



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.

<u>Our strategic outcomes</u>	1. Enhanced engagement with artists, audiences and communities	2. Support for artists	3. Promote SA Living Artists, locally, nationally and internationally	4. Strong financial resilience	5. Demonstrate sound and sustainable governance	6. Improved awareness of the value and impact of SA Living Artists
<u>Our actions</u>	<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>
---------------------------------	--	--	---	---	---	---