



**ARTS AND
CULTURE TRUST**

**Strategic Plan
2024-2028**





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Message from Hon David Templeman Minister for Culture and the Arts



"I am delighted to introduce the inaugural Strategic Plan for the Arts and Culture Trust."

This plan is the result of many months work and extensive consultation across government, the performing arts, and the broader arts and cultural sector. The depth of engagement with the sector is clearly reflected in this plan, as are the contributions of the staff, Resident Companies, producers and artists who shared their valuable insights during this process. It speaks to the passion and commitment of those that rely on the Trust, and their investment in its future success.

There is clear opportunity for the Trust to assume a more prominent role, not just in stewardship of our cultural assets, but in leadership within the sector because of the new *Arts and Culture Trust Act 2021*.

The early years of this plan will see the organisation focus on strengthening its foundations before it begins to explore and capitalise on opportunities to expand, create and innovate.

With the support of the Trust's Board and its long-serving chair, Morgan Solomon, as well as new CEO Janis Carren, I am confident both the Trust and its Strategic Plan are in the most capable of hands.

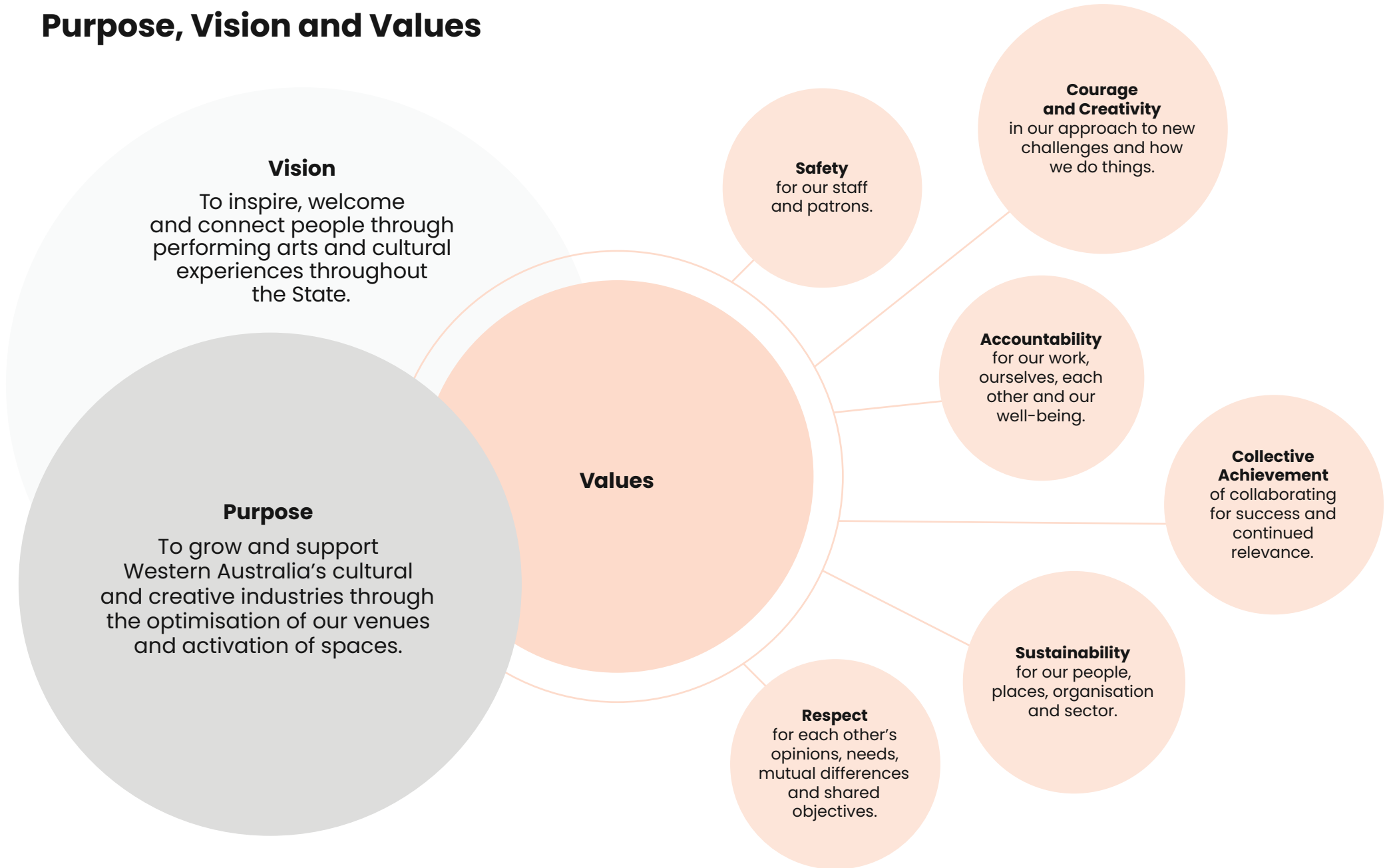
Among the many ways that the arts sector is unique is that its value to society and economy is measured over generations, in indirect and often unquantifiable ways. For our artists and organisations to grow and thrive, we need the combined talent, strategic investment and sustained collaboration of partners across the public and private sectors.

