



Hon Simone McGurk MLA
Minister for Creative Industries; Heritage; Industrial Relations;
Aged Care and Seniors; Women

Our ref: 74-8313

Mr Morgan Solomon
Chairperson
Arts and Culture Trust
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PERTH WA 6000
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Dear Mr Solomon

I am writing to communicate the Western Australian Government's expectations regarding the good governance and operations of the Arts and Culture Trust (ACT).

As the Minister for Creative Industries, I am responsible for administering the *Arts and Culture Trust Act 2021*. This letter reaffirms the critical role the ACT Board plays in delivering cultural outcomes for Western Australia and sets a clear direction aligned with the Government's priorities.

This Statement outlines expectations in relation to the Board working towards the achievement of the Government's key priorities articulated in the "Our Priorities for Government 2025-2029", the objectives articulated in the *Arts and Culture Trust Act 2021* and the key initiatives in ACT's 2024–2027 Strategic Plan.

It is the Government's expectation that ACT acknowledges the strategic importance of these initiatives and performs its functions effectively and in a timely manner.

Diversifying the WA economy so that it remains the strongest in the nation

ACT has a pivotal role in shaping WA's creative economy by strategically managing cultural infrastructure, activating venues and fostering inclusive artistic and community experiences at its places and spaces. I expect the Board to actively manage its assets and program their use to achieve a growth in annual patronage. In the pursuit of growth, I expect you to work closely with WA artists and organisations, including Resident Companies and the local screen industry, to provide quality job opportunities. ACT's actions should serve to stimulate broader industry supply chains and the retail and hospitality sectors.

I encourage the ACT Board to identify and pursue new opportunities that align with our efforts to foster a vibrant and creative economy. This includes leveraging partnerships, exploring new funding models, and embracing innovation.

Perth Film Studios

I expect the ACT Board to support the timely opening and operational commencement of the Perth Film Studios, ensuring it becomes a world-class facility that attracts international and local productions. I also expect ACT to manage its operator and monitor performance, as well as keeping me apprised of its activities. ACT should align its activities with the Western Australian Government's *Creative WA: A 10-Year Vision* and the *Western Australian Screen Industry Strategy 2024–2034*.

Other Strategic Infrastructure Projects

The Government is committed to delivering major cultural infrastructure projects that will shape the future of our creative industries:

- Perth Cultural Centre (PCC) – The revitalisation of the PCC is a key priority. The ACT Board should plan for its successful opening and operation, ensuring it becomes a vibrant, accessible and inclusive cultural hub.
- Perth Concert Hall (PCH) – Significant progress must continue to be made on pre-operational planning for the PCH redevelopment. I expect the ACT Board to play a proactive role in ensuring this project is delivered with vision and ambition.

Sector Leadership and Advocacy

The ACT Board should continue to demonstrate leadership in the cultural and creative industries. In particular, I expect ACT to work with the Department of Creative Industries, Tourism and Sport (CITS) to develop a clear Resident Company Subsidy Policy. This policy should define the criteria and process by which organisations may be assessed and recommended for Resident Company status. It should also outline a consistent suite of benefits available to Resident Companies. This policy should then be implemented and ACT's practices consistently applied to working relationships with Resident Companies.

Work Health and Safety

The Government is committed to health and safety for all employees. To ensure ACT is a safe place for people to work and visit, I expect the ACT Board to ensure legislative requirements are met, that workplace health and safety is a focus and ACT continues to work on improving its overall health and safety culture.

Procurement

I expect the Board will manage procurement activities in accordance with relevant WA legislation and frameworks, aiming to maximise value for money and deliver social, economic and environmental outcomes for Western Australians.

It is my expectation that the ACT Board will support ACT to ensure local business have a fair and reasonable opportunity to access Government supply contracts as they arise.

Financial Management and Sustainability

Ensuring the long-term financial sustainability of ACT is a top priority. I expect the ACT Board to focus on financial sustainability, including identifying efficiencies, diversifying revenue streams and strengthening partnerships.

The ACT Board and its Committees are expected to meet statutory financial management obligations, including:

- ensuring that actions taken in pursuit of the Board's or Committee's objectives are efficient and deliver value-for-money;
- having effective asset management and protection policies and strategies;
- ensuring that planned capital works and future budget requirements are prominently identified in a Strategic Asset Management Plan; and
- developing and maintaining an effective internal audit function that is proportionate to the extent of any financial and operational risks is being managed.

Performance Management

Strong governance is essential. I expect ACT and the ACT Board to actively support renewal processes that ensure diversity, fresh perspectives and the right mix of skills and experience. Succession planning and regular performance evaluation should be embedded in your governance practices.

These reviews should include consideration of whether the current composition of the ACT Board or Committee provides an appropriate mix of skills, diversity and tenure.

Government Policies and Objectives

In addition to statutory functions, there is an expectation that Boards and Committees will consider wider economic benefits to the State, impacts on other Government agencies and key Government policies as part of their planning and decision-making processes.

Boards and Committees should also seek to comply with relevant general policy requirements, set out in instruments including:

- Premier's Circulars;
- Public Sector Commissioner's Circulars; and
- Treasurer's Instructions.

It should be noted that these instruments often specify the action a Board or Committee should take when compliance has not occurred. It is appropriate to inform me of instances of non-compliance and actions being taken to address the situation.

Advice to Government

I expect the ACT Board to provide accurate and timely advice to the Government on significant issues within its core areas of business and ensure progress is made in achieving the Government's priorities. The Board is expected to ensure my office is aware of all critical issues in a timely manner and appropriately briefed at regular meetings, including a mid-year report to monitor progress and assess performance against defined objectives.

Statement of Intent

I look forward to receiving the ACT Board's response to my Statement of Expectations in the form of a Statement of Intent as soon as practicable. I request that the Statement of Expectations and Statement of Intent be published on your website.

I look forward to working closely with ACT to deliver on these priorities. Please ensure that your strategic and operational plans reflect the expectations outlined in this letter.

Thank you for your continued commitment to the cultural future of Western Australia.

Yours sincerely



HON SIMONE MCGURK MLA
**MINISTER FOR CREATIVE INDUSTRIES; HERITAGE;
INDUSTRIAL RELATIONS; AGED CARE AND SENIORS; WOMEN**

16 March 2026