

Strategic Plan 2022–2023



Our Mission Statement

The National Folk Festival is a hub for the Australian Folk community. We provide a meeting place to perform, share and develop folk traditions. We serve an evolving community that values participation, learning, listening and creating. We value the diversity of folk traditions in Australia, including First Nations culture and traditions, and traditions brought during colonisation and through subsequent and ongoing migration.

Folk traditions are not static, but constantly adapting. They look to the past, to the present, and to the future. Folk culture is varied: it encompasses music, dance, spoken word, craft, among other things. Our mission goes beyond simply presenting these activities to an audience. The National Folk Festival supports the ways in which this knowledge is passed on and transformed through practice, through listening and through exchange. This is what makes our Folk Festival unique.

Our event is shaped by a community of participants who engage with the festival on many levels. We seek to create a forum for these active, engaged and skilled communities to become new again each year. In order to ensure the National Folk Festival remains viable for future generations and can continue to support these communities, and to attain our stated goals, our event must be financially sustainable. We aim for continuous improvement in our business and our Festival, creating a safe and enjoyable environment for all involved.

Our Values

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

Diversity – in our programming, in our participants, in our knowledge, opinions and experiences

Participation – a festival developed in collaboration with others; a festival for active participation

Sustainability – in our festival business model, in our folk eco-system and in an environmental context

Innovation – in our business, in our programming, in our vision for the future of the National Folk Festival

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

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

NFF 2022 -23 Strategic Plan – Goals

Goals	Actions	Measures of success
<p>Stage an annual folk festival that aspires to be the annual peak folk event in Australia.</p>	<ul style="list-style-type: none"> • Stage concerts of curated folk music and dance that showcases a wide variety of cultures including those of our First Australians and our many immigrant communities both contemporary and past; • Present, promote and provide opportunities at the festival for people of all cultural backgrounds and ages to participate in the playing of folk music, participating in folk dance and engaging in folk culture; • Provide opportunities for the teaching of folk traditions via organised sessions, poetry reading/recitation, dance events ect... and by enabling spontaneous jam sessions; • Provide educational opportunities, (e.g. workshops and masterclasses), for folk music, dance, and culture; • Engage a limited number of artists and acts from overseas when funds permit; • Create a festival environment that is welcoming and inclusive, and is able to attract a diverse audience and range of performers. 	<ul style="list-style-type: none"> • The National Folk Festival is regarded as the festival of choice for practitioners, researchers, and collectors of folk traditions in Australia.
<p>Build a financially profitable and sustainable festival</p>	<ul style="list-style-type: none"> • Develop a financially viable and achievable business model for the festival; • Aim to obtain a profit from the festival that is sufficient to provide seed-funding for the next festival; • Identify potential cost savings in the short term through infrastructure and technology improvements; • Diversify and build new income streams to reduce our reliance on ticket sales by: 	<ul style="list-style-type: none"> • The National Folk Festival is able to continue providing a high-quality and valued event for the folk community. • The National Folk Festival makes a profit from the annual festival that is sufficient to provide seed funding for the next NFF. • The National Folk Festival has contingency plans in place in the

	<ul style="list-style-type: none"> ○ Increasing in-kind and financial support by developing partnerships and sponsorship, ○ Increasing endowment via donations, corporate sponsorship, fundraising campaigns, e.g. Giving Day and bequests, ○ Cost recovery of services where possible, e.g camping and parking, hire of equipment e.g. mobility scooters and wheelchairs, ○ Sales of merchandise ● Develop a marketing plan that: <ul style="list-style-type: none"> ○ identifies target groups, including new audiences ○ explores marketing opportunities via partnerships, ○ considers improving the NFF website and utilising it as an effective communication and marketing tool ○ increases marketing via social media. ● Develop a contingency plan to ensure that we have options for another festival site if the current site at EPIC becomes unavailable, either temporarily or permanently. 	<p>event the current festival site becomes unavailable.</p>
<p>Increase participation, audience and community engagement</p>	<ul style="list-style-type: none"> ● Deliver a program that both addresses the interests of our core audience and is able to appeal to potential new audiences; ● Refine our volunteer program to ensure that we are efficiently using the time and expertise of our volunteers, and the volunteer experience at the NFF is well-regarded by our volunteer community; ● Increase our market reach by increasing marketing to our local region to maximise ticket sales to our local area; ● Implement initiatives to engage our core audience as well as identify and implement special initiatives to improve audience diversity, e.g be proactive in building associations with folk art practitioners from underrepresented groups; 	<ul style="list-style-type: none"> ● Volunteer numbers are sufficient for the needs of the festival each year and volunteer experiences are positive. ● Formal and informal sessions, dances, choirs and other participatory events are well attended and remain an essential part of the festival.

	<ul style="list-style-type: none"> • Increase/improve opportunities for patrons to actively participate in the event through workshops, jam sessions and volunteering • Seek ongoing feedback on how to improve the NFF experience 	
Develop key partnerships and mutually beneficial relationships	<ul style="list-style-type: none"> • Enhance and extend the reputation of the festival with existing and emerging stakeholders • Develop partnerships with, and sponsorship from, businesses and organisations in the Canberra region to become a well-recognised major event on the Canberra region tourism calendar, • Develop relationships and partnerships to: <ul style="list-style-type: none"> ○ increase sponsorship for both paid and in-kind for services, ○ increase brand recognition for the festival, ○ create opportunities for publicity and media exposure, ○ support other folk music events. 	<ul style="list-style-type: none"> • The National Folk Festival remains well-regarded by folkies and folk organisations, by government, and by relevant businesses for large events and festivals. • The National Folk Festival is regarded as a desirable partner for sponsorship opportunities. • The National Folk Festival is regarded as having a positive financial impact on Canberra by relevant government and non-government organisations. • The NFF is regarded as a major event on Canberra’s tourism calendar.
Continuously improve leadership and administration	<ul style="list-style-type: none"> • Seek continuous improvement in festival administration through, for example, the employment of experienced event professionals with the necessary skills to deliver the festival; • Increase efficiency by outsourcing functions that can be delivered more economically by third-party suppliers with the necessary expertise; • Ensure the continued viability of the National Folk Festival through periods of uncertainty or economic shocks (e.g. COVID19) by building a strong culture of risk management to work through ambiguity; • Maintain an effective board through strategic appointments and succession planning that complies with good governance principles and provides strong and clear strategic leadership for the NFF. 	<ul style="list-style-type: none"> • Progress toward strategic goals is assessed at regular intervals. • Strategic goals are reviewed at regular intervals and updated as needed. • Pursuit of strategic goals is undertaken in a manner consistent with other NFF policies and plans (e.g. RAP, Sustainability plan etc...)