

# STRATEGIC PLAN 2021 > 2023

Arts Industry Council of South Australia (AICSA)

**ARTS INDUSTRY  
COUNCIL OF  
SOUTH AUSTRALIA** *an independent  
voice for the arts*

## ACKNOWLEDGEMENT OF COUNTRY

Arts Industry Council of South Australia (AICSA) acknowledges that we live, work and make art on Aboriginal Lands, including Kaurna Yerta.

We acknowledge Aboriginal people as the traditional owners and continuing custodians of the lands upon which we live and work, in what is now also called South Australia. We recognise that sovereignty was never ceded.

We pay our respect and deep thanks to Elders past, present and emerging, as well as to First Nations leaders in our arts sector.

## OUR VISION

We imagine a future in which...

- South Australia's diverse and vibrant arts sector is strong, stable, visible and valued, and is both well-resourced and well-represented.
- The role and impact of the arts is understood as critical to South Australia's cultural identity, economy, and wellbeing.
- Our members are powerful advocates for their own work and that of the broader sector.
- AICSA provides active leadership through our collaborations, cross-sector relationships and advocacy.

## OUR PURPOSE

To achieve this vision, we...

- **CONNECT**
  - Create a sense of community by bringing the sector together through our membership activities, public events and campaigns.
  - Connect the South Australian arts sector to state, national and international networks through our partner and colleague organisations and cross-sector collaborations.
- **COMMUNICATE**
  - Listen to our members and the broader sector (across all artforms, all levels, all scales and all parts of the state).
  - Circulate reliable, up-to-date information about issues affecting the arts in South Australia. This includes our own research and campaign messages and amplifying the work of others.
  - Provide a gateway for government to hear from and speak to the South Australian arts sector. This includes meeting regularly with state government and federal ministers, ministerial advisers and department staff.
  - Act as a sector spokesperson for the media and in other state and national forums.
- **ADVOCATE**
  - Monitor and respond to issues affecting the arts in South Australia.
  - Represent and speak with one voice on behalf of our members and the broader sector.
  - Develop evidence-led positioning, advocacy and audience development campaigns.
  - Equip and upskill our members and the broader sector to strengthen our individual and collective advocacy.



**Beep, 2019**

Windmill Theatre Company

L to R: Kialea-Nadine Williams, Antoine Jelk, Ezra Juanta

Photographer: Sia Duff

# OUR VALUES

The following four  
values underpin  
our approach and  
our work...

- **REPRESENTATION:**  
We are a democratic organisation that listens to, connects and represents our members and the broader sector, and speaks with one voice on their behalf.
- **LEADERSHIP:**  
We provide independent, bipartisan and active leadership by creating clear and evidence-led priorities and messages and by acting as a conduit between the South Australian arts sector and its various government and non-government stakeholders.
- **RELEVANCE:**  
We ensure that our sector development and advocacy work is informed by and responsive to sector consultation and research.
- **LEGACY:**  
Our celebratory and strengths-based approach measures and promotes the value and impact of the arts - both in terms of the state's unique artistic and cultural history, and the role of the arts in supporting South Australia's future.

# OUR GOALS

From 2021 to 2023,  
our work will focus  
on four strategic  
goals...

- **GOAL 1 (ADVOCACY):**  
We will proactively advocate for South Australia's arts and cultural sector to advance and embed its role as a leading driver of the state's cultural identity and reputation, innovation and growth, as well as wellbeing and social cohesion.
- **GOAL 2 (FUTURE THINKING):**  
We will anticipate, identify and facilitate opportunities for big-picture conversations, innovation and imagination about the future of the arts in South Australia, and harness the state's wealth of expertise and creativity to think beyond immediate sector priorities.
- **GOAL 3 (RESOURCES):**  
We will diversify and increase our revenue in order to realise our three-year goals, with a particular focus on increasing membership and growing our staff team.
- **GOAL 4 (COMMUNICATIONS):**  
We will improve and extend the reach of our external communications in order to effectively engage with all of our stakeholders (including our members, the broader sector, government and non-government stakeholders, the media and general public) and communicate the value of arts and culture.



## Memorial

By Alice Oswald. Music by Jocelyn Pook

Dunstan Playhouse, 2018 Adelaide Festival

Photographer: Shane Reid

*[Toured to Brisbane Festival and Barbican - 2018]*

## OUR STORY

Arts Industry Council of South Australia (AICSA) was constituted as an incorporated institution in 1991 to promote and represent arts industry matters to government, the private sector and the wider community.

As the state's sector and state-wide representative and member organisation, AICSA was established to provide a collective and independent voice for the arts in South Australia.

