



Ceramics Association of New Zealand Strategic Plan 2023-2026

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Executive summary

The Ceramics Association of New Zealand Incorporated (CANZ or Ceramics NZ) is the national association for practitioners who work with clay in Aotearoa New Zealand.

This strategic plan is the result of extensive work carried out by the 2022/2023 Executive Council. This strategic plan is underpinned by the reconfirmed mission and values of the organisation, and details our goals and plans for achieving those in the coming years. It also details proposed changes to the organisational structure of the organisation to create a more inclusive, equitable, connected and responsive governance structure. With this in mind we propose the following key activities for the next 4 years.

It is the Executive Council's recommendation that The Ceramics Association of New Zealand adopt this plan but we also welcome feedback from the ceramics community, to confirm that this is the best way forward for our organisation.

We encourage your questions and feedback at the AGM 15 October 2023 or by email at office@ceramicsnz.org.

Proposed Ceramics New Zealand Activities for 2023-2027

- Continue Touring Potter programme (Kwak Kyungtae in 2024, 2025-27 tbc)
- New Zealand National Ceramics Open Studios pilot in 2024
- Partnership with Nelson Clay Week in 2024 and 2026
- 61st National Exhibition in Auckland 2025
- Publishing volumes 7 & 8 of Ceramics New Zealand Magazine
- Establish online National Studio Potters' Directory

- Establish database of National Ceramics Events
- Growing Council and improving our processes
- Growing membership and develop a simple volunteering programme
- Developing tools and resources to connect, promote & advocate for NZ clayworkers

Renewed focus on collaborative & inclusive kaupapa

Historical ceramic practice has been based upon the collective, and this culture of collaborative participation continues today across the country, and is reinforced now through the democratisation of digital media and online learning. Potters and clay artists work collectively, fundraising for equipment and facilities, sharing kilns, studio spaces, outdoor firing etc. The national association should reflect this ethos.

A small population, and therefore clay community, in New Zealand is unlikely to be large enough to sufficiently fund full time staff to do all the administrative and compliance tasks, correspondence with members, as well as organise national events and projects. This type of organisation model with paid staff is now financially impossible in New Zealand without significant government funding, which is not a reliable long-term guaranteed source of income.

The following outlines Ceramic NZ's draft strategic and business plan for 2023-26. This will be discussed at the 2023 AGM, revised as needed, finalised and published before the end of 2023.

With the removal of membership fees and paid staff, comes the responsibility for all members to work towards fulfilling the purpose, mission, and vision for CANZ. The feasibility of this plan requires personal commitment to support the organisation towards those goals. We therefore ask potters to step up, wherever possible, and undertake a volunteer role with CANZ. This might include editing the newsletter, contributing to our social media channels, helping reconcile accounts, liaising with sponsors, or whatever tasks align with your skills and interests. In 2024 we will establish a clear volunteer programme but in the meantime reach out with any potential offer.

Council is optimistic and excited to be sharing this strategic plan for the next 4 years with you and hearing your feedback, as we embark on a new journey for The Ceramics Association of New Zealand. We hope it is one of an on-going tradition of responding and adapting to the changing needs of clay workers in New Zealand that will continue for many years into the future.

This strategic plan has been developed with support from Briar Monro and approved by the 2022/2023 CANZ Executive Council as below.

- Thomas Baker (Regional Council Member for Nelson & Marlborough)
 - Siripron Falcon-Grey (Regional Council Member for Auckland)
 - Kate Fitzharris (Regional Council Member for Otago & Southland)
 - Yasmin Franzmayr (Regional Council Member for Central North Island)
 - Nicole Gaston (Vice-president)
 - Graham Hay (Regional Council Member for Global Networks)
 - Karla Marie (Regional Council Member for Wellington & Western Districts)
 - Lois Orchard (Regional Council Member for Canterbury)
 - Becky Richards (Ceramics New Zealand Magazine Editor in Chief)
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Introduction, background and overview

Ceramics New Zealand has always adapted and changed over time in response to cultural, financial and societal changes since we were incorporated as the New Zealand Society of Potters in 1965. Initially membership was reserved only for potters whose work was selected for the prestigious national exhibition. In 1980 membership became open to anyone working with clay who wished to join. Over time the organisation has had to adapt and change, and in 2022 again we found ourselves at a critical moment in the organisation's history.

Due to the loss of key staff core membership deliverables such as monthly newsletters, member's directory listings and magazine subscriptions were not being met. We sincerely apologise for our failures during this time. The organisation was at a crisis point and a decision needed to be made regarding the future of Ceramics New Zealand.

We therefore decided to undertake a strategic review in early 2023. The review was carried out from March to September 2023 and was led by Briar Monro, an experienced arts advisor as well as a CANZ member and ceramicist. This review highlighted both the strength of the ceramics sector and the need for an entity that worked collectively to connect, educate, represent and profile members.

