



Festival City Adelaide

Strategic Plan

2022 - 2023

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INTRODUCTION

IMPERATIVES

Festival City Adelaide (trading as Festivals Adelaide) is a not-for-profit company limited by guarantee. Established in 2012 by the South Australian government, City of Adelaide Council, and festival sector, it continues to coordinate the consortium of South Australia's arts and cultural festivals. Its primary purpose, as defined by its Constitution, is to promote and support arts and cultural festivals in Adelaide.

The guiding imperatives of the organisation include:

Cultural - To enhance our identity as The Festival State, with all of the richness that it brings in terms of culture, creative inspiration and collaboration, activation, State confidence and international connections.

Innovation - Knowing the power of festivals to mobilise, connect and encourage experimentation, we seek to foster the conditions in which Adelaide can become the world's most joined-up creative community, and the best place in which to trial new ideas.

Economic - To grow the visitor economy and the creative industries – and to inspire the next generation of South Australians – a festival sector as advanced and fulfilling as anywhere in the world.

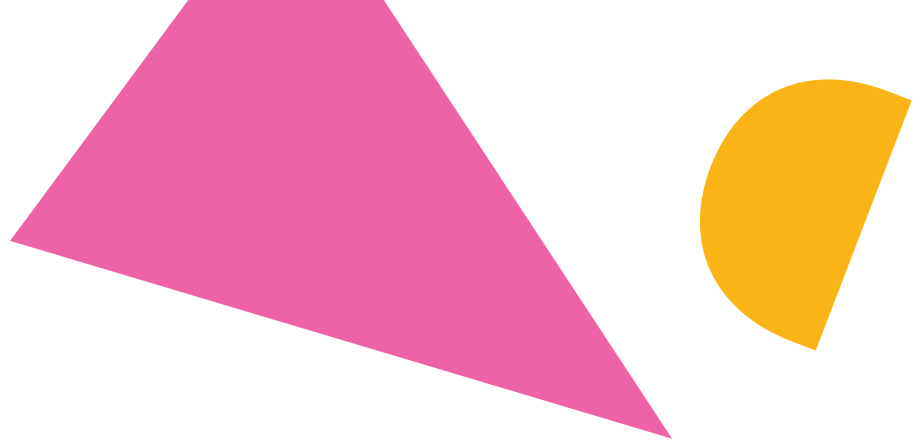
Sustainability – Festivals are active contributors to the global goals of reducing inequality, sustainable consumption and production, quality education, sustainable cities and communities, good health and wellbeing, as well as decent work and economic growth. For this reason, we responsibly align the sector with the UN Sustainable Development Goals.

STATE OF THE INDUSTRY

Prior to the pandemic, the arts festival sector in Adelaide brought in \$379.5 million in gross spend, 5.44 million audiences, 1,089 jobs, \$116.7 million in GSP, and nearly 390,00 bed nights.

The Tourism Sentiment Index reported that in Q1 2022 Festivals, Events, and Concerts in Adelaide were ranked as the city's #1 most loved asset. In fact, it placed 4th in the world as the top destination for festivals, events, and concerts. And it must be noted that this tourism asset generated 26% more positive sentiment than the global median, placing Adelaide in the top 15% in the world in this category.

A recent Deloitte study indicated that if the sector was to meet its growth targets, it could attract nearly 25,000 more visitors annually, who would spend an extra \$182 million over 10 years. Gross state product (GSP) would be \$59 million higher. Jobs in festival tourism would also see growth – an additional 44 full time equivalent (FTE) jobs would be added on average annually, peaking at 63 FTEs more jobs by 2030 as visitation increases year-on-year.



In July 2021, the sector came together to articulate a Theory of Change, a framework that connects activities to the short, medium, and long-term outcomes that a sector wants to enable. It provides a narrative for ‘why’ the sector does what it does and a structure in which to measure impact and inform strategic direction.

While Festival City Adelaide is an independent organisation, its true superpower is the confederation of festivals that it convenes. Its success is commensurate to the collective effort put in by each festival to amplify and strengthen the sector for a common purpose.

As identified by the member festivals, that common purpose is to create joy and enrich lives in our diverse and vibrant community through shared festival experience and to celebrate, support and to empower the Australian arts and creative industries to thrive through providing platforms for innovation, creative development, and connection.

Stronger together is a nice tagline but put into practice it is what will amplify the joy created, the richness and diversity of artists celebrated, and the confidence of a thriving industry.

