

2022—2024

**Strategic
Plan**

guildhouse

We acknowledge the traditional owners of all of the lands on which we work, including the land of the Kurna people on which our office is based.

We recognise their sovereignty was never ceded, and pay our respects to Elders past and present.

In times of crisis, leaders emerge.

Right now, due to the coronavirus, climate emergency and a changing arts funding and educational landscape, the role of Guildhouse as a leader has never been more crucial or clear.

South Australia's visual arts sector is nationally and internationally renowned – as much for the strength of our conceptual and technical rigor, as for our community, and the quintessentially South Australian artworks and products we create.

Our sector makes a vital contribution to South Australia's culture and identity, and helps differentiate the state's brand as a creative place to live, work, visit or engage. However, recent events have made the current state of this sector both complex and contradictory – and put its reputation, impact, and the livelihood and wellbeing of our practitioners at significant risk.

In response, Guildhouse has stepped up to connect, support and empower independent practitioners – some of the first and hardest hit of the current crisis.

Our growing membership and strengthening community gives us a unique understanding and authority to speak on behalf of a diverse cultural ecology, and to continue to evolve our programs, services and advocacy work in line with changing needs.

This Strategic Plan acknowledges the responsibilities and opportunities of this leadership role, including the need to ensure a secure 'home' for the sector in order to be able to meet the highest ever demand for our services, and support current and future generations of practitioners to survive and thrive.

Guildhouse is South Australia’s peak body for visual arts, craft and design.



We are artist-led

We listen to and are led by the artists, craft people and designers we represent, and provide relevant and meaningful services that respond to the needs of our community.

We nurture diversity

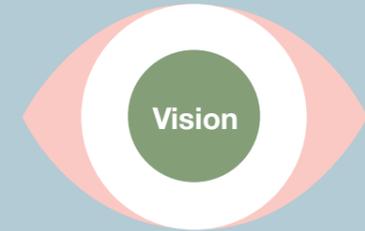
We are committed to building awareness of the increasing diversity in the sector and making our organisation and program inclusive and accessible.

We are connected

We build collaborative, cross-sector partnerships with clear professional outcomes to maximise our impact and reach.



We create opportunities for artists at all stages of their careers to be sustainable and build the connectivity, capacity and profile of the arts community.



Connecting art, artists and community, Guildhouse leads a bold and diverse visual art, craft and design sector that positions artists at its core.

We express our purpose through:

- + Showcasing and celebrating artists from across South Australia.
- + Creating bold and innovative artistic and professional development initiatives.
- + Sector development and advocacy.

From 2022–24, our work will focus on the following three goals:



We will empower visual artists, craftspeople, designers and arts workers to build meaningful and sustainable careers.

KEY STRATEGIES

- + Cultivating opportunities for meaningful and ambitious artistic outcomes and professional development opportunities.
- + Growing Guildhouse Professional Services to create employment and other income-generation opportunities.

Artists **1**

We will connect, champion and build the profile of our sector in South Australia and beyond.

KEY STRATEGIES

- + Advocate for a major re-capitalisation of the Lion Arts Centre (or other high-profile alternative) to develop a new home for the future of the sector.
- + Connect practitioners, organisations and audiences from within and outside of the cultural sector.
- + Be a strong, constructive and trusted voice in state and national advocacy.

Our Sector **2**

We will ensure Guildhouse grows and evolves to best support the artists and sector of the future.

KEY STRATEGIES

- + Diversifying our income streams, including:
 - + Growing Guildhouse Professional Services and other earned income.
 - + Retaining and growing our membership income.
 - + Growing strategic philanthropic and corporate engagement.
- + Modeling and encouraging best practice.

Our Org. **3**

History

Since our inception as the Craft Association of South Australia in 1966, Guildhouse has become a leading not-for-profit arts organisation with more than 50 years' experience supporting and advocating for visual artists, craftspeople and designers.

As South Australia's peak body for visual artists and craftspeople, Guildhouse has both a strong SA focus and extensive national reach, including collaborations with creative institutions, corporates and communities, as well as our national advocacy work.

Our diverse membership now includes more than 980 practitioners working across all fields of visual arts, craft and design at all stages of their careers. The voice of the artist is embodied in the way we work, from our Governance through to our artistic program development and delivery.



People

Guildhouse is overseen by a volunteer Board of up to nine independent Directors. Mirroring our commitment to sector engagement and representation, this highly regarded and experienced Board includes a minimum of three artistic members, supported by an Artistic Advisory Group of up to eight diverse practitioners.

