



Folk Federation of NSW

Strategic Plan: October 2022 – September 2024.

The Folk Federation of NSW acknowledges the Traditional Owners of country throughout our state of NSW and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures and to Elders past and present.

We especially respect the role that music and songlines play and continue to play in the continuation of First Nations' culture.

Vision

The Folk Federation of NSW (FFNSW) will be a vibrant and highly respected arts and cultural organisation supporting the growth and development of folk music and the folk arts within NSW. It will be a recognised leader within the Australian folk sector.

Mission

Champion the folk arts in all their diverse forms, supporting our folk artists and bringing folk music and the folk arts to the widest possible audiences.

Advocate for the folk arts and for those who work in the sector supporting a united agenda to achieve positive policy and regulatory outcomes for our diverse community. Work in partnership where applicable with folk, arts, education, government and other agencies to achieve this end.

Deliver programmes of learning, participation and artist development for ALL folk practitioners (professional, semi-professional, amateur and enthusiast) at every stage of their development and experience.

Values

- **Community** - FFNSW values all our stakeholders as we work to build the capacity of our sector to grow a diverse, thriving and inclusive folk community throughout NSW.
- **Diversity** – FFNSW embraces and celebrates the rich diversity of folk culture that reflects our Australian society across genres and communities including those of our First Nations peoples. FFNSW values and respects the breadth of knowledge, skills and vibrancy these diverse communities and individuals bring to the organisation and the opportunities created through collaboration with them.
- **Inclusion** – FFNSW is committed to ensuring equitable access to the folk arts for all within a safe and welcoming organisation where individuals and groups feel respected, engaged and valued for who they are and, for the contributions they make.
- **Integrity** – FFNSW commits to building trust through transparency, honesty and accountability in everything it does both through individual contributions and as an organisation.

KEY AREA / GOAL	OBJECTIVES & ACTIONS	PERFORMANCE INDICATORS
<p>COMMUNICATIONS</p> <p><i>Raise the profile of FFNSW both within the folk sector and the wider non-folk community.</i></p>	<p>Objective: Develop and implement a plan to establish regular communication with the folk and wider non-folk community regarding folk events and initiatives ensuring content that is current, relevant and regularly updated.</p> <p>Actions</p> <ul style="list-style-type: none"> · Develop a style guide to ensure recognisable “branding” across all communication platforms and assets. · Promote FFNSW’s tag line: <i>championing folk music and the folk arts</i>. · Develop and promote the FFNSW website as an interactive and informative “go to place for all things folk”. · Make more effective and regular use of social media platforms with relevant content. · Establish a bi-monthly members’ e-News bulletin. · Develop Cornstalk as an online publication. 	<ul style="list-style-type: none"> - FFNSW is easily identified by its characteristic logo, design & colours, tagline etc. - FFNSW grows its reputation as a leader within the wider folk community. - Increased visits to, and engagement with the FFNSW website. - Increase in social media page likes, post engagement, story reach, shares and followers. - Opening rate of 70% +. - Number of posts / articles and engagement per month.
<p>EVENTS</p> <p><i>A diverse portfolio of events and activities</i></p>	<p>Objective: Plan and implement a year-round calendar of events and activities to support our folk artists and present folk music and the folk arts to the widest possible audiences.</p> <p>Actions</p> <ul style="list-style-type: none"> · Develop and implement a plan for an annual FFNSW flagship event. · Increase the visibility of the folk arts through activities such as concerts, showcases, folk markets, workshops, sessions, artist development. · Develop a robust youth program including the annual Young Folk Artist Awards · Develop outreach programs and opportunities to connect with and support the folk arts in regional NSW. · Diversify folk arts experiences and programs to engage a broader audience to create a variety of entry points into folk. 	<ul style="list-style-type: none"> - Event ticket sales ensure sustainability for future such events. Creative success measured in survey results. - Documented increased attendance and engagement with, and participation in folk activities. New audiences and flow on outcomes e.g. new membership. - Increased engagement with a younger demographic. Events attract attendance from under 30s. - Increased reach and engagement with regional communities. Improved accessibility to folk arts. - A range of innovative artistic experiences initiated. Documented involvement and wider audience reach.