I extend my heartfelt appreciation to the dedicated individuals who have contributed their insights and expertise to this plan and hope you will continue to remain a part of its implementation. Your passion and commitment will be as critical to achieving our vision for the Trust as it has been in shaping it.

This is an exciting time for the arts in WA and the Trust has an important role to play in the transformative journey ahead. I look forward to being a part of it, as I hope you are too.

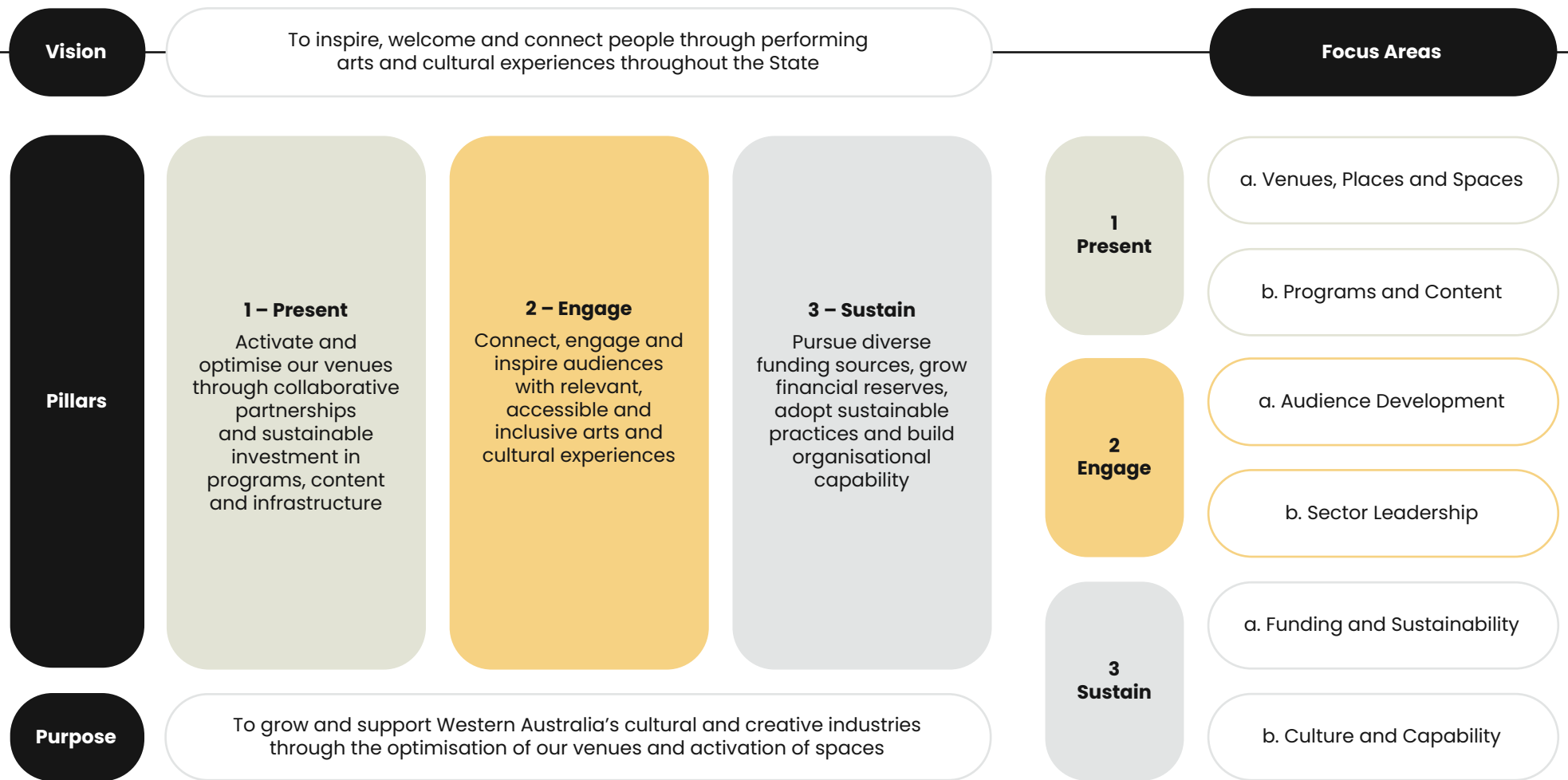
**Hon David Templeman Dip Tchg BEd MLA
Minister for Culture and the Arts**