IMPACTS

- We create joy and enrich the lives of our diverse and vibrant communities through shared arts experiences.
- We celebrate, support, and empower the Australian arts and creative industries to thrive through providing platforms for innovation, creative development, and connection that SA festivals create.

THEORY OF CHANGE

OUTCOMES

FOR COMMUNITY

■ Sense of Belonging

We provide a safe and fun place to belong, offering experiences that reflect, represent, and celebrate community.

■ Open Minds

We stretch imaginations and open minds through diverse experiences across cultures, thinking and ways of being.

■ Embed Inclusivity & Diversity

We showcase, celebrate, and honour diversity, advance cross-cultural communication, promote inclusion, and link up communities

■ Home of Festivals

We are a source of local confidence and joy, boosting pride in our city and state, promoting global citizenship, and achieving recognition as a hotbed for creativity and festivals.

■ Arts Engagement

We ensure fair and equitable access to the arts and creative learning, eliminating disparities and barriers wherever possible.



FOR INUSTRY

Quality Education

Adelaide is a leading destination for arts and festival education and training, creating sustainable career pipelines and quality jobs in the arts and creative industries.

Sustainable Livelihoods

We attract and retain talent by creating a year-round calendar of festivals that offer quality work and opportunities to create, test, innovate, and earn a decent living.

Multicultural and Global

We embed representation at all levels, attract diverse audiences, lead on engagement of First Nations and CALD communities, advance meaningful global partnerships and cultural diplomacy.

First Nations

We mobilise and connect all Australians in recognition of our First Nation people's commitment and understanding of culture, language, dreaming, law, country, and the environment – enabling use of the festival platforms for reconciliation.

Economic Prosperity

We contribute, directly and indirectly, to our state's economic growth through the ongoing viability of the sector, sustainable employment, as well as attraction of high- value tourists to South Australia.

Environmental Responsibility

We exemplify good practice, build knowledge about climate action, and advance sustainable tourism. We attract the community to green and public spaces, providing safe and inclusive access.

Strategy on a Page

VISION

Adelaide is nationally and internationally recognised as Australia's Festival Capital, delivering the world's best festival experience.

Values

■ Gumption

the acumen and courage to chart new paths

■ Confidence

the determination to be proactive, steadfast, and celebrated

■ Quality

the pursuit of excellence based on integrity

■ Collaboration

mutual effort for the benefit of the whole

MISSION

Festival City Adelaide is a consortium of South Australia's major arts and cultural festivals. We enable an environment for the festivals to achieve their collective impact goals and to support their ongoing growth and development.

We do so by providing the forum for industry collaboration; building a robust evidence base of the sectors' social impact and economic contribution; and promoting a consistent, strategic narrative around the public value of Adelaide's festivals and its global brand as a Festival City.

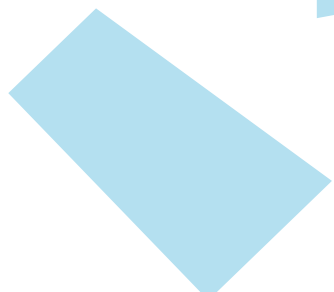
GOALS

■ Strong Advocacy

■ Proactive Sector Development

■ Engaged Members and Partners

■ A Thriving Organisation



How We Work

GOVERNANCE

The Festival City Adelaide board is independent and skills based. It consists of seven directors, three of whom are Employee Directors and four are Independent Directors (including the chairperson and three other independent directors). Employee Directors are eligible for election if they are nominated by the Directors or proposed by a Member. Independent Directors are eligible for appointment if they are nominated by the Chairperson.

The make-up of the current board includes:

- Govert Mellink (chair)
- Mat Kesting (deputy chair)
- David Coltman
- Kath Mainland
- Susannah Sweeney
- Denise von Wald
- Jim Plouffe

The board has three committees, which support its work by developing ideas, monitoring progress, and providing specialised advice to the board:

- Finance & Business Development
- Advocacy
- Governance

The board has enlisted Sarah Cutbush, Shaun de Bruyn, and Deborah Kingsbury as the committees' external advisors to assist them in their work.

OPERATIONS

The Festival City Adelaide team consists currently of 1.0 full-time employee (FTE), Justyna Jochym – Chief Executive Officer.

The operations of the organisation are also supported by an internship program, which involves three, three-month internships for university students.

Goals

Strategic Goal 1: Strong Advocacy

1.1 Develop an annual industry advocacy agenda

Garner the collective industry voice around key issues the sector is facing, problems it is trying to solve, and ideas for collaboration between itself, government, and stakeholders.

