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

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

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





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

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

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 structure, possibly a bonfire or a large fire sculpture, illuminates the scene. The crowd is silhouetted against the bright light of the fire. The background shows 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](http://adelaidefestival.com.au)