



AMPLIFY • NOURISH • ADAPT • TRANSCEND

**ANAT** 2025 ◦ 2028

Image: 2023 ANAT Synapse resident, Alicia Sometimes, *Dark Energy*, image courtesy the artist.

ANAT works on Kurna Country. ANAT acknowledges and pays respects to the First Nations peoples of the land we call Australia. Aboriginal peoples are the Traditional Custodians and we recognise their continued cultural, spiritual and technological practices.

We also acknowledge and pay respects to all First Nations peoples beyond Australian shores. As the very first storytellers, we understand that First Nations peoples hold invaluable knowledge and perspectives that are vital in the research, interrogation and development of traditional and emerging technologies, across both our physical and digital realms.

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# EXECUTIVE SUMMARY

Over the past 38 years the Australian Network for Art & Technology (ANAT) has cultivated opportunities for artists to create experimental work in and with science and technology.

Through residencies, symposia, workshops and other professional activities supported by robust national and international networks ANAT plays a unique and critical role in Australia's artistic and cultural ecosystem and contributes significantly to the nation's reputation for creativity, diversity and innovation.

We acknowledge that humanity and our planet Earth is amid a transformative era, facing some of the greatest ecological, social, cultural, economical and technical challenges in human history.

As a species, the stories we bring to life in this decade will contribute to living beings and systems, flourishing or failing - including humans. ANAT plays a critical role in this. We are being invited to consider whose stories we bring life to and in what ways as well as how we amplify their impact.

We are the confluence of three interconnected and interrelated ecosystems; arts, science and technology, that are critical in shaping this rite of passage and unique opportunities to shape the futures.

Image: MEEP – a live art project featuring Ana Tiquia and Luna Mrozik-Gawler at Science Gallery, Melbourne, commissioned by ANAT SPECTRA 2022 :: Multiplicity. Photograph Sarah Walker.

# EXECUTIVE SUMMARY

**OUR VISION FOR 2025 - 2028** is for artists to contribute to cultivating the conditions for ecological, cultural, social and economic flourishing for all living beings, through the making and sharing of some of Australia's most important stories.

Building on our existing programs, capability, and our core value of reciprocity, over the next four years ANAT will identify and develop our role in cultural diplomacy internationally, importantly across the Indo Pacific and Southeast Asian regions.

We recognise that we need to amplify the unheard and vulnerable (human and beyond human), transcend traditional practices to communicate stories effectively and cultivate relationships that enable us to endure.

## This strategy is both a map and a compass

While there are many future unknowns, our range of actions and measures provide us a map to follow. Our vision, and strategic goals will be our compass that enables us to explore with a curious spirit, hold space for emergence and respond to complexity and uncertainty.

Image: Deirdre Feeney, *Perceptual Illusions*. 2023, Photograph Deirdre Feeney.

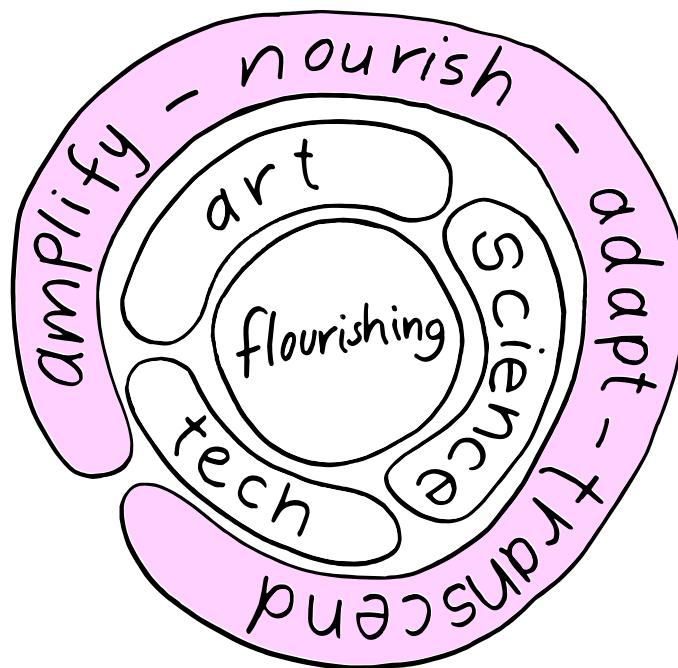


# EXECUTIVE SUMMARY

This strategy has been informed by our practice. ANAT Spectra 2022 expanded our horizons to deeply consider our role in the evolution of future generations. The scope of strategy spans the next five years. It was developed by the ANAT community; the Board, the staff, our partners and collaborators and builds on our signature initiatives; ANAT SPECTRA and the residencies.

