



CIRCUITWEST



**STRATEGIC
PLAN**
2023-2026

The Next Stage

www.circuitwest.com.au

"As an independent regional artist and producer, CircuitWest has been a constant source of real and responsive support. They have transformed conversations around regional practice and community engagement that has directly opened up significant opportunities for myself and the artists I collaborate with."

Annette Carmichael
Choreographer & Creative Producer

"The work of CircuitWest is embedded within the WA performing arts sector and is essential in assisting organisations such as ours to pursue our purpose of "Creating, presenting and celebrating First Nations' theatre, performance and stories with local stories that inspire the globe" through opening up opportunities for us to tour throughout WA."

Peter Kift
Yirra Yaakin Theatre Company

"We have never looked back, and are eternally grateful for the social, cultural, and artistic experiences and opportunities CircuitWest has provided our regional community, which under other circumstances would never be able to afford or even connect with such a high calibre of entertainment. Thank you, CircuitWest - we cannot wait to see what's next!"

Pip Moir
Borden Pavilion Coordinator

CircuitWest acknowledges all the traditional custodians of all the lands on which we work across 10 WA regions and respects their continuing culture and the critical contribution they make to the life and art of this country.

CHAIR'S FOREWORD

FIONA DE GARIS

When we started the 2018-2022 strategic plan, CircuitWest was very much an organisation evolving.

CircuitWest took on the role of growing the performing arts ecology one community at a time, ensuring each was equipped with the professional skills to succeed. Growing the ecology meant developing Australia's best State arts market, ensuring the most cutting-edge training as well as becoming a centralised tour broker. CircuitWest functioned as the key support body as the industry developed a more integrated, whole of sector focus.

Nearly four years later, there have been thousands of professional development hours, hundreds of artists employed or participating in arts markets with tens of thousands of people in communities touched by performing art. Through leadership, professional development, connecting organisations and leading touring, marketing, and engagement, CircuitWest has led the way for a robust, professional, well-equipped, connected touring ecology.

Now, it is time to take what we have learnt and bring the WA performing art ecology to the next stage.

The biggest challenge will be to grow the footprint of performing arts and ensure more people in WA are able to present performing arts and more artists and producers have artistic output that is tour ready. We also need to change the thinking that touring performing arts is about a show on a stage on Saturday night to one of performing arts being a multi-faceted arts engagement where the art maker and the community intersect in many different ways.

We all recognise that since early 2020 the performing arts has been decimated, and there is a long way to go to recovery. CircuitWest recognises the long journey to bring the industry back to full creativity, capacity and connection. This plan is about the actions we need to do to achieve this whilst hugely expanding the number of people connected with arts and the number of artists connecting.

This organisation is grounded on the fact performing arts is essential to the health and well-being of all communities. This plan is about our mission to develop and connect the performing arts so diverse WA communities can share quality arts experiences and to bring the industry to levels higher than they had ever been before COVID.

EXECUTIVE DIRECTOR

SAM LYNCH

CircuitWest is embarking on a fourth stage of evolution. The organisation began in 2005, building on the history of the WA Association of Regional Performing Arts Centres, which was established circa 1991. As a membership body, it was a way for venues to share knowledge and have a collective voice.

From 2013, the second stage saw the appointment of an Executive Officer and a dramatic increase in the professionalism and effectiveness of the organisation. This was swiftly translated into a greater focus on facilitation of relationships central to the business of presenting. Most importantly, it developed a more productive and collaborative environment for presenters and producers.

The third stage saw CircuitWest receive the Arts Organisations Investment Program (AIOP) and embark on a more significant role in sector leadership and development, clearly linked to the value of the performing arts sector in generating social and economic outcomes – founded ultimately in the quality and relevance of the connection between artist and audience.

CircuitWest now plays a critical leadership role in the Western Australian arts and cultural sector in its mission to develop and connect the performing arts so diverse WA communities can share quality arts experiences. In the life of the last strategic plan it has massively increased the number of performing arts experiences for dozens of communities across 10 regions and created employment for hundreds of artists.

CircuitWest services multiple essential activities, including Showcase WA and its professional development program, supported through its AOIP investment from DLGSC. It also conducts activities supported by the Regional Arts & Cultural Investment Program, as well as acting

in the role of tour coordinator and facilitator for performing arts activities supported through the Playing WA grants and investment fund.

Now in our fourth stage, we will use our significant role in sector leadership and development to look to strategic shifts in the ecology. The keys to performing arts for the future evolution will be:

- Recognition of the importance of First Nations art and audiences
- Commitment to accessibility in performing arts no matter where it takes place
- Commitment to diversity and representation in what is happening in performing spaces, meaning no one should be excluded because of where or who they are
- Supporting and leading the industry on a full growth recovery from three years of pandemic damage; expanding to more communities and more artists than ever before
- Embracing of technology and its potential to have performance and engagement without locational constraints
- Sustainability in how we impact environment, how we attract and retain industry people and how we become more financially independent.

CircuitWest really believes it is the right organisation to facilitate these strategies with the position it has achieved in the industry, its team, its member and stakeholder base, its major platforms such as WA Showcase, its channels, and its success in leading change for the previous four years. We are motivated, connected, and ready for this next critical stage.

KEY STRATEGIC ISSUES

Challenges

- The sector needs more than ever to embrace the opportunities to grow the diversity in its performing arts representation and in its audience representation.
- The events of 2020, 2021 and 2022 were unpredictable, and catastrophic for the performing arts sector. The single biggest impact of COVID has been the massive decline in audiences and the need to rebuild the industry and make it viable again.
- COVID has had a flow on effect on numbers of performing arts works available with a 33% drop in 2022. There is a critical role in supporting artists and producers to be able to make and tour high quality Western Australian performing arts.
- Two years of disruption has seen the industry become ever more siloed with barriers formed between parts of the sector such as performing arts and commercial arts and between major performing arts organisations and the independent sector.
- There has never been a louder voice for 'greening' every sector in WA. It is essential that performing arts has green strategies.