Purpose, Vision and Values



Strategic Pillars and Focus Areas

Strategic Pillars align Focus Areas, actions and outcomes with ACT's Purpose, to deliver the organisational Vision.



Pillar 1 – Present

a. Venues, Places and Spaces

Objectives

- To fulfil ACT's mandate under the Act to shape a diverse and broadened cultural landscape in WA.
- To deliver activated and integrated arts precincts.
- To optimise and leverage the full potential of ACT's venues, in particular by activating underutilised existing assets, optimising existing infrastructure, and expanding range of activity.
- To grow corporate and commercial business streams.
- To expand arts and cultural activity beyond our current footprint.
- To embrace and enliven new assets.
- To provide and manage secure and highly proficient transactions for customers.

Actions

- Undertake venue utilisation and optimisation assessment.
- Assess capability and fitness for purpose of existing infrastructure, equipment and technology before investing in new.
- Identify new venue opportunities and outcomes.
- Develop and implement a fit-for-purpose business model for ACT venues.
- Work with Resident Companies, the broader arts and cultural sector, community groups and commercial business partners to develop capability in the core areas of:
 - > programming and production
 - > commercial operations
 - > ancillary services and experiences.

Scorecard Measures

- Activated places and spaces.
 - > Range/types of performing arts product or activities at existing venues.
 - > Number of dark days at existing venues.
 - > Number and scale of new activations.
- Balance of commercial, community and cultural activity.
 - > Number and value of new business/commercial partnerships.
 - > Number of hours/days used for commercial activity, community activity and performing arts activity.
- Value delivered to Resident Companies and hirers.
 - > Subsidies provided to Resident Companies.
 - > Stakeholder satisfaction score.
 - > Customer satisfaction score.

Pillar 1 – Present

b. Programs and Content

Objectives

- To offer an eclectic range of programs, spanning a variety of genres and formats across current and future ACT venues.
- To appeal to a wide and diverse range of audiences, including commercial, community, public, Indigenous Australians, children and young people.
- To be an active programmer, producer, investor and promoter of quality content, rather than just a manager of venues.
- To develop and deliver public programs that drive community engagement and participation.
- To establish complementary commercial programming that will optimise venues, grow audiences and provide revenue for reinvestment.

Actions

- Identify and establish partnerships and programming opportunities with the sector.
- Develop a programming plan aligned with ACT's business model.
- Include new art forms, genres and media, including new and emerging technologies.
- Consider availability of funding, cost to deliver, and return on investment.
- Include marketing promotion and retention in programming decisions.
- Develop KPIs to measure and report on performance.
- Source and secure funding from government, private and corporate sponsors and donors.

Scorecard Measures

- Quantity, quality and range of performing arts events and activities.
 - > Number of performances by type and category.
 - > Number of new activity types, genres or disciplines, or innovations in existing activities.
 - > Culture Counts qualitative assessment.
 - > Customer Satisfaction score.

Pillar 2 – Engage

a. Audience Development

Objectives

- To cherish current audiences and provide opportunities to grow, broaden and deepen their engagement.
- To expand access, engagement and participation across all audience segments, particularly Indigenous Australians, culturally and linguistically diverse (CALD) groups, young people, remote and regional audiences, people with disability, access-challenged and underprivileged audiences.
- To provide positive and entertaining experiences for ACT customers and audiences.

Actions

- Develop broader marketing capability to promote ACT's brand, programs, venues and commercial operations.
- Leverage Tessitura data and CRM to identify and better understand audience segments.
- Identify ways to engage new target audiences.
- Align programming with audience needs.
- Understand the customer journey and improve customer experience.
- Explore opportunities to engage audiences onsite, offsite, onstage and through digital/virtual mediums.
- Partner with specific sectors and community organisations - make them part of the ACT family.
- Balance programming to meet audience, community, curatorial and commercial drivers.

