CIRCUITWEST

STRATEGIC PLAN 2026/27 – 2030/31

CHAIR'S FOREWARD

Since the pandemic, the performing arts sector has been on a journey to restore its creative potential, operational capacity and connections with communities. Whilst the sector continues to face significant challenges, CircuitWest enters this next chapter with confidence, clarity and a strong sense of purpose.

We have taken the time to examine the complex and interconnected challenges facing the sector and to define the unique role the organisation plays in strengthening and transforming Western Australia's performing arts ecosystem. Through our work with the sector and our membership of presenters, producers and artists, we are committed to creating the conditions for a more connected, capable and sustainable performing arts landscape that benefits communities across the state.

Our membership consistently recognises the value of the broader sector known as the CircuitWest "Network" and the vital role it plays in connecting people, strengthening relationships, sharing knowledge, and supporting the ongoing development of peers. The network is unique to each individual and shaped by the relationships, connections and shared experiences fostered through CircuitWest's programs. As its impact radiates across the sector and the state, the network remains one of our greatest assets. It enables us to bring people together, facilitate knowledge exchange, strengthen collaboration, and harness collective expertise to build a more connected, capable and resilient WA performing arts sector.

Importantly, CircuitWest continues to be a trusted organisation: trusted by our members, the WA Government, and the broader ecosystem of individuals and organisations we support and steward. This trust is an asset, reflecting confidence in our expertise, relationships and commitment to the sector. Trust also carries the responsibility to be an informed voice for policy, advocacy, sector development and best practice.

We understand the sector as an interlocking puzzle, where many individual pieces must align to create a complete and functioning picture. It requires the careful coordination and balancing of timelines, resources, skills, availability, investment, technical expertise and creativity, while operating within a broader framework of audience development, marketing, community engagement, training, safety, and health and wellbeing. Each piece is connected and dependent on the others; all must be considered, adapted and appropriately resourced to enable the sector to deliver meaningful and sustainable outcomes for communities.

Creating consistent and meaningful change across the many interconnected pieces of this puzzle, across the vast geography of WA and among a diverse range of stakeholders, requires long-term thinking, continuous learning, relationship building, strategic planning, skills development, and advocacy.

CHAIR'S FOREWARD

CircuitWest has always taken the long view, recognising that lasting sector change is built over time through trust, collaboration and sustained investment. This Strategic Plan continues that approach. Developed through extensive conversations with our members and stakeholders, it sets out a five-year roadmap informed by a fifteen-year horizon. It positions CircuitWest to navigate future challenges, respond to emerging opportunities, and continue strengthening the performing arts sector across WA.

DREW DYMOND
Chair of the Management Committee

Front Page: 2026 WA Showcase, Photo by Infinite Productions

EXECUTIVE DIRECTOR'S FOREWARD

The conclusion of our previous Strategic Plan marks an important moment of reflection and renewal for CircuitWest. Through our work over this period, we have strengthened our capability, expanded our impact and positioned ourselves as a partner of choice for the Western Australian performing arts sector stakeholders.

During this time, we have continued to deliver our highly valued core programs, including WA Showcase, the TechWest Conference, professional development opportunities and sector research, while deepening their value and impact for our members and the broader sector. We have expanded our role by taking responsibility for the Shows on the Go program and embedding tour development services as a core organisational capability. We have also embraced new initiatives that respond to critical sector challenges, including supporting the renewal of the technical workforce and growing audiences for First Nations performing arts.

These achievements demonstrate not only our commitment to addressing the complex issues facing our sector, but also our resolve to pursue sustained, long-term approaches to deep-rooted challenges. We have always recognised that a strong performing arts sector requires sustained progress across multiple, interconnected priorities. Our role is to remain responsive and adaptive, supporting the next generation of presenters, producers and artists, while creating the conditions for these who are experienced to continue evolving. At the same time, we must understand and respond to changing audience expectations, interests, and patterns of engagement to ensure performing arts remain relevant, accessible and valued by communities.