Changes for CircuitWest

- The growth in tours by 367% from 2018 to 2022 has changed the landscape.
- Increasing connections have meant a meteoric growth in artists and producers seeking support up more than 500%.
- The constant change in the people working in presenting has meant a need to rethink professional development.
- There is demand for change in PD from presenters from operations based to upskilling in First Nations engagement, diversity, accessibility, and inclusion.

Opportunities

- Evolve to accommodate the growth that has resulted from the success of the last plan, that has seen CircuitWest add the roles of community support, growing the presenter network, bespoke professional development, and rewriting touring models.
- Lead in helping First Nations stories reach audiences, whilst supporting cultural awareness training and First Nations focus in WA.
- Work to ensure performing arts is reflective of the shifting diversity of the communities across WA.
- Lead the way in sustainably in touring, workforces, and finances.
- Help the sector improve its skills in telling the performing arts stories.
- Support producers from early developments that may not be ready to pitch or tour.
- Grow reach to match the increase in demand through new programs such as Shows on the Go.
- Put access and inclusion at the heart of performing arts.
- Support the mix of commercial and community programming needed across the State, to assist the venues, producing companies and artists to rebuild their income streams.
- As national touring opens up again, guide and support partners to increase the reach of WA performing arts product across Australia.

HISTORY OF STRATEGIC PARTNERSHIP WITH GOVERNMENT

CircuitWest has worked in strategic partnership with the Government of Western Australia to improve the regional performing arts touring ecology, through Royalties for Regions funding. Beyond the One Night Stand: A five-year touring strategy was completed in 2017. Doing it with us – not to us was its call to action. Its recommendations championed community engagement, emphasis on place/ local empowerment/ opportunity for cultural development, co-creation, and learning, as core joint values between the performing arts sector and Local Government; key partners in the environment and infrastructure. The strategy called for a single body to be responsible for touring, and the relationship between Regional Arts WA and CircuitWest to be rationalised. It also called for:

- Increased capacity for performing arts touring: metro – regional; regional-to-metro and region-to- region.
- Tech benchmarking, presenter needs analysis, programming, and engagement skill enhancement;
- Exploration of the meeting point where Local Government and performance activity can connect and find mutual benefit: community development.

Through additional Regional Arts and Culture Investment Program (RACIP), CircuitWest secured \$500,000 per annum to address these recommendations through WA Showcase, professional development programs for tech and venue managers, touring programs, and funds to attend markets.

More recently, CircuitWest has taken over the management and implementation of the *Shows on the Go* touring program, previously managed by Regional Arts WA.

Zap Circus performing 'A Circus Sensation' as part of the Shows on the Go tour in Pannawonica, 2022

Photo by Craig Williams



CIRCUITWEST HAS NEVER BEEN MORE VALUED AND VITAL!

CircuitWest Outcomes Report conducted by Culture Counts in 2022 received 178 survey responses, from the full range of CircuitWest's membership categories: Venue/Presenters; Artists/Producers; Facilitators/Support Roles and Service Organisations/ State government/Local Government. The report found:

90%

of respondents are satisfied with CircuitWest as a service organization in WA.

94%

of respondents agreed that CircuitWest offer services that are unique and vital for the WA cultural sector.

95%

positively rated their overall experience of attending CircuitWest programs.

98%

of respondents agreed that WA Showcase is a valuable program to continue in the future.

100%

of respondents agreed that CircuitWest's professional development program is a valuable program to continue into the future.

"CircuitWest is the only organization offering opportunities for peers to gather to share knowledge, see pitches, talk to programmers, skill build and discuss long term outcomes for our sector. It is imperative that Showcase continues."

"Amazing organization critical to us in the regional areas."

"The chance to learn, network, and see how much amazing work is being done in our industry. Made me realise I am not just an isolated artist having to go on this journey alone. An incredible experience that I am profoundly grateful for."

Respondents were surveyed on chosen "dimension" questions below, linked to CircuitWest's strategic goals and outcomes. They were asked to indicate agreement or disagreement with the dimension statement with regard to CircuitWest's services including WA Showcase.

The following ranks the survey respondents' agreement with the dimension statements:

Dimension	Dimension Statement	% Agreement
Organisation	The project was well organised	95%
Rigour	It was well thought through and put together	92%
Networks	It connected me with other people in my field	92%
Responsiveness	The organisers responded well to the needs of the group	89%
Achievement	I was amazed by what we achieved	87%
Opportunity	It opened up new opportunities for me	83%
Skills	I gained new skills	79%
Feedback	I got helpful feedback	74%

Delivering the next stage

The CircuitWest Board and leadership conducted strategic analysis through SWOT and PESTLE approaches and have aligned new goals for the organisation's response to the issues facing the performing arts sector going forward.

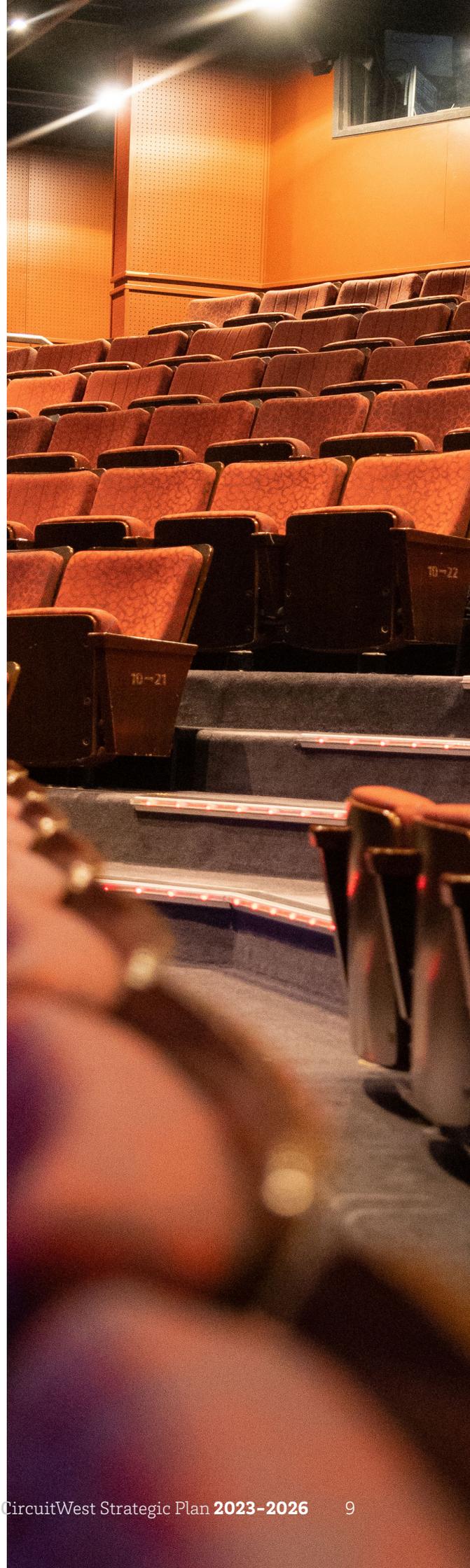
Whilst understanding the sector still requires CircuitWest's leadership, support as a critical friend, and development through our pathfinding guidance; roles articulated in our previous strategic plan. Our new goals articulate CircuitWest's role in more detail.

