

C O N T E M P O R A R Y  
A R T S  
O R G A N I S A T I O N S  
A U S T R A L I A

STRATEGIC PLAN



# CONTEMPORARY ARTS ORGANISATIONS (CAOA) STRATEGIC PLAN

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## OVERVIEW

Established in 1995, Contemporary Arts Organisations (CAOA) is a national network of fifteen public, independent, non-collecting contemporary art organisations from all Australian states and territories that advocates for the small-to-medium contemporary visual arts sector in Australia.

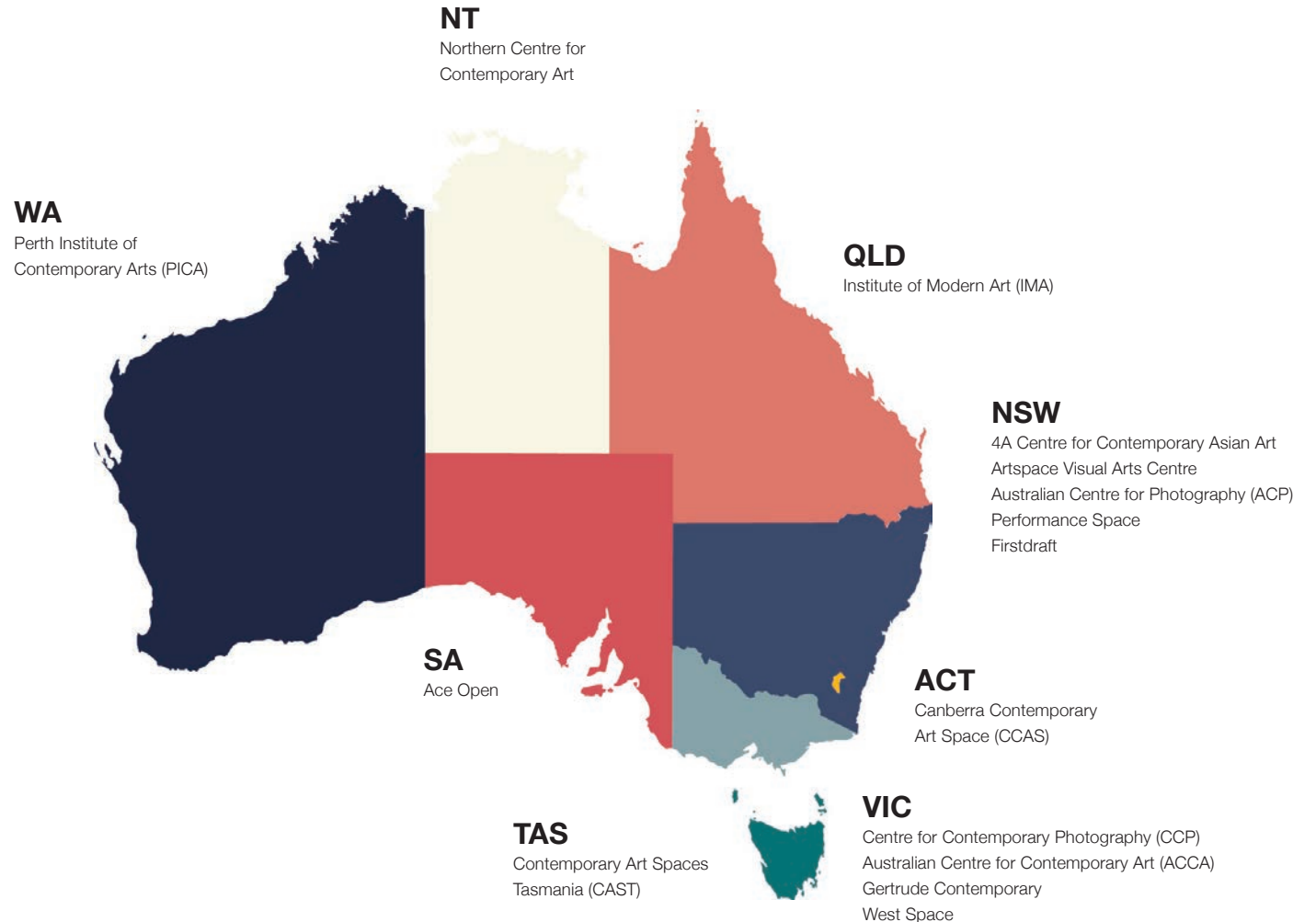
Members of CAOAs are all free and accessible to the public, and are primarily supported through public operational funding. By supporting the development and dissemination of new work and setting best practice standards for the sector, the CAOAs network actively delivers a high return on public funding for artists and audiences.

