

July 2023



# Nexus Arts Strategic Plan 2025 - 2028



Nexus Arts acknowledges the Kurna people as the owners of the land where we live, learn, and work. We respect their culture and elders and acknowledge their sovereignty was never ceded. We recognise that visual arts, music and storytelling have been central to Aboriginal cultures for over 65,000 years. We work to support this lineage.



Jonathan Kim, 'Reciprocity'  
Image Credit: Aaron Schuppan





“The support from Nexus Arts for me, an immigrant who had just arrived in a new country, was nothing less than a miracle.”

Maryam Rahmani, Interplay,  
Image Credit: Morgan Sette

## Vision

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Australian contemporary arts truly represent our intercultural society, promoting social cohesion through diversity & excellence of practice.

## Mission

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Nexus Arts fosters contemporary intercultural creative practices, engaging and developing both artists and audiences.

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# Executive Summary

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Nexus Arts reflects the inherent cultural diversity of contemporary Australian artistic practice. Throughout our 40-year history we have established a strong reputation for championing a spectrum of artistic practices that encompasses intercultural, ethno-specific, cross-cultural, and transcultural creative processes. We work with artists and audiences to provide opportunities for connection and intersection that challenge narratives and encourage reflection, and we do so in a generous spirit of collaboration and exchange.

Nexus Arts understands that identity and notions of belonging are personal and complex, and we reject classifications and categorisations which seek to homogenise or Other members of our community. We work with sensitivity and dedication to support individuals in their personal approaches to creative practice, and we meet the demand for recognition, representation, and equal participation in our Australian contemporary arts sector. Nexus Arts is recognised and celebrated as the only contemporary arts organisation in South Australia with this focus.

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## **The 2025-2028 Strategic Plan demonstrates Nexus' commitment to:**

- presenting, promoting and supporting contemporary music and visual arts that reflect the inherent diversity of contemporary artistic practices;
- commissioning new work that supports this aim;
- developing and nurturing emerging artists;
- inspiring, stimulating and cultivating broad audiences; and
- engaging with diverse partners to work collaboratively in these efforts.

Nexus Arts understands that greater representation of culturally diverse and First Nations artists on our stages and in our arts spaces is only a starting point. Through 2025-2028, Nexus will continue to challenge our thinking and that of our artists and audiences, operating within an intercultural understanding of Australian contemporary arts, where individual identities are celebrated and distinct cultures meaningfully engage with, learn from, and create alongside one another. With a skilled and passionate governance and leadership team, Nexus is well positioned to achieve its stated goals, consolidating the reputation of the organisation as a leader in intercultural arts creation and presentation at both a state and national level.



Nexus Arts Co-General Manager  
Yusuf Hayat, Deputy Chair Boram  
Lee, Chair Terri Dichiera, CEO &  
Artistic Director Emily Tulloch.  
Image Credit: Sia Duff

# Values

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- Passion & Vision •
- Learning & Growth •
- Inclusion & Cohesion •
- Respect & Compassion •

# Goals

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## Goal 1

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Produce and present outstanding contemporary art that explores cultural diversity and racialisation and leads intercultural conversations.

## Goal 2

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Support artists and arts workers, providing them with skills development and professional pathways.

## Goal 3

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Grow and diversify audiences and build recognition of Nexus as a leading intercultural contemporary arts organisation.

## Goal 4

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Operate with strong, dynamic governance, and consolidate long-term capacity.

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# Operating Environment

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## Funding

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Nexus receives operational funding from the Government of South Australia through Arts South Australia. We have grown this core level of support by 57% over the past four years, in recognition of our reliable delivery of original, creative, relevant, and impactful programs. In 2023, we entered a new four-year funding term, following a sector-wide application process in contrast to recent staggered funding periods. Having secured an increased amount of this very competitive funding, we are confident of our continued relationship with this funding body.

The current Government of South Australia has shown limited appetite for investment in arts and culture, with a \$1.2 million cut in the June 2023 budget and no funding allocation to the major Tarrkarri First Nations Gallery project. Although we have received long-term support from the State Government, we are conscious of the need to take a multifaceted approach to core organisational funding.

We maintain a diversified approach to program and project funding. Our Interplay program is funded by the Government of South Australia through the Music Development Office, part of the Department for Industry and Skills. 2023 is the first in a three year funding agreement for this standalone, dynamic program.

Nexus has a strong track record of infrastructure and project funding through Multicultural Affairs within the State Government, including the two major projects Creative Cohesion (2017-2019) and Culturally Diverse Audiences Engagement Framework (2019-2021). Nexus also regularly receives State Government project funding through Arts South Australia, including recent Artist Employment and Touring grants. In 2023, Nexus entered into a Cultural Strategic Partnership with The City of Adelaide for the calendar year, which we intend to continue and build in 2024 and beyond.

Nexus has been successful in multiple project grants from the Australia Council for the Arts for our Nexus Live music performance series, with awarded grants totalling \$395,000 over the past six years.

With the investment provided by Four Year Funding for Organisations, Nexus will deliver dynamic Nexus Live programming, responding to artist and sector need for greater benefit to and positive impact on individuals, audiences, and the organisation. We will be empowered to deliver timely communications of all programs and projects, allowing for greater lead times for recruitment to development programs; secure advance engagement of artists; carry out more effective marketing with longer-term strategies implemented; and engage in broader audience and organisational development. Critically, staffing, including the newly created role of Programs and Engagement Lead, an identified position for a First Nations person, will more adequately reflect the needs of the organisation, and pay rates will reflect industry standard, allowing for stronger succession plans and organisational viability.

## Other Sources of Income

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Nexus Arts actively pursues a wide portfolio of non-government income streams, noting the importance of balancing the capacity and costs associated with these activities for our small staff complement.