CIRCUITWEST'S VISION A State Connected, Enriched and Alive with Performing Arts PURPOSE/MISSION We develop and connect the performing arts so diverse WA communities can share quality arts experiences OUR VALUES Trustworthy; Dynamic; Innovative; Inclusive; Empowering		
GOAL 1 EXPERIENCE	GOAL 2 ECOLOGY	GOAL 3 EQUIP
Lead and develop an evolving WA performing arts sector to meets the engagement needs of a growing range of WA communities.	A connected and networked sector with increased capacity to collaborate.	Increase the professional capacity and resources of the performing arts sector to engage and excite their communities.
GOAL 4 EMBED	GOAL 5 EXPRESS	GOAL 6 ENDURE
Grow opportunities for the performing arts sector to deepen the engagement and connection of communities in WA.	Provide leadership in helping the sector to tell its diverse, unique, and shared stories and share its messages and goals.	CircuitWest is recognised as a reliable and highly skilled organisation that builds important relationships between partners to help create a robust sector.

A detailed Action Plan and Key Performance Indicators is attached as Appendix A.

KEY PROJECTS

- **WA Showcase** – The centrepiece of performing arts connections in WA has grown from a few dozen delegates to more than 200, with 40 pitches resulting in 11 tours to 10 regions in 2022. It incorporates leading edge professional development events with thought leaders from around the country and the world, challenging thinking and pushing the ecology to be the best in the country. Representatives from 50+ communities and more than 100 artists gather in the same room to collaborate on the future.
- **First Nations Focus** – Working with First Nations producers and partners like Yirra Yaakin to embed a First Nations focus in the presenting network across 50 professional and community presenters; changing how the industry engages and understands.
- **Access and Inclusion** – Working with experts from DADAA on access and inclusion research and training to ensure performing arts leads the way in its commitment to access and inclusion; changing how the industry engages and understands.
- **Touring Hub** – Our team of touring professionals provide phone and in-person support and assistance to 50-100 producers and artists on pitching, funding, and touring, including the tour coordinator training course, pitching training course, WAAPA and The Blue Room Training. The team also supports more than 50 presenters in their needs in touring and coordinates on average 10 regional tours annually. It includes Playing WA, touring of every performing art form to every region in WA and growing the presenter network to increase the spaces in the ecology, managing pitching, relationships, grants, tour logistics, marketing, and engagement.
- **Shows on The Go** – Touring 2-4 productions per annum with up to 50 performances across a network of more than 50 communities without a professional performing arts space and growing the network bigger each year with the aim that there is no community in WA we cannot reach.



Lucy Peach pitching 'My Greatest Period Ever' at the 2019 WA Showcase

Photo by Deprimo Photography



- **Digital Leadership** – Managing intelligence and partnerships that ensure WA is at the edge of digital production, seeking touring opportunities, funding, and engaging interested producers and presenters and committed to multiple projects each year.
- **Producer Community Engagement** -Delivering new community engagement planning and training to producers, especially at early career level, ensuring engagement and considerations like residencies are embedded in creative practice.
- **Perception Change** – Work with research partners and develop new measures for performing arts participation and attendance that prove the link between well-being and liveability in sectors such as local government.
- **Marketing** – Delivering one on one marketing support mainly to help rebuild audiences lost to COVID-19 and provide learning for producers around WA ensuring they are better at telling their stories and being heard.
- **Professional Development Training** -Grows alums of 100's of artists, presenters, and arts workers, building a better understanding of all matters impacting performing arts from creativity and leadership to engagement, finance, marketing, funding, and operations; making the industry grow and thrive.
- **Audience Development** – Provides community research and intelligence across the State. Multiple projects delivered with the intention of helping diversify audiences across communities from First Nations to disability, CALD and other groups often not impacted by presenting.
- **Leadership Program** – Providing dozens of students with access to the next iteration of Dr Shona Erskine's Leadership training that involves helping people manage up and addresses the issue of bullying and mental health prevalent across the industry.

FINANCIAL MANAGEMENT & PLANNING

Financial Management

In the first two years of this current three-year budget and strategic cycle, CircuitWest has managed almost \$3.2 million of programmes, including \$1.28 million in touring. Despite the COVID-19 challenges, it has continued to deliver on its KPIs and to evolve and find new ways to manage tours, programmes and support and ensure that the investment in the performing arts ecology made by the Government of WA was delivered effectively.

It has effectively acquitted multiple funding streams and reported annually on the successful management and delivery of all touring and programmes.

CircuitWest has shown financial prudence and good governance, and this is reflected in all of the independent audits delivered during the period of the strategic plan ending in 2023. It has worked with artists, producers, presenters, and communities to ensure that investment has been timetabled to recognise the impacts of the pandemic rather than cancelled or reallocated.

