

Aṅanguku Arts and Cultural Aboriginal Corporation ICN 3834

STRATEGIC PLAN 2016 – 2019

Vision

Arts kunpu, tjukurpa kunpu, waltja tjuta kunpu

Strong arts, strong culture, strong communities

Mission – the reason we exist

To work with Aboriginal Art Centres and artists in South Australia to deliver services to realise their aspirations.

- Nganana kunpu kanyinma arts munu culture nganampa tjitji nganampa tjutaku

Keeping our art centres strong, and our culture strong for our children

Background

An Aboriginal owned and governed visual arts organisation started by artists and art centre managers on the APY Lands in 1998, Aṅanguku (Ku) Arts delivers programs supporting artists' professional development, art worker training, art centre startup and business development, marketing, and advocacy for ethical dealing with Indigenous artists. The focus of the next three years' work 2016 – 2019 will be to create opportunities for the production, promotion and marketing of Indigenous visual arts in South Australia while providing improved support services for art centre managers and art workers on the APY Lands and a strategic SICAD workshop program for Indigenous artists where there are no art centres.

Ananguku Arts is incorporated under the Corporations Aboriginal and Torres Strait Islander Act 2006. The organisation has tax deductible gift recipient (TDGR) status and has been registered on the Minister's Register of Cultural Organisations since 2009.

Values

Across all our work we uphold the values of:

- Respect: for people, culture, difference and ideas.
- Professional service delivery: being ethical, accountable and transparent, and working with integrity and competence
- Inclusive: encouraging collaboration and participation and listening to the views of others

The principles of our constitution underpin these values:

- Ngapartji ngapartji kulinma munu iwara wanama tjukarurungku: *Respect each other and follow the law straight*
- Piluntjungku: *peaceful and calm*
- Kalypangku: *conciliatory*
- Kututu mukulyangku: *kindhearted*
- Tjungungku: *united*

Funding partners

The organisation receives funding for its core operations from the Australian Department of Communications and the Arts Indigenous Visual Arts Industry Support (IVAIS) program and Arts South Australia. The objectives of these funding programs are at Attachment 1. Aṅanguku Arts also auspices special project funding through the Australia Council and Country Arts SA.

Our goals and strategic approach

Core operations					
1. GOAL: To support the work of Arts Centres and Indigenous artists and contribute to a strong Indigenous Visual Arts Industry					
1.1 STRATEGY: Create opportunities for the production, promotion and marketing of Indigenous visual arts in South Australia					
Meets Australian & South Australian governments arts program objectives of:	Activity	Who	Year 1 – FY 2017	Year 2 – FY 2018	Year 3 - FY 2019
IVAIS & Arts SA Organisations	Support Art Centres' Artistic Projects and joint Ku and APY Art Centre projects	APY Visual Arts Officer (VAO) Funding contribution required	Ongoing studio support in 7 APY Art Centres	Ongoing studio support in 7 APY Art Centres	Ongoing studio support in 7 APY Art Centres
			Support APY exhibition program	Support APY exhibition program	Support APY exhibition program
	Support Tjutjuna Arts and Crafts (Ceduna) artistic program	SICAD Project Officer	6 workshops as listed	6 workshops as listed	6 workshops as listed
	Deliver annual Artistic program in areas where there are no art centres through SICAD workshops and exhibition program		Our Mob exhibition (also benefits APY art centres)	Our Mob exhibition with benchmark exhibition (also benefits APY art centres)	Our Mob exhibition with benchmark exhibition (also benefits APY art centres)
Advocate for and support established arts projects to start up their own art centres	Ku Arts	PO	PO	PO	
1.2 STRATEGY: Facilitate appropriate professional development and training for Art centre managers, staff and Arts Workers and Board members					
Meets governments arts program objectives of:	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA orgs	Deliver professional development support program for APY and Ceduna art centre managers Explore exchanges programs, internships and similar options	Ku Arts	Develop through consultation and liaison with art centres and other key bodies Document in Service Level Agreements (SLAs)	Ongoing communication and review each year	Ongoing communication and review each year