Nexus are long-term custodians of a well-established performance venue and a separate gallery space, owned by the Government of South Australia. This allows us to curate and present programs in dedicated spaces under our management, which are situated in Adelaide's West End arts precinct. A flexible, 200-seat performance space, Nexus Arts Venue is stand alone for its size and technical facility within the Adelaide CBD. We leverage the Venue to sustain partnerships with organisations including OzAsia Festival and Illuminate Adelaide, with whom we co-present, program, or host performances during their periods of activity. We also host private events, workshops, and creative developments. Outside of Nexus-curated and partnership presentations, we are committed to making the venue available to our core constituents at low cost, providing greater performance opportunities to independent artists and communities. This aspect of our business is largely cost neutral, owing to the high costs involved in staffing the venue, but we maintain it for its benefit to artists and the local sector.

# Operating Environment

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Ticket sales from music presentations represent a small portion of overall organisational income, but one that will be grown via the implementation of audience engagement strategies identified through our 2019-2021 Research Project and through further funding investment, which will increase overall marketing capacity. Audience growth in the 2018-2019 period before the impact of the COVID-19 pandemic was significant, at a 25% increase, and with the enhanced knowledge we take into the 2025-2028 period around programming accessibility and story-led marketing, we aim to grow our reach and impact. This said, we will maintain a low reliance on ticket income, as we prioritise broad accessibility to our work and aim to remove cost barriers wherever possible.

From 2025, we will maintain the growth of our services income which has been exponential in the post-pandemic era. Our external services include brokering artist agreements for performances, delivering workshops, and sector consultation by experienced staff. In January-June 2023, this has delivered \$11k profit to the organisation without promotion or active seeking of opportunities, and so we see growth potential in this aspect of our business.

Our reinvigorated membership program, to be launched in late 2023, will actively reengage our supporters and both leverage existing, and encourage new, organisational loyalty. A three-tier structure of artists, communities, and donors will be utilised to enhance engagement across all our supporters. The program will be managed through our current subscription with giving e-commerce platform GiveNow, who has recently expanded its offering to support not-for-profit membership programs. Key audience segments targeted for this campaign will include existing Nexus Arts audiences, artists and donors; music and visual arts lovers within the Adelaide arts community; and historical Nexus Arts supporters, recognising our 40-year history.

We will continue to pursue philanthropic support, including a new “40 for 40” future fund in celebration of our 40th year in 2024. Philanthropic giving in South Australia is a limited avenue for funding,

but one which Nexus concertedly pursues. Nexus has received funding from the Sidney Myer Fund and the James and Diana Ramsay Foundation and is currently exploring relationships with the Ian Potter Foundation, Australian Cultural Fund, and smaller state-based foundations including the Mahmood Martin Foundation.

Nexus has sponsorship arrangements with wine producers Second Nature and 22° Halo, and with Bickford's Australia. Leveraging the clear artistic and societal objectives of the organisation, we continue to seek growth of sponsorship, membership, and giving opportunities.

## Partnerships

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Nexus partners widely, proactively, and generously. We seek relationships that benefit artists, audiences, and the sector. We strive for interconnectedness and understanding across our local and national ecology, acknowledging what should be a common purpose: a vibrant and healthy sector that allows artists to pursue sustainable careers locally (as well as to succeed more broadly), and that all Australians can participate in and benefit from.

Current partnerships include:

- WOMADelaide
- Australian String Quartet
- Australian Art Orchestra
- OzAsia Festival
- Country Arts South Australia
- Illuminate Adelaide
- Flinders University Museum of Art
- Diversity Arts Australia
- Adelaide Symphony Orchestra
- Chamber Music Adelaide

We work with local councils, schools, and communities in a range of presentation and workshop activities including community performances by the Nexus Arts Orchestra and schools workshops through the Our Sound program. Partnership is a key strength for Nexus Arts, demonstrating our longstanding and high-calibre reputation across the industry.

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# Operating Environment



Global	<p><b>Factor</b></p> <p>Patterns of international migration have resulted in culturally heterogeneous cities and nations worldwide. Daily encounters in multiethnic and multicultural cities present the conundrum of how societies, which are increasingly racially and ethnically diverse, give rise to socio-cultural and political environments characterised by persistent prejudices based on fears about immigration, racialised segregation and a fracturing of cultural cohesion.</p>	<p><b>Response</b></p> <p>Encounters across difference make a difference. Nexus Arts is committed to a particular ethos of engagement that embraces the transformative potential of artistic encounters to encourage artists and audiences to think about social distinctions in, and through, difference.</p>
Local	<p><b>Factor</b></p> <p>A local social climate where bipartisan support for offshore detention policies has contributed to an othering of refugees, and anti-immigration views regularly gain mainstream media coverage.</p> <p>An overall reduction in arts funding and the absence, until recently, of a federal arts policy have resulted in the perspective that the arts are not a viable and valuable career nationally.</p> <p>Australian artists leaving the industry in a post-COVID environment, after years where their value and purpose was undermined by federal policies and while cost of living pressures continue to increase.</p> <p>The ongoing impacts of COVID-19, including the effect on mental health of artists, arts workers, and the broader community.</p>	<p><b>Response</b></p> <p>Nexus advocates for social cohesion through our sector leading intercultural programming. Our promotion of an intercultural vision of Australian contemporary arts and interrogation of current societal tensions seeks to provide constructive commentary within and against this climate.</p> <p>Nexus places artists at its core, seeking to assert their value and reassure them of their place. This is vital, ongoing work. We collaborate with local and national partners in advocacy, research and development, ensuring the ongoing case for the arts is made at state and federal levels.</p> <p>Nexus supports and nurtures artists and arts workers. We provide pathways into industry for arts workers, and our artist services ensure artists feel valued and supported. Our organisational values place these outcomes at the fore.</p>
Organisational	<p><b>Factor</b></p> <p>Funding instability, with project funding supplementing core programs. Reliance on project funding to fund primary organisational activity compromises our ability to plan and communicate future programs.</p> <p>Staffing levels do not meet organisational need or match our output.</p> <p>Increased demand for our work and services, while staffing capacity remains relatively static.</p> <p>Below benchmark staff salaries, meaning our succession planning is compromised.</p> <p>The potential for burnout in our staff due to the above issues.</p> <p>Lack of State Government appetite for investment in our physical home, the Lion Arts Precinct, required to fulfil its role as the West End arts hub.</p>	<p><b>Response</b></p> <p>Our unique position in the local and national sector is a strength that we will continue to leverage, to ensure that the arts and their audiences truly reflect contemporary Australia.</p> <p>Nexus continues to advocate for the important work we perform, and to build income to improve capacity. We continue to diversify income streams, develop our brand recognition to attract private sector sponsorship, and enhance our business practice. Greater Government investment will be key to our success.</p> <p>Nexus continues to advocate for investment in the Lion Arts Precinct, including the immediate need for an accessible toilet within the precinct.</p>