An example of effective budget management has been the organisation's ability to manage the growth of 300% in touring during the period 2020-2023 without an increase in labour costs.

Major Programmes for Budget

- **WA Showcase** – The state's critical arts market and professional development forum.
- **Touring Hub** – The team that supports artists and producers to create and thrive, that connects them whilst growing and developing the presenting and engagement network.
- **First Nations Focus** – Embedding First Nation focus in the presenting network, including cultural awareness, programming and connecting with communities.
- **Professional Development** – The defined and evolving range of skills provided to producers, presenters and communities that has its principal streams in accessibility and diversity, sustainable operations, new technology, and leadership.
- **Industry Development** – Creating strategies to ensure the health of the sector by targeting gaps and barriers and bring more people and more skills to performing arts.
- **Connection** – The development of a growing network of connections in the State and the country, sharing intelligence and learning about change.
- **Advocacy** – Improve the impact of performing arts leading to the growth of the ecology.

3 YEAR BUDGET

	Year 1	Year 2	Year 3
EXPENDITURE			
Operations budget - management, accounts, payroll costs, travel, office, digital and office	\$305,000.00	\$305,000.00	\$305,000.00
Play the State Hub - presenter and producer growth and support and touring 10 tours per annum	\$195,930.00	\$195,930.00	\$195,930.00
Professional development -access, inclusion, diversity. Involving collaborations with First Nations elders, DADAA, CALD organisations MCCWA	\$80,000.00	\$80,000.00	\$80,000.00
Communications plan to grow presenting communities and increase size of touring ecology	\$20,000.00	\$20,000.00	\$20,000.00
Local Govt research tool- new measurement for showing liveability impacts	\$20,000.00	\$10,000.00	\$10,000.00
Build and grow CircuitWest network	operations	operations	operations
Deliver WA Showcase pitching, connection and PD forum engaging all 10 regions	\$80,000.00	\$90,000.00	\$90,000.00
Deliver TechWest event - improving the capability of the state technical teams and building this network	\$20,000.00	\$20,000.00	\$20,000.00
Collaborations to grow sector and increase performing arts participation	operations	operations	operations
Professional development - travel - go to regional allows presenters from regions to attend PD	\$80,000.00	\$80,000.00	\$80,000.00
Develop a strategy for digital touring with engaged presenters and producers	\$10,000.00	\$10,000.00	\$10,000.00
Create access and inclusion and CALD engagement training platforms for diverse audiences	\$10,000.00	\$10,000.00	\$10,000.00
Technical leadership	\$30,000.00	\$30,000.00	\$30,000.00
Local Government collaboration	operations	operations	operations
Develop up-skilling program for producers to increase the quality and creativity of community engagement	\$10,000.00	\$10,000.00	\$10,000.00
Residency leadership	operations	operations	operations
Ensure resources are available that help arts makers communicate performing arts stories	\$60,000.00	\$60,000.00	\$60,000.00
Develop key strategic partnerships	operations	operations	operations
High level governance	operations	operations	operations
First Nations focus annual event	\$35,000.00	\$35,000.00	\$35,000.00
First Nations facilitation and cultural training	\$25,000.00	\$25,000.00	\$25,000.00
Professional development - travel - "go to metro" allows presenters from Perth to attend PD	\$15,000.00	\$15,000.00	\$15,000.00
Develop a communications strategy for communities to promote the necessity and value of performing arts	operations	operations	operations
TOTAL	\$995,930.00	\$995,930.00	\$995,930.00

3 YEAR BUDGET

	Year 1	Year 2	Year 3
INCOME			
AIOP	\$350,000.00	\$350,000.00	\$350,000.00
RACIP	\$500,000.00	\$500,000.00	\$500,000.00
Membership	\$30,000.00	\$35,000.00	\$40,000.00
Sponsorship	\$12,000.00	\$12,000.00	\$12,000.00
Tour Coordination	\$25,000.00	\$25,000.00	\$25,000.00
SOTG Tour Coordination	\$43,000.00	\$43,000.00	\$43,000.00
Registrations	\$50,000.00	\$50,000.00	\$50,000.00
TOTAL	\$1,010,000.00	\$1,015,000.00	\$1,020,000.00

STRATEGIC RELEVANCE FOR ARTS ORGANISATION INVESTMENT PROGRAM (AOIP)

CircuitWest is the facilitator of high-quality performing arts experiences and a catalyst for sharing them with WA communities. It plays a unique and often bespoke service and support role in the Western Australian arts, cultural and creative sector, supporting the vibrancy of WA for all. CircuitWest provides state-wide services to artists and producers, venues, and presenters, as well as support agencies such as Local and State Governments, and nurtures partnerships across the ecosystem.

CircuitWest connects communities and Local Governments across the State into the conversation, listening to people and providing insights to the industry.

CircuitWest provides a person centred approach to develop and support artists and producers, growing their confidence and their capacity to pitch their art, develop meaningful community engagement processes, link them to communities in regional areas and grow relationships for the future.

CircuitWest brings together producers and communities to create exciting tours and regional experiences, whilst expanding the reach of West Australian performing arts products, continuously improving this ecology.

CircuitWest is committed to growing the diversity of performing arts available to regional areas, and in this strategic plan prioritises professional development to increase the sector's provision of disability access and inclusion strategies, grow their First Nations engagement, and the programming of diverse, multicultural work, to reflect the changing nature of the Western Australian community. This meets the strategic objectives of the Arts Organisations Investment

Program (AOIP) and the State's ambitions:

- create and present high quality and the best of its type arts, cultural and creative experiences
- create work that is original, innovative, and authentic that respects cultural tradition, or promotes social awareness and cohesion
- broaden and deepen community access and engagement in arts, cultural and creative experiences
- reflect the diversity of the State through telling Western Australian stories

Funding CircuitWest will enable the organisation to meet the following objectives of the Service category of the AOIP Program:

- generate collaborative partnerships and innovative practice within and across sectors
- develop new opportunities for creatives, cultural practitioners and communities

The WA Showcase is an annual conference that brings together the regional and metro-based presenters and venues with the WA performing arts industry. A week of key note speakers, and professional development sessions showcase best practices, innovative projects, and new developments in the sector. A full arts market enables the WA producers to showcase their new works or ideas in development to the presenters. From this week of intense networking, future touring opportunities are developed, new relationships built, and bespoke project connections made.