This Strategic Plan builds on this approach.

As we look ahead, our focus is on consolidating this position by investing in our organisation, strengthening our capacity to deliver on our commitments, and ensuring our long-term resilience. This next phase provides the foundation for the next act in our story, guiding us towards our fifteen-year horizon.

Presenting professional performing arts is immensely rewarding and deeply fulfilling, but it is also complex, demanding and collaborative work. Success relies on trusted partnerships, strong relationships, and colleagues who share a commitment to excellence, creativity and meaningful impact. It is CircuitWest's privilege to create the places, platforms and initiatives that bring people together, enable collaboration, and support the continued growth and success of the performing arts sector.

PHILIPPA MAUGHAN
Executive Director

ABOUT US

CircuitWest is a membership organisation that connects, convenes and develops Western Australia's performing arts sector. Our members represent individuals and organisations who create, present and support performing arts across the state. This includes presenters, producers, artists, technicians, venue managers, arts marketers, programmers, freelance practitioners and small-to-medium companies.

Occupying a unique role within WA's performing arts ecosystem, CircuitWest is a key delivery partner for the WA Government and a trusted sector leader. We are a partner of choice for the Western Australian performing arts sector, valued for our deep understanding of sector needs, our ability to convene people and ideas, and our capacity to develop and deliver initiatives that create meaningful impact.

Our signature event, WA Showcase, is the state's largest annual arts market and conference. Each year, it brings together more than 250 presenters, producers and artists to connect, collaborate, build relationships and access high-quality professional development. The arts market provides a valuable platform for artists to pitch new work and connect with presenters and programmers, creating opportunities for touring, presentation and audience engagement outcomes.

CircuitWest also delivers the TechWest Conference, WA's only dedicated conference and trade show for technicians and production professionals. This annual gathering brings together the state's technical workforce to share knowledge, develop skills, strengthen networks, and support the ongoing growth of critical technical capability across the sector.

2026 WA Showcase, Photo by Infinite Productions

2026 WA Showcase, Photo by Infinite Productions

Through a comprehensive and tailored audience development program, CircuitWest provides ongoing support, resources and professional development opportunities that build capability across WA's performing arts sector. This work responds to the unique needs of the sector, supporting the sector to better understand audience behaviours, develop meaningful engagement strategies, and grow sustainable relationships with audiences and communities.

CircuitWest is skilled at identifying emerging sector needs and developing initiatives that respond to complex challenges and opportunities. Recent multi-year initiatives include:

- Workforce development programs addressing critical technical skills shortages,
- Audience development programs to support First Nations preforming arts and
- Touring programs including the long-standing Shows on the Go program.

Through major sector gatherings, significant initiatives, peer learning, professional development, research and strategic partnerships, CircuitWest supports the sector to grow in confidence and capability. We create the conditions for more communities to experience performing arts, in more places, more often.

CircuitWest continues to strengthen its role as a sector partner of choice, finding new ways to achieve our vision of a WA that is connected, enriched and alive with performing arts.

OUR SECTOR IMPACT

Investment in CircuitWest continues to deliver strong and measurable outcomes for Western Australia's performing arts sector, benefiting presenters, producers, artists and communities across the state. Independent annual evaluations consistently show high levels of satisfaction and confidence, highlighting CircuitWest's significant contribution to the sustainability and growth of the performing arts sector.

All figures in this snapshot are from the 2023/24 to 2025/26 strategic period.