Zuhir Naji, Interplay,  
Image Credit: Morgan Sette

# Artistic Rationale

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## **Nexus Arts promotes intercultural artistic practice**

Exploring cultural diversity, racialisation, and the individual experiences of our artists is at the heart of all Nexus programs and projects. Nexus advocates for increased representation of diverse cultures in contemporary arts practice, aiming towards an Australia in which the diversity within our art spaces reflects the cultural composition of our society. Beyond this principle of true representation, Nexus creates and presents intercultural work that explores genuine interaction and exchange, laying foundations for greater social cohesion. Intercultural communication promotes learning and discovery, and challenges preconceptions. By focusing on the mutual exchange of ideas between cultures, interculturalism moves beyond the embracing of multiculturalism to forge deeper, reciprocal relationships. Nexus are leaders in intercultural contemporary arts in Australia.

## **Nexus Arts supports and develops artists**

Nexus works with artists to develop their practice and build audiences for their work. We deliver targeted artist development programs focusing on artistic, mentoring, marketing, business, and career development. Nexus' staff provide genuine and meaningful support for artists, leveraging industry experience and extensive contacts to develop artists' networks and build connections to broader industry. Nexus recognises the importance of support at all stages of artists' careers, offering valuable opportunities which enable artists to continually explore, experiment and create, with a view to sustainable and viable practice.

## **Nexus Arts recognises First Nations arts and artists are fundamental to intercultural arts practice**

First Nations arts are crucial and central to an intercultural understanding of Australian contemporary arts. Nexus recognises First Nations arts and artists as occupying a fundamental place at the heart of our culture, and strives to nurture, respect and cultivate the relationship between broader contemporary arts and First Nations cultural expressions. First Nations artistic practice is integral to our mission.

We recognise that Australian arts and cultural institutions must undergo a process of decolonisation in order to move towards reconciliation. We acknowledge the work to be undertaken, and we commit to ongoing and considered learning and listening.

## **Nexus Arts fosters contemporary artistic excellence**

Nexus champions artistic excellence, working with artists at all career stages who are of the highest calibre and at the forefront of their fields. An expectation of excellence is vital in delivering strong communication of our core message: that Australian contemporary arts are intercultural, and that absolutely no compromise in quality is made by centring programming on artists of culturally diverse and First Nations backgrounds. Artistic excellence is fostered through high-quality presentation opportunities, development programs aimed at equipping artists with tools for success, and partnerships which assist artists to move beyond Nexus programs to other prominent platforms.

# Artistic Rationale

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## **Nexus Arts engages, stimulates and cultivates audiences**

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Audiences are central to Nexus' activities. Nexus provides SA arts consumers with year-round access to high quality intercultural music and visual arts, inspiring and stimulating audiences through compelling and challenging programming. Nexus provides opportunities for audiences to grow through artistic experiences which further their understanding of diverse cultures and promote an intercultural Australia. Following the major research project undertaken from 2019 to 2021, Nexus launched the toolkit *You're Welcome: A Guide for Arts Organisations to Increase Cultural Diversity* in our Audiences, supporting arts organisations to better understand underrepresented audience segments and implement engagement strategies. Nexus is a safe and welcoming environment, which we communicate to new audiences by employing targeted strategies backed by this research, including marketing in multiple languages. In 2022, we launched our new website with high accessibility and translation features, enabling us to share content broadly and directly.

## **Nexus Arts commissions new work and supports artistic risk-taking**

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Commissioning work is fundamental to Nexus' programs. Nexus invests in artists and in arts creation by providing supported development opportunities for artists to make new work, and by presenting a program of these and other premieres across our venues. Commissioning new work for interested audiences who embrace diverse experiences encourages artistic risk-taking, which is a key precursor to growth and development. Nexus fosters a culture of openness to experimentation in its audiences, allowing artists to embrace risk in a supportive environment.