- facilitate knowledge sharing, networking opportunities and skills development

CircuitWest is focussing on up-skilling the sector in access and inclusion strategies, development of

diverse programming, and growing First Nations engagement.

This program will provide a training support service for artists and producers, a certificate level presenter training course, a WAAPA training program, a tour coordination program, and a partnership with DADAA to embed accessibility training in programming as well as cultural awareness training for all engaged presenters.

As well as the strong networking opportunity provided by WA Showcase, CircuitWest runs year-long professional development programs, mentoring and peer support across the performing arts sector.

The technical skills and staffing across the sector are also at risk due to employees moving sectors during COVID-19 lockdowns and closures. CircuitWest is evolving the role of TechWest technical training to address key issues in industry training

- maintain and develop strong connections and presence in their communities;

CircuitWest advocates for the importance of the performing arts in community development and engagement. In regional and outer metro areas, the performing arts venues and events provide crucial meeting points for the local community, for the development and education of young people, for family cohesion and well-being, for the representation of marginalised communities, and in challenging notions of belonging.

Presenters are passionate about their role in connecting communities, and developing their audiences, increasing the depth of engagement and participation through long term programming approaches. CircuitWest provides the tools for this ambition to be implemented, and the relationship to inspiring performing arts product to spark these community connections. With expanded reach through the Shows on the Go initiative, CircuitWest continues to expand its reach to remote communities.

- develop industry-leading resources and best

practice for a sustainable, empowered and dynamic sector

CircuitWest responds to the industry development needs of the performing arts sector in developing best practice research and implementation tools. This scope includes approaches for building “fit for purpose” infrastructure, programming approaches and policies, technical support, and audience development.

- represent and advocate on behalf of the sector and/or artform

With a broad membership spanning the performing arts sector and its ecology, CircuitWest is the ideal organisation to communicate and advocate for industry development. CircuitWest participates in Government and industry groups and round tables, providing a flow of information that develops all relationships, whether this is interpretation of Government policy for the regional venues and presenters (as with Government COVID-19 restrictions and lockdowns), the appropriateness of funding guidelines and programs, or the sector’s issues of the day. CircuitWest is nimble, responsive, and trusted.

CircuitWest will lead research to establish new measures to help local government understand the value of performing arts. It has the CircuitWest Local Government Advisory Group with whom it can embed new thinking.

AOIP Outcomes framework

CircuitWest’s services and programs currently focus on outcomes in the Primary Outcome areas of **Reach** and **Leverage**, as well as Secondary Outcome areas of **Social** and **Diversity**.

GOVERNANCE

The Management Committee of the CircuitWest consists of the Chairperson, Vice-Chairperson, Secretary, Treasurer, all of whom must be Ordinary Members of the Association, and a number of the other members elected by the members of CircuitWest Inc at any general meeting. Management Committee members are elected for Two (2) year terms by the rest of the financial members

At the annual general meeting of the CircuitWest, at the expiry of their term, half the members of the Management Committee retire from office but are eligible upon nomination for re-election. It meets six times annually and has subcommittees for finance and governance, and technical services.

Chair	Fiona de Garis Executive Director, Bunbury Regional Entertainment Centre
Deputy Chair	Racheal Whitworth Head of Programming, Perth Festival
Secretary	Justin Freind General Manager, Koorliny Arts Centre
Treasurer	Drew Dymond Manager, Albany Entertainment Centre
Committee	Libby Klysz Performer, Director, and Producer
	Ainsley Foulds Chair, Ravensthorpe Regional Arts Council
	Madeline Joll Operations Manager, State Theatre Centre of WA
	David Marshall Manager, Harvey Recreation and Cultural Centre
TechWest Representative	Alan Burke Technical Manager, Bunbury Regional Entertainment Centre

ORGANISATION

SAM LYNCH | Executive Director

Sam has a career spanning 25 years in senior and brand management in organisations like Alinta Energy, Burwood, VenuesWest and Alzheimer's Australia.

A Murdoch University alumnus, Sam has spent 40 years in theatres and brings a strong business focus to the sector with a long history of governance as well as commercial and sponsorship management.

NICK MACLAINE | Manager, Playing the State

Nick leads the Touring Team to deliver Playing WA and Shows on the Go tours, support WA Showcase pitching, and provides artist and producer support, mentorship, training, and development, along with strategic leadership in the touring space. Nick has worked as an actor with most of the state's major companies including on regional, national, and international tours.

REBECCA NELSON | Tour Coordinator

Rebecca is an arts manager with over 15 years of experience in local government and private sector roles in event and arts management, community and cultural development, producing, administration and touring.

AIMAN RIDZUAN-MORLEY | Project Manager

After graduating with a Bachelor of Communication and Media Management from the University of South Australia, Aiman began her career as an Account Executive at Ogilvy Malaysia. Since moving to Australia in 2015, she has worked in not-for-profit arts and sports organisations all over Western Australia.

NURLIA CHANG | Marketing Administrator

Nurlia started her advertising and marketing career in Publicis Malaysia, then moved into the digital space when she helmed the nascent Ogilvy Interactive agency. Nurlia manages the team's marketing administration which includes publications and all memberships.