	Instigate performance management and professional development strategies for APY and Ceduna art centre managers, and Art Workers	Ku Arts	Develop performance management strategy for Ku staff, Art Centre Managers, Art Workers Document in Service Level Agreements	<ul style="list-style-type: none"> Performance reviews in place in accordance with art centre SLAs Program of 3 Art Worker workshops each year 	Ongoing communication and review each year Program of 3 Art Worker workshops each year Identify potential and current and identify Anangu assistant art centre managers in each art centre
	Support Art Centres in facilitating governance training for Board members through ORIC and others	Ku Arts			
	Provide performance management & professional development support for Ku Arts staff	Ku Arts	Opportunities identified in performance reviews	One PD activity per year	One PD activity per year

1.3 STRATEGY: Support art centres in recruiting and retaining outstanding art centre managers and staff

Meets Australian & South Australian governments arts program objectives of:	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA orgs	Establish recruitment and induction process through collaboration with art centre managers	Ku Arts	<ul style="list-style-type: none"> Recruitment process developed and included in policies and procedures Induction package completed 	<ul style="list-style-type: none"> Successful recruitment of art centre managers as required Induction program in place Further study exchange programs, internships 	<ul style="list-style-type: none"> Successful recruitment of art centre managers as required Induction program in place
	Explore career path options for art centre managers and art workers	Ku Arts liaising with art centre managers and relevant institutions	Document options for employment and further study	Identify current levels of art worker employment in art centres	
	Investigate Art centre studio manager locum pool	Ku Arts	Seek funding for pool	Review and manage annual locum support program with art centre	Review and manage annual locum support program with art centre

				managers Annual induction process	managers Annual induction process
	Art Centre staff WHS policy including personal safety, health and wellbeing support and building security	Ku Arts consult with art centre managers and obtain funding	Seek a safety audit and implement	In place – annual review and update	In place – annual review and update
1.4 STRATEGY: Promote industry best practice in the Indigenous visual arts industry					
Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA orgs	Maintain industry best practice across all activities including in ethical dealing with Indigenous peoples	Ku Arts	Develop and implement protocols for translation of documents and letters. Symposium on ethical dealing with Indigenous Art Code. Arts Law legal advice, governance and wills trip APY	Our Mob symposium Encourage the implementation of the translation protocol in art centres APY regional art centres workshop	Our Mob symposium Encourage the implementation of the translation protocol in art centres APY regional art centres workshop
	Facilitate research and data collection in consultation with Art Centres	External researchers and academics	MM thesis due for completion Mapping contribution of art centres to health and wellbeing	Participation and contribution to work of other research, where resources allow	Participation and contribution to work of other research where resources allow
1.5 STRATEGY: Market and promote the work of APY art centres and Indigenous artists in South Australia					
Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA orgs	Develop a professional marketing and promotional plan for APY art centres and South Australian visual arts encompassing market research, branding, use of social media and on-line sales and promotional tools	Ku Arts and Art Centres	Concept development Funding submission Launch	Ongoing refresh and maintenance	Ongoing refresh and maintenance
	Market and support the annual exhibition program developed by APY art centres	Ku Arts and Art Centres	Assist in seeking funding	Review and support Develop forward	Review and support Develop forward

				program	program
	Support the Our Mob 2016 program with Arts South Australia, Country Arts SA and Adelaide Festival Centre	Ku Arts	Successful Our Mob exhibition October 2016	Successful Our Mob exhibition Seek funding for curated exhibition alongside Our Mob	Successful Our Mob exhibition with curated exhibition
	Identify places and spaces for sale, exhibition and promotion of art and craft works	Ku Arts	Feasibility studies of pop-up gallery and Alice Springs studio	Seek funding and implementation of final recommendations	Review outcomes
1.6 Assist art centres and artists with cost reduction and efficiencies through identifying shared services and bulk buying opportunities					
Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA orgs	Establish shared services and bulk buying opportunities	Ku Arts, ACMs and Palya Fund		Research and establish policies and agreements with providers Opportunities to be included in SLAs	System in place Ongoing monitor and improve
1.7 Maintain existing and develop new infrastructure					
Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
	Develop a capital works program for art centres, staff housing and other infrastructure	Ku Arts	Consultation with art centres and other stakeholders	Find funding and develop program	Implement
	Accommodation for APY VAO	Ku Arts	Identify		
	Buildings R & M schedule	Ku Arts	Consult art centres	Conduct audit Find funding	Ongoing program