## **Nexus Arts works collaboratively**

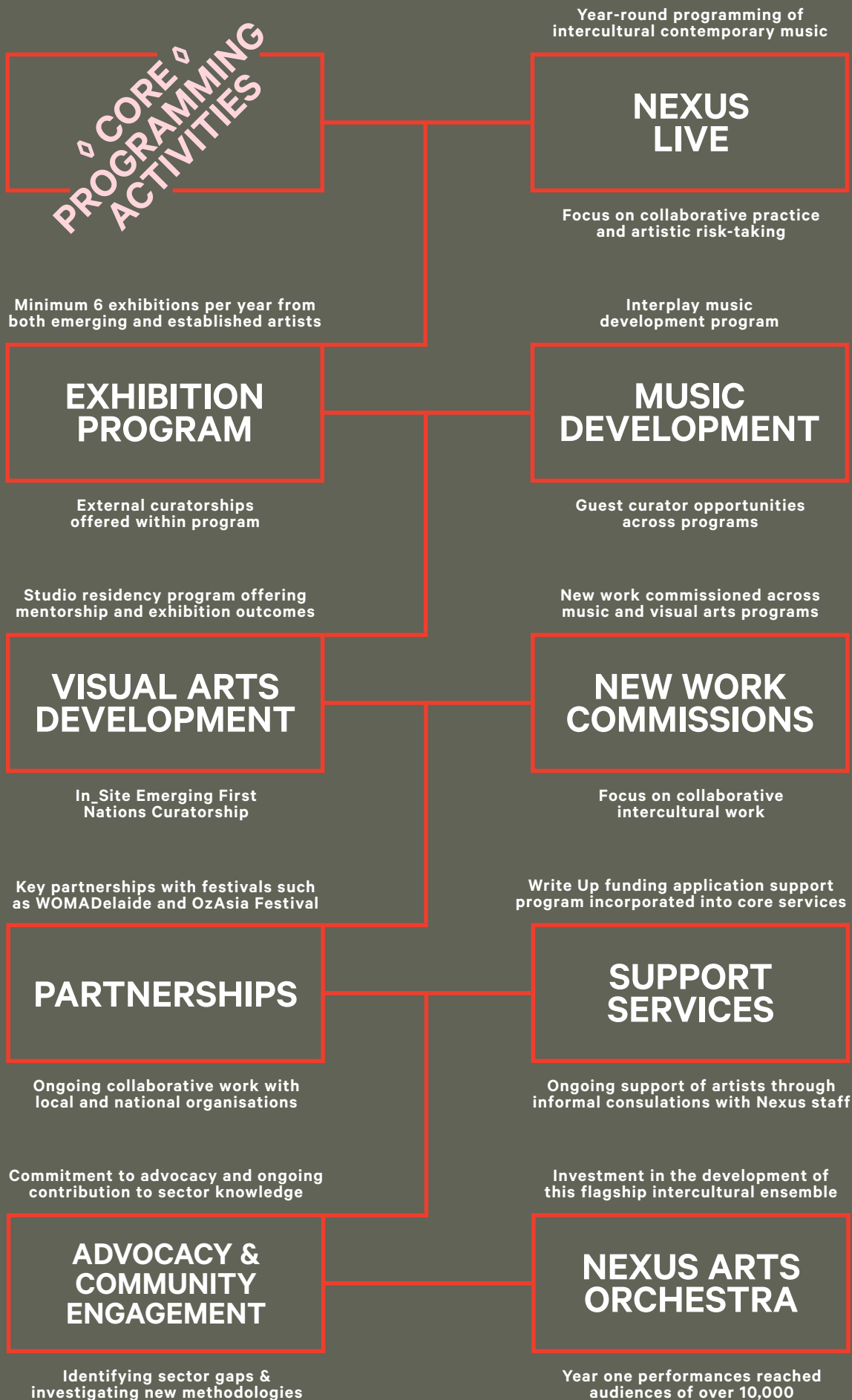
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Collaboration is key to Nexus' operations: between artists, within projects, with communities, and across organisations. We are proponents of courageous intercultural collaboration and encourage artistic risk-taking in practice and in the development of new work. We bring together artists from different cultural and artistic backgrounds to work collaboratively, and our programs strive to create inspiring contrasts and complements between genres and disciplines. By encouraging experimentation and learning, Nexus contributes to a broader and deeper discussion of identity, arts and culture.

Nexus works with communities to welcome audiences, engage with diverse cultural populations, and signal the organisation's standing as a safe intercultural space. We partner with local and national organisations to bolster the ecology of the sector and to create meaningful relationships, drawing on individual and particular capacities of these organisations to complement Nexus' strengths.











TAILOR WINSTON, 'NEST'  
IMAGE CREDIT: MORGAN SETTE



# Evaluation



**Goal 1:** Produce and present outstanding contemporary art that explores cultural diversity and racialisation and leads intercultural conversations.

Strategies	Key Performance Indicators	Current (2022)	2025 Target	2028 Target	Notes & Rationale
Curate a program of leading artists from diverse cultural backgrounds, both emerging and established	Total number of artists from culturally diverse and First Nations backgrounds presented	88	>90	>90	KPI maintained as a minimum level, and will fluctuate depending on size of groups or ensembles programmed.
	Number of different cultural backgrounds represented by artists across Nexus' programs	31	25	25	KPI ensures broad representation of diverse cultural backgrounds.
	Number of mid-career and established artists presented	54%	>40%	>40%	KPI indicates continued support of both emerging and established artists.
	Number of emerging professionals presented	46%	>40%	>40%	As above.
	Nexus leverages program participation or employment applications into greater levels of engagement with the organisation	Yes, impact recorded qualitatively			Recent examples include past program participant Zhao Liang being appointed Education Program Officer and then Business Manager, and past Studio Resident Yusuf Ali Hayat being appointed Visual Arts & Community Engagement Lead (both 2022).
Invest in the creation of new work	Number of new works commissioned and presented	17	20	20	New works include commissioned new musical works, visual arts exhibitions of new works, and new works undertaken in partnership.
Facilitate intercultural artistic collaborations	Number of collaborations across Nexus programs	8	>10	>10	Recent examples include 4 new intercultural collaborative musical works commissioned for the Our Sound program.
Encourage critical dialogue around Nexus programs	Number of critical & creative responses commissioned	6	7	7	
	Number of public programs (artists talks and/or forums), presented	7	>7	>7	

**Goal 2:** Support artists and arts workers from culturally diverse and First Nations backgrounds, providing them with skills development and professional pathways.