It also aligns with the five pillars of REVIVE: the Australian Government's Cultural Policy, particularly First Nations First, A Place for Every Story, Centrality of the Artist and Engaging the Audience.

It articulates our four strategic goals; **amplify**, **nourish**, **adapt** and **transcend**, which will be delivered through our key performance indicators.



## ANAT will contribute to shaping better futures.

In our quest as generative industry leaders - to do more good than harm, we will sense deeply into emergent and possible pasts, presents and futures. We will centre the unheard and the vulnerable in honour of revolutionary love, compassion and care. We will reside in the nexus of differences and find ways to communicate more effectively for deeper, broader and greater impact.



# PURPOSE & ARTISTIC VISION

## OUR VISION

Artists create flourishing/equitable and just futures for all living beings through the making and sharing of Australia's most important stories - through art, science and technology.

## OUR PURPOSE

To catalyse opportunities for radically diverse Australian artists to experiment, create and collaborate with art, science and technology in meaningful ways.

## OUR VALUES - we are:

**RELATIONAL** - ANAT activity only exists in relationship with others. Collaboration, reciprocity and "putting relationships before tasks" are our way of being.

**CARING** - we care for ourselves as individuals, each other, our collaborators and ANAT as an organisation through deep listening, slowing down to "move at the speed of trust"

**ETHICAL** - sensing and honouring deep time wisdom and dignity, of the pasts, presents and futures in everything we do.

**INNOVATIVE** - we cultivate the conditions for experimental artistic excellence to emerge, by Australian professional practicing artists.

**PLURALIST** - centre radical diversity through participation of the unheard and vulnerable, including humans and all living beings and systems across generations.

Image: Opensource Starlink Tracker. Courtesy 2022 ANAT Synapse resident Anna Madeleine Raupach.

# OUR STRATEGY

We will achieve our vision and mission through our four strategic goals;

**AMPLIFY, NOURISH, ADAPT AND TRANSCEND.**

## Amplify

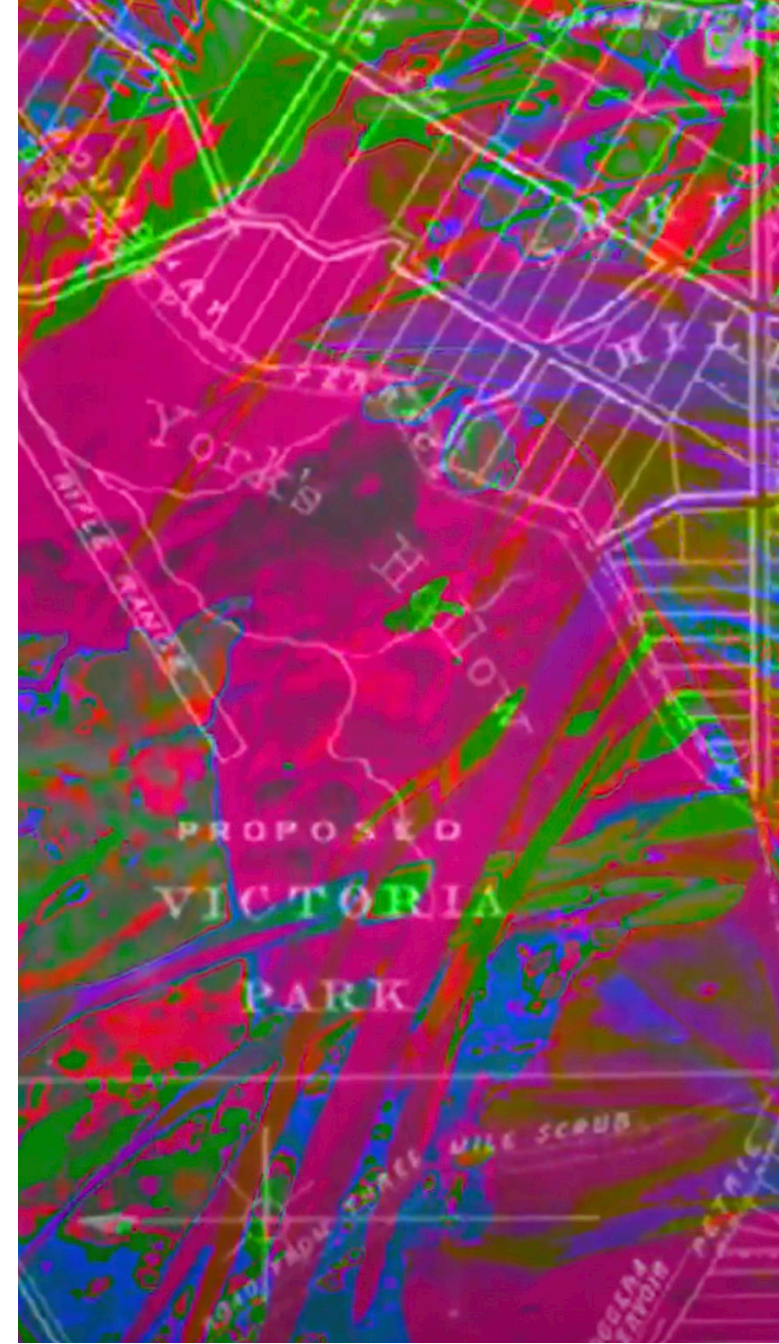
Identify, incubate and augment opportunities to bring life to the stories of our unheard and vulnerable voices (human and beyond).