1.2 – Build a robust research and evidence base

Diversify the breadth and depth of research conducted into the festival sector.

Commission and standardise research data collection and analysis.

1.3 – Deliver an annual series of Festival Leadership Breakfasts

Create an opportunity for the festival board chairs and strategic partners to jointly discuss policy priorities and engage with government.

1.4 – Deliver a FCA branding and communications campaign

Communicate a cohesive and consistent campaign, extending the visibility of the FCA brand and its membership.

1.5 – Build strong relationships with stakeholders and partnership collaborations

Collaborate with our partners to amplify the sector's policy message.

1.6 – Provide input into local council, state, and national policy and strategic plans

Influence policy, strategy, and business plans to include and/or focus on the arts festival and events sector.

Strategic Goal 2: Proactive Sector Development

2.1 – Deliver an annual calendar of Festival Forums, FCA Working Group events, and industry functions

Facilitate a forum representative of Adelaide festivals and key stakeholders in such festivals, to take a more strategic view of resources required to ensure quality, delivery, reputation and growth. Organise regular functions for the board members of all the arts festivals.

2.2 – Deliver the Festival Volunteer and Intern Networks

Engage the community in the delivery of festival programs, ensure a diverse pool of upskilled individuals, and build pride in living, working, and studying in the Festival City via volunteering.

2.3 – Deliver the AEDA sector development program

Engage with the South Australian business communities and facilitate festival to business cooperation, including via the Festival Passport, FCA Concierge Network, and Festival:Business Connect initiatives.

2.4 – Deliver the CoA Youth & Festival City Series

Boost engagement among young people and university students (ages 18 – 30) with the festival city via the establishment of an Advisory Board.

2.5 – Deliver the Green Industries SA sector development program

Understand the sector's challenges pertaining to sustainability, increase awareness and skills, and facilitate solutions to the obstacles faced by the festivals in order to ensure they retain their competitiveness and deliver on audience expectations..

2.6 – Deliver the Festival HQ year-round capability-building services

Pilot a training and upskilling program for the sector, including in-house services that support festivals year-round such as volunteer and intern management, sustainability and wellbeing consultancy, business development & growth advice.

2.7 – Deliver a year-round campaign to encourage young people into sustainable and successful festival careers

Engage students and parents in a thorough campaign about the variety and diversity of careers in arts festivals and live performance. Establish a regular industry mixer for graduates seeking careers in the industry to meet with existing professionals. Create Festival Fellowships to encourage take up for study pathways into sustainable and successful festival careers.

2.8 – Deliver the FCA Mentor Network and Exchange Programme

With a focus on first board positions, governance and finance training, the network connects industry juggernauts with emerging and mid-career arts talents. Facilitate an annual national city and festival mid-management exchange program, to learn from each other and create greater connections to other renown festival and sister cities

Strategic Goal 3: Engaged Members and Partners

3.1 – Grow the Festival City Adelaide membership

Expand the membership pool, both in terms of numbers and revenue for the organisation.

3.2 – Ensure that FCA members are engaged in our activities and member benefits

Promote the value of our membership benefits and make sure that our activities are relevant to the sector.

3.3 – Secure a long-term strategic partnership with state government and City of Adelaide Council

Stabilise the FCA program calendar and deliver outcomes on behalf of our key stakeholders.

3.4 – Ensure that FCA is integrated with other major events taking place in South Australia

Establish a presence and visibility at major events to cross-promote the arts and cultural festivals of South Australia.



Strategic Goal 4: A Thriving Organisation

- 4.1 – Ensure continuous improvement of the organisation’s business operations and financial management

Monitor the operations of the organisation and workshop new strategic initiatives.

- 4.2 – Maintain strong governance systems and contemporary practice

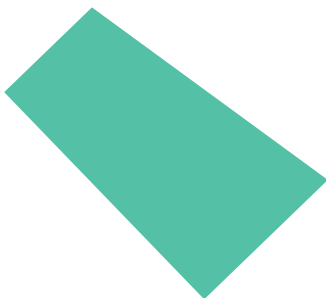
Foster the governance frameworks and ensure alignment with contemporary practice.

- 4.3 – Deliver the FCA intern program

Engage young people in arts policy development and advocacy. Build up their skills and demonstrate the breadth of careers in the arts and festivals.

- 4.4 – Expand our reach and engagement via our online platforms

row awareness about Festival City Adelaide, as well as engagement with its vision, membership, and services.



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