

2021 - 2023 summary

# strategic plan

sharper.  
deeper.  
clearer.



We acknowledge the Traditional Owners, the Yorta Yorta Nation and the clans whose lands cover the area now called Greater Shepparton, the Kailtheban, Bangerang, and Nguaria-ilaiaim-wurrung. We acknowledge that First Peoples have never ceded sovereignty over their lands.

**This always was, and always will be, their country.** We are conscious that colonial laws and practices led to displacement and disempowerment, and that they continue to do so with a profound and rippling effect.

We pay respect to Elders past and present, and to emerging leaders. We value their vision and strength that enabled the continuity of culture and connectedness to country.

SHEPPARTON   
**FESTIVAL**

unique  
events  
unusual  
places

# Come on in

We believe in the power of art to speak the truth to our hearts as well as our minds: to provoke us, surprise us, uplift us, and inspire us to reassess our beliefs and our values and either become reassured about who we are and the way we live, or to be energised to address that which needs to be addressed.

This, above all else: We seek to enable the creation and delivery of art in a way that sharpens our sense of who we are, where we come from and where we are going, and deepens our capacity for empathy and artistic enrichment.

We have envisioned our destination. We want to find the path to it with you and walk it together.

## OUR PURPOSE

- Give arts and cultural groups a platform to perform; it is designed for everyone in the community to be involved; therefore engaging a broad audience. The focus is on grass roots engagement – to let people know that art is for the whole community.
- Build the profile of Shepparton as a destination to live and visit; to demonstrate the diversity and liveability; and improve social cohesion. It helps to celebrate what is special about Shepparton (multicultural, refugees, indigenous) and encourage tourism and visitation to the town.

Artwork credit: Ella Egan.

## OUR VISION

A stellar arts festival that is locally treasured and valued beyond our region.

## OUR MISSION

We support the development of a creative community whose members seek, see, hear, and speak truths of all kinds, with an ever-empathetic heart, an unflinching eye, an open mind, and the readiness to listen and grow. In this way, we enable and encourage our community to participate in art that strengthens and unites, while stimulating reflection and growth.

## OUR CULTURE

We are **creative, inclusive** and **courageous**. We value the arts, our community, our diverse histories and our strengths. We value discourse and seek influences within and beyond Greater Shepparton that can help us understand, improve, and set and achieve our goals.

# What we decided

- We will invest in becoming a more inclusive festival and community, and we will put First Peoples First.
- We will deliver a festival with stronger focus on discourse, deep community engagement, creative process, and creative output.
- We value artistic input and practice and commit to developing and supporting our creative sector accordingly.
- We will seek ideas, methods, and practices that can help us and our region prosper.
- We will strengthen our organisation by investing in training, better governance, better planning, income diversification, and stakeholder engagement.
- We will plan and prioritise to prevent us from becoming overwhelmed.



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Artwork credit: Rachel Doller.

## Goals

### SHARPER

We will use art as a way to **stimulate discourse**, to draw a picture of what it looks like when we, as a community, fulfil our potential. We will use art to identify solutions and to name what holds us back. **We will be courageous.**

### DEEPER

Our diverse community's happiness and prosperity are inextricably linked to our ability to become a truly **inclusive community**. We believe that our journey to that destination must begin with reconciling our past. That is why we will put **First Peoples First**. We know that we need to engage meaningfully and listen more attentively to understand more deeply.

### CLEARER

For us to deliver a sharper and deeper Festival we must be creative, focussed, efficient and effective. To do that, we need to act **purposefully, transparently and accountably**. We need to be clear on how we convert our understanding of our purpose and context into strategic direction, how this determines our creative and organisational plans, how we communicate them, and how we monitor progress against them. To achieve this, we will invest in **strengthening our governance and operational processes** so that our goals, objectives and roles are clear and targeted.