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ARTISTIC COURAGE

Strategic Plan 2018-2020

OUR CONTEXT

What does Australia's contemporary arts sector look like right now?

What are the most pressing issues affecting visual, design, craft and media artists?



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NAVA is the first place I go to when I need professional advice on so many practical aspects of running my own business as an artist – fees, taxes, marketing, insurance, general code of practice – there is no one else that I can go to for this essential advice. NAVA plays an absolutely vital role in the sustainability of my artistic practice.

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– Kim Anderson,
Ballarat VIC



OUR VISION

Art is powerful, challenging and inspirational – and yet, Australia’s artists work under increasingly precarious conditions, and their rights are increasingly under threat.

NAVA’S VISION IS THAT ARTISTIC COURAGE IGNITES AUSTRALIAN CULTURE.

We work hard to achieve recognition and respect for artists – for their practice, for their work and for their rights. We do this because the voice of the artist offers Australia a deep perspective on the past, a vital perspective on today, and a compelling perspective on the future. We believe that the contemporary arts offer rigorous, ethical and valuable approaches to rethinking our personal, social, environmental and political priorities.

Artists who are valued and respected can sustain the ambitious, adventurous careers that create the Australian culture.

This is our focus.

OUR MISSION IS TO LEAD ADVOCACY, POLICY AND ACTION FOR A CONTEMPORARY ARTS SECTOR THAT’S AMBITIOUS AND FAIR.

We value bold, rigorous thinking that translates into ethical action. We respect human rights and dignities and value cultural diversity. We love collaboration, experimentation and openness to change. We admire resilience over sustainability, policy over convention, and action over frustration. We work together courageously.

The Code of Practice for the Professional Australian Visual Arts, Craft and Design Sector (“the Code”) is the nucleus of NAVA’s work. The Code is both a record and a benchmark of best practice across the contemporary arts including legal, ethical and financial business practices, as well as thorough arts industry guidelines. Within this Strategic Plan period, NAVA will work with academic and industry partners to research and revise the Code comprehensively, releasing Edition 6 as well as making minor revisions along the way.

OUR KEY STRATEGIC FOCUS ACROSS THE NEXT THREE YEARS IS TO ADVOCATE THE ETHICS, NEGOTIATE THE PARTNERSHIPS AND SECURE THE COMMITMENTS THAT MAKE THE NAVA CODE OF PRACTICE THE ENFORCEABLE STANDARD ACROSS THE CONTEMPORARY ARTS INDUSTRY.

Our flagship project, Future/Forward, has a long-term focus on developing networks, skills and a national voice among Australia’s artists.

A contemporary arts sector that’s ambitious and fair.

Let’s do this.

OUR PLAN

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“I am proud to be a Member of such a vocal and ethical advocacy body.”

“As an individual working in an unregulated industry like the visual arts, I feel like NAVA has got my back. I am proud to support the peak advocacy body for my industry in Australia, because it supports me.”

“I especially value the advocacy role that NAVA plays for the arts community across Australia highlighting important and relevant issues.”

– Member feedback offered anonymously via our annual survey

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VISION	ARTISTIC COURAGE IGNITES AUSTRALIAN CULTURE		
MISSION	NAVA LEADS ADVOCACY, POLICY AND ACTION FOR A CONTEMPORARY ARTS SECTOR THAT’S AMBITIOUS AND FAIR		
FOCUS	ARTISTS	INDUSTRY	PUBLIC
	PROFESSIONAL PRACTICE	CONTEMPORARY ARTS SECTOR	THE AUSTRALIAN CULTURE
AIM	Strengthen artists’ capacity to develop and sustain their practice	Set national industry standards that promote ambitious and fair practices	Amplify the voice of the artist to enrich the national conversation
PROGRAM	<ul style="list-style-type: none">• Membership• Professional development• Artistic leadership	<ul style="list-style-type: none">• Code of Practice• Cross-sector partnerships• Industry leadership	<ul style="list-style-type: none">• Policy development• Public engagement• Cultural leadership
STRATEGY	<ul style="list-style-type: none">• Offer a Membership program that’s indispensable to contemporary arts practice• Offer valuable professional development programs and professional practice resources for Members• Present professional development events across Australia• Present two cycles of Future/Forward: our national agenda-setting event that brings artists to Canberra to set the national arts agenda	<ul style="list-style-type: none">• Revise the Code of Practice and implement as the enforceable industry standard• Facilitate self determined First Nations policy and protocol• Offer strategic advice to government that authoritatively connects the arts across relevant portfolio areas• Launch the Contemporary Arts Alliance to foster a policy-literate sector and lead effective cross industry strategy	<ul style="list-style-type: none">• Build an exciting and influential profile for Australia’s contemporary arts• Present impactful campaigns that transform perceptions and build commitment on the value of the arts• Lead visible, impactful public debate on contemporary arts policy• Launch and develop the FutureMakers Fund to propel our public engagement through salons and fundraisers that engage critical thinkers on timely ideas



ARTIST FOCUS

PROFESSIONAL PRACTICE

NAVA strengthens artists' capacity to develop and sustain their practice.

