

Strategic Plan

2026/27 - 2029/30





Acknowledgement of Country

The Chamber of Arts and Culture WA acknowledges and pays respect to the Traditional Owners and Custodians of the Country throughout Western Australia and recognises their continuing connection to lands, waters, and communities.

We also pay our respect to Aboriginal and Torres Strait Islander people and cultures and to Elders both past and present.

Place Names, Melville
Photo credit: Hugo Sando, courtesy of CAN



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Cultural Connections Deepening Cultural Dialogue
Photo credit: Dana Weeks Photography

Message from the Chair

The Chamber of Arts and Culture WA is the peak body for arts and culture in our state. We provide collective, informed advocacy to Government, industry, and the wider community to ensure that policy, investment, and public understanding reflects the value and impact of our sector.

We provide platforms for connection, collaboration, shared learning and innovation across a diverse membership.

We listen closely to the sector and convey its perspectives with clarity and credibility. We channel information from external sources back to the network, providing practical insights on trends, opportunities, and challenges.

This reciprocal exchange plays a vital role for the sector, the government, and other stakeholders – building understanding and helping arts and cultural practitioners, organisations, and institutions to thrive.

The Strategic Plan 2026/27 – 2029/30 sets a pragmatic framework to strengthen the foundations of the sector and support sustainable growth.

Guided by our values of listening, trust, connection, ambition, and integrity, it consolidates the Chamber's capacity to unite and empower the State's creative and cultural sector to build a confident, resilient, and prosperous Western Australia.

Fiona Sinclair
Chair, Chamber of Arts and Culture WA



Introduction

Background

As a peak body, the Chamber of Arts and Culture Western Australia (the Chamber) exists to advance our state's arts and cultural sector as a whole.

The Chamber formed in 2010, consolidating work done by the WA Arts Federation, Committee for Perth, Australian Business Arts Foundation and others, to be a strong sector voice.

As an advocate, connector and facilitator, the Chamber plays a critical role in championing the essential role of arts and culture in health and wellbeing, diversity and identity, community life and our economy.

The Chamber has around 167 organisation and individual members, from a wide cross section of arts and culture including major performing arts companies, state cultural institutions, local governments, peak sector bodies, service organisations, small to medium arts companies, creative industry businesses, independent artists, corporates, board directors, arts supporters and individuals.

Achievements

Area	#
Research and sector mapping reports	11
PD events	73
Industry events	24
Submissions	35+

Notable specific achievements include:

- Cultural Connections principles and action-based reconciliation framework
- Key consultative body for the establishment of the State Government's first arts and culture Strategic Directions Framework
- Arts and Culture in Western Australian Local Government Report
- Use of the Arts to Improve Health and Healing in Western Australian Hospitals Report and Program
- REMIX Academy conference
- Small to Medium Sector Research Report
- Catalyst for Parliamentary Friends of Arts and Culture
- Audit of sector capacity building
- Sector Health Check post-COVID
- Arts Matters campaign

Renewal

This Strategic Plan reflects the Chamber's refreshed vision, mission, core values, and strategic priorities for the next four years, ensuring the organisation remains a leading advocate for arts and culture, and a catalyst for creative growth across the state.

This renewed focus comes after a period of significant transition. A review of our operating model in 2023 led to an ambitious plan with a broad scope and corresponding resourcing, underpinned by aspirational revenue targets.

However, resources were insufficient for the Chamber to fully implement the model. It was unable to substantially expand operations or revenue sources and progress stalled.

The Chamber undertook a thorough sector consultation to address new realities. The results underscored the need for sharper priorities, a stronger sector-led voice, and more meaningful opportunities to work together.

Going forward, it is clear that financial sustainability rests on minimum viable funding of our core operating costs from our members and government.

We can then generate surpluses from value-adding activities (such as conferences, sector events, research projects etc) contributing to those core costs. Funding sources for value-adding activities include grants, philanthropy and corporate sponsorships.

This is a 'virtuous circle', which brings multiple partners to the table, linking core advocacy with broader engagement and sector development, and ensuring arts and culture are at the heart of the future of our State.

Our unique value

- Created with and for the sector, government, partners and community
- Empowering and powered by the arts and culture sector



Vision

Arts and culture are valued as an essential part of life for everyone across Western Australia

Purpose

To advance Western Australia's arts and cultural sector as a whole through advocacy, connection and shared learning

Core values

- **Listening:** We listen to understand
- **Trustworthy:** We authentically amplify the voices of the sector
- **Connecting:** We build relationships with and amongst others
- **Ambitious:** We focus on the value we provide today, while keeping sight of the big picture and long-term vitality of our sector
- **Integrity:** We act transparently and with accountability to our members and funders

Goals

Valued sector

Influence public policy, shift community perceptions, and secure the conditions for a thriving creative ecosystem in WA

Strong sector

Build the sector through peer communication, knowledge synthesis and exchange, and tools for demonstrating value

Sustainable representation

Ensure the Chamber's ongoing viability and effectiveness

Implementation Priorities

Valued sector

- Coordinated input into government inquiries, strategies, and reviews on critical sector issues
- Advocacy platforms for significant political milestones
- Sector-led Advisory Groups across disciplines and demographics

Strong sector

- Regular sector-wide industry events
- Partnering with universities and think tanks in studies on critical arts and culture issues
- Cross-sector and corporate partnerships

