



## Strategic Plan

2015 - 20

### Our vision

**To create and sustain an environment in which South Australian visual artists are supported, valued and celebrated.**

### Mission

**SALA provides a range of opportunities and initiatives that celebrate and promote South Australian visual artists, locally, nationally and internationally. Initiatives include the annual SALA Festival, an innovative, community-based State-wide festival.**

### Approach

**SALA is committed to inclusivity, innovation, excellence, sustainability and accountability. SALA fosters a wide range of mutually beneficial collaborations and partnerships to achieve its Vision and Mission.**

### What will we achieve?

- 1. Enhanced engagement with artists, audiences and communities** – connect South Australian artists to wide-ranging local, national and international audiences in engaging ways and strengthening the interface with all areas of government.
- 2. Support for artists** – through residencies, mentorships, and other initiatives, and by raising their profiles.
- 3. Promote SA Living Artists, locally, nationally and internationally** – showcasing SA visual artists, coordinating artist and community initiated activities, building strong media partnerships and a dynamic website.
- 4. Strong financial resilience** - through diversified income sources, fundraising and philanthropy.
- 5. Demonstrated sound and sustainable governance** - through strong strategic leadership by the Board, collaborations and efficient practices, supported by a positive and productive work culture.
- 6. Improved awareness of the value and impact of SA Living Artists** - through our social, economic and environmental impact.

<b><u>Our strategic outcomes</u></b>	<b>1. Enhanced engagement with artists, audiences and communities</b>	<b>2. Support for artists</b>	<b>3. Promote SA Living Artists, locally, nationally and internationally</b>	<b>4. Strong financial resilience</b>	<b>5. Demonstrate sound and sustainable governance</b>	<b>6. Improved awareness of the value and impact of SA Living Artists</b>
<b><u>Our actions</u></b>	<p>Establish and support curated exhibitions</p> <p>Connect artists with a diverse range of venues</p> <p>Promote and support excellence and innovation</p> <p>Engage with artists and audiences in diverse ways</p> <p>Request artists to do 'guided' tours as part of Festival</p> <p>Engage with the visual arts community nationally and internationally</p>	<p>Increase development opportunities for artists – including mentorships, residencies and exchanges</p> <p>Review the SALA Festival Awards</p> <p>Develop a regular dialogue with established visual artists</p> <p>Develop the website's potential to support artists and exhibitions</p> <p>Effectively market the Wakefield Press Publication</p> <p>Collaborate with Country Arts SA to take the best works on tour</p> <p>Increased recognition of SA artists value through publications, short documentaries, blogs</p>	<p>Strengthen the website and social media presence</p> <p>Implement an appropriate media strategy</p> <p>Increase the number of SALA Festival links from other websites</p> <p>Identify key individuals and organisations to be involved in key SALA activities</p> <p>Invite MPs, Councillors and other persons of influence to open and endorse SALA exhibitions</p> <p>Host an annual civic celebration of artists</p> <p>Develop an audience database</p>	<p>Delivery of an annual Festival within budget</p> <p>Generate and diversify income streams</p> <p>Support the Friends of SALA and its ideas and initiatives</p> <p>Protect and grow existing funding sources</p> <p>Aim for full cost recovery of the printing cost of the program</p> <p>Maintain a minimum of 20% turnover as a reserve</p>	<p>Maintain organisational policies and procedures including WHS</p> <p>Recruit, train and retain a dynamic and professional workforce</p> <p>Maintain sustainable working and reporting systems</p> <p>Conduct annual board review</p> <p>Engage and support volunteers in key areas</p>	<p>Establish collaborative alliances to evaluate the social, economic and environmental impact of SA Living Artists</p> <p>Recognise and promote the value of artists</p> <p>Define and collect necessary SALA data</p> <p>Sharpen SALA's strategic role in the arts eco system, reducing duplication and demonstrating leadership</p>

<p><u>Our effectiveness</u></p>	<p>Increased support for artists to participate</p> <p>SALA Registration fees remain accessible</p> <p>Review and maintain effective online information pack for participants</p> <p>Increased diversity of participating venues</p> <p>Increased engagement with established artists</p> <p>Increased engagement with interstate and overseas audiences</p>	<p>Artists report improved access to professional pathways</p> <p>SALA Festival Awards are valued as credible and significant pathway for artists</p> <p>Listen and respond to the needs of SA artists</p> <p>Ensure the content of information on the SALA website and portfolio page is up-to-date and effective</p> <p>The annual Wakefield Publication is recognised for its calibre of artist and writer</p> <p>Artists report improved knowledge of available support services</p> <p>A quality SALA exhibition tours regional Australia</p>	<p>Strengthened partnerships with local, national and international media</p> <p>Increased website ‘hits’ which includes philanthropy, social media, links to activities, blogs strengthen portfolio content</p> <p>Increased volume and improved quality of media activity</p> <p>Arts writers in SA, Australia and internationally are profiling SA Living Artists</p> <p>Engage with community leaders and influencers</p> <p>Increased number of links from other websites</p> <p>Hosting of an annual civic ceremony that is well attended and provides acknowledgement of SALA artists</p> <p>Audience database developed and growing</p>	<p>Sound financial management –delivery of budget</p> <p>The annual external financial audit will reflect sound financial governance</p> <p>Receive increased income through funding and sponsorship and fundraising</p> <p>Funds received from a broader range of sources</p> <p>Established fundraising and philanthropy strategy and systems.</p> <p>‘Friends of SALA’ is strong and effective</p> <p>Deliver a minimum of 20% turnover as a reserve</p>	<p>Improved Board capacity</p> <p>Organisational policies and procedures developed and implemented effectively</p> <p>Staff resources are optimised</p> <p>Staff report a positive, productive workplace culture of innovation, inclusion and sustainability</p> <p>Activity and outcomes are routinely reported</p> <p>Volunteers report a positive engagement with SALA</p>	<p>Social, economic and environmental impact of SALA is measured and reported through established collaborative alliance partnerships</p> <p>Research and promote the value of visual artists</p> <p>SALA data measured, collated and reported including satisfaction and participation</p> <p>SALA Festival is recognised as an important event on the State’s cultural calendar</p>
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