



Adelaide Chamber Singers Inc

www.adelaidechambersingers.com

Strategic Plan 2023–2026

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Organisation Structure

For over 35 years, Adelaide Chamber Singers has revelled in the sonorities of centuries of choral music and we sing not so much because we can, but because we must.

Our Organisation

Adelaide Chamber Singers has been a significant contributor to music in Adelaide for over thirty-five years.

The Adelaide Chamber Singers enjoy an enviable reputation as one of Australia's finest choral chamber ensembles. Formed by our Conductor Emeritus Dr Carl Crossin OAM in 1985, and now led by former Associate Conductor Christie Anderson (since 2022), the well-established core ensemble consists of 18 highly trained and talented singers supported by a mentored ensemble of 22 (ACS2) who augment the core ensemble as required.



The core ensemble's skill level enables them to successfully tackle even the most challenging and sophisticated works and accordingly ACS boasts a diverse repertoire and a reputation for excellence in choral music. This high level of achievement has been rewarded with loyal audiences, a string of awards, consistent State Government funding through Arts South Australia and regularly invitations to collaborate with our industry colleagues.

Another of the organisation's strengths is its skilled administration team (currently 0.7FTE) who ensure the smooth running of the company and a personalised service for patrons. Coupled with a strong Board, the business is in excellent shape operationally as well as financially.

The Board, Staff and Singers recently engaged in consultant-led strategic planning to analyse the current situation of the organisation and set directions that define our activities for the next four years (2023-2026).

2022 sees former ACS Associate Conductor Christie Anderson take on the mantle of Artistic Director & Conductor. Christie has already made her mark with her first production as Artistic Director being the highly acclaimed landmark production of Neil Armfield's Adelaide Watershed: The Death of Dr Duncan for the 2022 Adelaide Festival and the inclusion of both ACS and ACS2 in the inaugural Ukaria A Cappella Academy in May, a significant professional development program for the company.

Dr Carl Crossin OAM is now ACS' Emeritus Conductor and will continue to bring his extraordinary choral wisdom and leadership to the development of ACS2.

Vision

Shared joy through the transformative power of choral music

Mission

Champion the choral artform through outstanding experiences that engage broad audiences and provide leadership in the choral community

Goal 1

Strive for the highest standards of performance in a diverse range of exceptional choral music

Goal 2

Provide choral leadership, mentoring, education and training for established and emerging musicians

Goal 3

Deepen the relationship with our loyal community, reach out to new audiences and support diverse ways to engage

Goal 4

Build capacity to achieve the goals whilst ensuring financial sustainability and sound governance

2023 - 2026 Strategies and KPIs

Arts SA Criteria Key		Embracing Diversity	D
Visionary Leadership	L	Courageous Experimentation	E
Strategic Partners & Collaboration	P	Sound Business Performance	B

Arts SA Criteria	Strategies	Goals	Key Performance Indicators	Current	2023	2024	2025	2026
B, L	Engage and retain the best AD available	1	Suitable AD engaged	Yes	Yes	Yes	Yes	Yes
			AD remunerated at industry standard	Yes	Yes	Yes	Yes	Yes
B, L	Engage, retain and maintain the best ensemble singers	1,2	Number of suitable, established singers in the core ACS ensemble	18	16	15	15	15
			% of singers expressing high level of satisfaction in annual feedback	80%	80%	90%	90%	90%
			Professional development opportunities offered to ACS singers annually	2	2	2	2	2
			Singers briefed after Board meetings	No	Yes	Yes	Yes	Yes
			Singers engaged in ACS audience engagement	No	Yes	Yes	Yes	Yes
B	Continue the evolution of the ACS Core Ensemble to a fully funded professional	1	Singers remunerated at industry rates for ACS performances	No	Yes	Yes	Yes	Yes
			% of rehearsals paid	0	50%	50%	50%	100%
			Singers remunerated at industry rates fee-for- service engagements	0	50%	50%	50%	100%

Arts SA Criteria	Strategies	Goals	Key Performance Indicators	Current	2023	2024	2025	2026
L, E, P, B	Program music that is bold, challenging and innovative	1	Number of commissions	1	1	1	1	1
			Number of Australian works presented	Min 3	Min 3	Min 3	Min 3	Min 3
			Number of SA premieres	1	1	1	1	1
			Number of female composers' work presented	2	2	2	2	2
			Annual program includes traditional and contemporary works	Yes	Yes	Yes	Yes	Yes
B	Present concert seasons in Adelaide	1	Number of concert seasons annually	3	3	3	3	3
			Core Concert Seasons attendance numbers	1700	1700	1700	1700	1700
P, L, B	Collaborate with other organisations	1	Number of cross-artform collaborations		1	1		1
			Number of musical collaborations	1	1		1	
			Number of fee for service engagements	1	1	1	1	1
L, B	Develop ACS2 to be an effective training ground for ACS as part of core business	2,3	Conductor and mentors review and adjust the model	1	1	1	1	1
			Number of singers training with ACS ²	20	20	20	20	20
			Number of ACS2 singers trained to ACS standard	3	3	3	3	3
			Number of ACS2 performance opps	2	2	2	2	2
D, B, L, P	Explore outreach education options	2,3	Feasibility study conducted			Yes		
			Funding sourced			Yes		
			Findings implemented				Yes	Yes