To be more effective in bringing to life unheard stories and the vulnerable (human and beyond human beings and all living systems) as well as stories that emerge from differences; differences in perspectives, differences in experiences, and differences in mental models.

We will increasingly curate opportunities that reflect the diversity of contemporary Australia, including supporting those who most experienced inequality to become the protagonists.

Our commitment to prioritise the work of First Nations artists will continue as we together discover ways to listen, honour and celebrate the extraordinary cultural knowledge and wisdom of this country. emergent and possible pasts, presents and futures. We will centre the unheard and the vulnerable in honour of revolutionary love, compassion and care. We will reside in the nexus of differences and find ways to communicate more effectively for deeper, broader and greater impact.

Image: Chantel Bates, *Echoes*, (still) 2023. Featured in ANAT New Light 2023.



# OUR STRATEGY

## Nourish

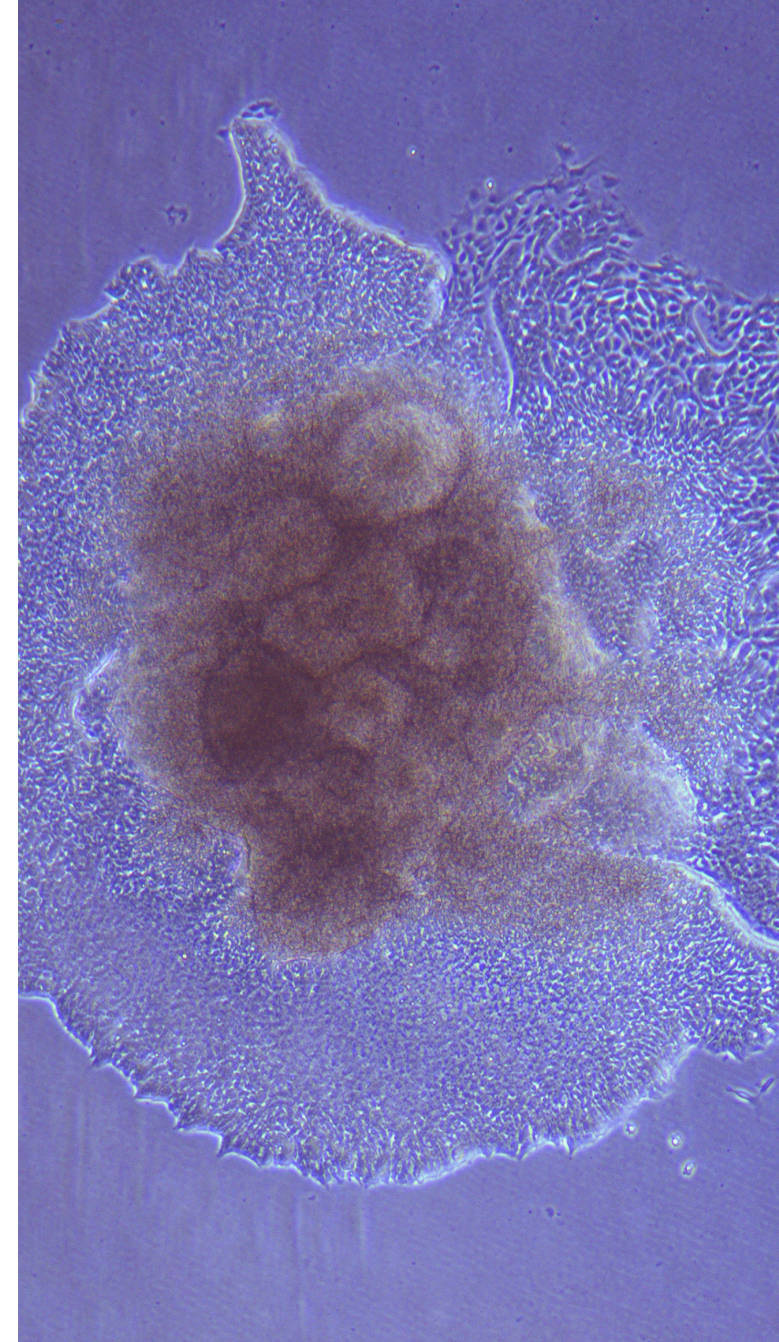
Continue to cultivate exciting opportunities for artists to experiment and create excellent art.