In considering the value generated by small-to-medium organisations, CAOAs aim to contribute to and influence government's cultural policy and investment.

As a result, organisations are able to maximize their sustainability and contribution to the national arts ecology and society at large.

## CAOA MEMBERS

[www.caoa.com.au](http://www.caoa.com.au)



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## VISION

CAOA champions the value of the small-to-medium visual arts sector within the wider arts ecology, and to contribute to and influence state and federal cultural policy and investment.

CAOA will achieve this vision through the following strategic initiatives:

- Member organisations work with living artists.
- Advocate the value of the network and its activities, which include exhibitions, commissioning, research, production, publishing, residencies and artists' studios.
- Benchmark best practice and ethical leadership
- Act as a platform for member organisations to initiate dialogue, share information and resources, develop peer-to-peer support and value the specialist knowledge and expertise generated by the group.
- Stimulate discussion and develop a dialogue, across a variety of forums, with its key stakeholders on core issues and the potential for growth.



Top: Centre for Contemporary Art Tasmania: Installation view, *Exquisite Corpse*, Dark Mofo/Rémi Chauvin, image courtesy of Dark Mofo, Hobart.

Below: ACE\_OPEN: Installation view, *Waqt al-tagheer: Time of change*, 2018, image courtesy the artist.  
Photo: Sam Roberts Photography



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Firstdraft: Installation view, *Walkin-aw*, Alair Pambeghan, 2017, image courtesy the artist. Photo:Zan Wimberley



Australian Centre for Photography: Opening of *A Portrait is a Puzzle*, Cherine Fahd, 2018. Photo:Michael Waite



Centre for Contemporary Photography: Installation view, *An unorthodox flow of images*, 2018, image courtesy the artist. Photo: J Forsyth.

## STATEMENT OF STRATEGIC INTENT

CAOA member organisations clearly demonstrate that with total investment by state and federal government that they can achieve significant outcomes that support and strengthen the visual arts sector to provide long-term benefit to artists, industry peers and audiences both in Australia and internationally.

CAOA has also identified a number of key issues that will impact the capacity of the sector as a whole across programming and operations:

[1] CULTURAL POLICY  
CAOA advocates for a national cultural policy that supports multi-year programming based on the principles of equity and parity for contemporary arts organisations across Australia.

[2] GOVERNANCE  
CAOA continuously advocates for best practice across governance, management and administrative practices to ensure strategic outcomes are achieved.

[3] FISCAL SUSTAINABILITY  
CAOA advocates for enhanced operational support through the state and federal multi-year funding programming framework to provide long-term fiscal sustainability for small-to-medium organisations and to enable greater capacity to diversify income through alternative revenue sources.

[4] INFRASTRUCTURE  
CAOA advocates for member organisations to be securely housed in a publicly accessible building and to leverage their building assets into earned income streams.

[5] DIVERSITY  
CAOA member organisations continue to work in the service of living artists and advocate for program diversity.

[6] AGILITY  
CAOA member organisations maintain an agile, resilient and efficient organisational culture and advocate for the remuneration, staff training and professional development opportunities to ensure the health of the organisation and the wellbeing of staff.

[7] VISIBILITY  
CAOA will continue to play a key role in identifying areas of research on the cultural and economic impact of the small-to-medium sector and will share this information to build greater visibility and relevance with our audiences, communities, government stakeholders and peer networks.