MEMBERSHIP

The artists who founded and inspire NAVA are the driving force of Australia's contemporary arts. A NAVA Membership makes a strong commitment to your professional practice. In turn, we make important commitments to our Members: we will amplify your voice, develop your practice and strengthen your sector.

Across the past three decades, NAVA has secured important partnerships and services to create a range of Membership benefits. These include ongoing advice and support, grants, professional practice guides, industry discounts, networks, opportunities and specialist professional development. Our Premium Plus Membership includes an insurance package with seven types of insurance tailored exclusively for practising professional artists.

- Foster professional practice through a Membership program that's practical and valuable, recognised across Australia as an indispensable element of the work of being an artist
- Offer authoritative and essential Membership services that professionalise artistic practice including insurance, best practice guides, professional practice resources, advice and support
- Regularly review our Membership and professional development services to ensure that NAVA remains approachable, authoritative and resourceful, earning the trust and respect of artists
- Survey and consult Membership regularly so as best to understand and represent artists' interests and the changing nature of contemporary practice
- Better identify and segment key Membership groups to understanding our Membership and specialising our services
- Sustain and grow our Membership ambitiously.

PROFESSIONAL DEVELOPMENT

Developing your practice is a key commitment that NAVA makes to our Members. Our Professional Development program fosters creative practice and sector development. Our program offers Insights into Practice through artist profiles and podcasts, strengthens Professional Practice through workshops and resources, and fosters Communities of Practice through events and guest lectures all over Australia. While Professional Development is a key benefit of NAVA Membership, many of our programs are also open to non-Members, promoting the development of the visual arts, craft and design sector.

- Develop artists' skills and communities through excellent workshop and networking events nationwide including in regional and outer suburban locations
- Grow artists' confidence to self-advocate and negotiate fair conditions
- Profile artists across all career stages to offer deep insights into what it means to be a practising professional artist in Australia today
- Partner with key funders to offer specialised grants, and with key arts institutions to offer discounts and other benefits of Membership
- Rebrand NAVA's extensive suite of guides, toolkits etc. to make the scope of our professional practice resources immediately clear
- Build partnerships that strengthen NAVA's on the ground presence and capacity to support artists nationally.

ARTISTIC LEADERSHIP

NAVA connects, informs and prepares artists for impactful sector development. We create a range of platforms for the development of artistic leadership, facilitating local conversations of national significance.

Our key platform is Future/Forward, Australia's only national focus event for visual artists. Responding directly to the Throsby Report and NAVA's own research, Future/Forward brings artists together to set a shared national agenda. Events invite artists to contribute directly to our policy work that shapes and strengthens the Code of Practice. Future/Forward fosters local artistic leadership for national impact, connecting artists with artists to create resilient communities of practice.

- Present Future/Forward as a two-year cycle with a national focus event alternating with local artist support and sector development
- Design Future/Forward events that inform the evolution of the Code of Practice by understanding how artists are working, inviting adventurous thinking that redresses problems with confidence
- Connect visual and media artists, makers and designers with key decision-makers, ensuring that arts and cultural policy is well informed and effective in developing ambitious and fair working conditions.



INDUSTRY FOCUS

CONTEMPORARY ARTS SECTOR

NAVA sets national industry standards that promote ambitious and fair practices.

CODE OF PRACTICE

The Code of Practice has undergone numerous revisions across its two-decade history. However, its application has been inconsistent. Government bodies have added and then removed the Code as the reference point for protocols and artist payments, while under-payment and non-payment of artists has become alarmingly commonplace. In the meantime, average incomes earned by artists have declined markedly, as evidenced by *Making Art Work*, the latest Throsby Report for the Australia Council, as well as NAVA's own research into the small-to-medium sector.

NAVA's key strategic focus across the next three years is to advocate the ethics, negotiate the partnerships and secure the commitments that make the NAVA Code of Practice the enforceable standard as agreed across the contemporary arts industry. Alongside this work, our First Nations strategy supports self-determination in developing First Nations best practice.

