

FESTIVALS
Malta

+25
Strategy

Norman Hamilton

Chairman

In 2020, coronavirus forced upon the world a variety of unforeseen changes whose repercussions are not yet fully understood. The cultural sector has been one of the most impacted. Performing artists and events promoters have had to grapple with restrictions affecting venues with seismic implications on the economic viability of live performance, creative expression and public access. Organisers, artists and audiences were all profoundly affected and may still be for years to come.

Engaging constructively with this changed reality, Festivals Malta responded decisively. We have conceptualised a new strategy to help chart the organisation's course over the next five years until 2025. Our accompanying new branding speaks not just to an organisational evolution, but to a forward-thinking response to the profound disruption in our sector.

Although unpredictability is challenging, we are ready to embark on this exciting voyage, both of discovery and of expanding cultural horizons.

Annabelle Stivala

CEO

At the beginning of 2020, Festivals Malta was launched as an independent public cultural organisation. Hived off from Arts Council Malta where it had been embedded as a directorate, the entity took wing in accordance with a 2018 phase one strategy – to deliver, and develop under its own brand identity, Malta's glorious tradition of cultural festivals and events.

During the course of the year, Festivals Malta initiated work on the next stage of its evolution – this second phase strategy, +25. Embarking on a structured process, the team was invited to revisit its overarching first phase goals of increasing audiences, deepening roots in the community and cultural development. This reflection not only highlighted our achievements to date in establishing economic, organisational and artistic synergies within the sector but also helped identify existing focus areas for renewed attention. From this audit, the staff, Artistic Directors and management all contributed to workshopping this strategy.

More than a flight path, +25 is a foundational framework to enable us to meet our challenges through understanding where our best energies and resources are optimally invested to ensure a sustainable future.

Francis Agius

Assistant Director Operations

While setting up the second phase of our strategy, we identified five important pillars that will lead us closer to excellence in providing a more professional platform for festivals in Malta. These pillars are the notions of evolution, partnerships, proficiency, methodology and legacy.

We also recognise that in challenging times, we may be asked to stretch ourselves. That flexibility, and our willingness to go above and beyond the expected, means we must think laterally about how we do what we do. To go the extra mile may require a plus-sized effort.

Fortunately, we love our work; we love the culture sector and we are optimistic that our strategy will contribute to enhancing the relevance of Malta's cultural sector in the future. The plus sign in the +25 strategy indicates our positivity.

We invite you to join us on our journey.

Introduction

Festival Malta's +25 strategy is so called to refract a variety of illuminating interpretations. Firstly, it is a signpost indicating, the intended arc for this next phase of the organisation's strategic development.

Additionally, the strategy addresses five key components: stakeholders, values, mission, vision and strategic pillars. To celebrate our Maltese identity, the letters of the word 'hamsa' (five) are embroidered in each of these headings; thus, we have five stakeholders, five values, etc. Five multiplied by five equals twenty-five.

Each of the five strategic pillars in the final section stands on five strategic goals, the foundation stones that we have set ourselves to build on. These twenty-five foundation stones represent the bedrock of what we need to address over a five-year term. They provide a blueprint for the PCO to develop and deliver upon and they are engineered to be optimally load-bearing regarding the most constructive application of our efforts.

This is how we propose building a future for cultural festivals and events in Malta.

Contents

01 Stakeholders

02 Values

08 Mission

12 Vision

[Link](#)

16 Strategic Pillars
& Goals

Navigate through the content page by selecting the link button next to the topic

Our work resonates across the cultural sector in Malta.

In addition to **artists** and **audiences**, our list of stakeholders includes the **community, government, Arts Council Malta** and other **Public Cultural Organisations**. By cultivating our relationships and understanding the needs of all our stakeholders, we will enhance our mission and achieve higher levels of excellence.

Stakeholders

Our Values

are our strength and provide the structure to our initiatives.

They nurture trust among our stakeholders in our ability to steward our festivals and events, thereby enriching the national culture.