## THE NEXT THREE YEARS

CAOA have identified the following high-level success factors to be addressed in the next three years.

### STATEMENT OF STRATEGIC INTENT

STRATEGIC AREA	KEY ACTIONS
<p>Contribute to state and federal cultural policy development</p>	<ul style="list-style-type: none"> <li>• Advocate for creativity, risk and innovation in our communities, within the arts ecology and particularly with our government stakeholders</li> <li>• Advocate for government to strategically invest in operations and infrastructure across the small-to-medium visual arts sector to maximise organizational growth</li> <li>• Explicitly demonstrate the significant value generated by small-to-medium visual arts organisations</li> <li>• Review current metrics used to assess 'success' in the small-to-medium visual arts sector to ensure collaboration, commissioning and flexibility is measured alongside audience and income development.</li> </ul>
<p>Advocate for a sustainable sector that will benefit future generations</p>	<ul style="list-style-type: none"> <li>• Advocate for government to strategically invest in operations and infrastructure across the S2M visual arts sector to maximise organizational growth</li> <li>• Advocate the potential conversion of tangible (buildings) and intangible (IP, expertise, research) assets into earned income streams</li> <li>• Actively play a key role in commissioning and publishing research on key issues facing the sector</li> <li>• Evaluate the contribution of public funding in relation to the investment in new work and track the artistic, economic, social impact and geographical outreach annually.</li> </ul>
<p>Stimulate discussion and develop dialogue</p>	<ul style="list-style-type: none"> <li>• Advocate for creativity, risk and innovation in our communities, within the wider arts ecology and particularly with our government stakeholders</li> <li>• Develop grassroots support for CAOAs through engagement with our audiences, communities and sector.</li> <li>• Continue to build mutually beneficial relationships with state and federal governments.</li> <li>• Use our research and communications to build audiences and reputation and to share our knowledge and expertise within our network.</li> </ul>



Artspace: 2017 One Year Studio Artist Keg de Souza in her Artspace studio. Photo: Jessica Maurer



Performance Space: Queer Nu Werk, performance, 2018, presented by Performance Space in association with PACT Centre for Emerging Artists, image courtesy the artist. Photo: Kate Blackmore



Gertrude Contemporary: Installation view, *It's a pleasure to meet you*, 2016, two channel video: 24.4 minutes, in *Great Movements of Feeling* curated by Zara Sigglekow, image courtesy the artist. Photo: Daniel Gardezabal



4a Centre for Contemporary Asian Art: When South Is North Symposium, Western Sydney University, 16 August 2017  
Panel, left to right: Sunil Badami, S.Shakthidharan, Dr Mehreen Faruqi, Gary Paramanathan, and Amrit Gill.  
Photo: 4A Centre for Contemporary Asian Art



## GOVERNANCE

CAOA is an incorporated association registered in NSW through the Department of Fair Trading. CAO A hosts an Annual General Meeting (AGM) and a minimum of two general meetings each year. The directors of each member organization form CAO A and the Chair and Deputy Chair are nominated each year at the AGM. The Public Officer is based in NSW.



Northern Centre for Contemporary Art: Installation view, *Between Nature and Sin*, David Griggs, 2018, image courtesy the artist. Photo: Rita Macarounas



Institute of Modern Art: Installation view, *Material Politics*, Megan Cope, Keg Keg de Souza, Tin Tin Wulia, 2017. In view (l-r): Megan Cope, *Foundations II*, 2016; Keg de Souza, *the earth affords them no food at all*, 2017; Tintin Wulia, *172 Kilograms of Homes for Ate Manang*, 2017, images courtesy the artist. Photo: Carl Warner



West Space: Edward Thomasson, *Rhythm and Blues*, 2018, image courtesy the artist. Photo: Jacqui Shelton



Canberra Contemporary Art Space: Installation view, *Obsessive Impulsion*, U.K. Frederick, Jodie Cunningham and Suzanne Moss, Curator David Broker, 2018, image courtesy the artist. Photo: Brenton McGeachie