- In collaboration with academic, legal and arts partners, both across Australia and internationally, fully revise the Code of Practice as the robust, authoritative set of industry standards
- Negotiate the partnerships and secure the commitments that make the Code widely accepted and enforceable as the professional practice standard – including partnerships and commitments with government funding bodies, philanthropic bodies, galleries including the commercial sector, universities, rights bodies and other key institutions
- Benchmark global best practice via our counterpart organisations including Canada's CARFAC, whose own professional standards have long been directly informed by our Code of Practice
- Benchmark the Code's Fees & Payments Schedule for annual updates
- Facilitate self-determined approaches to First Nations best practice in contemporary arts, and join with other initiatives to support formation of a national First Nations arts body
- Develop and implement actions to support and promote First Nations Arts, for example via a Reconciliation Action Plan
- Develop and implement a Disability Action Plan.

CROSS-SECTOR PARTNERSHIPS

Strengthening your sector is a key commitment that NAVA makes to our Members. We actively foster a policy-literate contemporary arts sector through industry development partnerships, professional development, state-based roundtables, policy workshops and shared advocacy initiatives, focused on our Contemporary Arts Alliance.

The focus of our cross-sector work is the ongoing development of the Code of Practice and its adoption as the industry standard. NAVA actively seeks collaborations and alliances that promote professionalism in contemporary practice – alliances that are local, regional, national and international, with a diverse range of organisations. By working together, NAVA secures fair working conditions for artists.

- Launch the Contemporary Arts Alliance: a national network that fosters a policy-literate sector for effective cross-industry strategy
- Identify and achieve shared sector development priorities with focus areas including fair pay, copyright, accessibility, First Nations arts, cultural diversity, gender equity, education and philanthropy
- Create advocacy toolkits for artists to build relationships with members of parliament that inform MPs' local work
- Hold industry roundtables in each state once per year to promote shared understandings of common issues for policy development, as well as promoting shared advocacy initiatives
- Recognising critical arts writing and journalism as key to sector development and our policy work, work with sector and media organisations to develop opportunities for investigation and critique
- Strengthen our local state presence via local policy-based collaborations and advocacy campaigns.

INDUSTRY LEADERSHIP

NAVA focuses sector development as the industry leader in contemporary arts advocacy. We rigorously maintain an authoritative perspective on vital issues and developments, regularly publishing analyses and contributing to relevant forums. We focus sector activity at times of rapid change, resourcing and mobilising expert activism through impactful campaigns. In doing so, we foster a policy-literate sector, enhancing the visibility of the arts to political decision-makers while unifying the diverse contemporary arts.

- Offer strategic advice to government both formally and informally, maintaining excellent relationships across all parties
- Secure regular media opportunities via our publicist
- Support colleagues' submissions to relevant government inquiries
- Through all of this work, identify and secure meaningful, bipartisan policy and legislative change, sustained beyond single political cycles, for a contemporary arts sector that's ambitious and fair.

Image: Alex Seton, *Oilstone 01: Transparent*, 2015 (detail). Bianco carrara marble, stainless steel, engine oil, plastic tarpaulin 42 x 48 x 100 cm, 45 kg. Photo Mark Pokorny.



PUBLIC FOCUS

THE AUSTRALIAN CULTURE

NAVA amplifies the voice of the artist to enrich the national conversation.

POLICY DEVELOPMENT

A complex range of policy instruments impact on Australian contemporary arts practice. NAVA develops expert policy positions, as well as timely responses to emerging policy issues, to ensure that government policy promotes sustainable practice and a healthy sector. Maintaining constructive relationships with governments at all levels is key. We work closely with government to ensure that arts policies and programs foster an industry that’s ambitious and fair. We let our Members know how relevant government policies and programs are supporting confident artistic practice – and we challenge governments on policy that detracts from our vision and the interests of our Members.

- Develop and advance authoritative, constructive policy positions based on Member and sector engagement through Future/Forward as well as on an ongoing basis
- Undertake research as required to strengthen advocacy and campaigns – with our key research focus across the current strategic plan period being the Code of Practice.

PUBLIC ENGAGEMENT

Art empowers us to relate critically to a changing world. Artists are instrumental to our sense of identity, affecting our capacity to understand and relate to one another. Artists inspire us to see our culture as something we create together, rather than consuming it ready-made. According to the Australia Council, the arts have a place in the lives of 98% of Australians. However, artists and arts issues are not visible to the public in our news media, and not top-of-mind for our decision-makers.

