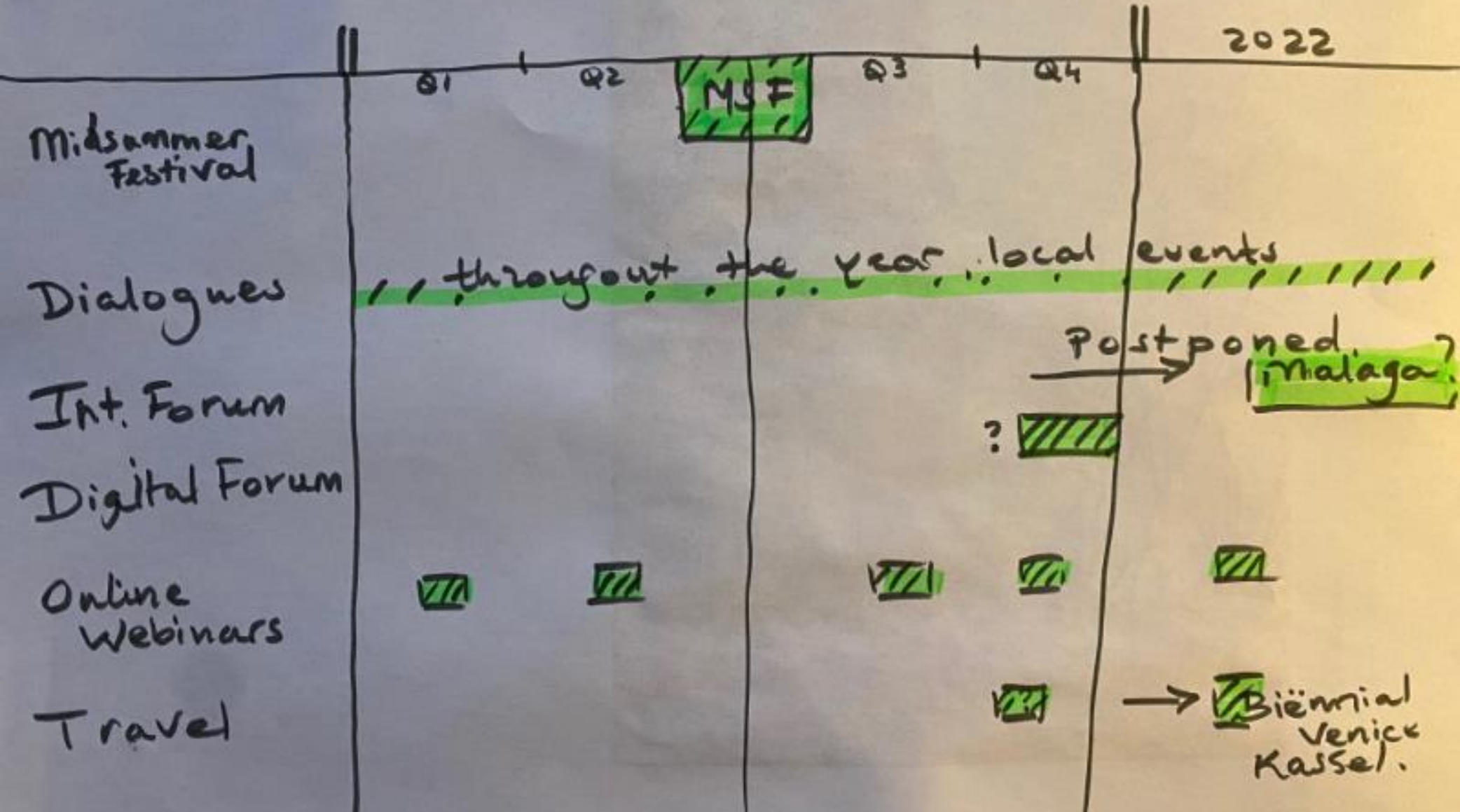
- Administration of staff salary and freelancer payments
- Bookkeeping on contract



You are the network!