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<p>FINANCE</p> <p><i>Maintain a financially sustainable organisation.</i></p>	<p>Objective: Responsibly manage FFNSW finances to support its year-round activities and programs in line with the goals set out in this plan.</p> <p>Actions</p> <ul style="list-style-type: none"> · Ensure informed and responsible budgeting with regular monitoring and reporting. · Diversify income sources to reduce dependency on membership subscriptions. · Increase donations by improving public awareness of the projects and activities supported by FFNSW. · Invest in our NSW folk communities through bespoke programs and activities. 	<ul style="list-style-type: none"> - Programs and activities have achieved measurable, effective and efficient use of financial resources. - Events have achieved a breakeven or better result. Grants and other income streams have been explored. - FFNSW promotes at least one project or activity made possible by donations to its public fund. - A percentage (25%) of profit in any year is directed to support NSW folk communities through targeted programs, especially in regional NSW.
<p>GOVERNANCE</p> <p><i>A strong, respected and sustainable organisation</i></p>	<p>Objective: FFNSW is managed by a motivated and flexible team that can shape and guide the organisation.</p> <p>Actions</p> <ul style="list-style-type: none"> · Build a committee with strong connections to the folk sector and, the time to invest in FFNSW's key initiatives and advocacy. · Committee composition reflects the skills, knowledge and experience needed to achieve the organisation's purpose. · Develop a succession plan for the Committee that ensures continuity and transition over time. · Regular review and evaluation of operational and organisational practices. 	<ul style="list-style-type: none"> - Committee has provided demonstrated leadership contributing both individually and collectively to furthering FFNSW's goals. - Committee members have adopted a "hands-on", operational focus in an area of their expertise. - Strategies for the recruitment and /or retention of the committee are in place. - Demonstrated planning, stability and capacity for growth to realise projects and initiatives.

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<p>STAKEHOLDERS <i>Strong networks and engaged audiences/communities/participants</i></p> <p>Current Stakeholders 1. FFNSW Members 2. Folk Clubs, Festivals & Organisations 3. Folk artists Sydney / NSW 4. Wider folk audiences / enthusiasts 5. City of Sydney</p> <p>Potential Stakeholders 1. Federal Govt Cultural Support Orgs 2. Allied orgs (incl venue managers) 3. Other potential partners? 4. Wider NSW culturally diverse communities 5. NSW Govt Cultural Support Orgs</p>	<p>Objective: Provide value and meaning for all stakeholders, especially the membership that supports the organisation through financial contribution.</p> <p>Actions</p> <ul style="list-style-type: none"> · Engage regularly and meaningfully with all stakeholders through a variety of communication channels. · Be an advocate for the folk sector to achieve the best outcomes for all involved at every level of engagement. · Connect and /or partner where appropriate with key organisations to strengthen the reach and influence of “folk”. · Develop a NSW Folk Directory (website) and offer listings for all affiliate members. · Develop a “Membership Package” with an interactive website as its key deliverable. · Bring stakeholders together to participate in and enjoy shared experiences. · Provide a range of services to the NSW folk community e.g. the auspice of grants, offering awards, workshops etc. 	<ul style="list-style-type: none"> - Positive stakeholder feedback and increased engagement. Enhanced ability to gain grant funding. - Opportunities to communicate and promote advocacy messages have been identified and implemented. - New partnerships and connections have been identified and initiated where appropriate. At least one per year. - Uptake of listings displays continuous, steady growth. Goal of 100 listings at conclusion of this plan. - Membership growth of 2-5% per year. High level of engagement with website. - FFNSW will have collaborated on targeted project with at least one stakeholder group in any 12-month period. - Number and quality of services offered over any 12 month period in support of NSW folk community.