Strategies	Key Performance Indicators	Current (2022)	2025 Target	2028 Target	Notes & Rationale
Deliver development programs for culturally diverse & First Nations artists	Number of development programs	4	>2	>3	2022 programs are the Interplay music development program, Cultivator music residency program, Studio Residency Program, and In_Site Emerging First Nations Curatorship. Two of these programs were funded with pandemic response funding, and so we anticipate the ongoing delivery of minimum 1 each of music and visual arts programs.
Offer curatorial opportunities for culturally diverse and First Nations artists	Number of curatorships (music or visual arts)	3	2	2	Recent examples include engaging Gelareh Pour as guest curator of Nexus Live, and Jonathan Kim and Elizabeth Close as guest curators within the Exhibition program.
Offer artists free, individual career consultations	Number of artists assisted	30	>35	>35	Support is offered to individuals through our Write Up funding application support program, and to participants in our development programs including Interplay and the Studio Residency Program.
	Industry relationships brokered for artists	Yes, impact recorded qualitatively			Recent examples include brokered performances by Nexus-affiliated musicians at multiple large-scale South Australian events; the Nexus Arts Scholarship for a South Australian artist from a culturally diverse or First Nations background to attend the Australian Art Orchestra's Creative Music Intensive (2022 and 2023); and facilitated studio visits with national curators Amrit Gill and Talia Smith for our Studio Residency Program artists.
Nurture long-term relationships with artists and provide professional pathways across Nexus' activities	Previous development program participants work with Nexus in other roles	Yes, impact recorded qualitatively			Examples include Our Sound workshop presenters Bortier Okoe, Maryam Rahmani, Noriko Tadano, Koleh David, Farhan Shah, Satomi Ohnishi, Lazaro Numa, and Zhao Liang: all past Nexus program artists now employed as teaching artists.
Provide mentorships within development programs and residencies	Mentors involved within Nexus programs	6	>9	>9	From 2023, each of our 6 Interplay program artists have an allocated budget for an individual mentor of their identification. The 2025 figure of 9 represents these 6 plus our 3 Studio Residents, as our minimum engagement.
Provide development opportunities for culturally diverse and First Nations arts workers	New employees from culturally diverse or First Nations backgrounds hired	Yes, impact recorded qualitatively			In 2022, two new core staff members from culturally diverse backgrounds were employed, in addition to 1 new Board Member and 2 new Venue staff.
	Number of internships provided for culturally diverse or First Nations students	2	2	2	One intern per six-month period is an ideal level of engagement for our organisation. All interns will be from culturally diverse or First Nations backgrounds.
	Opportunities sought to engage with culturally diverse or First Nations arts workers to develop skills and networks	Yes, impact recorded qualitatively			Recent examples include Nexus participating in Diversity Arts Australia's national Diversity Arts Roundtable and Creative Cultural Diversity Network.



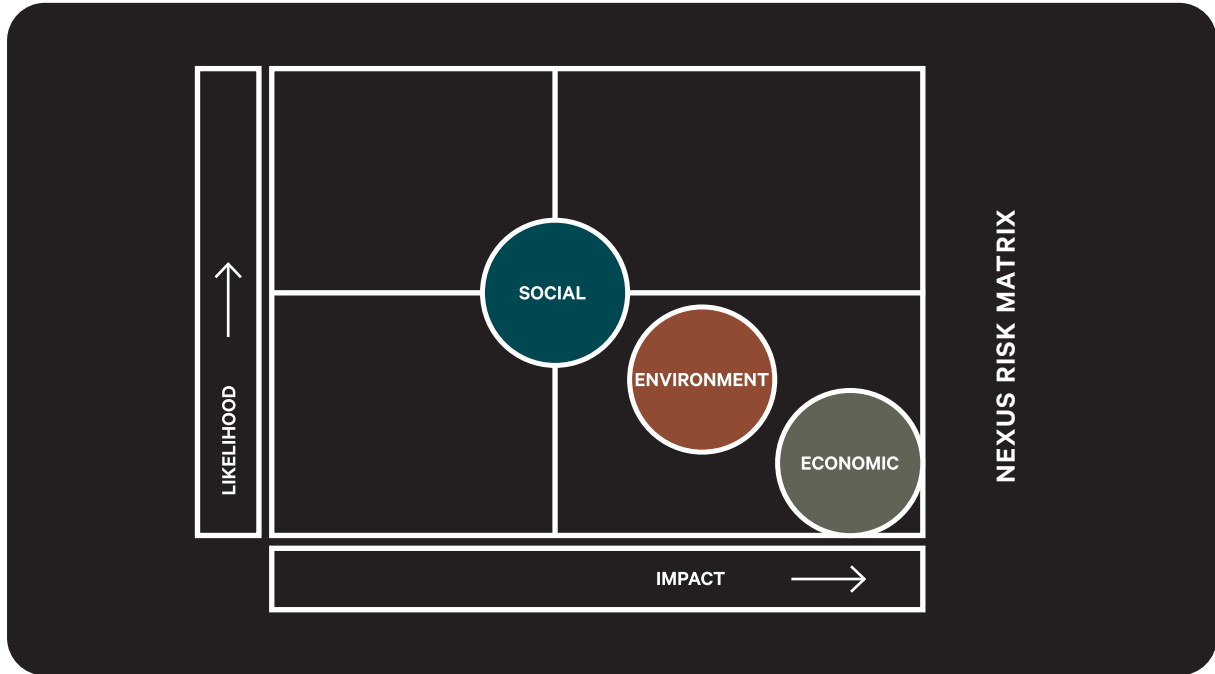
**Goal 3:** Build recognition of Nexus as a leading intercultural contemporary arts organisation.