Scorecard Measures

- Audience numbers
 - > Event attendees by venue and by type – ticketed and non-ticketed.
- Audience diversity.
- Engagement and participation rates
 - > Participation and engagement by activity type.
 - > Number of activities targeted at remote and regional, Indigenous Australians, young people, CALD groups.
- Customer satisfaction.

Pillar 2 – Engage

b. Sector Leadership

Objectives

- To be a sector leader in development and support for WA arts and artists.
- To lead discussion, face disruption and embrace change and innovation.
- To promote the benefits of arts and cultural experiences in society.
- To celebrate, support and grow Aboriginal cultural practice within ACT and the broader sector.
- To increase demand and employment opportunities for arts workers, including technicians, artists and performers.
- To partner with Resident Companies and the creative community to strengthen, support and advocate for the sector.
- To lead by example, setting new standards for skills and service within the sector.

Actions

- Work with government and cultural sector partners to establish industry training and skills development programs for WA artists and arts workers.
- Investigate and seek opportunities to fund skills and sector development through corporate sponsorship, state and federal grants.
- Drive advocacy to government for a sustainable arts funding model.
- Establish an artist-in-residence program with support from corporate, government and cultural sector partners.
- Partner with the sector to showcase, publicise and promote the success of arts and culture in WA.
- Investigate opportunities for an arts leadership symposium.
- Establish a PCC Ambassadors Program for the Perth Cultural Centre.
- Establish an Aboriginal arts and culture advisory body.

Scorecard Measures

- Government, private and arts sector partnerships:
 - > Number of new partnerships and agreements signed.
 - > Number of new or expanded programs delivered through partnerships.
 - > Number and type of skills development, training and employment opportunities created.
- Qualitative partnership outcomes
- Government, private and arts sector engagement:
 - > Number, type and outcomes of consultation and engagements with stakeholders.
 - > Number of sector events, conferences, symposiums or similar organised or presented.
 - > Participation statistics including attendee numbers and groups represented.

Pillar 3 – Sustain

a. Funding and Sustainability

Objectives

- To ensure funding from core (government) and secondary sources is adequate to enable ACT to deliver on its purpose, role and remit.
- To grow alternative and supplementary revenue streams from a diverse range of sources.
- To develop and grow commercial operations to hedge risk and maximise revenue for reinvestment.
- To increase proportion of self-generated revenue beyond the historical 30%.
- To restore and grow financial reserves through careful cost management and targeted reinvestment of revenue from operations.
- To embed principles of Corporate Social Responsibility across all areas of business.

Actions

- Explore opportunities to diversify income streams from sponsorship, corporate partnerships, philanthropy and membership.
- Implement Corporate Social Responsibility policy to manage environmental, social and governance risk in line with industry best practice.
- Establish internal capability to support commercial and funding development objectives.
- Develop a long-term investment framework for ACT.
- Develop funding ask from government, investment community and other prospective funding partners.
- Assess key areas of operations to identify opportunities for savings and efficiencies, underperforming activities to exit and potential growth areas for investment.

Scorecard Measures

- Environmental efficiency.
- Asset renewal:
 - > Capital spend as a percentage of the replacement of assets.
- Operational revenue
 - > Spend per patron.
 - > Number of new and/or diversified income streams.
- Government funding appropriation
 - > Appropriation to revenue ratio.
- Return on investment (ROI)
 - > Commercial expense to revenue ratio (proportion of expenses covered by self-earned revenue)
 - > Customer acquisition cost.
 - > Conversion rates - marketing.

Pillar 3 – Sustain

b. Culture and Capability

Objectives

- To make ACT an employer of choice and a great place to work.
- To build an integrated, cohesive workforce focused on organisational outcomes.
- To develop and embed a positive workplace culture.
- To ensure organisational structure meets needs, and skills are flexible, agile and transferable.
- To develop in-house capability to support current and future operations.
- To ensure staff are supported, skilled, engaged, empowered, adaptable and embrace change.
- To provide career pathways, training and development opportunities for staff.