Amplifying your voice is a key commitment that NAVA makes to our Members. NAVA engages the general public through campaigns that are engaging and timely, building an ongoing arts presence.

- Lead expert, highly visible and effective campaigns, responding to both current issues as well as long term policy objectives articulated in the Code of Practice
- Maintain excellent, multi-partisan, multi-level and cross-portfolio government relationships and offer regular strategic advice
- Contribute to all relevant government inquiries through formal submissions as well as advocating for Member and public submissions
- Spend two separate weeks per year in Canberra to build meaningful relationships with key decision makers, be briefed on relevant legislative agenda and policy priorities, and provide strategic advice, representing the contemporary arts as the key national voice
- Work closely with our publicists to secure regular, prominent media coverage and speaking opportunities
- Lead the national arts conversation during election campaign periods through policy platform events with key candidates as well as through advocacy
- Advocate nationally and internationally for the Australian contemporary arts sector at relevant forums and events, working with like-minded global organisations to achieve visibility on artists’ rights.

CULTURAL LEADERSHIP

NAVA leads the Australian arts policy debate. We offer insightful cultural commentary across matters of national significance, actively contributing to public debate. Through visible and well-informed advocacy, NAVA strengthens the Australian culture. As well as participating in key forums, NAVA fosters the voice of the artist in contributing to the national conversation. This includes increasing the visibility of artists in the media, and also, identifying opportunities for artists to contribute to high-level decision-making through appointments to corporate boards and government advisories – both within and beyond the arts.

Recognised as cultural leaders, artists will transform the public conversation with rigorous, ethical, creative thinking.

- Partner with key industry and public policy institutions on joint projects and campaigns
- Partner with Australia’s leading public interest law firm, Arnold Bloch Leibler, to support and advise our work pro bono
- Further develop our long-term partnership with the Copyright Agency on artists’ rights and public debate
- Develop partnerships that support and promote the appointment of artists onto non-arts boards
- Establish the NAVA FutureMakers Fund to break the arts industry cycle of unresourced public engagement, instead achieving impactful mainstream and niche media coverage for campaigns of national cultural significance
- Host FutureMakers salon evenings across Australia to connect arts advocates, foster third party and cross-industry advocates, and encourage contributions to the NAVA FutureMakers Fund.

Image: Olivia Tartaglia and Alex Tate, *Bureau of Meteoranxiety (BoMa)* 2018 (detail).
Photo Michael Tartaglia.

OUR OBJECTIVES

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I am in awe of the vital work that NAVA does on behalf of Australian artists.

NAVA not only gives us hope that we can strengthen the national cultural agenda, but works rigorously to develop tools, strategies and campaigns that empower us all to keep pushing the conversation forwards with courage and conviction that we can shift the status quo. Because we have to.

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– Kelli McCluskey,
pvi collective, Perth WA