Arts Projects

2. GOAL Contribute to sustainability of art centres

2.1 STRATEGY: Support arts and community projects and activities

Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
IVAIS & Arts SA Orgs	Support collaborative projects, events and activities eg Kulata Tjuta project and related training	Ku Arts	Identify funding needs Assess funding options		
	Develop proper processes for consultation and permissions to ensure principled dealings with Indigenous art and cultural materials	Ku Arts and Art Centres	Negotiate, include in SLAs	Implement	Protocol in place
	Targeting of projects that promote young and old people working together and engagement	Ku Arts	Liaise with art centres and include in SLAs		
	Support a range of new artform workshops	Ku Arts	Identify program and requirements	2 workshops	2 workshops
	Establish partnerships with key arts and sector organisations and institutions	Ku Arts	Promotion and presentation	Promotion and presentation	Promotion and presentation
		Ku Arts	Bush painting camps & community arts projects	Bush painting camps & community arts projects	Bush painting camps & community arts projects
		SICAD	Establish Punu project and exhibitions	Punu exhibition regional	Statewide punu exhibition

Ku Arts operations

3. GOAL To achieve a sustainable organisation that will meet the needs of its members in the future

3.1 STRATEGY To improve our strategic planning, practice, accountability and compliance

Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
Current contracted IVAIS and Arts SA activity	Develop and implement a new structure and effective communications to maintain and strengthen working relationships, including implementation of 2015 Review recommendations <ul style="list-style-type: none"> • New constitution • New Board • Establishment of a Finance and Audit Committee • Strategic plan • Staff structure • Performance review process for CEO • Policies and procedures • SLAs with art centres • Board, staff and ACM codes of practice • Communication strategy between Ku Arts and art centres 	Board supported by FAC and CEO in consultation with Art Centres, Art Centre managers and funding partners	To be completed in 2016 current contracted activity	Implementation	Review and develop 2019 – 2021 strategic plan
	Provide best practice governance	Board, FAC, CEO	Induction and ongoing development for the Board Use of interpreters	Induction and ongoing development for the Board Use of interpreters	Induction and ongoing development for the Board Use of interpreters
	Maintain effective leadership and work collaboratively throughout the organisation and with all colleagues including art centre managers artists and funding partners	Board FAC CEO	Board code of practice	Board code of practice	Board code of practice
	Maintain a positive and safe workplace	CEO	Maintain procedures	Maintain procedures	Maintain procedures

	environment that promotes health, wellbeing and cultural diversity		Utilise performance management strategy Develop WHS policy and procedures	Utilise performance management strategy	Utilise performance management strategy
IVAIS and Arts SA Orgs	Organisation meets all statutory and contractual obligations; projects executed on time and within the budget	BOARD FAC CEO	Goals achieved Regular communication with funders and potential funders on ongoing and new needs	Goals achieved Regular communication with funders and potential funders on ongoing and new needs	Goals achieved Regular communication with funders and potential funders on ongoing and new needs
ARTS SA Orgs	Maintain compliance with funding bodies' terms and conditions Meet the objectives of funding bodies Less than 5% variation between budgeted and actual result Seek other funding sources				
3.2 STRATEGY To diversify our funding sources					
Meets Australian & South Australian governments arts program objectives	Activity	Who	Year 1 – FY 2017	Year 2- FY 2018	Year 3 – FY 2019
	Investigate diverse funding sources	Ku Arts with art centres		Develop a philanthropic funding strategy and commercial partnerships	Implementation

1. Commonwealth Department of Communications and the Arts Indigenous Visual Arts Industry Support (IVAIS) program

Current contract FY 2016 Activity objectives:

- a) supporting Aboriginal and Torres Strait Islander artists in the production, promotion and marketing of their art
- b) providing opportunities for art centre staff, artists and board members to develop professional skills and gain experience
- c) delivering professional services
- d) implementing the recommendations of the 2015 Report on the review of the governance and staff structures of Ananguku Arts and Cultural Aboriginal Corporation as per the review summary, including:
 - updating its constitution
 - restructuring its Board and Membership model
 - establishing a Finance, Risk and Audit Committee, and
 - developing a new strategic plan and new organisational structure to support delivery of the plan.