Actions

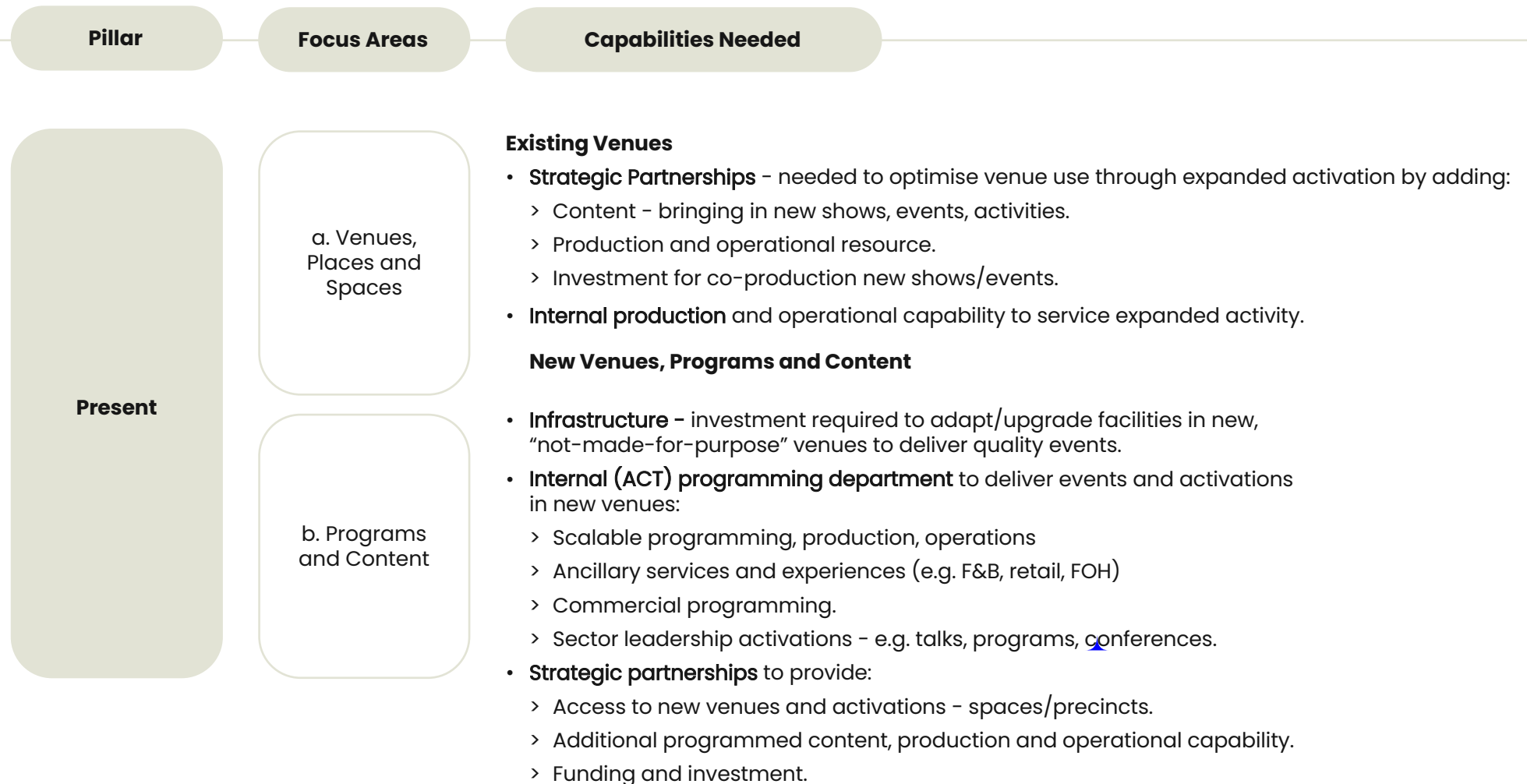
- Implement development and performance management with clearly defined expectations, KPIs and accountabilities.
- Finalise structural review and implement recommended structure based on functions and services rather than venues.
- Focus on developing collective capability across ACT aligned with functions in the value chain.
- Address skills and capability gaps through recruitment, attraction and retention programs.
- Develop and implement systems, processes and procedures to deliver organisational outcomes.
- Adopt employee lifecycle approach to embed positive workplace culture.

Scorecard Measures

- Positive cultural change
 - > Culture survey score
- Skills and capability
 - > Completed compliance learning (%)
 - > Completed priority training (%)
- Workforce agility
 - > Staff mobility
 - > Role and skill diversification
- Retention and turnover
- Number of resignations/separations
- Staff health, safety and wellbeing
- Lost time injury and disease incidence rate
- Hazards reporting incidence rate
- Workforce preparedness
 - > Compliance with Emergency Plans and Training
 - > Staff training completed

Capabilities

Completion of actions in each Pillar will require investment in additional capabilities and acquiring/building these capabilities will impact prioritisation and timing of implementation. For "Present", the focus is on building internal and partnership capability to activate and optimise existing and new venues.