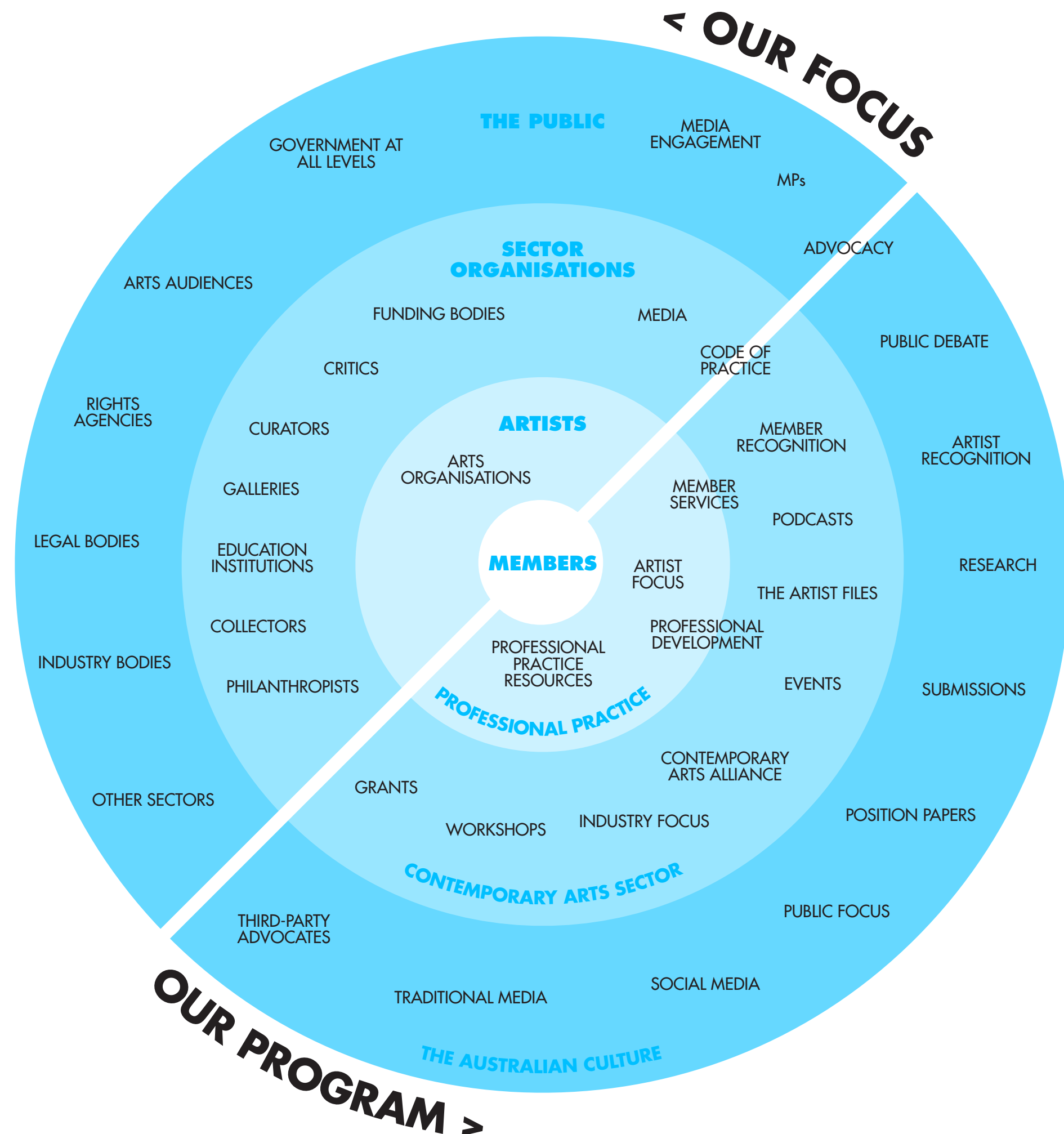
MEMBERSHIP	FUTURE/ FORWARD	CODE OF PRACTICE	FUTUREMAKERS FUND	ADVOCACY, POLICY, ACTION
Offer valuable Membership programs that advance professional practice	Create opportunities for contemporary artists to collaborate on the future of the sector	Secure academic, legal and arts partners	Build a strong national network of advocates and connectors across multiple sectors	Develop expert, informed policy positions
Actively seek benefits and professional development opportunities	Build artists' skills and confidence to negotiate and self-advocate	Fully revise the Code of Practice in close consultation with artists and key sector organisations	Present one Salon event per year in every capital city	Increase the visibility of Australia's contemporary arts publicly, through the media as well as for decision-makers
Advise Members on professional practice matters	Connect artists and decision-makers to ensure that the voice of the artist informs relevant policy	Identify areas of policy, regulation and legislation that ensure the Code will apply as best practice	Nurture private giving that strengthens our capacity to reach the public and decision-makers at critical times	Foster a policy-literate sector through resources and events that develop skills and networks
Ask our Members how we're doing and make regular improvements	Create national events that influence public and political thinking by presenting artists as cultural leaders	Form alliances that secure the Code's implementation	Build a FutureMakers Fund and draw upon it to support impactful national campaigns that capture public interest	Build a national Contemporary Arts Alliance to share expertise for timely action
Profile Members through our podcasts and in the media		Maintain excellent relationships to ensure the Code remains authoritative		Advocate for a contemporary arts sector that's ambitious and fair

ARTISTIC COURAGE IGNITES AUSTRALIAN CULTURE.

OUR AUDIENCES

Working across multiple spaces and sectors makes NAVA an important connector of key creative sectors and industry bodies.

Through NAVA, artists inform government policy, sector best practice and public debate.