MEMBERSHIP

76 Current financial members

29% Growth in membership

TRUST AND CREDIBILITY

97% Report a positive experience participating in or engaging with CircuitWest's programs and services

96% Agree that CircuitWest provides valuable services

96% Agree that CircuitWest is important to the health and sustainability of WA's performing arts sector

95% Report satisfaction with CircuitWest as a service organisation

SECTOR INITIATIVES

4 Multi-Year Sector Initiatives being delivered
- Audience Development Initiative
- Touring Development Initiative
- First Nations Audience Development Initiative
- Technical Services Industry & Workforce Development Initiative

2 State of the Industry Meetings convened
- Addressing the Crisis in the Technical Workforce
- Performing Arts Sector Fifteen-Year Horizon

2026 WA Showcase, Photo by Infinite Productions

OUR SECTOR IMPACT
CONT

KEY ANNUAL GATHERINGS

681	Total attendees at WA Showcase
18%	Growth in WA Showcase attendance
121	Arts market pitching sessions
91	Tour-ready productions pitched
24	Pitches converted to funded tours
84	Total attendees at TechWest
26%	Growth in TechWest attendance
600%	Increase in TechWest sponsors

PROFESSIONAL DEVELOPMENT

359	Metro participants in our professional development programs
480	Regional participants in our professional development programs
1,104	Participants supported to undertake professional development
64	Individual artists supported by CircuitWest programs combined
181	Unique organisations supported by CircuitWest programs combined

2026 WA Showcase, Photo by Infinite Productions

OPPORTUNITIES AND CHALLENGES

STRENGTHS

- CircuitWest is well regarded by its membership and the performing arts sector, and trusted by Government and funding bodies
- Strong levels of sponsorship are available to CircuitWest to support the technical sector work
- Member-led interest in donating to CircuitWest in 2025 demonstrates strong support for the organisation's work and potential to diversify revenue through philanthropic giving
- There is capacity to increase service delivery income, fee-for-service work and workshop fees, offering scope to diversify and strengthen revenue
- Common issues provide opportunities for partnerships with other artform-based service organisations, particularly around common issues such as the technical sector shortage

WEAKNESSES

- Modest sector wages, compounded by funding restrictions, pose an ongoing risk to workforce attraction and retention
- Increasing costs without commensurate funding increases are impacting the reach of service offerings, and expansions in service delivery will require further investment in organisational capacity
- Increasing membership numbers are stretching administrative duties and the viability of the membership offer
- Touring and program delivery costs are continuously increasing
- WA Government funding accounts for more than 50% of core and program delivery income

OPPORTUNITIES

- Research demonstrates that audiences are seeking connections with friends and family through attending performing arts events
- There are diverse touring models and community engaged programs happening which have strong community support and participation
- Digital platforms offer ticket buying flexibility to presenters and audiences
- A coordinated nationwide response to the technical sector crisis is happening, and Government is committed to supporting the replenishing of the theatre technical workforce
- The sector is connected and in regular communication about opportunities, innovations and problem-solving
- There is evidence of strong goodwill towards the performing arts sector on the part of venue owners, providing opportunity to demonstrate the latent potential of performing arts programming

THREATS

- Cost of living pressures are negatively impacting audience ticket buying
- Critical shortage of experienced theatre technicians at all levels, and experienced marketers at senior levels in organisations
- Venue owners (as opposed to venue managers) have a limited understanding of venue management and performing arts programming despite investing regularly in performing arts events
- Critical performing arts infrastructure across the state is aging with no clear plan for maintenance, upgrades or replacement
- Touring costs are putting increasing pressure on producers and presenters
- There is limited strategic audience development happening on a statewide basis
- Arts education and programs in schools have declined with reduced pathways to professional careers, and reduced long-term audience growth
- The complexity of programming performing arts is invisible and underestimated by the general public and some decision-makers, leading to misplaced and unrealistic expectations of cost and delivery

OUR STRATEGIC CONTEXT

CircuitWest's evolution reflects a steady transition from providing practical support to venue managers into a strategic, sector-wide leadership role.

Since 1999, our focus has expanded from helping presenters navigate venue and programming challenges to enabling collaboration across presenters, producers and artists. Through touring, research, professional development, advocacy and sector development initiatives, CircuitWest has continued to respond to the changing needs of an increasingly diverse membership and a more complex performing arts ecosystem.