Strategies	Key Performance Indicators	Current (2022)	2025 Target	2028 Target	Notes & Rationale
Evaluate new and existing Nexus audiences	Total number of audiences at Nexus presentations, including Digital Gallery visitation	9181	9500	10000	The 2022 figure does not include the WOMAdelaide audience for our 3 co-presented artists, which numbers approx. 6000. We consider audience growth, particularly to free activity areas such as our Digital Gallery, to be essential to our evaluation of success.
	New audiences engaged through work undertaken in partnership	Yes, impact recorded qualitatively			New recent audiences engaged include through WOMAdelaide co-presentations in 2022 and 2023, and audiences for the Australian String Quartet partnership ASQ X Noriko Tadano.
	Implement the findings of the Culturally Diverse Audience Engagement Framework Research Project	Underway	Ongoing	Ongoing	In 2021 we launched the Toolkit 'You're Welcome: A Guide for Arts Organisations to Increase Cultural Diversity in Our Audiences' as an outcome of this research project. This KPI ensures that knowledge gained from this activity is embedded into organisational practices.
	Perpetual audience survey engaged with	Implemented	Feedback analysed	Ongoing	We value input from our audiences, and use direct feedback from this survey in our ongoing evaluation.
	Continue investigation of new methodologies to better evaluate the audience experience	Ongoing	Ongoing	Ongoing	Nexus Arts understands the positive impact of art on people, and the potential social impact that can follow. It is important to us that we continue to investigate new methodologies that better measure and express the impact of our work on our audiences.
Ensure broad accessibility to Nexus' activity	Content presented on website is accessible	Website with enhanced accessibility launched	Yes	Yes	
	Access Coordinator employed and accessibility initiatives delivered	Access Coordinator employed; initiatives delivered	Access Coordinator employed; initiatives delivered	Access Coordinator employed; initiatives delivered	Nexus is one of very few South Australian arts organisations of any size to employ an Access Coordinator: an identified position for a person with disability. We consider the maintenance of this position key to our ongoing relevance and success.
	DAIP regularly updated and goals adhered to	Updated	Updated	Adhered to	Nexus Arts launched a new Disability Access and Inclusion Plan in 2022 which details our investment in this focus area.
Utilise membership program, email database and CRM to ensure effective direct communications and build loyalty to the organisation	Number of direct subscribers (eNews)	1747	2500	3000	We look to develop our subscriber base in parallel with our membership program relaunch and drive (late 2023).
	Multi-tier membership program is subscribed to, and organisational loyalty bolstered within each tier	N/A	5% increase	5% increase	A renewed membership program will be launched in late 2023 with memberships targeting artists; audiences and community; and donors/givers.
Maintain effective media presence	Implement and regularly update marketing and media strategies to build quality engagement	Ongoing	Ongoing	Ongoing	
	Number of Instagram followers and Facebook page likes	9468	10,000	10,000	Although social media engagement is an unpredictable KPI in the medium or longer term, this is included as a possible useful measure. Target will be updated in line with usage trends and emerging platforms/media.
Staff maintain connection to the broader arts community	Staff attend industry events and proactively advocate for Nexus Arts	Yes, impact recorded qualitatively			Nexus staff are active participants in the local and national sector.
Nurture partnerships with prominent and relevant organisations	Number of works co-presented	10	>10	>10	Recent examples include When by Mindy Meng Wang, co-presented at OzAsia Festival; The Cloud Maker, co-presented by the Australian Art Orchestra; and DOBBY, co-presented by Illuminate Adelaide.
	Number of projects undertaken in partnership	8	>8	>8	Recent examples include the ASQ X Noriko Tadano collaborative project; Nexus Live On Tour, in partnership with Country Arts SA, and the Adelaide Symphony Orchestra's Floods of Fire project.
Engage Nexus Arts Venue patrons to build audiences for Nexus' curated programs	Number of participants and audiences at non-Nexus programs or presentations	4558	>5000	>5000	Through the period 2025 to 2028, we seek to continue to increase alignment of all Nexus Arts Venue activity with our organisational core aims and values (see Goal 4).