Board

- CHAIR + Andrew Cohen
- DEPUTY CHAIR + Clare Belfrage
- + Talia Begley
- + Christian Hall
- + Kirsteen Mackay
- + Katie Sarah
- + Hossein Valamanesh

Artistic Advisory Group

- + Ali Gumilya Baker
- + Thomas Buchanan
- + Brad Darkson
- + Bernadette Klavins
- + Kay Lawrence
- + Kaspar Schmidt Mumm

The Board has employed Chief Executive Officer Emma Fey to lead the organisation's dynamic program and growing staff team (currently 6.3 FTE). Guildhouse is committed to maintaining a positive organisation culture where active connection to artistic practice is nurtured and employees are encouraged to extend and develop their careers.

Staff

- + Emma Fey
CHIEF EXECUTIVE OFFICER
- + Debbie Pryor
ARTISTIC PROGRAMS MANAGER
- + Emma Bedford
OPERATIONS MANAGER
- + Olivia Power
MARKETING AND DEVELOPMENT MANAGER
- + Tracy Le Cornu
PRODUCER
PROFESSIONAL SERVICES
- + Heidi Kenyon
PROGRAM OFFICER
- + Polly Dymond
PROGRAM ADMINISTRATION OFFICER
- + Lana Adams
COMMUNICATIONS AND DESIGN COORDINATOR
- + Laura Geraghty
MEMBERSHIP AND ADMINISTRATION ASSISTANT



Business Model

This Strategic Plan continues our commitment to developing a truly diversified business model.

Over the last several years, we have taken a business model that relied heavily on government funding and transformed it into a more balanced mix of earned revenue, philanthropy and project funding. This has been achieved through developing meaningful cross-sectoral partnerships, increasing our capacity to attract philanthropic support, and investing in our capacity to generate earned income.

In 2022–24, we will appoint a new Marketing and Development Manager to build on the success of these efforts in order to grow our supporter base and expand our membership, nurturing our generous donors, and developing new initiatives that align with our program.

We will also continue to leverage our expertise and partnerships to grow investment in our social enterprise strategy, Guildhouse Professional Services. This will lead to new forms of income for independent artists and new artistic outcomes for artists and audiences, as well as our own organisational sustainability.

And we will continue to consolidate and expand the reach of our partnerships in order to generate new opportunities for the artistic community and our organisation to thrive.



Our diverse, responsive program is informed by and connects practitioners with markets and networks, nurtures and extends their practice through artistic and professional development opportunities. From 2022—24, this will include:

The Guildhouse Fellowship

This annual Fellowship is supported by the James and Diana Ramsay Foundation and offers a transformative opportunity for one mid-career South Australian visual artist. Valued at over \$50,000, it includes \$35,000 to support research, development and the creation of new work. The Guildhouse Fellowship is delivered in partnership with Art Gallery South Australia and includes the presentation of new work.

reVision

An evolving program that aims to address the emerging needs of a post-coronavirus sector, with a focus on wellbeing, financial sustainability, overcoming isolation and skill development. The program includes seasonal online and in-person Speaker Series, Tech Mentorships, Peer Panel advice clinics, in-person community events and annual reVision Symposium.

The Guildhouse Collections Project

A multi-site, multi partner collaborative project spanning a diverse variety of significant collections. Artists are selected via an EOI process to undertake a research residency within of one of the partner institution's collections and develop new work for exhibition. Partners include Adelaide Symphony Orchestra with Adelaide Festival Centre, Flinders University Museum of Art, South Australian Museum, Botanic Gardens and State Herbarium of South Australia, amongst others.

CATAPULT and CATAPULT+Tarnanthi

These highly sought-after annual mentorship programs provide South Australian metropolitan and regional artists with essential funding and support to develop their artistic practice through meaningful mentorships with ambitious artistic mentors over a period of 6-12 months.

ART WORKS

A dynamic program of artist and writer residencies and exhibitions, this comprehensive annual program provides a city-based platform for artists, curators and writers to pursue new ways of working and engaging with audiences. ART WORKS is delivered in partnership with the City of Adelaide.

Nice to Meet You

A series of public talks inviting curators and industry leaders from outside South Australia to share their knowledge and experience with Adelaide audiences and arts communities. Speakers are invited to share their work history and upcoming projects with local audiences. The program is part of ACE Open and Guildhouse's shared motivation to create points of connection, exchange and learning within the visual arts between South Australia, Australia and other parts of the world.



Program

INFORM

A professional development program that up-skills artists and creative practitioners on professional practice, spanning topics such as writing about their practice, tax and superannuation, photography, project management, marketing and digital presence.