The next era of CircuitWest will be defined by our ability to harness the strength, knowledge and interconnectedness of a mature and sophisticated sector. By bringing people together, strengthening capability and leveraging collective expertise, we will continue to increase impact, build resilience and create lasting value for communities across WA.

CircuitWest has identified the key areas where we create positive change across the sector:

- Strategic Governance - We approach membership and governance strategically to recognise the relationships between our committee, staff, members and broader network.
- Relationships - We nurture, participate in, and steward an interconnected web of people, venues and organisations.
- Sector Conversations - We facilitate and champion conversations and use them to advocate for change locally and nationally.
- Learning - We identify skills shortages and knowledge gaps and address them strategically in cumulative, sustained ways.
- Infrastructure - We champion strategic investment in, and continuous improvement of, physical and social infrastructure.
- Value of the Arts - We highlight the powerful role of the performing arts in building long-term value for all Western Australians.

Meaningful sector change takes time. The aspirations CircuitWest is working towards extend beyond a single strategic planning cycle, requiring a long-term perspective.

2026 WA Showcase, Photo by Infinite Productions

Our 15-year horizon provides a framework to guide our direction, priorities and decision-making, with the following long-term aspirations shaping our ambition for the future:

- Performing arts centres are recognised as vital hubs where creativity, culture and connection thrive and are staffed and resourced accordingly.
- Artists and arts workers are recognised as essential drivers of creativity, culture and connection and have access to support, networks and professional development.
- The performing arts sector puts audiences at the centre of everything it does.
- Audiences across the state are rewarded with a rich variety of experiences across many artforms.
- Touring models respond to audience and community needs and take many forms, including residency or slow touring, hub-and-spoke, and the traditional point-to-point touring.
- Investments in performing arts infrastructure take a long-term, community-focused approach and are supported by appropriate maintenance, programming and management plans.
- Schools are where a lifelong love for the arts begins. Educational institutions are resourced to immerse students in creative experiences from a young age.
- The health, social and economic contribution of the performing arts sector are recognised and celebrated.

THE FIVE-YEAR STRATEGIC PLAN

This Five-Year Strategic Plan represents the first phase of CircuitWest's journey towards our 15-year horizon, translating our long-term aspirations into focused priorities and actions. Building on our position as a partner of choice, this Strategic Plan focuses on consolidating our role as a trusted sector leader, strengthening our organisational capability, and investing in the relationships, knowledge and initiatives that will support a resilient and thriving performing arts sector.

2026 TechWest, Photo by Infinite Productions

THE FIVE-YEAR STRATEGIC PLAN

OUR VISION

A state connected, enriched and alive with performing arts.

OUR PURPOSE

We develop and connect the performing arts sector so Western Australian communities can share quality arts experiences.

VALUES

CONNECTION
CircuitWest fosters authentic engagement by creating meaningful connections between artists, producers, venues, presenters, governments and the communities they serve

COLLABORATION
CircuitWest recognises the performing arts are an ensemble enterprise, both on and off the stage. Collective effort produces outcomes far richer than any individual could achieve alone.

TRUST
CircuitWest is invested in understanding the realities of the performing arts ecosystem and responds reliably and responsibly with practical support.

STRATEGIES

- STEWARD a sustainable and resilient organisation, membership, network and sector
- STRENGTHEN the collective contribution of the performing arts network
- ACCELERATE strategic and cumulative upskilling for individual and sector development
- BUILD long-term public value by advocating for the social and physical infrastructure of the performing arts sector

THE FIVE-YEAR STRATEGIC PLAN

OUTCOMES

A CONNECTED AND COLLABORATIVE SECTOR
The performing arts sector operates as an ecosystem where organisations, artists, presenters, producers and stakeholders collaborate, share knowledge and resources, and work collectively to achieve greater impact for communities and the sector as a whole.