Sustainable representation

- Rigorous standards of governance and accountability
- Sustainable funding, with a balanced mix of revenue sources

Staged Implementation

Reignite



Year 1: Implement revised model and rebuild communication
Revised model in place and delivering benefits to members

Extend



Year 2: Expand influence and resources
Stronger relationships and results, and increased capacity

Sustain



Years 3 & 4: Consolidate and capitalise on foundation
Increased tangible outcomes and diversified ongoing revenue

Goal 1: Valued sector

Influence public policy, shift community perceptions, and secure the conditions for a thriving creative ecosystem in WA

Objectives	Strategies
Influence state government policy (and where appropriate federal) relevant to arts and culture*	<ul style="list-style-type: none"> • Provide coordinated input into government inquiries, strategies, and reviews on critical sector issues • Develop and implement advocacy platforms for significant political milestones (e.g. State Budget) • Establish an influential arts and culture ambassadors' group • Broker engagement between industry representatives and policymakers
Strengthen collaboration with government to support implementation of <i>Creative WA: A 10-Year Vision for Culture and the Arts, Made in WA, and Diversify WA</i>	<ul style="list-style-type: none"> • Support implementation planning and delivery by channelling: <ul style="list-style-type: none"> – evidence, insight, and sector intelligence to inform government, and – insight and opportunities to inform the sector
Raise profile of arts and culture with the public and local government and provide a channel for those local voices to be heard	<ul style="list-style-type: none"> • Design and roll out storytelling and media campaigns highlighting the impact of arts and culture, including community voices • Identify cultural events to align and schedule advocacy with public-facing celebrations
Represent diverse sector needs and voices to stakeholders	<ul style="list-style-type: none"> • Convene sector-led Advisory Groups across disciplines and demographics • Publish annual State of the Sector reports based on survey and research data • Represent sector at forums and industry briefings

* Utilise up-to-date research findings from Australia and internationally, including findings from the Chamber's partnership research projects (see Goal 2)

Goal 2: Strong sector

Build the sector through peer communication, knowledge synthesis and exchange, and tools for demonstrating value

Objectives	Strategies
Strengthen intra-sector communication, collaboration and knowledge exchange	<ul style="list-style-type: none"> • Host regular sector-wide events • Maintain an up-to-date centralised website with news, research, resources, and events • Build and maintain a digital member/resource database for ease of information sharing • Create a “Value of the Arts” narrative toolkit for tailored use by individuals and organisations in the sector • Ensure effective coordination with arts and culture sector peak bodies
Improve sector access to reliable data and insight	<ul style="list-style-type: none"> • Partner with universities and think tanks to deliver studies on critical arts and culture issues • Undertake sector mapping surveys • Participate in national research networks • Disseminate research findings through infographics, policy briefs, and accessible reporting (and use in support of Goal 1)
Strengthen strategic collaboration with non-arts partners to maximise efficiency and impact	<ul style="list-style-type: none"> • Broker cross-sector and corporate partnerships (e.g. Business News, Minderoo, Lotterywest, A New Approach, Centre for Social Impact, SeeSaw Magazine, industry sponsors) to generate new opportunities for visibility, investment, and knowledge exchange
Establish strategic alliances with external sectors to integrate arts and culture into broader agendas	<ul style="list-style-type: none"> • Develop targeted engagement strategies for priority sectors (e.g. local government, other State Government departments, health, education, tourism, regional development) • Initiate co-designed pilot programs with non-arts partners that demonstrate mutual value and cross-sector innovation (subject to project funding)

Goal 3: Sustainable representation

Ensure the Chamber's ongoing viability and effectiveness

Objectives	Strategies
Ensure ongoing effectiveness of the Chamber of Arts and Culture	<ul style="list-style-type: none">Recruit and develop an effective and influential, representative and skills-based Board
	<ul style="list-style-type: none">Maintain rigorous standards of governance and accountability
Ensure the Chamber is financially sustainable	<ul style="list-style-type: none">Secure ongoing funding, with an appropriate mix of core government funding, grants, and project partnerships with corporate sponsors and philanthropic individuals/organisations
Ensure a high performing team	<ul style="list-style-type: none">Recruit skilled staff (and contractors as applicable) and provide a healthy and productive working environment
	<ul style="list-style-type: none">Expand team (permanent and/or project-based) as resources allow

Success measures

Goal	Measures
<p>Valued Sector <i>Influence public policy, shift community perceptions, and secure the conditions for a thriving creative ecosystem in WA</i></p>	<ul style="list-style-type: none"> • Number of submissions positively influencing sector value • Number of effective advisory groups • Sector participation in advocacy platforms
<p>Strong Sector <i>Build the sector through peer communication, knowledge synthesis and exchange, and tools for demonstrating value</i></p>	<ul style="list-style-type: none"> • Percentage of sector satisfied or very satisfied with collaboration and knowledge sharing facilitated by the Chamber • Number of research projects which support advocacy and/or sector development • Sector participation in sector forums
<p>Sustainable Representation <i>Ensure the Chamber's ongoing viability and effectiveness</i></p>	<ul style="list-style-type: none"> • Increased membership (number and diversity of members) • Number of collaborative relationships with key stakeholders • Sustainable funding in place by 30 June 2028



The Waifs at Fremantle Arts Centre supported by Josh Pyke (pictured)
Photo credit: Rick Heath