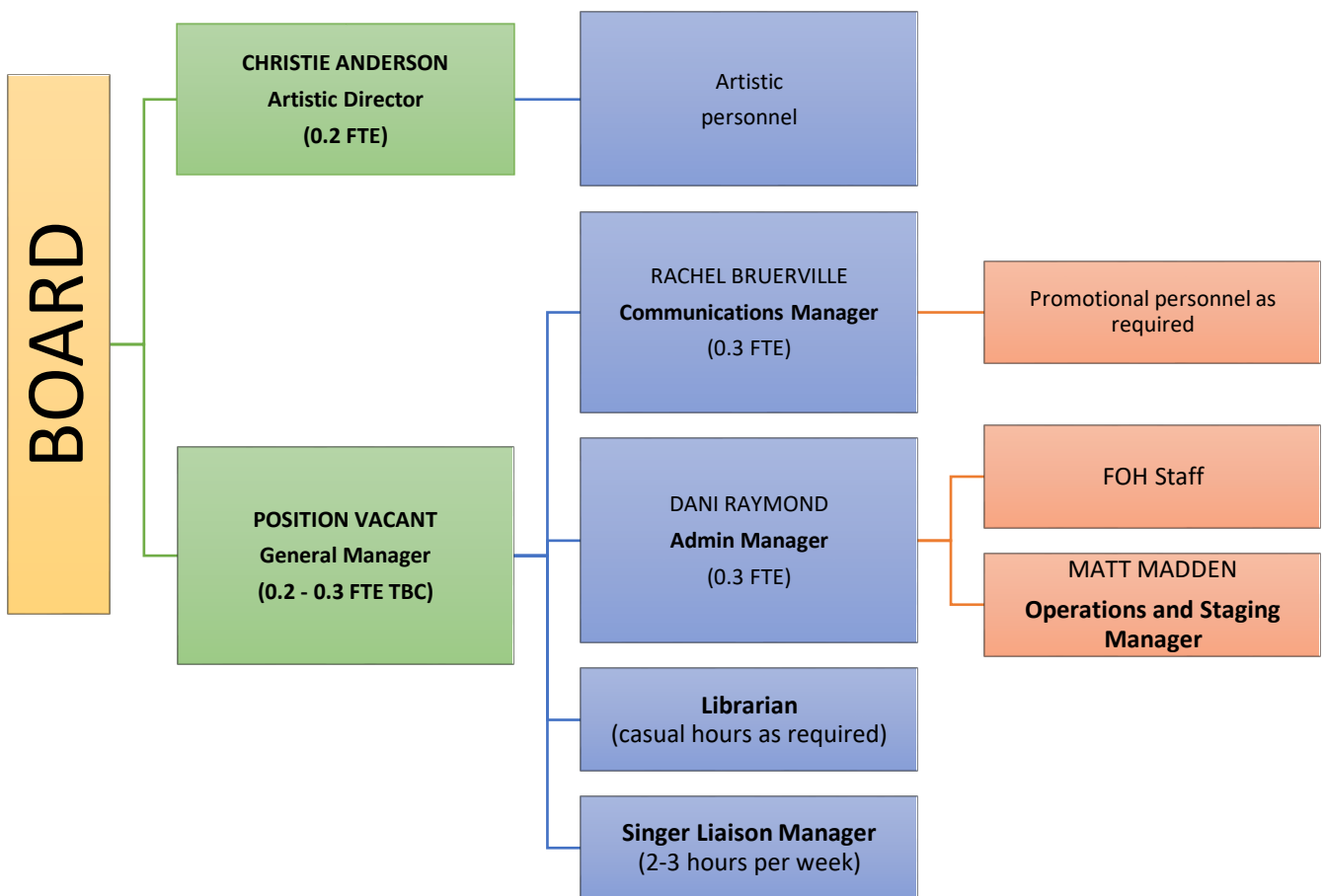
Arts SA Criteria	Strategies	Goals	Key Performance Indicators	Current	2023	2024	2025	2026
	Maintain membership and involvement in peak choral organisations	2	ACS represented on the Adelaide Choral Network (ACN) Board	Yes	Yes	Yes	Yes	Yes
			Membership of the Australian National Choral Association (ANCA)	Yes	Yes	Yes	Yes	Yes
L, D	Provide sector conductor training & leadership	2	Number of opportunities to audit the rehearsal process	1	1	1	1	1
			Number of roundtable discussions for conductors and teachers	1	1	1	1	1
D, E, B	Implement the Digital Strategy	2, 3, 4	Digital team member engaged	Yes	Yes	Yes	Yes	Yes
			Strategy funded	Yes	Yes	Yes	Yes	Yes
			Strategy funded to be retained as part of core business			Yes	Yes	Yes
			Recommendations of the Digital Strategist-in-Residence program implemented	Pending	Yes	Yes	Yes	Yes
D, B	Make performances accessible	3	Number of new performances available on-line on demand	2	2	2	2	2
			Number of accessible venues	100%	100%	100%	100%	100%
D, B, P	Attract new audiences	3	Percentage of patrons new to the audience database	7%	7%	7%	7%	7%
			Number of cross promotions with other industry orgs	4	4	4	4	4
			Number of interstate or international tours		1	1		1