A CAPABLE AND RESILIENT SECTOR
A performing arts sector strengthened through knowledge sharing, professional development, collaboration and leadership, enabling organisations and practitioners to maximise their impact and long-term sustainability.

A VALUED PERFORMING ARTS SECTOR
The contribution of the performing arts to WA's cultural, social and economic prosperity is understood and valued. The sector is influential in shaping policy, attracting investment and advocating for the importance of arts and culture in community life.

PERFORMING ARTS FOR ALL COMMUNITIES
Communities throughout WA have access to diverse, high-quality performing arts experiences that enrich lives, strengthen community identity and foster meaningful participation in cultural life.

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 1 – Steward a sustainable and resilient organisation, membership, network and sector

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Retain and grow membership	Increase and maintain membership	Number of financial members	80	85	90	95	100	A Connected and Collaborative Sector
Support organisational capacity	Attract and retain required staffing & resourcing capacity	Number of staff in full-time or part-times roles	10	12	12	12	12	A Capable and Resilient Sector
Strengthen strategic governance	Review and continuously improve policies and procedures	Annual review of policies and procedures	✓	✓	✓	✓	✓	A Capable and Resilient Sector
	Hold regular committee and subcommittee meetings	Number of committee members	11	11	11	11	11	A Capable and Resilient Sector
		Number of committee and subcommittee meetings	10	10	10	10	10	A Capable and Resilient Sector
	Align committee and staff understanding	Annual committee and staff strategic thinking or planning sessions	✓	✓	✓	✓	✓	A Capable and Resilient Sector
Diversify income and grow strategic reserves	Retain and develop funding partnerships for the organisation and for its key annual gatherings and initiatives	Number of government funders including different funding programs	2	2	2	1	1	A Capable and Resilient Sector
		Number of non-government funders	1	1	2	1	1	A Capable and Resilient Sector
		Number of organisation partners or sponsors			1	2	2	A Capable and Resilient Sector
		Number of key annual gatherings or initiative partners or sponsors	8	10	12	14	16	A Capable and Resilient Sector
	Grow strategic reserves above the minimum required level to support stability and self-sufficiency	Strategic reserves as percentage of total expenditure	19	19	21	24	28	A Capable and Resilient Sector
Annual gatherings program	Key annual gatherings for connection, collaboration, learning and upskilling	Host annual gathering program	✓	✓	✓	✓	✓	A Connected and Collaborative Sector

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 2 - Strengthen the collective contribution of the performing arts network

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Key annual gatherings for connection and collaboration	Host WA Showcase to bring artists and arts workers together for an in-person arts market	Statewide arts markets delivered	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of live performance productions pitched	35	35	35	35	35	Performing Arts for All Communities
		Number of producing company updates delivered	10	10	10	10	10	Performing Arts for All Communities
Peer sharing and support	Facilitate peer sharing and ongoing communication	Delivery of year-long sector conversations programs	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Delivery of year-long sector support programs	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of meetings hosted or facilitated	8	8	8	8	8	A Connected and Collaborative Sector
		Number of online discussion forums	5	5	5	5	5	A Connected and Collaborative Sector
Partnerships	First Nations Audience Development Initiative	Number of partnerships with regional presenting organisations	4	4	4			A Connected and Collaborative Sector
	Preforming Arts Presenters Association	Number of partnerships with national presenter associations	5	5	5	5	5	A Connected and Collaborative Sector
	Australian Arts Markets	Number of partnerships with national, international and state arts markets	7	7	7	7	7	A Connected and Collaborative Sector
	Technical Traineeship Pilot	Number of partnerships with Registered Training Organisations	1	1	2	2	2	A Capable and Resilient Sector
	Technical Workforce Development Partnerships	Number of new partnerships with DramaWest, LG Professionals WA, West Australian Music and Screenwest	1	2	3	4	4	A Capable and Resilient Sector
	Monetised Cultural Social Value Framework Pilot	Number of partnerships with Hawkridge Entertainment	1	1	1	1	1	A Valued Performing Arts Sector
	Local Government Advisory Group	Number of meetings of the Local Government Advisory Group		1	2	2	2	A Valued Performing Arts Sector