JamFactory Associates Program

A suite of customised professional development sessions for the JamFactory Associate program, delivered with external industry experts in response to the specific needs of this early career craft and design cohort.

Advice Bank

In depth, one-on-one advice sessions for practitioners with Guildhouse staff. This forum provides opportunities for tailored advice, from grant funding to galleries, creating business plans, professional documentation, marketing, social media and more. Advice Bank is supplemented by ongoing support for the Guildhouse community via our membership hub located in the Lion Arts Centre.

Folio

An online marketing platform showcasing a selection of South Australian visual artists, craftspeople and designers. Folio is supported by a Google NFP Adwords, providing independent artists with free Adword marketing.

In the Studio

A monthly editorial featuring the studio practice of a South Australian artist in partnership with digital publisher InReview. This feature article series aims to profile and celebrate the diversity of South Australian arts practice.

Partnered commissions and exhibition projects

Through Guildhouse Professional Services, we foster a growing program of public art commissions, artist residencies and exhibition projects by partnering with diverse industry sectors. This provides new forms of employment for artists and arts-workers across public art, health and wellbeing projects, design collaborations and non-traditional exhibition projects, such as a curated annual exhibition program for UniSA Business School's Yungondi Building.

Context

Guildhouse is currently operating within a complex external environment that includes:

- + Current absence of a national cultural policy, recent changes to arts funding at Federal, State and Local Government level, and the potential of impact upcoming State and Federal elections. Guildhouse will continue to respond to changes in the funding landscape by building new sources of revenue that allow us to provide the depth of services and initiatives the sector has come to rely on (see 'Business Model' above).
- + Increasing sector competition for funding, donors and membership fees. Guildhouse is focused on building sustainable, independent revenue sources to enable the organisation to maintain our ambition and forward momentum (see 'Business Model' above).
- + The digitisation of the Australian arts sector hastened by COVID-19, which has made arts programs much more accessible but not yet accessible enough, and that require the ongoing evolution of our programs and services (and of the skills needed to deliver them) as well as a growing need to address digital inequality. Addressing the legal impacts of these shifts in technology and communication, particularly the reproduction and dissemination of imagery on artistic professional practice, also continues to be a pressing need. Guildhouse will continue to work with other sector experts to provide advice and best practice consideration to ensure artists are protected and knowledgeable. The ongoing impact of the climate crisis, associated bushfires and other natural disasters, particularly on partners and practitioners in regional areas.

- + The ongoing impact of COVID-19 on our sector and individual practitioners, including loss of employment and income, higher casualisation and uncertainty, less flexibility in work environments, restrictions on mobility and access to interstate and inter/national markets, and the impact on wellbeing and invisible trauma.
- + The rising cost of arts education and the reduction of specific training opportunities within South Australia.
- + The rising cost of living, steep increases in house prices, and flow-on impacts reducing access to and affordability of housing and studio accommodation (particularly in Adelaide CBD).
- + Aging arts infrastructure in metropolitan and regional South Australia.
- + The demise of many important critical arts publishers, which is having a significant impact on the level of critical discussion and published content about contemporary arts practice, impinging on both the critical rigour in arts practice development, but also visibility and profile for South Australian practitioners nationally and internationally. Guildhouse is committed to fostering opportunities for writers to engage with artists to address this.
- + The accumulated impact of these issues, which means many artists are having to turn to other forms of income or even cease their practice entirely, which risks artistic practice becoming only something those with independent wealth can afford. Diversification of practice and income becomes even more pressing for practitioners, as nationally, artists' income generated from their art practice continues to fall. (Making Art Work, The Australia Council, November 2017).

Context

Internally we are also responding to:

- + Increasing membership and demand for our services (without corresponding increase in resources), including the need to review and redefine what sustainable growth looks like if we keep succeeding at the current rate of change.
- + Navigating the challenges of onsite regional delivery, where our broad membership and remit meet our limited resources.
- + Ongoing evolution of our digital platforms and delivery models in order to meet this state-wide remit and COVID restrictions.
- + Guildhouse’s home and the broader Lion Arts Precinct requires significant investment in order to be fit-for-purpose for the next stage of the sector’s evolution.
- + The need to continue to build a team with the new skills we need to meet these new challenges including the recent addition of two new roles that will increase our capacity to support partnership development, generate funding and profile opportunities, and ensure we are as diverse as the constituency we represent.

Cultural equity

This Strategic Plan is based on a Cultural Equity framework. This recognises that unequal systems of power and privilege continue to contribute to cultural inequity and injustice, and that systemic change is required to address the issues this creates – including meaningful, long-term relationships and engagement with under-represented groups.