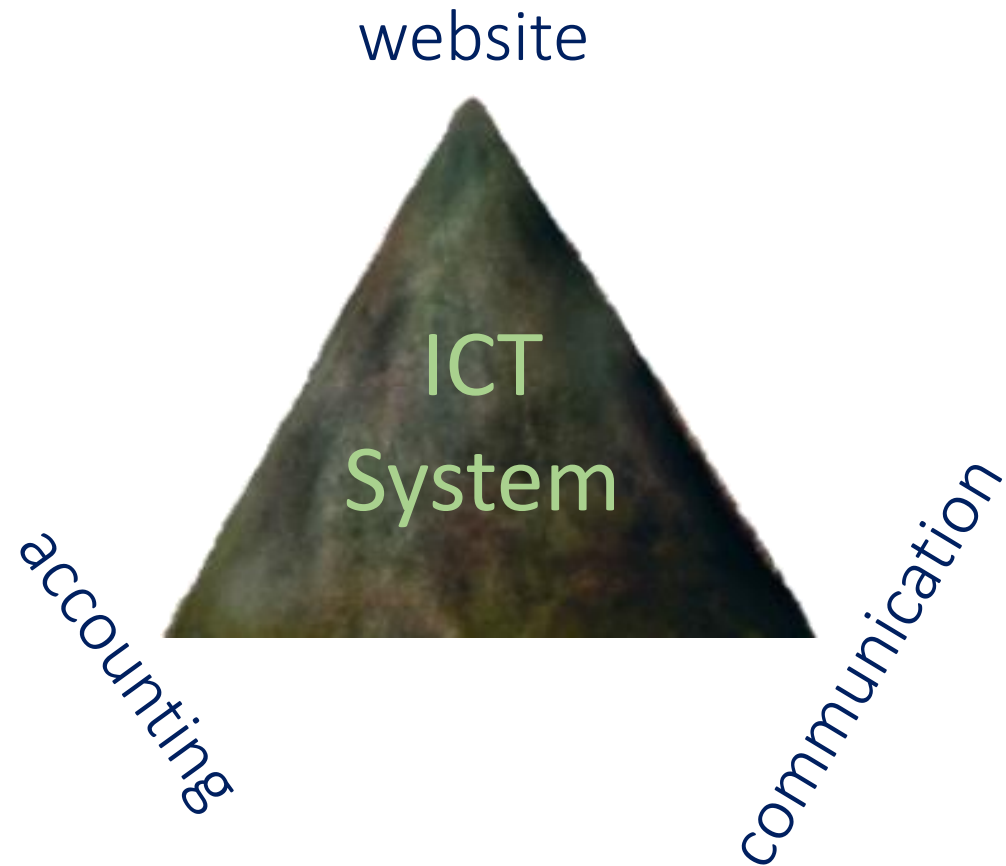
Activity plan 2021
Due to the Corona crisis many activities are unsure
Local and digital events will be organised,

Concept
activity plan
Think Tank



By Yke Prins
dd 01/2021

ICT system Sculpture Network



Cut out of original illustration by
Mac Barnett & Jon Klassen

ICT – summary

Contractual status

- Previous contract: high costly, high effort
- Transitional, lower cost contract on current system for 2021 – with option for extension
- Rebuild ICT system in 2021

Rebuild status

- Agency identified
- 3 year subscription contract provides financial predictability
- Website architecture proposal ready - **steered by member needs**

Underpinning “operating/feasible scenario”

Assumptions P&L 2021-2022-2023

Principles

- Conservative budgeting: basic cost 2021-2022-2023 is to be covered by membership fees only
- Events-on-location are self funding (activity costs covered by activity income)
- New offering of digital events with some central sponsoring
- Minimum cash position: 2 months expenditure at any time



Financial summary PnL and Cash 2021-2023

comment

		Actual 2020 (primilinary) not final, not audited	Budget 2021 feasable	Budget 2022 feasable	Budget 2023 feasable
Total Members m=		843	793	850	900
member growth rate % prior year			-6%	7%	6%
1. Income		114.645 €	127.959 €	94.979 €	138.678 €
growth rate % prior year			12%	-26%	49%
1a. Basic Income	2021 only membership, existing pricing in 2021, no donation	114.130	84.759	88.979	94.478
1b. Activity based Income		515 €	43.200 €	6.000 €	44.200 €
2. Other Operating Income	no planning	109 €	- €	- €	- €
3. Personnel Expenses	structural cost with Full Time Equivalent	-59.555 €	-45.120 €	-45.864 €	-52.920 €
4. Depreciation	Investment in ICT and office equipment	0 €	-1.145 €	-1.882 €	-1.882 €
5. Other Operating Expenses		-67.733 €	-73.178 €	-34.279 €	-74.864 €
5a. Activity based expenses		-13.906 €	-48.881 €	-13.681 €	-51.881 €
5b. Overhead expenses		-53.827 €	-24.298 €	-20.599 €	-22.984 €
5. Operating Result		-12.534 €	8.516 €	12.953 €	9.011 €
		8570 € prepaid not accrued, if usable	inclusive 8570 € prepaid in 2020		
			11.230 €	14.835 €	10.893 €
			25.000 €	36.230 €	51.065 €
		25.000 €	36.230 €	51.065 €	61.959 €
Cashflow of period	by detailed calcaultion				
bank account starting in the year					
bank account end of the year					

2021

- Starting cash position: € 25.000
 - Membership fee income € 84.759
 - Operating result: € 8.516
- Positive development operating result and cash 2021-2023



Strategic plan 2021-2023



We will make it happen!