As a living system, ANAT will continue to place artists at the foundation of new and emerging discourse, practice, ideas, conversations, and artistic explorations addressing the challenges of the world and in partnership with scientists and technologists and communities.

Through creating spaces for discovery and experimentation within arts and creative practice, ANAT invites artists to share their experiences via digital platforms, in person and other emerging media, to encourage connection, curiosity and wonder, and to spark new ways of seeing and being.

ANAT provides various entry points across a continuum of practice, for the sci-curious, emerging artists, those at a point of excellence in their profession, for arts workers and communities to emerge and engage.

Image: 2021 ANAT Synapse resident Dr Svenja J Kratz, iPSC cells before and after cleaning, removing cell build up (in the centre of colonies) and any differentiated cells.





# OUR STRATEGY

## Adapt

### Cultivate relationships with diverse collaborators, industries and partners.

Complex science provides some insight into how ANAT might strengthen and build relationships between artists, science and technology to cultivate opportunities and foster collaboration with diverse partners.

Every project presents an opportunity for ANAT to develop meaningful relationships with diverse partners across industries, Educational institutions, Local, State and Federal Government Departments, peak bodies and practitioners, Not-For-Profit organisations, commercial and private sectors as well as communities.

By fostering diverse partnerships with those also interested in cultivating the conditions for ecological, social and cultural flourishing we will build adaptive systems capability and be more financially resilient. Asking, 'In what ways has this project impacted this living being or living systems vitality, values, interaction, creativity, connection and resilience?'

Image: Yandell Walton & Harrison Hall, *Plant Suit* (stills from work in development), 2022. Yandell was a 2020 ANAT Ideate resident.



# OUR STRATEGY

## Transcend

Communicate and translate stories to engage radically diverse audiences in exciting and meaningful ways.

Every ANAT project only exists in relationship with the community it serves.

Evolve our existing processes, practices and relationships as ongoing work, being adaptive and nimble.

Curiosity, creativity and experimentation are critical precursors to the design and innovation central to Australia's productivity and ambition across diverse industries and research. Collaborating with scientists and technologists creates capacity for creative and critical thinking, and together can collapse boundaries to extend understanding and create future scenarios.