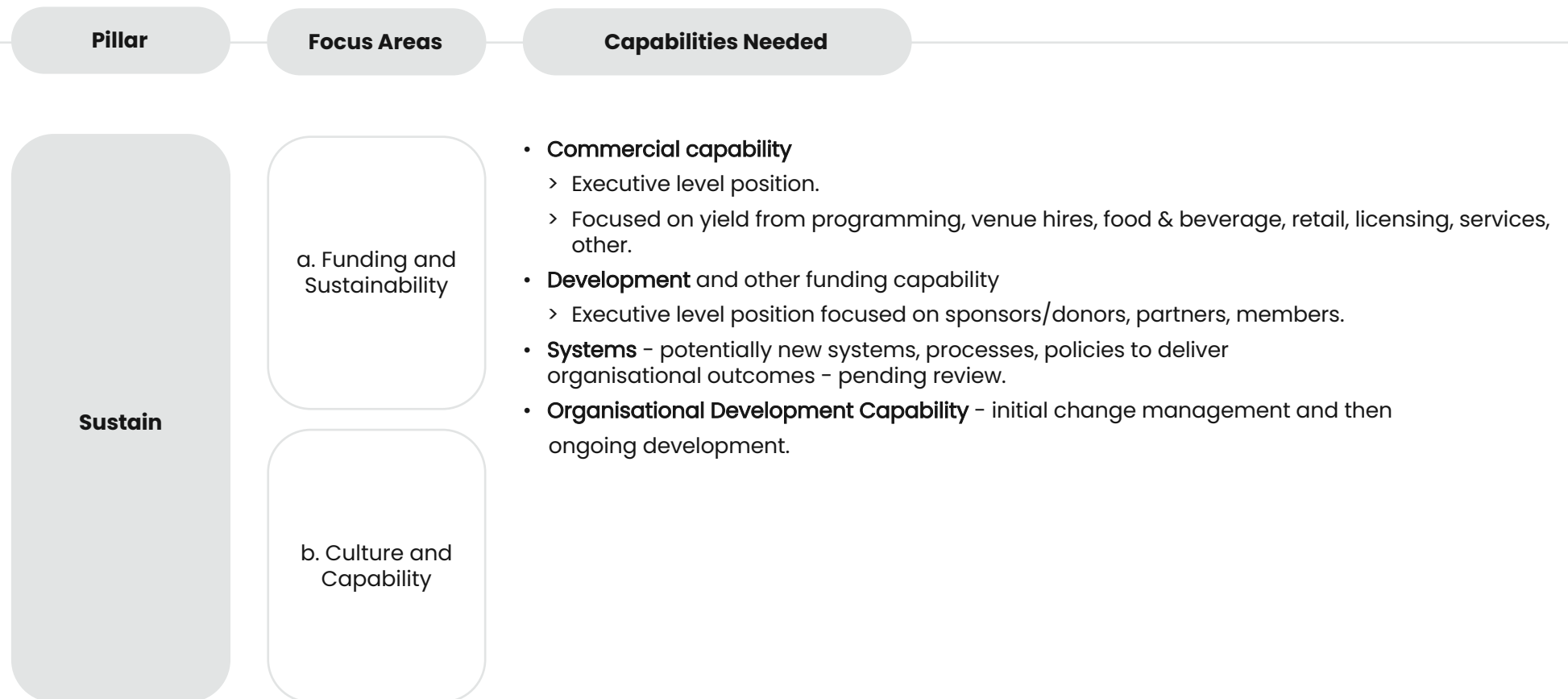
Capabilities

Within "Engage", the focus is on internal marketing and communications capability and strategic partnerships to support audience development and sector leadership ambitions.



Capabilities

Within "Sustain", the focus is on capability to underpin growth of new revenue streams, potential additional capabilities required by a review of systems and processes and organisational development to transition to, and then embed, a positive workplace culture.



Our Venues

His Majesty's Theatre
825 – 905 Hay Street
Perth WA 6000

Perth Concert Hall
5 St Georges Terrace
Perth WA 6000

Subiaco Arts Centre
180 Hamersley Road
Subiaco WA 6008

Perth Cultural Centre
Roe Street, Beaufort Street
Francis Street & William Street
Northbridge WA 6003

Albany Entertainment Centre
2 Toll Place
Albany WA 6330

Goldfields Arts Centre
35 Cheetham Street
Kalgoorlie WA 6430

**State Theatre Centre
of Western Australia**
174 – 176 William Street
Perth WA 6000