MEMBERS

Actors' Hub
Annette Carmichael Projects
Arts and Culture Trust
Arts Margaret River Inc.
Arts Narrogin
Barking Gecko Theatre Company
Beverley Station Arts
Black Swan State Theatre Company
Borden Pavilion Committee Inc.
Bunbury Fringe
Bunbury Regional Entertainment Centre
Co3 Contemporary Dance
City of Busselton
Shire of Corrigin
City of Gosnells
City of Greater Geraldton
City of Kalamunda
City of Kalgoorlie-Boulder
City of Karratha
Euphorium Creative
Funtavia Inc
Jerramungup Community Resource Centre
Kondinin Community Resource Centre
Koorliny Arts Centre, Kwinana
Lake Grace Artists Group
Mandurah Performing Arts Centre
Meridian Regional Arts
North Midlands Project
PCC Productions
Performing Lines WA
Perth Festival
Rave About Arts Inc.
Regal Theatre
Roleystone Theatre Inc.
Sensorium Theatre
Shire of Ashburton
Shire of Augusta-Margaret River
Shire of Broome
Shire of Esperance
Shire of Harvey
Shire of Merredin
Shire of Moora
Shire of Murchison
Shire of York
Spare Parts Puppet Theatre
Spirited Thinking Pty Ltd
Southern Edge Arts
The Blue Room Theatre
The Last Great Hunt
The Old Mill Theatre
Theatre Kimberley
Town of Port Hedland
UWA University Theatres
Vancouver Arts Centre
Varley Progress Association
Yirra Yaakin Theatre Company
Zealous Productions

PARTNERS & COLLABORATORS

Albany Light Opera and Theatre Company
ARTRAGE Inc
Australian Digital Concert Hall
AWESOME Arts Australia
Bob Harlow Research & Consulting
Country Arts SA
Culture Counts
Dr Shona Erskine
Fringe World
Harvest Arts
New Victory Theatre New York
PAC Australia
Regional Arts WA
Setting Line
Stage Queensland
Theatre 180
Victorian Association of Performing Arts Centres
Western Australian Academy of Performing Arts

RISK MANAGEMENT

Risk Assessment Matrix – used to determine the Level of Risk rating.

	Consequence Ratings				
Likelihood Ratings	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	LOW	MEDIUM	HIGH	EXTREME	EXTREME
Likely	LOW	MEDIUM	HIGH	HIGH	EXTREME
Possible	LOW	LOW	MEDIUM	MEDIUM	HIGH
Unlikely	LOW	LOW	LOW	MEDIUM	HIGH
Rare	LOW	LOW	LOW	LOW	MEDIUM

ENVIRONMENTAL/EXTERNAL RISKS

Risk	Inherent Consequence	Inherent Likelihood	Inherent Level of Risk	Controls	Residual Consequence	Residual Likelihood	Residual Level of Risk
Supply of touring shows reduces	Moderate	Possible	Medium	Strategy for support of producers and artists including funding	Moderate	Unlikely	Low
Supply of presenters reduces	Moderate	Possible	Medium	Ensure close working relationship with presenter network Monitor industry issues	Moderate	Unlikely	Low
Audience hesitation following COVID	Moderate	Possible	Medium	Audience development training, programming support through initiatives	Moderate	Unlikely	Low
High turnover of workforce in sector/ regions	Moderate	Likely	High	Peer support/ Professional development for upskilling	Minor	Possible	Low

FINANCIAL RISKS

Risk	Inherent Consequence	Inherent Likelihood	Inherent Level of Risk	Controls	Residual Consequence	Residual Likelihood	Residual Level of Risk
Member dissatisfaction with value for money of fees	Moderate	Possible	Medium	Provide valued member services	Minor	Unlikely	Low
Funding declined or reduced	Moderate	Possible	Medium	Retain positive relationship and high standing with DLGSC Work with Government priorities to establish new funding regime	Minor	Unlikely	Low
Cost of projects/ operations increases beyond budget	Major	Possible	Medium	Governance committee and Committee of Management review/approve budget forecasts and monitor income and expenses regularly	Minor	Unlikely	Low
Local Government investment in sector reduction	Major	Possible	Medium	Partnership development/ Value of Performing arts to community	Moderate	Unlikely	Low