The review aimed to explore CANZ's current status (strategic focus, unique offering within the ceramics sector, governance, workplan, staffing roles/capacity/remuneration, finances and membership) and to make recommendations to the council for the sustainable governance, management, programme and finances of CANZ for 2023-2025.

We thank the many people who believe in CANZ's future, and took valuable time to respond to our survey. These included 144 survey responses, conversations with CANZ members, other clay workers, regional representatives, club office holders, craft/object art, studio pottery, museum and galleries, in New Zealand and overseas. Briar and the 2022-2023 CANZ Executive Council also worked together extensively to discuss, reflect and consider future options.

Key findings of the review

The key findings from our data gathering has clearly demonstrated a strong desire for a high-functioning national body that supports clubs, individual practitioners and the growth of the ceramics sector.

However, it has also raised significant questions about CANZ's ability to deliver enough benefits to its members and the sector within available resources. Essentially, there simply isn't enough revenue to deliver CANZ's activity, let alone meet the aspirations of the community, without high levels of volunteer input and/or public funding.

Recommendations of the review

Briar's work yielded 3 possible scenarios for the future of CANZ:
These options were:

1. Business as usual: Strengthening CANZ's current delivery

2. Gearing up: Increasing CANZ's delivery
3. Folding: Closing the association

Based on the data collected and capacity of the existing Council, we instead proposed a 4th alternative that combined aspects of all 3 options -

- Changing the organisational and membership structure to an open membership model and setting the fees to \$0 for 2024.
- Reducing the administrative load on the Council and need for paid staff - the bulk of the administration work has been to manage paid subscriptions
- Focusing on creating an inclusive and connected clay community.

With this in mind we identified the core business of the Association and how we can continue to operate without income fee based membership provides and have developed the proposed business plan as follows.

Mission & Vision of Ceramics New Zealand

Vision	A thriving, connected and high profile ceramic arts sector
Purpose	<ol style="list-style-type: none"> 1. To encourage and foster amongst New Zealanders the creation of handcrafted pottery and ceramics of the highest possible quality and the promotion of the same, both in New Zealand and overseas. 2. To promote excellence in craftsmanship in the field of pottery and ceramics by all suitable means including: <ol style="list-style-type: none"> a. The support of suitable technological and educational activities b. The holding of schools, workshops and exhibitions. c. The engagement of outstanding potters, both of New Zealand and overseas, in a tutorial role. 3. To promote effectiveness in craft business operations. 4. To encourage and promote an appreciation of pottery and ceramics amongst New Zealanders in general. 5. To represent the interest of potters in general, and of Society members in particular, upon all those occasions when representation is requested or when representation of those interests is judged by the Society to be required.
Values	<p>Creative - Enable New Zealanders' creative expression in clay</p> <p>Inclusive - Connect clay workers through a diverse and inclusive community</p> <p>Leading - Demonstrate leadership, excellence and professionalism in clay at a national level</p> <p>Nurturing - Cultivate and support the clay community</p> <p>Inspiring - Inform a clay community that aspires to excellence</p>
Policies	<p>In 2022 CANZ developed the following policies</p> <ul style="list-style-type: none"> ● Te Tiriti o Waitangi Treaty of Waitangi Policy ● Anti-discrimination Policy

- Confidentiality Policy
- Environmental Sustainability Policy

Strategic Goals and Key Activities 2023-2027

Strategic goals	Key activity
Connected	<ul style="list-style-type: none"> • Provide high quality website & community platform <ul style="list-style-type: none"> ○ Up-to-date news and events ○ Information and opportunities ○ Studio potter listings to connect practitioners with the public • Share news & events <ul style="list-style-type: none"> ○ Newsletter & social media
Profiled	Magazine <ul style="list-style-type: none"> • Produce high quality magazines which profile the best of NZ artistic practice in Aotearoa NZ and internationally
Represented	<ul style="list-style-type: none"> • Act as national voice for the sector • Advocacy for clay workers
Educated	<ul style="list-style-type: none"> • High quality education programmes (as funding allows)
Collaborative	<ul style="list-style-type: none"> • High functioning Council • Extended group of volunteers to undertake specific roles

Three year programme of activities (top level)