Arts SA Criteria	Strategies	Goals	Key Performance Indicators	Current	2023	2024	2025	2026
B	Keep donors engaged	3	Number of supporter events	1	2	2	2	2
			Number of donor campaigns	1	2	2	2	2
B	Attract and maintain professional staff sufficient to deliver the goals of the organisation	4	Staff remunerated appropriately	Yes	Yes	Yes	Yes	Yes
			Number of FTE staff	0.9	1.2	1.2	1.2	1.2
			Number professional development opportunities for staff	1	1	1	1	1
B	Maintain and attract committed board members that cover a matrix of skills	4	Board reviews skills matrix every two years	Review	-	Review	-	Review
			Board members with skills and experience in fund-raising including philanthropy	Yes	Yes	Yes	Yes	Yes
B	Engage Board members in the activities of the organisation	4	Board representation at each ACS musical activity	30%	30%	30%	30%	30%
			Number of guests Board members introduce p.a	6	6	6	6	6
			Attendance at Board meetings 75% or above	All	All	All	All	All
B	Manage finances responsibly	4	Box office targets are historically based	Yes	Yes	Yes	Yes	Yes
			Variation between budget and actual result	<5%	<5%	<5%	<5%	<5%
			Reserve to annual turnover					
			Develop Business Plan		Yes			
			Audit undertaken	Annually	Annually	Annually	Annually	Annually
B	Build capacity to undertake additional activities	4	Box office (inc Chamber Choir Festival in 2023)	\$61,000	\$116,000	\$90,000	\$90,000	\$90,000
			State Government funding	\$126,000	\$198,000	\$198,000 + CPI	\$198,000 + CPI	\$198,000 + CPI
			Philanthropic revenue	\$22,000	\$44,000	\$50,000	\$50,000	\$50,000

Organisation Structure

The ACS Board engages a team of arts industry professionals to carry out the work of the organisation. The team consists of an Artistic Director & Conductor, Business Manager, Communications Manager and Admin Manager plus several smaller roles at a few hours a week. All are engaged on a part-time basis in accordance with the organisation’s workload in each area. The Artistic Director also engages singers, instrumentalists, guest conductors, composers and recording/editing technicians to deliver the Artistic Program. This close-knit team works a total of 1 FTE between them.

Along with the Artistic Director and two singer representatives, our Board is made up skilled business people and a Chair with considerable arts experience. Stated key strategies are to attract board members with skills in fundraising including philanthropy and to engage board members in the activities of the organisation.



Board of Management

Board Member	Position	Skills	Years of Tenure
Jula Szuster	Chair	Musicologist, Research Fellow <i>Leadership, Governance, Strategy, Arts administration</i>	4
Robyn Pearson CPA	Treasurer	Chartered Accountant <i>Finance, Governance</i>	8
Brooke Window	Singer Members' Representative	Musician, Administrator <i>Arts Management, Philanthropy</i>	4
Martin Penhale	Singer Members' Representative	Barrister & Solicitor AGD <i>Musician, Government, Governance</i>	19
Christie Anderson	Board Member Artistic Director	Artistic Director <i>Artistic Direction, Leadership, Education, NFP Governance</i>	10
Richard Ryan AO	Board Member	Company Director <i>Leadership, Governance, Strategy, Corporate, Commercial, Philanthropy</i>	4
Anthony Burt	Board Member	Chartered Accountant <i>Finance, Governance</i>	1
Cheryl Pickering	Board Member	Creative Producer, musician, director	new