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ADELAIDE FESTIVAL

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**STRATEGIC PLAN
2020-2024**

OUR VISION

To be one of the world's most celebrated arts festivals, pursuing new creative horizons, enthraling audiences, and placing Adelaide at the centre of Australia's cultural life.





OUR PURPOSE

To create and present a festival program that connects local, national and international audiences with artists' work, stimulates community engagement, and celebrates the transformative power of the arts.



OUR FOCUS

While respecting that the individual personality of each festival will be the domain of the Artistic Director, our festival will

- be internationally connected;
- deliver works from small to large scale;
- commission new work;
- partner with others on the world stage; and
- present events exclusively within Australia.

Core to the program is

- theatre
- opera
- classical music
(orchestral, choral, chamber, recitals)
- contemporary dance
(including new ballet work)
- contemporary music
- literature
- visual arts
- interdisciplinary performance
- outdoor spectacles



The Magic Flute, Komische Oper Berlin. Photo by Tony Lewis

OUR VALUES

ORIGINALITY, EXCELLENCE & DRAMATIC INGENUITY

We value creative ambition, virtuosity, and the ability of artists to innovate.

RELEVANCE, RIGOUR & CONNECTION TO COMMUNITY

Our Festival seeks to reflect our society through the arts. We fearlessly engage with big ideas and broker connections between artists and the communities we serve.

LEGACY

Adelaide Festival experiences will resonate for a lifetime. They will affect the way our culture grows.

LEADERSHIP, INTEGRITY & COLLABORATION

Our business practices are based on trust, respect and collaboration with our stakeholders; our organisation reflects the rich diversity of our country, and the primacy of its First Nations people

SUSTAINABLE

Our actions demonstrate our commitment to social, environmental and economic sustainability.

STRATEGIC DRIVERS

ARTISTIC INSPIRATION

A multi-arts program that speaks to our times and offers audiences the transformative power of the arts.

Our aims for the next five years will be to

- ensure curatorial integrity, coherence and style
- respond to the cultural riches of our world
- position First Nations arts and artists as essential
- showcase a diversity of creative voices, perspectives and events
- provide SA artists a platform on the world stage and an opportunity for local artists to see their own practice in an international context
- stimulate community engagement

ACTIONS	MEASURES OF SUCCESS
Continue programming works of the highest standard that are strongly connected and relevant to our times	<ul style="list-style-type: none"> • Program seen as courageous, adventurous, relevant and of the highest quality • Multi-arts performances and events that speak to contemporary issues • Deepened engagement from artists and audiences • Continued increase in diversity of artists and audiences
Maintain commitment to programming major centerpiece events, and works of varying scale including large scale free events	<ul style="list-style-type: none"> • 2 – 3 significant centrepiece works in every festival • Min. 1 large-scale free event in every festival • Mix of scale
Collaborate with international and national partners, including through commissions and co-productions	<ul style="list-style-type: none"> • Min. 1 work in every festival commissioned or co-produced with an international partner • Min. 1 work in every festival with a national partner
Ensure local creativity and participation	<ul style="list-style-type: none"> • Inclusion of local content in the program through commissions, co-productions, umbrella events, and professional development opportunities • Increased participation and attendance across all age groups
Commission and present First Nations arts and artists	<ul style="list-style-type: none"> • First Nations content is recognised as a key component in the program • Inclusion of Indigenous artists/companies in each Festival

ADELAIDE EXPERIENCE

The Adelaide Festival has a transformative cultural impact on our city

Our aims for the next five years will be to

- position the Adelaide Festival as the heart of the city each March
- establish new cultural infrastructure
- maintain the Adelaide Festival as principally a 'walkable' set of Festival experiences

ACTIONS	MEASURES OF SUCCESS
Program across a diversity of locations including non-traditional spaces	<ul style="list-style-type: none">• Unconventional spaces utilised• A diverse range of venues balanced with maintaining walkable connections between most Festival events• Outdoor spaces activated
Develop a long-term Festival hub	<ul style="list-style-type: none">• Potent sense of Festival hub and concentration of events in the city centre
Actively advocate and support upgrade of and new cultural infrastructure	<ul style="list-style-type: none">• Inventory of quality venues increased• Adelaide Festival leaves a lasting legacy in developing local cultural leadership and capacity

Adelaide Writers' Week. Photo by Andrew Beveridge



NATIONAL MARKET & CULTURAL TOURISM

The Adelaide Festival attracts artists and audiences from across Australia and around the world.

