

National Folk Festival Strategic Plan 2015 - 2020

Mission: To deliver the national annual celebration of folk culture.

Vision: To be the best folk festival in Australia, a festival that is culturally relevant, creative, diverse, enduring and popular, with a strong sense of community.

Core Values:

Respect – for our traditional and contemporary folk culture; for one another

Inclusiveness – openness to diverse participation, contribution and efforts

Teamwork – common goals, different roles, collaborative action, shared accountability and rewards

Professionalism – good governance and management; honesty, integrity and transparency

<i>Goal</i>	<i>Strategy</i>	<i>Target</i>
1: A diverse ‘national’ folk festival	<ul style="list-style-type: none"> • Maintain a high-quality program reflecting both traditional and contemporary folk culture, encompassing a broad definition of that culture, with a focus on both attracting younger and new audiences and retaining long-term supporters • Provide a balanced mix of high-end, festival favourite, community, grass roots and new performers in an inclusive range of folk genres that will attract audiences • Improved focus on ‘national’ character and featured state 	<ul style="list-style-type: none"> • Audience surveys indicate satisfaction with the program • Increased interstate attendance especially from featured state

Goal	Strategy	Target
2: A financially sound festival	<ul style="list-style-type: none"> • Reduce financial risk by increasing NFF cash reserves • Increase revenue through <ul style="list-style-type: none"> ○ Increased non-ticket festival returns ○ Increased paying audiences • Increase returns from stall holders and sales at the festival, including bars and the festival shop • Diversify income sources • Increase sponsorship and grant revenue 	<ul style="list-style-type: none"> • An annual surplus of \$100,000 • A cash reserve of \$0.5M by 2020 • Explore option for alternative revenue streams with at least two options for the 2015-16 NFF budget • An annual increase in non-ticket Festival income • 10% of annual revenue from sponsorship and grants (excluding in kind discounts) by July 2017
3: A growing festival	<ul style="list-style-type: none"> • Achieve increased paying audience numbers, to fill surplus capacity, through marketing and creating a presence at appropriate ACT and interstate events, e.g. Floriade • Build partnerships with suitable organisations, eg Australian National Gallery, Australian War Memorial, National Museum, National Library of Australia, National Film and Sound Archive, Visit Canberra • Explore and identify opportunities to implement outreach programs (by securing grant funding) • Build strategic relations with ACT bodies to position the NFF as a strategic contributor to ACT cultural life and tourism 	<ul style="list-style-type: none"> • Increases in both repeat attendance and new attendees from both the ACT and interstate • An increase of at least 2% annually in ticket revenue • At least one major new partnership by end 2014, e.g. another festival or cultural institution • Grant application for at least one outreach program submitted by 2016 • Develop opportunities for collaboration between folk and cultural organisations • Recognition in local and national tourism awards • Categorisation as a key cultural organisation in the ACT

Goal	Strategy	Target
4: A participatory festival	<ul style="list-style-type: none"> • Continue to program and encourage participatory components as a key feature of the Festival • Nurture and encourage volunteers both at the Festival and during the year • Create a dynamic folk-arts hub to actively promote access to and engagement with the folk arts within the Festival • Strengthen capacity to analyse attendance through improved data • Engage with other folk organisations • Highlight the 50th festival with special events in 2016 including a focus on participatory nature of the Festival • Provide education and training opportunities and development pathways in the folk and entertainment sectors 	<ul style="list-style-type: none"> • A high level of participation in components such as dance, music groups, session bar, blackboard venues, choirs, street events (e.g. parades) and others • Explore new avenues for further development of participatory events • National publicity given to 50th festival and engagement with other folk organisations • Retain sufficient experienced volunteers and attract new volunteers to fill all required positions • Identified opportunities for training and development for trainees and volunteers
5: A safe, enjoyable festival	<ul style="list-style-type: none"> • Ensure that audiences and participants consider the Festival to be safe, enjoyable, accessible and child-friendly • Ensure compliance with all regulatory health and safety requirements • Promote a festival that is environmentally aware and tolerant 	<ul style="list-style-type: none"> • No significant health/safety incidents • Positive feedback, from audiences, performers, Emergency Services, EPIC and suppliers • Design and implement audience surveys to provide feedback to indicate satisfaction with the safety and accessibility aspects of the festival