**Goal 4:** Operate with strong, dynamic governance, and consolidate long-term capacity.

Strategies	Key Performance Indicators	Current (2022)	2025 Target	2028 Target	Notes & Rationale
Ensure strong, dynamic organisational governance and leadership that best serves the organisation	Artistic Council informs strategic planning through quarterly meetings	Artistic Advisory Group consulted	Yes	Yes	The Artistic Council will be formed during 2024 and implemented in 2025, taking the place of the current Artistic and Cultural Advisory Group. The Council will work with the staff leadership team to set the strategic direction of the organisation. Honorariums will be paid to non-salaried Council members.
	Board of Compliance meets quarterly, ensuring the organisations legal and financial obligations are met.	10	4	4	Note reduction in line with increased role of Artistic Council. The Board of Compliance will meet quarterly to ensure compliance objectives are met.
	Strategic Planning and Performance Review Meetings: Combined Artistic Council and Board of Compliance	NA	2	2	Following a co-design process, there will be an additional intersection of meetings with the Council, ensuring all governance team members work in cooperation.
	Percentage of Board & Council members who identify as culturally diverse / or First Nations	75%	>75%	>80%	We consider this high target key to our continued relevance, and a sound governance principle that will be prioritised.
	Governance models are reviewed and updated in line with organisational need	Reviewed in 2023	New model implemented	Ongoing	Nexus Arts' updated governance model will be co-designed during 2024 and implemented in 2025. Through wide community engagement we will define Terms of Reference for our governance groups that include an intersecting schedule of meetings, streamlined processes and communication, ensuring our structures are fit for purpose.
	Staff leadership team includes culturally diverse and/or First Nations members	66% of staff leadership team	>50%	>75%	This target reflects the vital importance of representation at all levels of our organisation, and our dedication to diversity in leadership.
Maximise potential revenue sources	Support from philanthropists and foundations sought, as appropriate	Yes, impact recorded qualitatively			Nexus has targeted aligned foundations and individuals with private ancillary funds with whom we will continue to build relationships.
	Self-generated income (bar, hire, sales, services) optimised	6% increase on 2021 levels	5% increase on previous year's levels	5% increase on previous year's levels	In addition to income from venue hire and bar sales, more recent service activity (such as workshop delivery, brokering of artist services, & consultation) will be stronger over the forward period.
	Fundraising / private donations income increases on previous year's levels	23% increase on 2021 levels	5% increase on previous year's levels	5% increase on previous year's levels	EOFY campaigns currently yield our most significant individual giving. We will continue to leverage this period, as well as draw optimised income through an option to donate added to online ticket sales.
	Relationships with sponsors are maintained with in-kind and cash value maintained	\$1670	\$5k	5% increase on previous year's levels	We anticipate only marginal growth, as this is not an area of significant expansion. We do nonetheless anticipate some gains.
	Membership program is subscribed to and grows income	NA	5% increase on previous year's levels	5% increase on previous year's levels	Our reinvigorated membership program (launching late 2023) not only brings relatively passive income, but builds engagement with the organisation and grows our networks.
Ensure optimal venue usage fit to purpose and aligned with organisational values	Events in Nexus Arts Venue align with organisational values	Increasing alignment	Yes	Yes	In 2022 we launched a refined programming focus for external events in our Venue, re-positioning as a curated venue rather than a venue-for-hire. In line with this, it is anticipated that numbers will be maintained, rather than grow, during this change period (2023 to 2025). However, the potential for these audiences to be engaged as audience for Nexus Arts programs is increased due to alignment of Venue activity with organisational values.
	Number of performance events	91	100	>100	In line with the increasing focus on alignment noted above, the number of anticipated events in 2023 and 2024 will be slightly less than in 2022 (target of 80). We then aim to increase engagement from this point to approx. 100 in 2025, and anticipate approximate stability from there in line with Adelaide's population size and demographics.
Increase staffing levels to more appropriately meet the needs of the organisation	Number of FTE employees	3.9FTE	5.4FTE	5.4FTE	Anticipates Australia Council for the Arts Four Year Funding for Organisations: without this, staffing levels will remain at 3.9FTE.
	Remuneration reflects industry benchmarks	Salaries are below, but closer to, sector standard	Salaries reflect industry benchmarks	Salaries reflect industry benchmarks	Australia Council for the Arts Four Year Funding for Organisations will ensure this KPI is met.
Support staff development and organisational culture	Avenues to support professional development opportunities for core staff explored	Training undertaken	Explored & undertaken	Explored & undertaken	
	Staff reviews undertaken	Annual	Annual	Annual	
	Staff recognition events	2	2	2	
Maintain optimal financial hygiene through effective budgeting, accurate reporting, and timely project acquittal	Final operating position records surplus and projects are acquitted	\$44k surplus; projects acquitted	Surplus recorded; projects acquitted	Surplus recorded; projects acquitted	