Goal	2023/24 Activity	2024/25 Activity	2025/26 Activity
Connected	<ul style="list-style-type: none"> ● Create open membership ● Increase membership numbers ● Establish easy self/service systems on website (piloting underway) ● Pilot Wellington region Ceramics Open Studios (planning already in progress) ● Develop stronger social media and public profiles 	<ul style="list-style-type: none"> ● Increase membership numbers ● Launch NZ national Studio Potter directory ● New Zealand National Ceramics Open Studios pilot ● Be the leading source for information on ceramics events and ceramicists 	<ul style="list-style-type: none"> ● 61st National Exhibition in Tāmaki Makaurau ● Further grow profile of NZ Studio Potters directory
Profiled	<ul style="list-style-type: none"> ● Produce 2 x high quality magazines ● Increase funds for magazine and social media through CNZ and sponsorship 	<ul style="list-style-type: none"> ● Produce 2 x high quality magazines ● Further increase funds ● Consider magazine price increase 	<ul style="list-style-type: none"> ● Produce 2 x high quality magazines ● Further increase funds
Represented	<ul style="list-style-type: none"> ● Work with key stakeholders and sector to advocate for ceramics 	<ul style="list-style-type: none"> ● Contribute to national dialogues on arts funding, etc. <ul style="list-style-type: none"> ● Work with key stakeholders and sector to advocate for ceramics 	<ul style="list-style-type: none"> ● Contribute to national dialogues on arts funding, etc. ● Work with key stakeholders and sector to advocate for ceramics

<p>Educated</p>	<ul style="list-style-type: none"> ● Partnership with Nelson Clay Week ● Run 1 x Touring Potter programme (international - funding already secured) 	<ul style="list-style-type: none"> ● Run 1 x Touring Potter programmes 	<ul style="list-style-type: none"> ● Continue and expand partnerships and touring potter opportunities ● Align a series of workshops & masterclasses with 61st National Exhibition
<p>Collaborative</p>	<ul style="list-style-type: none"> ● Revise constitution, membership structure and fee requirement ● Socialise idea of donations ● Grow Council and onboard new members into support roles ● Clarify roles for volunteers ● Establish volunteer coordinator ● Explore further options for collaboration in ceramics and wider arts sector ● Build stronger relationships with galleries, museums, etc. ● Engage more with international organisations, potential partnerships with NCECA, Australia Ceramics Association, Clay Gulgong, etc. 	<ul style="list-style-type: none"> ● Review changes to constitution and revise as needed ● Continue to grow volunteer and Council capabilities ● Engage with wider arts sector and adapt strategies as needed ● Explore further options for collaboration in ceramics and wider arts sector ● Build stronger relationships with galleries, museums, etc. ● Engage more with international organisations, potential partnerships with NCECA, Australia Ceramics Association, Clay Gulgong, etc. 	<ul style="list-style-type: none"> ● Engage more with international organisations, potential partnerships with NCECA, Australia Ceramics Association, Clay Gulgong, etc. ● Continue to strengthen relationships with galleries, museums, etc.

Broad brush strokes numbers

Detail	2023/24	2024/25	2025/26
Membership	200	400	1600
Studio listings	50	100	200
Newsletters	6	6	6
Magazines	2	2	2
Touring potters programmes	1	2	2
Number of volunteers	15	25	40
Volunteer hours per week (approx)	20	40	60
Contractors	2	3	3
Expenditure (excluding projects which are self contained eg magazine, touring potters)			
Website	\$200	\$200	\$200
Accountant	\$800	\$800	\$800
Insurance*	TBD	TBD	TBD
<i>Total expenditure</i>	\$1000	\$1000	\$1000
Revenue (excluding projects which are self contained eg magazine, touring potters)			
Donations	\$500	\$500	\$500
Website advertising	\$100	\$200	\$200

Interest on investments	\$400	\$400	\$500
<i>Total revenue</i>	\$1000	\$1100	\$1200
Projected profit (loss)	0	\$100	\$200
Projected balance			

- In the past we had public liability insurance but this is currently paused. Depending on the nature of events/activities in a given year would likely be contained within a project i.e. Touring Potter Programme, though there may be the option to offer public liability insurance for members for a fee as the Australian Ceramics Association does.

SWOT Analysis

The following outlines key findings from our 2023 review.

Key Strengths

- Long history as an organisation & incorporated society with structure and rules of legal entity
- Significant members/council members - past and present
- Great network of people who have been engaged in the organisation over the years
- Members who just want to support without expecting anything in return - history of volunteer-led activity at local and regional level
- Strong history of activity & collaboration across the sector
 - Great magazine
 - Touring potters programme - CNZ funded and received 'exceeded expectations' as a project following submission of funding report
 - Excellent relationship with CNZ
 - Relationships with Te Uru, Nelson Clay Week, etc.