At Guildhouse, we recognise that equity doesn’t come from treating people equally. It comes from treating people fairly based on their personal situations or barriers, and doing whatever individuals or groups need to achieve equality.

As well as working to increase the accessibility of our entire organisation, therefore, we will focus on pro-actively introducing policies, practices, partnerships and initiatives aimed to specifically increase representation of the following under-represented groups between 2022 – 24:

- + First Nations practitioners; and
- + Regional South Australian practitioners.

Strategies and Key Performance Indicators (KPIs)

1

Goal

We will empower visual artists, craftspeople, designers and arts workers to build meaningful and sustainable careers.



Artists

Strategies

Cultivating opportunities for meaningful and ambitious artistic outcomes and professional development opportunities.

KPI	2022	2023	2024
Tailored, relevant artistic and professional development advice or services provided to practitioners.	3,100	3,300	3,600
Of which: growing % of First Nations practitioners.	5%	6%	7%
Of which: % regional practitioners to exceed national proportion of metro v regional artists.	15%	16%	17%
Number of practitioners supported to create and exhibit new work.	20	22	25
Number of practitioners supported to undertake mentoring experiences that support the development and extension of practice.	29	34	34
Number of practitioners provided with opportunities for networking and critical discourse.	1,130	1,200	1,400
Practitioner sentiment scores demonstrate Guildhouse services have increased practitioners' ability to develop their practice.	85%	86%	87%
Practitioner sentiment scores demonstrate Guildhouse services have increased practitioners' confidence.	70%	72%	74%
Membership structure and offer refreshed.	Yes		

Growing Guildhouse Professional Services to create employment and other income-generation opportunities.

KPI	2022	2023	2024
Number of employment opportunities for practitioners generated through Professional Services.	40	60	75
Extrapolated total value for creative practitioners.	\$550,000	\$800,000	\$1,2MIL
Percentage of total annual expenditure committed to employment of practitioners.	75%	75%	75%

Strategies and Key Performance Indicators (KPIs)

2

Goal

We will connect, champion and build the profile of our sector in South Australia and beyond.



Our sector

Strategies

Advocate for a major re-capitalisation of the Lion Arts Centre (or other high-profile alternative) to develop a new home for the future of the sector.

KPI	2022	2023	2024
Advocate for a major re-capitalisation of the Lion Arts Centre (or other high-profile alternative) to develop a new home for the future of the sector.	Yes	Yes	Yes

Connect practitioners, organisations and audiences from within and outside of the cultural sector.

KPI	2022	2023	2024
Refresh partnership framework.	Yes		
Number of partners.	28	30	32
Of which: % First Nations partners.	15%	16%	17%
Of which: % regional partners.	15%	20%	20%
Of which: % national partners.	20%	23%	25%
Number of audiences.	500,000	550,000	600,000
Number of media or profile opportunities published about South Australian artists or artistic practice.	35	40	45

Being a strong, constructive and trusted voice in state and national advocacy.

KPI	2022	2023	2024
Number of advocacy and research partnerships or campaigns that Guildhouse leads, amplifies or participates in.	7	8	9

Strategies and Key Performance Indicators (KPIs)

3

Goal

We will ensure Guildhouse grows and evolves to best support the artists and sector of the future.



Our org.

Strategies

Diversifying our income streams, including:

KPI	2022	2023	2024
Growing Guildhouse Professional Services and other earned income as % of revenue.	32%	35%	40%
Retaining and increasing our membership income through annual % growth.	10%	8%	8%
Introducing major donor initiative.	Yes		
Growing strategic philanthropic and corporate engagement as % of revenue.	20%	22%	25%

Modelling and encouraging best practice.

KPI	2022	2023	2024
Continuous improvement through active commitment to evaluation, reflection and review of our initiatives; annual sector survey, program participant evaluation, research studies, Artist Advisory Group.	Yes	Yes	Yes
Growing representation of First Nations people in our organisation (Board, Artistic Advisory Group or staff members).	5%	5%	7%
Growing representation of regional perspectives in our organisation (Board, Artistic Advisory Group or staff members).	5%	5%	7%
Staff and Board have opportunities to undertake professional development.	Yes	Yes	Yes
Review process in place for governance policies and operational procedures.	Yes	Yes	Yes

Funding Partners



Project Partners



Media Partner



Wine Partner



Guildhouse

Kaurna Yarta
Lion Arts Centre

Corner North Terrace
and Morphett St
Adelaide, SA, 5000

PO Box 8067
Station Arcade, SA 5000

(08) 8410 1822

guildhouse.org.au

guildhouse