Possibilities!

for
cultural
excellence

**Re
sp
ect**

for our
planet,
colleagues,
audiences
and
artists

Ex cel len ce



through
best
practice
and
leadership



to realise a quality experience

for positive quality

Innovation
to
remain
relevant

To **sustain** Malta's tradition of cultural **festivals**

Mission

Realised **through:**



Curation

Showcasing the
arts to the people

Brokerage

Investing in
stakeholder **relationships**



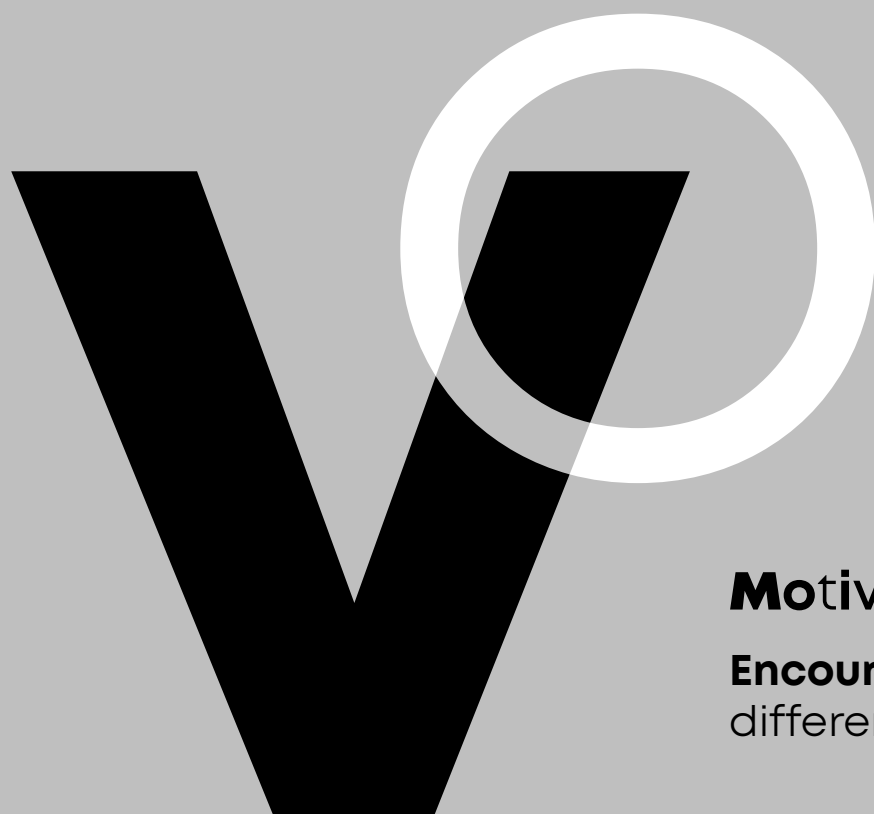
Promotion

Attracting and
engaging **audiences**



Brokerage

Facilitating of
stakeholder **relationships**



Motivation

Encouraging dialogue between
different artistic expressions

Mission

VISION

Festivals Malta aspires for a vibrant and sustainable festival sector achieved in collaboration with key market players. Through its expertise, knowledge and information, the Agency will help raise the bar of festivals and cultural productions in Malta, promoting intercultural diversity, audience engagement and constant innovation.

EXPANDING

cultural horizons for
all, including artists
and audiences

POF

SUPPORTING

private initiatives
to produce
cultural festivals

PROMOTING

and documenting
best practices

RIV

DRIVING

sustainability
and policy for the
festivals sector

FOSTERING

the Festivals
Malta **brand**

STE

[illegible]

LEGACY
EVOLUTION
PROFICIENCY
PARTNERSHIPS
METHODOLOGY

STRAT- EGIC GOALS

01

To cultivate festivals and events in Malta with a heightened focus on **sustainability, innovation, brand building and development**, while utilising **online** as a key data-capturing tool that stimulates evolution.

02

To foster **partnerships** through **collaboration, outreach**, and **internationalisation**.

03

To nurture **quality** and **leadership** through training and overall **proficiency** across producers of festivals and events in Malta.

04

To employ **methodology** to aid the **evolution** and **development** of Festivals Malta, which will enhance its marketability and its mandate.