Our aims for the next five years will be to

- create a premium brand that is instantly recognisable, respected and synonymous with excellence
- enhanced national and international reputation
- growth in interstate and international audience numbers
- strong recognition of the festival's impact and contribution to cultural tourism
- increased revenue originating from outside SA
- place Adelaide at the centre of Australia's cultural life

ACTIONS	MEASURES OF SUCCESS
<p>Maintain exclusivity of core high-profile events, including opera</p>	<ul style="list-style-type: none"> • Increased Adelaide Festival brand recognition • Strong presence of international artists at every festival • Increase interstate and international attendances
<p>Grow SA cultural tourism, building relationships with a range of commercial operators, and promote the festival strongly in interstate and international markets</p>	<ul style="list-style-type: none"> • Adelaide seen as the focal point for tourists in March • Increase in number of international and national visitors and length of stay • Increased interstate/international audiences
<p>Position the festival as a key contributor to Adelaide's status as a UNESCO City of Music</p>	<ul style="list-style-type: none"> • Increased Adelaide Festival brand recognition by music audience
<p>Engage international support for major international events</p>	<ul style="list-style-type: none"> • Increased cash contribution for joint international projects



AUDIENCE GROWTH, ACCESSIBILITY AND DIVERSITY

Attract and inspire a growing and more diverse audience.

Our aims for the next five years will be to

- attract new and more diverse audiences
- continue to increase the cohort of younger audiences
- ensure the festival is accessible to all

ACTIONS	MEASURES OF SUCCESS
Engage audiences across age groups, demographics and diverse cultures through programming and audience development	<ul style="list-style-type: none"> • Audience development strategies result in new audiences for each festival • Demographic data demonstrates increased diversity of audiences
Develop new pilot programs that identify and remove barriers to participation	<ul style="list-style-type: none"> • Increase percentage of first-time and new customer attendance • Adelaide Writers' Week and other free events form part of every festival • Open House program attracts new and increased audiences • Live and on-line Interpretive information, artist talks and briefings form part of every festival
Develop and grow youth and education programs	<ul style="list-style-type: none"> • Increased reach and take up for education programs • Adelaide Festival events attract attendance from under 30s
Ensure disability access is fully considered and implemented	<ul style="list-style-type: none"> • Accessibility is embedded as a priority consideration in programming and delivery

Opening Concert audience. Photo by Andrew Beveridge



ADELAIDE FESTIVAL (Organisation)

Invest in the capabilities of the organisation to ensure it is fit for the future.

Our aims for the next five years will be to

- increase earned and contributed revenue
- ensure Adelaide Festival is an expertly run arts organisation full of skill, passion, integrity and creativity, and a place where people aspire to work
- maintain fit for purpose assets in support of the core purpose
- build financial reserves to provide resilience through the cycles
- embed sustainability actions across all activities

ACTIONS	MEASURES OF SUCCESS
Embed effective management and governance	<ul style="list-style-type: none"> • Build reserves to 20% of turnover • Sound governance, accurate and timely reporting, and effective policies
Review and refine organisation structure	<ul style="list-style-type: none"> • Organisation structure remains fit for purpose
Cultivate a positive and proactive team culture through recruiting and retaining excellent staff, supported by efficient systems	<ul style="list-style-type: none"> • High staff retention and satisfaction • Systems are efficient, effective and utilised by fully trained and skilled staff • Staff actively engage in professional development opportunities • Improved research, analysis and records capability
Engage key stakeholders in support of Adelaide Festival future infrastructure and asset needs	<ul style="list-style-type: none"> • Scope warehouse/workshop facility as Adelaide Festival asset • Explored opportunities to establish a city hub for Adelaide Festival and performing arts companies
Develop Sustainability Program	<ul style="list-style-type: none"> • Sustainability best-practice embedded in Adelaide Festival culture and operations • Maintain our carbon neutral commitment and retain NCOS accreditation
Undertake succession planning for Board and senior leadership	<ul style="list-style-type: none"> • Continued strong governance and Board cohesion • Steady transition of senior leadership • Inspiring new Artistic Director appointed for 2024

Sunset Experience. Photo by Andrew Beveridge



A large crowd of people is gathered at night for a festival. In the center, a large, glowing fire sculpture is visible, surrounded by smaller fires on the ground. The scene is illuminated by the warm light of the fires, creating a festive atmosphere. The background shows silhouettes of trees and a dark sky.

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ADELAIDE FESTIVAL

26 Feb – 14 Mar 2021 | 4 - 20 Mar 2022 | 3 - 19 Mar 2023 | adelaidefestival.com.au