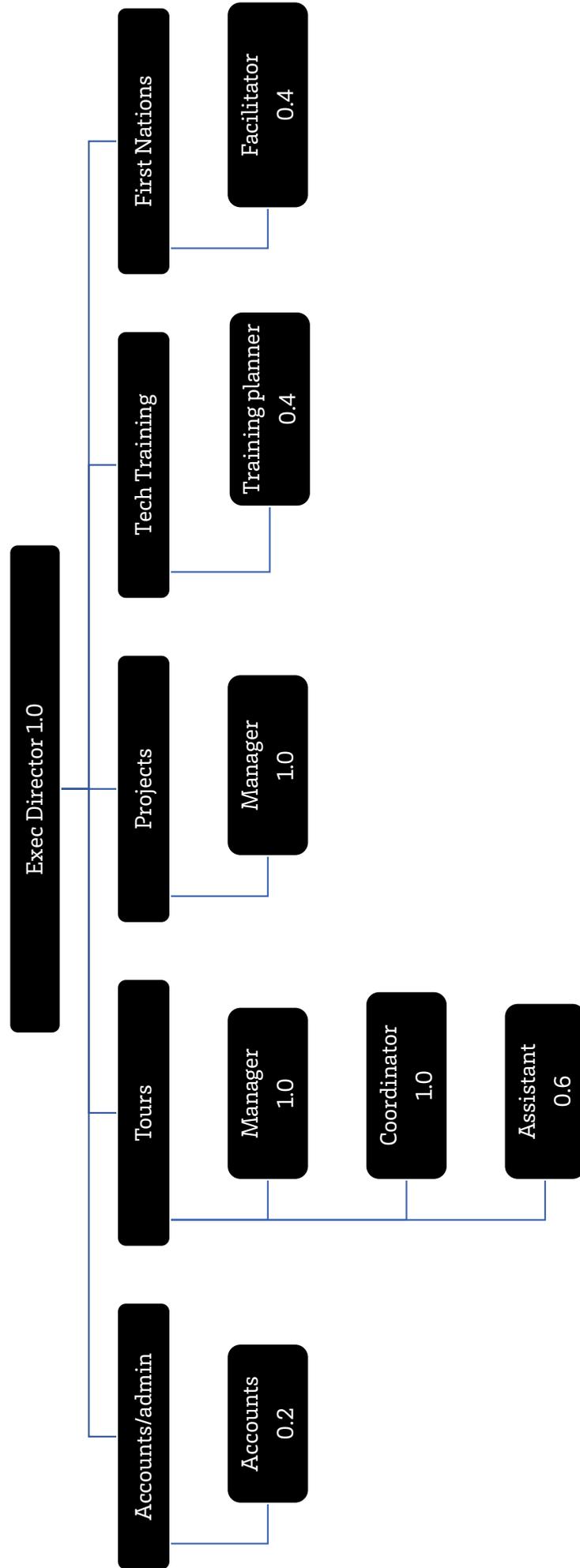
MARKETING AND REPUTATION RISKS

Risk	Inherent Consequence	Inherent Likelihood	Inherent Level of Risk	Controls	Residual Consequence	Residual Likelihood	Residual Level of Risk
Reduced resources leads to lower service level for members	Moderate	Possible	Medium	Ensure full and open disclosure to members of funding implications for their services	Moderate	Unlikely	Low
Perception that some parts of sector (eg artists) not well served	Moderate	Possible	Medium	Ensure clear and visible focus on specific parts of the sector, as well as the sector as a whole	Moderate	Unlikely	Low
Increased leadership role risks quality of service and credibility	Moderate	Possible	Medium	Clear stakeholder partnerships for shared delivery	Minor	Unlikely	Low

OPERATIONAL RISKS

Risk	Inherent Consequence	Inherent Likelihood	Inherent Level of Risk	Controls	Residual Consequence	Residual Likelihood	Residual Level of Risk
Information/data loss	Major	Possible	Medium	Regular back up Cloud storage	Moderate	Unlikely	Low
Business activity/ demand increases unexpectedly	Moderate	Possible	Medium	Budget for contingencies in time and dollars Regular monitoring by Management Committee	Moderate	Unlikely	Low
Lack of business continuity for Board and leadership	Moderate	Possible	Medium	Succession planning for key roles	Moderate	Unlikely	Low

ORGANISATION STRUCTURE



APPENDIX A

Vision: A State Connected, Enriched and Alive with Performing Arts

Purpose/Mission: We develop and connect the performing arts so diverse WA communities can share quality arts experiences

GOAL	ACTIONS	KPI	YR 1	YR 2	YR 3
1. EXPERIENCE Lead and develop an evolving WA performing arts sector to meet the engagement needs of a growing range of WA communities.	1.1 Strengthen pathways for WA produced work to connect to WA presenter circuit and communities.	Number of artists and producers engaged; Number of requests for performing arts work	Assess and create a strategy for non-venue-based presenters through LG profs	Communications plan for all work for non-venue network	Assess growth and barriers to growth Support and train 50-100 producers/artists Increase PD to non-venue network
			Finalise services to producer/artist network Finalise local gov research plan	Support and train 50-100 producers/artists Increase PD to non-venue network	Support and train 50-100 producers/artists Increase PD to non-venue network
	1.2 Grow engagement with smaller communities by increasing connection to Playing WA and Shows on the Go touring	Number of communities reached on tours	Communications plan and PD tools for major funding	Communications plan and PD tools for major funding	Communications plan and PD tools for major funding
	1.3 Provide pathways for more diverse tour ready products at WA Showcase.	Diversity of stories told (Inclusion, Diversity measures)	Create collaborations with DADAA, MCCWA etc to develop better strategy	Actively seek diversity-based work for forums such as Showcase	Actively seek diversity-based work for forums such as Showcase
	1.4 Develop tour coordination skills across the sector.	Number of tour coordination employees	Run tour coordinator training state-wide 5 – 10 Coordinators	Run tour coordinator training state-wide 5 – 10 Coordinators	Run tour coordinator training state-wide 5 – 10 Coordinators
1.5 Promote development of First Nations Engagement Strategies.	Increased First Nations engagement	Embed First Nations inclusion in CircuitWest professional development	Development on First Nations engagement with 20 presenters	Development on First Nations engagement with 20 presenters	

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GOAL	ACTIONS	KPI	YR 1	YR 2	YR 3
2. ECOLOGY A connected and networked sector with increased capacity to collaborate	2.1 Develop and implement membership strategy, identifying benefits for community/volunteer and Local Government based presenters, independent and diverse artists	Number of members	Create and deliver CircuitWest benefits comms strategy Embed membership in team 60 members	Seek feedback to improve services Drive for membership 70 members	Seek feedback to improve services Drive for membership 80 members
	2.2 Grow attendance at WA Showcase, and increase networking opportunities	Attendance numbers at WA Showcase	Create and deliver Showcase strategy based on industry research on needs and gaps	Create and deliver Showcase strategy based on industry research on needs and gaps	Create and deliver Showcase strategy based on industry research on needs and gaps
	2.3 Work with First Nations producers/ artists to help achieve their goals in engagement and touring	Increase in members (%)	Establish agreed partnerships with Yirra Yaakin, Marugekku, Desert Wirla, Kalyakoorl Collective, Gina Williams and Guy Ghouse	Tour or connect 2-3 productions per annum Provide touring training and services	Tour or connect 2-3 productions per annum
	2.4 Deliver communications plan to maintain and build memberships annually	Number of key strategic partnerships across Government and the Performing Arts	Identify partnerships hit list and look to key collaborations annually	3-5 new collaborations	3-5 new collaborations
	2.5 Develop collaborations through Local Government CEOs and Lotterywest to grow sector and increase performing arts participation	Grow the Local Government network	Work with local government leadership group to identify Lotterywest opportunities that meet LG needs	Provide support to 5-10 LGAs to achieve performing arts goals	Provide support to 5-10 LGAs to achieve performing arts goals