05

To honour and respect **legacy** through accurate and detailed **archiving**, research, and record keeping that will subsequently support analysis of data and substantiate **brand building**.



Goal

Goal

Goal

01

Evolution

Festivals Malta is now well-established and respected for its execution and delivery of cultural festivals and events in Malta. Perpetual evolution is critical for our survival and greater prosperity.

To effect fundamental change, we aim to document, act, and promote an achievable sustainability policy that respects the environment, institutions, stakeholders, communities, and ultimately the audiences that we wish to appeal to. Honouring and taking responsibility for all these aspects will progressively legitimise our status as an authority and thought leader in our area of expertise.

To achieve this, we will analyse, interrogate and respond to data in a manner that stays true to our mandate, thereby challenging and growing our influence and brand worth, not only in Malta but across the European Union and around the world.

Goal

Goal

Goal

01

Evolution

Vision

Expanding cultural horizons for all,
including artists and audiences

01 Product innovation and development

02 Audiences

03 Commissioning new work

04 Organisational sustainability

- Black swan events
- Revenue models

05 Eco-sustainability

Goal

Goal

Goal

02 Partnership

The strategy recognises that the future relevance and importance of festivals in Malta pivots on the investment in the quality, credibility, skillset, and power of collaboration.

Our partnerships are an outreach that embraces and employs empathy, understanding, and support of new communities through a culture that promotes inclusivity.

This outreach fosters internationalisation and promotes collaboration with new audiences, suppliers, and investors in the greater EU entertainment economy.

Goal

Goal

Goal

02

Partnership

Vision

Supporting private initiatives to produce cultural festivals

01 Stakeholders

02 Private sector

03 Media

04 Communities

05 Other (tourism bodies, venues, international festivals, promoters, etc.)

Goal

Goal

Goal

03

Proficiency

As has been experienced since the foundation of Festivals Malta, the producers of festivals and events are constantly challenged on a societal, technological, and technical level, as well as by unexpected global events.

Our team members are qualified, many with extensive experience in festival production and related academic backgrounds. Further stakeholder training and skills transfer can be optimised.

To address the plethora of challenges, constant formal training, coupled with leadership from all within Festivals Malta, is important so that we are kept proficient in our role and equipped in our ability to deliver on our evolving mandate.

Goal

Goal

Goal

03

Proficiency

Vision

Promoting and documenting
best practice

- 01 Qualification (skills development and training)
- 02 Experience (job shadowing, exchange programmes)
- 03 Employee performance (KPIs and measurement)
- 04 Foster transition of new artists (internationalisation)
- 05 Training of stakeholders (Carnival community, etc.)

Goal

Goal

Goal

04 Methodology

For Festivals Malta to remain relevant and instrumental in informing the evolution of festivals and events development, it is critical to establish a methodology.

Data mining and measurement tools provide valuable insights on audience and marketability, and serve us well in understanding, through ongoing analysis and research of our many data capturing points, how to adapt, tweak, and perpetually evolve overall.

With this information captured, it can then be referenced from an archival perspective in order to inform and equip the Festivals Malta team to deliver on our mandate.

Goal

Goal

Goal

04

Methodology

Vision

Driving sustainability and policy
for the festivals sector

01 Policy

02 Promoting best practices

03 Digital journey

04 Measurement framework

05 Archiving

Goal

Goal

Goal

05 Legacy

We have produced an extraordinary body of work since our inception that will continue to grow in the future. It is therefore critical that detailed records are not only captured but, most importantly, documented in print/digital/audio/video or otherwise.

Every cultural event is a mark in time that holds significant value to future generations.

Our events and festivals are thus critical assets in ongoing brand building and in reaffirming the legacy, qualification, and influence that Festivals Malta needs to defend.

Goal

Goal

Goal

05

Legacy

Vision

Fostering the Festivals
Malta brand

- 01 Programming content
- 02 Potential future monetisation
- 03 Marketing collateral
- 04 Impact measurement
- 05 Historical legacy



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Head Festivals Malta

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Annabelle Stivala
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GOVERNMENT OF MALTA
MINISTRY FOR THE NATIONAL HERITAGE,
THE ARTS AND LOCAL GOVERNMENT



www.festivals.mt