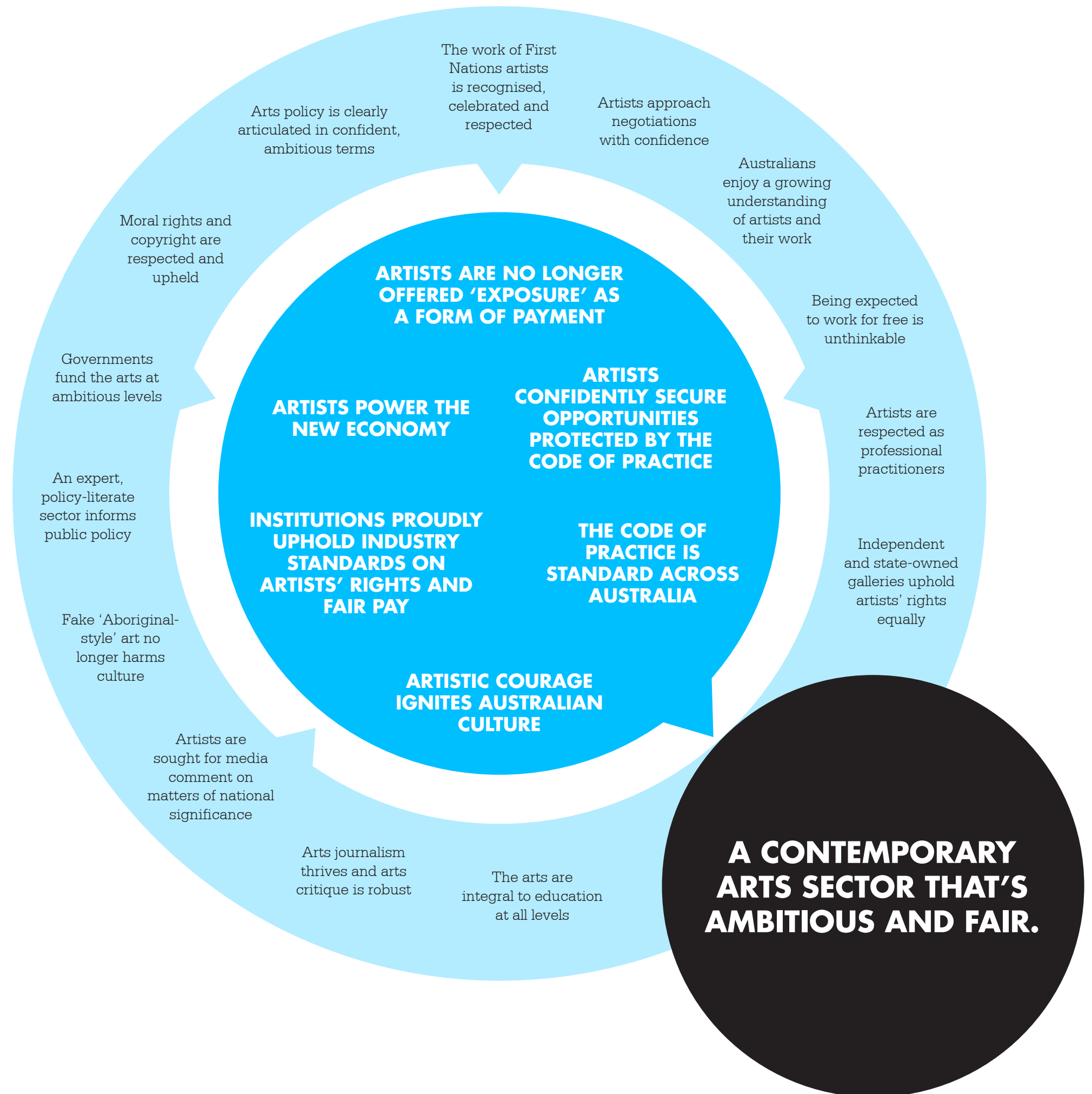
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As an artist who is deeply committed to a professional creative practice I think it is important to be aligned with Australia's peak representative art body. NAVA provides a voice for artists where we wouldn't otherwise have one. A strong NAVA supports a strong, sustainable industry.

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– Abdul Abdullah,
Sydney NSW

OUR FUTURE



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I want Australia to see artists differently.

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– Michael Zavros,
Brisbane QLD

nava



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Yhonnie Scarce, *Fanny – Andamooka opal fields*, South Australia 2018 (detail), from the series *Remember Royalty* 2018, water based ink screen printed on vintage cotton sheet, vintage suitcase, black lustre blown glass, vintage gloves, embroidered handkerchiefs, sheet: 260.0 x 230.0 cm, suitcase with objects: 62.0 x 47.0 x 50.0 cm, installation view, Australian Centre for Contemporary Art, Melbourne. Courtesy the artist and This is No Fantasy + Dianne Tanzer Gallery, Melbourne. Photo Andrew Curtis.