IVAIS programme Outcomes and objectives:

The outcomes supported by the IVAIS program are:

- a professional, viable and ethical Indigenous visual arts industry that features strong participation by Aboriginal and Torres Strait Islander people
- the continued exhibition, critique, purchase and collection of Indigenous visual art nationally and internationally.

Objectives

We will achieve these outcomes by:

- providing base operational support for Indigenous-owned art centres, arts hubs and industry service organisations that provide professional support to Aboriginal and Torres Strait Islander artists in the production, promotion and marketing of their art
- providing opportunities for Aboriginal and Torres Strait Islander artists to develop, extend, market and generate income from their professional art practice
- providing employment and economic opportunities in the visual arts industry for Aboriginal and Torres Strait Islander people, particularly in remote communities
- providing opportunities for art centre staff, artists and board members to develop professional skills and gain experience
- supporting the delivery of professional services by industry service organisations supporting the delivery of regional marketing events.

Indicators for this program

To help us assess trends and determine program outcomes, we will collect the following information from funded organisations:

- number of Aboriginal and Torres Strait Islander artists engaged in professional art practice
- artists provided with visual art services
- people employed
- value of art sales
- demonstrated participation in exhibitions and marketing events

- demonstrated provision of professional development and training opportunities for artists, staff and board members
- demonstrated financial viability and administrative stability.

Arts South Australia Arts Organisations funding

Activity objectives:

1. Create, develop and/or present high quality work that is recognised for its artistic merit.
2. Create opportunities for South Australians to engage with the arts through creative participation and/or through attendance
3. Develop and support artists and art form practice
4. Demonstrate cultural leadership in the South Australian arts
5. Report against the Visual Arts and Craft Strategy (VACS) framework objectives, the number and type of VACS activities in South Australia
6. Work towards a less than 5% variation between budgeted and actual result
7. Employment of South Australian artists, creative or industry professionals.

VACS activity objectives

- 5.1 Deepen audience engagement – through critical discussion about individual artists and works, innovation in audience engagement and market development, enhanced international engagement, and high quality touring exhibitions and events.
- 5.2 Expand markets and enhance international connections – through market exposure, opportunities to leverage private sector support, as well as support for activities such as residencies, international exhibitions and fellowships.
- 5.3 Ensure opportunities for Australian contemporary visual artists – through funding to create new work and support innovation, a diversity of practice, professional development opportunities, and support for artist run initiatives.
- 5.4 Provide professional support for Aboriginal and Torres Strait Islander artists – through funding to Indigenous visual arts industry service organisations and other visual arts organisations as needed to address service delivery gaps.
- 5.5 Build stronger, more resilient visual arts and craft organisations – through support for infrastructure that has strong governance, innovation or art-form development, major events, and touring of major contemporary visual arts and craft exhibitions.

Risk management

Ananguku Arts has identified the following risks to the organisation's operations:

Risk and type of risk	Likelihood	Consequence	Level of risk	Mitigation strategies
Directors' liability	Possible	Significant	High	Currently negotiating directors' insurance
Risk of being injuncted/sued	Possible	Significant	High	Protocols for consultation, projects and permissions Contracts and licencing agreements with artists and suppliers in place Communication strategies in place Document / record all communications
Loss of funding	Possible	Catastrophic	High	Reduce the risk – implement the recommendations of the 2015 review. Aim for continual improvement Maintain good communications and relationships with art centres and funding bodies Improve marketing. Reduce the consequences – diversify alternate funding
Insufficient funding	Possible in an increasingly competitive market	Medium		
Departing from core operations	Low	Medium	High	Focus on core operations Good communications with art centres and artists, policies procedures and systems in place.
WHS risk levels travelling and working remotely	High	Significant	High	Security audit for art centres, people and buildings Maintain vehicles in good working order Support regional alliance communications Orientation, encourage 4WD training courses, Strict policies and procedures around travel including not travelling after dark, not providing lifts for anyone
WHS policy and insurances	Low	Low	Low	Manage by routine procedures
Fraud	Possible	Significant	High	Professional recruitment procedures currently include National police check. Program managers check and evaluate reports regularly