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 3 – Accelerate strategic and cumulative upskilling for individual and sector development

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Key annual gatherings for learning and upskilling	Host WA Showcase to bring artists and arts workers together for an in-person arts conference	Statewide conference focusing on learning and upskilling	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of paying delegates	40	45	45	50	50	A Connected and Collaborative Sector
		Number of supported delegates	170	175	185	190	200	A Connected and Collaborative Sector
	Host TechWest to bring technicians and production professionals together for a conference	Statewide conference focusing on the technical workforce	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of paying delegates	10	10	10	10	10	A Connected and Collaborative Sector
		Number of supported delegates	30	30	35	40	45	A Connected and Collaborative Sector
	Host Audiences WA to bring arts marketers and audience development specialists together for a conference	Statewide conference focusing on audience development	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of paying delegates	20	30	40	50	60	A Connected and Collaborative Sector
		Number of supported delegates	30	30	30	30	30	A Connected and Collaborative Sector
Industry initiatives	Audience Development Initiative	Delivery of Audience Development Initiative	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Delivery of First Nations Audience Development Initiative	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of professional development programs for artists and arts workers	2	1	1	2	2	A Capable and Resilient Sector
		Number of professional development sessions for artists and arts workers	18	10	10	20	20	A Capable and Resilient Sector
		Number of artists and arts workers receiving professional development	50	10	10	50	50	A Capable and Resilient Sector
		Number of audience development resources developed	1	2	3	3	3	A Capable and Resilient Sector

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 3 – Accelerate strategic and cumulative upskilling for individual and sector development

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26–27	27–28	28–29	28–29	30–31	OUTCOMES
Industry initiatives cont.	Technical Workforce Initiative	Delivery of Technical Workforce Initiative	✓	✓	✓	✓	✓	A Capable and Resilient Sector
		Number of professional development programs for artists and arts workers	2	2	2	2	2	A Capable and Resilient Sector
		Number of professional development sessions for artists and arts workers	5	5	5	5	5	A Capable and Resilient Sector
		Number of artists and arts workers receiving professional development	20	20	20	20	20	A Capable and Resilient Sector
		Number of technical workforce resources developed	4	3	1	1	1	A Capable and Resilient Sector
	Technical Traineeship Pilot	Delivery of Technical Traineeship Pilot	✓	✓	✓	✓	✓	A Capable and Resilient Sector
		Number of technicians and production professionals trained	12	12	12	12	12	A Capable and Resilient Sector
		Number of technicians and production professionals delivering training	10	10	10	10	10	A Capable and Resilient Sector
	Touring Development Initiative	Delivery of Touring Development Initiative	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Delivery of Shows on the Go touring program	✓	✓	✓	✓	✓	Performing Arts for All Communities
		Number of Shows on the Go tours delivered	4	3	3	3	3	Performing Arts for All Communities
		Delivery of Indian Ocean Territories touring program	✓	✓	✓	✓	✓	Performing Arts for All Communities
		Number of Indian Ocean Territories Tours delivered	1	1	1	1	1	Performing Arts for All Communities
		Delivery of Touring Producer Capacity Development program	✓	✓	✓	✓	✓	A Capable and Resilient Sector
		Number of Playing WA tours delivered	3	4	3	4	3	Performing Arts for All Communities

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 3 – Accelerate strategic and cumulative upskilling for individual and sector development