Celebrating our 30th anniversary in 2021, AICSA continues to advocate for the arts and initiate projects, research and activities that support the development of the State's arts and culture.

On a national scale, we are one of only three similar organisations in the country (along with Chamber of Arts and Culture WA and Arts Industry Council Victoria). With no operational funding from government, we are supported by our industry through member subscriptions, fundraising, sponsorship and donations.

## OUR PEOPLE

AICSA is managed by a voluntary Executive Committee elected from our members and a part-time Executive Officer.

At the time of writing this Strategic Plan, this includes:

Chairperson	<b>Gail Kovatseff</b> , Programs, Audience and Industry Development Manager at Adelaide Film Festival
Deputy Chairperson	<b>Jessica Alice</b> , Director of Writers SA
Treasurer	<b>Vincent Ciccarello</b> , Managing Director at Adelaide Symphony Orchestra
Committee	<b>Amber Cronin</b> , cross-disciplinary artist <b>Dearna Newchurch</b> , Producer <b>Eleanor Scicchitano</b> , independent curator and writer <b>Emma Webb</b> , Director of Vitalstatistix <b>Justyna Jochym</b> , CEO of Festivals Adelaide <b>Kristen Eckhardt</b> , Director of Marketing, Sales and Audience Engagement at Adelaide Festival Centre <b>Nadia Parker</b> , Event Program Coordinator at Botanic Gardens of South Australia <b>Nescha Jelk</b> , Co-Executive Director of RUMPUS Theatre
Executive Officer	<b>Julianne Pierce</b> (0.2 FTE)

## OUR MEMBERSHIP AND CONSTITUENCY

AICSA is South Australia's only organisation that represents artists, arts workers and arts organisations across all artforms, all levels, all scales and all parts of the state.

Our members include more than 100 of the State's arts and cultural organisations, independent artists and arts workers.

We also provide a collective and independent voice for the broader arts sector in South Australia (over and above our membership), particularly those areas that are less well-served and/or less able to advocate for themselves.

According to our 2020 member survey, the majority of these members are individuals or small-to-medium (S2M) sector organisations, who work in the areas of:

- Theatre or Visual Arts (both 45%)
- Live music (33%)
- Festivals (28%)
- Dance (21%)
- Film, Children's theatre/entertainment, Other (19%)



**Adelaide Youth Orchestra**

Conducted by Keith Crellin OAM

Image courtesy of Adelaide Youth Orchestra

# STRATEGY, MONITORING AND EVALUATION

## GOAL 1 ADVOCACY

We will proactively advocate for South Australia's arts and cultural sector to advance and embed its role as a leading driver of the state's cultural identity and reputation, innovation and growth, as well as wellbeing and social cohesion.

### STRATEGY 1.1

We engage with and listen to our members and the broader South Australian arts sector.  
We will monitor and evaluate:

- Number of member meetings and events.
- Number of conducted surveys.
- Number of outreach events, including forums, organised per year.
- Committee members elected from within and to represent the membership.
- Number of meetings and collaborations with other advocacy and membership organisations.
- Number of research materials/outcomes distributed (existing and new).
- Number of new research commissioned.
- Types of research commissioned (social, economic, wellbeing, other).
- Convening of Advocacy subcommittee to monitor and set initiatives and targets.

### STRATEGY 1.2

Circulate reliable, up-to-date information about issues affecting the arts in South Australia.  
We will monitor and evaluate:

- Monitoring and responses to issues affecting the arts in South Australia.
- Communicating those issues to members and broader sector (see Goal 4 below).

### STRATEGY 1.3

Provide a gateway for political representatives, government and opposition to hear from and speak to the South Australian arts sector.

We will monitor and evaluate:

- Meetings with state government and federal ministers, shadow ministers, advisers and department staff.

### STRATEGY 1.4

Act as a sector spokesperson for the media and in other State and national forums.

We will monitor and evaluate:

- Number of media releases, interviews, media coverage.
- Number of public events and forums.

### STRATEGY 1.5

Develop evidence-led positioning and advocacy campaigns that are relevant and responsive, timely and effective (including being delivered with adequate lead-times).

We will monitor and evaluate delivery of:

- AICSA's 30th Anniversary campaign.
- State Election campaign.
- Federal Election campaign.

### STRATEGY 1.6

Equip and upskill our members and the broader sector to advocate on their own behalf.

We will monitor and evaluate:

- Number of training events on advocacy skills as part of our ongoing collaboration with NAVA.
- Number of developed resources on advocacy.