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GOAL	ACTIONS	KPI	YR 1	YR 2	YR 3
3. EQUIP Increase the professional capacity and resources of the performing arts sector to engage and excite their communities	2.6 Collaborate with tour coordination organisers nationally	Increased role in national sector	Participate in all tour forums, especially the touring group and have a partnership with RASA	Participate in all tour forums	Participate in all tour forums
	3.1 Develop and introduce industry led professional development for presenters in face to face and digital channels, and at WA Showcase	Number of professional development opportunities for sector: presenters and producers	Develop new revised producer and presenter PD plans Deliver pilots at WA Showcase	20-40 presenters trained 10-20 producers trained Assess training and revise	20-40 presenters trained 10-20 producers trained
	3.2 Provide support services for producers that equip them for planning, funding, pitching and touring work in the future at all stages in the creative process - collaborating with WAAPA, The Blue Room and independent artists and producers	Increased skills amongst producers and artists to be able to tour	Develop PD with WAAPA, The Blue Room, Curtin and Fringe World Run pilot course Develop touring online resources	Run annual course and in person/digital support service	Run annual course and in person/digital support service
	3.3 Work with First Nations arts leaders and lead the promotion of Cultural Awareness and other training across presenting communities	First Nations engagement embedded in CW Training program	Deliver or facilitate cultural competency and embed First Nations focus at WA Showcase	First Nations focus at WA Showcase	First Nations focus at WA Showcase
3.4 Create access and inclusion and CALD engagement training platforms	Access and inclusion, Diversity training embedded in CW training program	Training program delivered with DADAA and diversity groups such as Living Proud	Accessibility and diversity training delivered by DADAA and other groups	Accessibility and diversity training delivered by DADAA and other groups	

Vision: A State Connected, Enriched and Alive with Performing Arts

Purpose/Mission: We develop and connect the performing arts so diverse WA communities can share quality arts experiences

GOAL	ACTIONS	KPI	Y R 1	Y R 2	Y R 3
4. EMBED Grow opportunities for the performing arts sector to deepen the engagement and connection of communities in WA	3.5 Create a industry new presenter course that is sympathetic to the industry turnover, the changing nature of presenting, demand from industry leaders, differing skills levels and differing models of venues	Training sessions that provides performing arts with tools to improve economic impact and become more sustainable.	Further development of existing courses including leadership and engagement – embedding of new skills in sustainability and programming	10-20 presenters trained	10-20 presenters trained
	3.6 TechWest becomes a year-round opportunity to connect, learn and share to increase impact	Number of technicians from presenters engaging in TechWest and its forums	Develop industry strategy on training and development	Grow technical training and resources for the sector	Grow technical training and resources for the sector
	3.7 Lead the industry to seek a solution to the lack of technical support teams	Number of technicians available	Seek funding for resources and identify partners to decide and implement solution	Level of development of training	Level of development of training
	3.8 Work with research partners to identify or develop an inclusion and a wellbeing measurement	Inclusion or wellbeing measurement framework	Work with Culture Counts and UWA Mental health and arts unit on measurement framework	Embed measurement of inclusion and wellbeing Present at local gov professionals conference	Embed measurement of inclusion and wellbeing
	4.1 Develop up-skilling program for producers to increase the quality and creativity of community engagement opportunities provided with tours	Increased communities involved in engagement	Producers community engagement education	Producers community engagement education	Producers community engagement education
	4.2 Be a leader in residency touring	Number of residencies in touring ecology	Create community e-training tool for producers	Up to 5 producers supported to seek residency	Up to 5 producers supported to seek residency

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GOAL	ACTIONS	KPI	YR 1	YR 2	YR 3
	4.4 Develop a strategy for digital touring with engaged presenters and producers that could increase the footprint of touring in WA	Increased understanding and use of digital platforms alongside traditional presenting.	Develop skills in team and connections with digital leaders Embed digital in WA Showcase	Embed digital in WA Showcase	Embed digital in WA Showcase
5. EXPRESS Provide leadership in helping the sector to tell its unique and shared stories and share its messages and goal.	5.1 Create a new framework of research to run concurrently with research partners to better understand the importance of performing arts as a function of mental health and liveability	Agreed measurement framework			
	5.2 Develop a communications strategy for communities to promote the necessity and value of performing arts.	Increase in media and reach of positive key messages and outcomes in performing arts	Develop a communications strategy for new measurement tools	Develop a communications strategy for new measurement tools	Develop a communications strategy for new measurement tools
	5.3 Create a performing arts work groups and other collaborative forums for sharing and developing new pathways to collective understanding	Increase in stakeholders implementing consistent measurement framework.	Identify stakeholders for think tanks Run forums biannually	Run forums biannually	Run forums biannually

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GOAL	ACTIONS	KPI	Y R 1	Y R 2	Y R 3
	5.4 Ensure resources are available that help arts makers express the performing arts stories they wish to convey in their art in a way that helps cognition and connection with work	Increased marketing and promotional capacity	Provide marketing and promotional support to art makers	Provide marketing and promotional support to art makers	Provide marketing and promotional support to art makers
6. ENDURE CircuitWest is recognised as a reliable and highly skilled organisation that builds important relationships between partners to help create a robust sector	6.1 Maintain diverse Board representation, including regional and First Nations and CALD stakeholders	Functional strategic Board	Promote Board positions across the network focussing on diversity and regional representation	Promote Board positions across the network focussing on diversity and regional representation	Promote Board positions across the network focussing on diversity and regional representation
	6.2 Develop key strategic partnerships for the delivery of this plan and a stronger WA performing arts sector	Number of partnerships locally and nationally to increase reach of WA sector	Grow and maintain strategic partner network, especially like organisations	Grow and maintain strategic partner network	Grow and maintain strategic partner network
	6.3 Create a policy framework for maintaining high governance and service levels for contracts, tracking milestones and issues	Open and transparent processes for contractual relationships	Develop governance subcommittee and look to best practice organisations for direction	Governance subcommittee meets 4 times annually to review	Governance subcommittee meets 4 times annually to review

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GOAL	ACTIONS	KPI	Y R 1	Y R 2	Y R 3
	6.4 DLGSC and CircuitWest will meet quarterly and more often as needed to ensure that membership communications reflect the current state of play in policy	Communication with membership on Government policies that affect them	Programmed meetings with DLGSC	Programmed meetings with DLGSC	Programmed meetings with DLGSC

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