# Risk Matrix

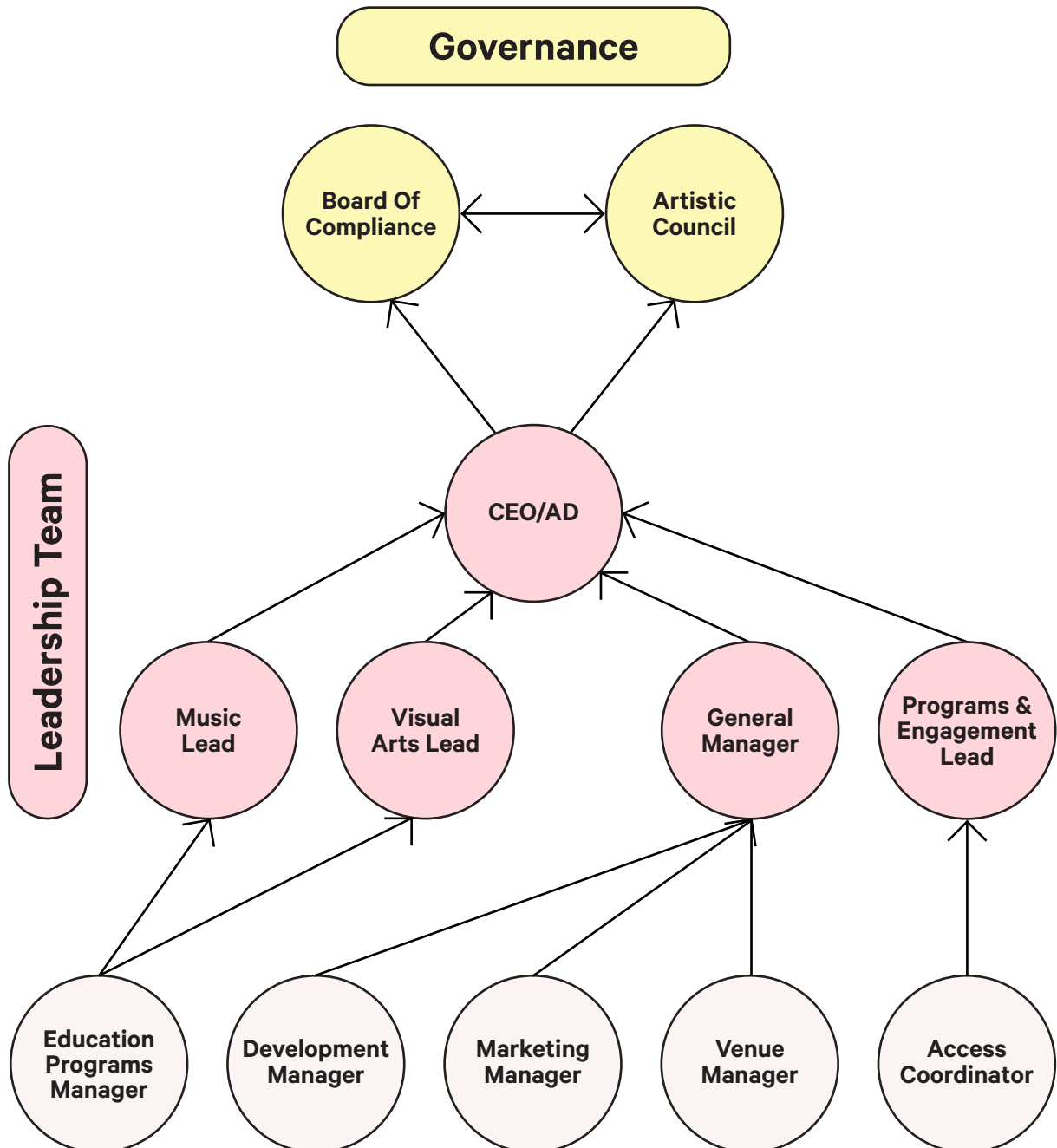


Risk		Mitigation Strategies	Timeline
Economic	<p>Loss/reduction in Government funding</p> <p>Resourcing required for venue operations impacts negatively on core business</p>	<p>* Maintain positive high-level relationships.</p> <p>* Ensure high standard of programming and delivery.</p> <p>* Employ Development Manager to increase income from private and other sources.</p> <p>* Evaluate organisational performance.</p>	<p>Ongoing</p> <p>Quarterly Review</p>
Environmental	<p>Increased competition or external event that interrupts programming or causes audience decline</p> <p>Cyber security breach</p> <p>Public and/or media criticism</p>	<p>* Review and maintain refreshed web presence and branding.</p> <p>* Leverage Nexus' Audience Development Toolkit to effectively program and build audiences.</p> <p>* Strengthen community engagement strategies.</p> <p>* Prioritise cyber security awareness for Board and staff and comply with Nexus' IT, Internet, and Email Policy.</p> <p>* Maintain cyber security insurance and outsource IT systems review.</p> <p>* Adhere to Nexus' incident management policies, including Social Media, Media &amp; Publicity Policies.</p>	<p>Ongoing</p> <p>Annual Review</p> <p>Ongoing</p>
Social	<p>Inability to hire/retain skilled staff</p> <p>Organisational culture and climate are compromised</p>	<p>* Implement clear succession plan.</p> <p>* Maintain attractive workplace terms and conditions including benchmark remuneration, professional development and cross-skilling opportunities, and flexible work arrangements.</p> <p>* Promote inclusive organisational culture.</p>	<p>Ongoing</p>



# Organisational Chart

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# Governance & Leadership

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## Changes to Nexus Arts Governance Structure

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Nexus Arts is a lean organisation dedicated to effectively serving our diverse community. We understand governance as a collaborative process that is designed to ensure that Nexus is strategically positioned to meet the needs of our artists and audiences now and in the future through bold programming choices and strong fiduciary management. Encouraged by contemporary research into ways in which arts organisations can more effectively achieve their goals, including that undertaken by Kate Larsen<sup>1</sup>, from 2024 Nexus Arts will undertake a codesign process with our community, rethinking our practices and providing a structural foundation for our future.

Nexus Arts' new governance structure will reconceive the traditional Board. We envisage two entities co-leading the organisation alongside the Artistic Director/CEO. The first, our Artistic Council, will be comprised of practicing artists and artworkers who will be paid an honorarium for their work where they are not currently engaged in salaried employment. Council members will contribute their expertise and experience to program development and provide oversight to ensure we meet our artistic goals. A pared back Board of Compliance will work in parallel with the Artistic Council, contributing professional expertise from outside the sector alongside their passion for the arts, ensuring the organisation continues to meet our compliance requirements. Through a

co-design process undertaken with these groups, Nexus Arts' staff and our wider community, we will define Terms of Reference that include an intersecting schedule of meetings, streamlining processes and communication, and ensuring our structures are fit for purpose. This ecological approach to governance will consolidate Nexus Arts' position as an operationally robust, artistically rich arts organisation for the near term and into the future.

## Staff Team

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Our team comprises passionate and dedicated arts professionals, and includes pathway positions for emerging leaders. Nexus strives to nurture the next generation of arts leaders, and to ensure that this cohort better represents the diversity of our Australian society. Our 2025 staffing structure includes an Access Coordinator identified position for a person with disability, an identified First Nations position of Programs and Engagement Lead, and staff members from culturally diverse backgrounds at all levels of the organisation.

The 10 staff members in 2023 (time of writing) comprise a full-time equivalent of only 4.2FTE, highlighting the organisation's limited capacity. To continue to flourish, this must and will be built in the period covered by this Strategic Plan, and will be achieved with greater Government investment, development activities, and a revitalised membership program promoting private donations.

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<sup>1</sup> <https://larsenkeys.com.au/2022/11/07/bad-better-and-beyond-best-practice/>

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[www.nexusarts.org.au](http://www.nexusarts.org.au)