# STRATEGY, MONITORING AND EVALUATION

## GOAL 2 FUTURE THINKING & DEVELOPMENT

We will anticipate, identify and facilitate opportunities for big-picture conversations, innovation and imagination about the future of the arts in South Australia, and harness the state's wealth of expertise and creativity to think beyond immediate sector priorities.

### STRATEGY 2.1

Engage with and deepen relationships with broad, cross-sector networks.

We will monitor and evaluate:

- Development of cross-sector and skills-based advisory committee.
- Identification and activation of high-profile cross-sector champions.
- Number of meetings and collaborations with cross-sector partners and organisations.
- Delivery of Audience Development campaign/s.
- Delivery of Audience Development Research (annual).
- Convening of Development subcommittee to monitor and set initiatives and targets.

### STRATEGY 2.2

Expand AICSA's membership and involvement in other inter/national industry bodies.

We will monitor and evaluate:

- Membership and participation of Creative Industries Think Tank.
- Identification and maintenance of membership and participation opportunities.

### STRATEGY 2.3

Bring diverse groups together in different ways to discuss different issues.

We will monitor and evaluate:

- Annual and professionally-facilitated focus group series around issues that intersect with arts advocacy (including tourism, business, environment, social impact, education, etc.) to capture industry feedback, identify and maintain potential alliance-building opportunities.
- Number of guest speakers from adjacent sectors to provide updates and insights into their advocacy efforts at AICSA events and forums.
- Diversity of AICSA membership.

# STRATEGY, MONITORING AND EVALUATION

## GOAL 3 RESOURCES

We will diversify and increase our revenue in order to realise our three-year goals, with a particular focus on increasing membership and growing our staff team.

### STRATEGY 3.1

Maintain best practice financial management standards.

We will monitor and evaluate:

- Operating within annually agreed budget (with no more than 5% variation).
- All project funding contributing at least 10% to operational or overhead costs.
- Maintaining records, files, databases, software and systems.
- Convening of Resources subcommittee to focus on fundraising, finance, and organisational capacity initiatives and targets.

### STRATEGY 3.2

Increase revenue from membership fees.

We will monitor and evaluate delivery of:

- Membership fee review/comparison with similar organisations and subsequent maintenance/increase of membership fees.
- Pro-active state-wide membership campaign to increase overall membership (annual targets and initiatives to be set by Resources subcommittee).

### STRATEGY 3.3

Increase revenue from donations.

We will monitor and evaluate:

- Increase in the number of donations as well as their financial amounts (annual targets and initiatives to be set by Resources subcommittee).

### STRATEGY 3.4

Increase revenue from government and non-government grant funding.

We will monitor and evaluate:

- Percentage increase in grant revenue (annual targets to be set by Resources subcommittee).
- Number of successful grant applications.

### STRATEGY 3.5

Increase staff roles and FTE

We will monitor and evaluate:

- Increasing total revenue to \$100,000/pa by the end of 2022 to allow staged increase to two staff roles (of at least 1.0 FTE).

### STRATEGY 3.6

Add value to our membership.

We will monitor and evaluate:

- Number of partnerships with other state arts membership organisations.
- Number of membership benefits developed, including access to commonly needed services provided by AICSA and/or member discounts from partners providing those services.

### STRATEGY 3.7

Capitalise on the non-financial potential of our membership.

We will monitor and evaluate:

- Number of members activated as volunteers.
- Number of in-kind contributions in lieu of fee-based memberships.

# STRATEGY, MONITORING AND EVALUATION

GOAL

4

## COMMUNICATIONS

We will improve and extend the reach of our external communications in order to effectively engage with all of our stakeholders (including our members, the broader sector, government and non-government stakeholders, the media and general public) and communicate the value of arts and culture.

### STRATEGY 4.1

Circulate reliable, up-to-date information about issues affecting the arts in South Australia.

We will monitor and evaluate:

- Number of own campaign messages, including enews.
- Number of campaign messages derived from partners.
- Contemporary and up-to-date website.
- Number of social media channels utilised and posts.
- Number of member meetings and events.
- Number of stakeholder meetings and events.
- Number of forums and events aimed at outreach targets.

### STRATEGY 4.2

Develop a strategic and targeted Communications Plan.

We will monitor and evaluate:

- Convening of Communications subcommittee to focus on initiatives and targets related to communications and outreach.
- Creation of Communications Plan.
- Upskilling of staff and board on how to represent AICSA and the sector.

### STRATEGY 4.3

Develop an internal communications calendar.

We will monitor and evaluate:

- Creation of internal communications calendar.
- Staff and board upskilled in how to upload content.