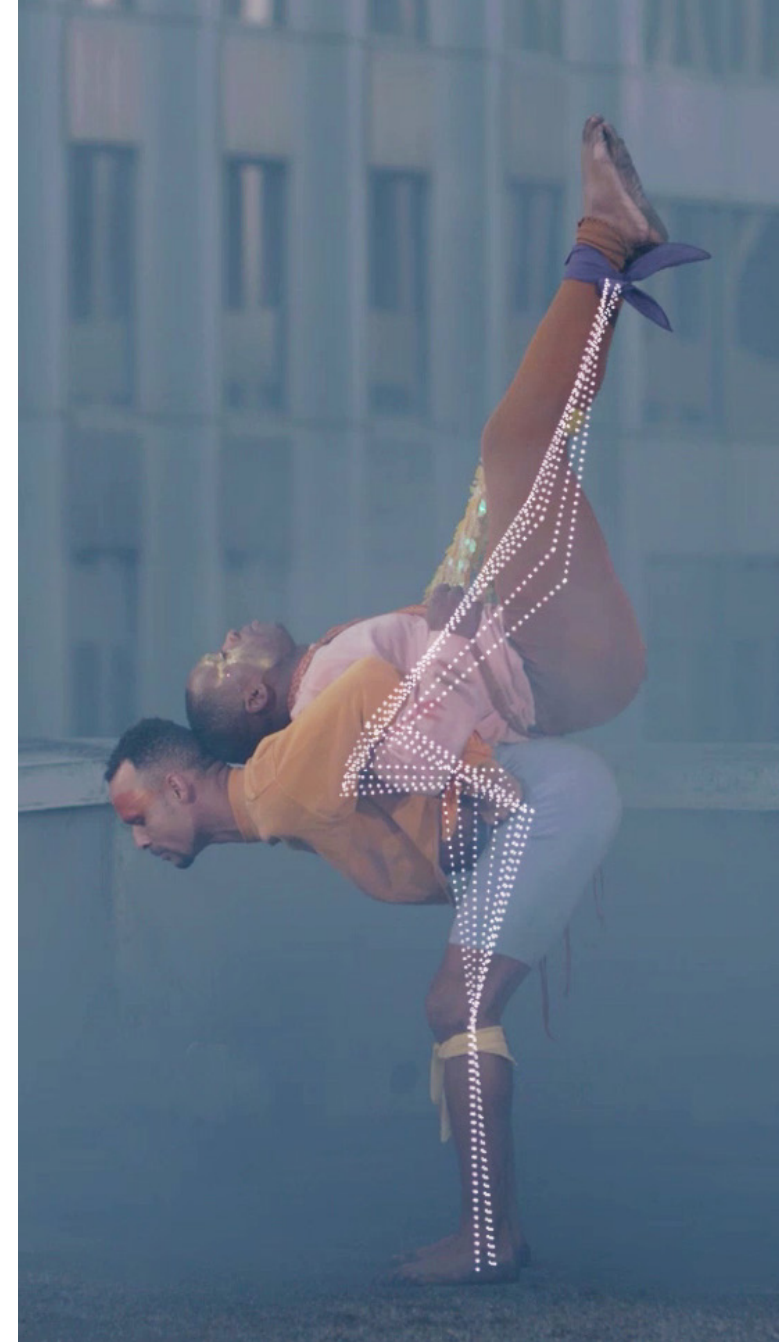


Image: Liam Young, *Camouflage Choreography* (2021) (still). Dance performance film. 5 min. Courtesy the artist. Featured in ANAT SPECTRA 2022.

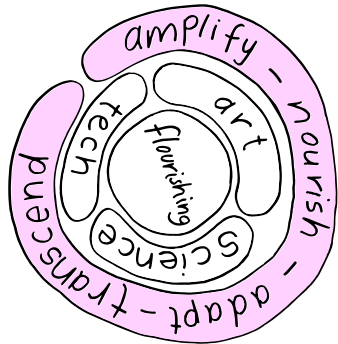
**OUR GOALS**  
what we will do

**OUR KPIs**  
how we will do this

2024 2025 2026 2027 2028

**AMPLIFY**

Identify, incubate and augment opportunities to bring life to the stories of our unheard and vulnerable voices (human and beyond)



Work with broader communities to connect, listen and find ways for diverse young people, older and future generations, to participate as the story tellers

✓ ✓ ✓ ✓ ✓

Embedded digital strategy in all programs, including newsletter, rich media aspects of programming, hybrid delivery, digital assets, storytelling and archival materials

✓ ✓ ✓ ✓ ✓

Identify and reduce barriers to diverse artists' involvement to ensure all processes are accessible to all

✓ ✓ ✓ ✓ ✓

Map, connect, identify opportunities to partner with Australian Artist Run Initiatives (ARIs) and collectives

x x ✓ ✓ ✓

Advocate for the unique and critical value artists play as essential contributors to how we imagine and shape our futures

✓ ✓ ✓ ✓ ✓

Find ways to measure and articulate the impact of our work on the lives of diverse children, young people, and older generations and how our work benefits nature. How to articulate this to others.

x x x ✓ ✓

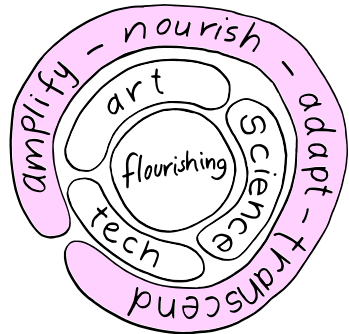
Seek opportunities for artists to interpret data in diverse and interesting ways

x x ✓ ✓ ✓

**OUR GOALS**  
what we will do

**NOURISH**

Cultivate exciting opportunities for diverse artists to experiment and create new artwork



**OUR KPIs**  
how we will do this

Plan and deliver ANAT SPECTRA Triennial Festival 2025 + 2028.