Key Weaknesses

- Significant drop in membership - down by 50% in last 3 years
- Lack of awareness - people don't know who CANZ is - history - offering or that they can join
- Dependent upon the time and commitment of individual committee members - this can be variable, can slow decision making and processes
- Possible reduced volunteer engagement
- Break down with website in 2022 & 2023
- Access to membership details - unable to understand membership - limited detail re demographics - unable to tell how long they have been a member
- Financial management systems are inconsistent
- Staffing - losing key people and not enough support when new people joined
- Resourcing magazine - needs more input to generate advertising and sales
- Lack of attention to comms coming out from CANZ - needs consistent voice and to be up to date
- Lack of diversity in Council
- Website and marketing
 - Website difficult to update
 - Social media needs to be better
 - Online and digital presence not utilised (website issues have since been resolved but could still be a weakness)

Key opportunities

- Sector has increased significantly in recent years - higher levels of interest than ever before
- Very clear call for increased education opportunities
- Strong potential to form a range of partnerships eg regional arts development agencies, clubs, agencies supporting NFPs
- Changes to funding at Creative New Zealand - potential to cluster applications into one and increase request for better remuneration for contractors
- Strengthening connections between schools and local clubs - guides for clubs on how to engage with young people/youth programmes

Key threats

- Volunteer fatigue and people expecting to get paid
- Regional events no longer able to generate income for CANZ
- Idea that offshore is better
- Carrying baggage that CANZ can't get beyond - historic discord, reputation around poor delivery, bad experiences for members and council
- Still haven't fully recovered from the impact of COVID. Council members individually impacted which reduced CANZ capacity
- If we don't get our systems sorted we may need to fold
- Climate related events impacting sector
- Potential for boom to die and membership to further drop
- Global recession depleting expendable income
- If we aren't able to offer good value and a clear offering people may not come back

Implementation

The implementation of this strategic plan will require support from the wider ceramics community.

Changes to the CANZ Constitution have already been drafted to support the movement towards a more open membership model while retaining the flexibility for hiring staff and charging membership fees if needed in the future.

These main changes are:

We have reduced the different tiers of individual membership from 4 (2 forms of support membership, a full financial member, and honorary life member) to 2 forms of individual membership:

- voting member (aka 'full member')
- honorary life member (who also has voting rights)

Other changes:

- we removed the term 'financial member' throughout, instead using the term 'voting member' and
- made it clear that the fees are to be set at the AGM.
- added a motion to the 2023 AGM agenda that the fees for 2024 be set to zero.

Throughout the existing Constitution we refer to 'financial members'. We have changed this language to 'voting member' to be more inclusive. Whether or not a voting member is a financial member can be decided during an AGM when fees for the following year are set.

We also removed the language around club memberships paying a base fee & levy. This can also be part of the AGM motion to set fees every year and does not need to be specified in the constitution.

If future CANZ leadership decides to charge membership fees again, it just requires a vote at the AGM rather than changes to the Constitution.

We also made some other minor changes, such as:

- Tweaks to who can apply for membership to make it more open to curators, collectors etc., but also give Council the power to decline a membership application and terminate a membership if needed.
- Removal of specific mentions of roles like 'secretary' or 'administrator' or 'treasurer' and changed to 'Council' to show it will be a collective responsibility for these tasks. Changes to the Societies Act coming into effect in Oct 2023 also remove the need for specific officer roles with titles such as 'secretary' or 'treasurer'.
- Removal of specific staff titles or contract roles and instead used language such as 'support roles as needed'.
- Updates to some of the language around AGMs etc to make it clear we can meet & vote online.
- Removal of the addendum regarding the membership fees holiday for Council members. Again this can be specified at the AGM and does not need to be in the constitution.

Please note the clause regarding personal benefit has not been altered or removed.

Following the ratification of the proposed changes to the constitution additional support from wider membership will be sought to begin progress towards achieving the goals. Initial plans will be to recruit volunteers to help with the 2024 Touring Potter

Programme, newsletter publishing, website admin, social media, and other roles as needed. We have been trialling self-service website tools and will look to begin rolling those out in 2024.

Evaluation & measuring success

We propose that the removal of membership fees and paid staff roles be reviewed at the 2024 AGM. According to our Constitution, the business of the AGM is to set the membership fees for the following year, and the fees and structure can be reviewed at that time.

We also propose the changes to the constitution be reviewed at the 2024 AGM to ensure they are fit for purpose.

We will evaluate the implementation of the new membership model and governance model on an on-going basis and report our achievements at the 2024 AGM in our annual report. This will include key performance indicators such as membership numbers, as well as specific programme delivery achievements.

We also welcome feedback on an on-going basis from members and the wider community.

Finally, we would like to reiterate that Council is optimistic and excited to be sharing this strategic plan with the clay community as we embark on a new journey for The Ceramics Association of New Zealand. We look forward to your feedback and revising our plans as needed. We hope this proposal is one of an on-going tradition of responding and adapting to the changing needs of clay workers in New Zealand, that will continue for many years into the future. We thank the many members over the years who have contributed a great deal to this organisation. National sub committees and working groups will become the vehicle for highly motivated, passionate and experienced practitioners to really connect: come together and share important knowledge and mutual support, while together organise events or resources that support all practitioners nationally.