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Industry initiatives cont.	Touring Development Initiative cont.	Number of fee-for-service tours delivered	2	2	2	2	2	A Capable and Resilient Sector
		Wellbeing toolbox sessions and telehealth service for artists and arts workers on tours	✓	✓	✓	✓	✓	A Capable and Resilient Sector
		Number of artists and arts workers on tours offered wellbeing support and services	48	48	48	48	48	A Capable and Resilient Sector
		Total metropolitan performances across all touring programs	9	9	9	9	9	Performing Arts for All Communities
		Total regional and remote performances across all touring programs	52	46	46	46	46	Performing Arts for All Communities
		Total metropolitan audiences across all touring programs	810	810	810	810	810	Performing Arts for All Communities
		Total regional and remote audiences across all touring programs	4280	4280	4280	4280	4280	Performing Arts for All Communities
		Number of professional development programs for artists and arts workers	3	3	3	3	3	A Capable and Resilient Sector
		Number of professional development sessions for artists and arts workers	7	7	7	7	7	A Capable and Resilient Sector
		Number of artists and arts workers receiving professional development	125	130	135	140	145	A Capable and Resilient Sector
Supporting professional development	Supporting artists and arts workers to attend and participate in CircuitWest's events and training programs	Number of artists supported to travel for professional development opportunities	5	10	5	10	5	A Capable and Resilient Sector
		Number of arts workers supported travel for professional development opportunities	80	85	90	95	100	A Capable and Resilient Sector
	Supporting artists and arts workers to attend and participate in external (non-CircuitWest) events and training programs	Number of arts workers supported with course or travel bursaries	10	15	15	15	15	A Capable and Resilient Sector

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 3 – Accelerate strategic and cumulative upskilling for individual and sector development

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Communities of practice	Upskilling the local sector in audience development	Delivery of a community of practice	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of community of practice sessions	4	4	4	4	4	A Connected and Collaborative Sector
		Number of arts workers attending or participating	80	80	100	100	120	A Connected and Collaborative Sector
	Upskilling the local sector in technical areas	Delivery of a community of practice	✓	✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of community of practice sessions	4	4	4	4	4	A Connected and Collaborative Sector
		Number of arts workers attending or participating	40	60	88	112	140	A Connected and Collaborative Sector
	Upskilling the local sector in tour producing	Delivery of a community of practice		✓	✓	✓	✓	A Connected and Collaborative Sector
		Number of community of practice sessions		2	2	2	2	A Connected and Collaborative Sector
		Number of arts workers attending or participating		24	28	32	36	A Connected and Collaborative Sector

SUMMARY OF STRATEGIC ACTIVITIES

Strategy 4 – Build long-term public value by advocating for the social and physical infrastructure of the performing arts sector

STRATEGIC ACTIVITY	INITIATIVES	OUTPUTS	26-27	27-28	28-29	28-29	30-31	OUTCOMES
Research	Leading sector-wide research	Delivery of research projects		✓		✓		A Valued Performing Arts Sector
	Biannual Organisation Survey	Biannual stakeholder surveys	✓		✓		✓	A Valued Performing Arts Sector
	Monetised Cultural Social Value Framework Pilot	Delivery of economic impact framework pilot	✓					A Valued Performing Arts Sector
	Developing future advocacy plans	Research or scoping for a statewide physical infrastructure advocacy plan			✓			Performing Arts for All Communities
Advocacy	High level advice and advocacy	Number of State of the Industry Meetings convened		1		1		A Connected and Collaborative Sector
		Number of meetings with national peak bodies to discuss national arts industry trends and issues	8	8	8	8	8	A Connected and Collaborative Sector
		Number of meetings with national and interstate arts markets to discuss strategic issues and trends	8	8	8	8	8	A Connected and Collaborative Sector
		Number of meetings with government agencies to advise on performing arts strategic issues and funding	8	10	10	10	10	A Valued Performing Arts Sector
		Number of meetings with key stakeholders to advance the performing arts sector	10	15	15	20	20	A Valued Performing Arts Sector
		Participate in state and national conversations and forums including annual conferences	10	12	14	16	18	A Valued Performing Arts Sector
	Creating advocacy plans for the sector	Advocacy plan for local governments to activate as community presenters		✓				Performing Arts for All Communities

2025 TechWest, Photo by Infinite Productions