Curate and deliver ANAT Synapse Residencies

Curate and deliver ANAT Bespoke Residencies

Identify and deliver emergent projects for artists at all levels of their careers to engage with creative technologists

First Nations led development and/or programming working with First Nations Strategic Advisor and Creative Council

ANAT Synapse 20th Anniversary (2024) Fellowship open to the ANAT Synapse Alumni

Nurture new and ongoing partnerships that share resources and expand networks

Increase artists to build digital and technological literacy and competency.

**2024 2025 2026 2027 2028**

✓	✓	x	✓	✓
1	1	2	2	1
1	1	1	2	1
2	5	3	3	5
1	3	2	2	3
1	x	x	x	x
3	5	3	4	6
✓	✓	✓	✓	✓

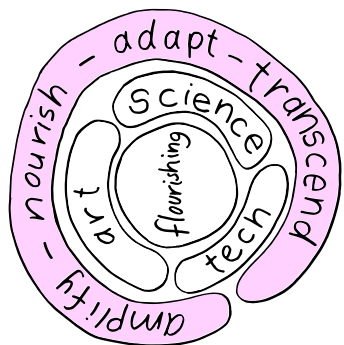
**OUR GOALS**  
what we will do

**OUR KPIs**  
how we will do this

2024 2025 2026 2027 2028

**ADAPT**

Cultivate relationships and partnerships with diverse collaborators and industries and diversify funding, through generative leadership.



Include within ANAT's evaluation framework the qualitative value and impact of ANATs projects, programs and activities

✓ ✓ ✓ ✓ ✓

Develop an organisational ethos of practice to guide our work and governance

✓ ✓ ✓ ✓ ✓

Bring First Nations, young people, older and future generations, CALD people, disabled artists, gender diverse people, and the voice of nature to Board discussions and decisions

✓ ✓ ✓ ✓ ✓

Explore the development of a tiered partnership model to diversify funding relationships

x x ✓ ✓ ✓

Develop a Cultural Diplomacy strategy for ANAT to contribute to strengthening Australia's international relations with the Indo Pacific, South East Asia and beyond

x x ✓ ✓ ✓

On each project, routinely map, connect, identify opportunities to partner with relevant diverse State and Federal Government Departments, community agencies, local government agencies and NGOs

x ✓ ✓ ✓ ✓

Articulate ANATs Theory of Change, curatorial approach and project lifecycle

x x x ✓ ✓

Explore developing a thinkers in residence program in response to the Sustainable Development Goals and Planetary Ceilings

x x 1 1 1

Offer co-working office space model to encourage aligned industry collaborators to cohabitate with ANAT

2 3 3 3 3

**OUR GOALS**  
what we will do

**OUR KPIs**  
how we will do this

2024 2025 2026 2027 2028

**TRANSCEND**

Communicate and translate stories to engage radically diverse audiences in exciting and meaningful ways.

Transition away from using technical language towards language that engages diverse collaborators and audiences

✓ ✓ ✓ ✓ ✓

Collaborate with environmental stakeholders to find ways to bring the voice of beyond human living beings and systems to contribute as storytellers

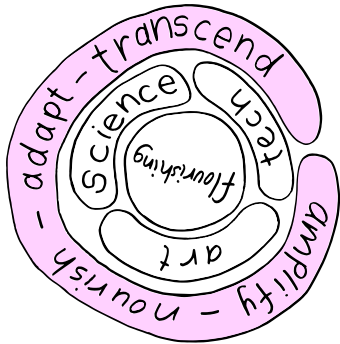
x x ✓ ✓ ✓

Extend beyond text based storytelling to use other forms of communication suitable for diverse audiences (digital, dance, performance, photographic, voice, zines, podcasts, round tables etc)

✓ ✓ ✓ ✓ ✓

Broaden the reach of ANAT DIGEST to communicate with diverse industries

x x ✓ ✓ ✓





Government of South Australia  
Arts South Australia



Queensland University of Technology



THE UNIVERSITY  
OF QUEENSLAND  
AUSTRALIA



THE AUSTRALIAN NATIONAL UNIVERSITY



University of  
South Australia



SWINBURNE  
UNIVERSITY OF  
TECHNOLOGY



LEONARDO  
THE INTERNATIONAL SOCIETY FOR THE  
ARTS, SCIENCES AND TECHNOLOGY



This strategic plan is a shared vision directed by ANAT CEO Melissa DeLaney and guided by Trish Hansen, Urban Mind Studio along with ANAT staff and members of ANAT's Board. Graphic design by Carolyn Kavanagh.