

# Feasibility Study

## Exploring the Feasibility of Shared Services Models for the Western Australian Arts and Culture Sector

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Prepared by Churchill for the Chamber of Arts and  
Culture WA

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June 2021



**THE CHAMBER  
OF ARTS AND CULTURE**  
WESTERN AUSTRALIA

# Acknowledgements

The Chamber of Arts and Culture WA wishes to acknowledge and thank the Shared Services Working Group, and all the arts and culture organisation representatives across Western Australia who contributed to this research via survey and/or in-person interviews.

The Chamber acknowledges and thanks Lotterywest for supporting this project through a COVID-19 Relief Fund Grant.

The Chamber thanks Churchill for their work on this project



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

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

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# Foreword

The idea of a Shared Services Model for the arts and culture sector was mooted in the *Strategic Directions 2031* document released in 2015. As one of the goals set for 2021, it states “we will have undertaken a feasibility study to examine the advantages of a back-office support centre for small organisations”. Lotterywest COVID-19 Relief Funding has supported this report.

The Chamber’s *Desktop Research Undertaken Into Western Australia’s Small-To-Medium Arts Sector* released in 2015 also provided valuable insight and background into the needs of these organisations. Small to medium organisations make up the bulk of Western Australia’s arts ecology and are faced with issues common to small businesses across all areas of our economy. With 88% of the organisations receiving recurrent funding from the Government sitting in this category, it is clearly important to ensure this investment is supported by strong business capability to deliver public value.

Since 2015 these organisations have also been affected by funding changes at both State and Commonwealth level that have impacted their sustainability. This is reflected in the findings of this report showing CEOs are under pressure to carry out key business functions with limited resources or access to specialist expertise. Not only does this have implications for people within these roles, but it also highlights the financial constraints they have in accessing these services either individually or as part of a shared services model.

The research did include consultation with larger scale organisations to investigate if their participation would affect the feasibility of shared model. However, the specificity of their needs means there was a low likelihood of their uptake of such proposal.

Whilst the findings of this research do not support a shared service model, it does raise once again, the question of how best to support the small to medium sector in terms of business capacity. Key areas have been identified as gaps in the current operations. Most notable of these is HR where ongoing changes in legislation, awards and expectations of organisational culture are creating a need for support to ensure compliance and consistency across the sector. The Chamber views this as critical and these findings are echoed in further research undertaken by the Chamber into the current issues within the independent sector. With a portion of our workforce being highly mobile, contracted or working as casual employees there is a need to put appropriate support around these contexts. This area did not score highly as likely for uptake in a shared services model but we believe professional development and service provision in a different way merits investigation.

The two areas that had higher likelihood of buy-in were Audience Development and IT. The first represents a great opportunity for collaboration on data analysis, research and market development strategies. The Chamber recommends the establishment of a collaborative project focused on the specific functions identified.

A wide range of functions were identified within IT needs, but again, it currently has a low level of resource allocation. Potentially a series of cost-effective solutions could be developed following a more detailed understanding of needs.

This report has provided valuable information with which to form targeted support for the sector in areas of business capacity. The Chamber will consider this in the development of a capacity building strategy and work with the sector to broker smaller collaborations that achieve the outcomes originally intended in the Strategic Directions 2031 discussion.

We are grateful to the working group who provided advice to this project: Alana Culverhouse (CO3), Julie Hobbs (Future Now), Peter Kift (Yirra Yaakin Theatre), Jane King (Curtin University) and Bourby Webster (Perth Symphony Orchestra).

With thanks also to the team at Churchill who have continued their engagement with our sector through this project: Lincoln Elliot, David Prendiville and Joshua Setiadharm.

This project was made possible through the support of the Lotterywest Covid-19 Relief Fund.



Phil Thick, Chairman

**Chamber of Arts and Culture WA**

**June 2021**

# Executive Summary

The Chamber of Arts and Culture WA (“the Chamber”) was the recipient of a Lotterywest grant towards research into the viability and implementation of a shared service model to provide business support for small to medium arts organisations in Western Australia. The Chamber commissioned Churchill to undertake this study into the feasibility of a shared services support model for the arts and culture sector (“the Sector”) in September of 2020.

Led by the Chamber, a working group was established consisting of key industry leaders to define the scope of the study and provide inputs to decision making.

Churchill then conducted substantive qualitative and quantitative research into the current state of the delivery for four key functional areas that could be considered for shared services (Finance, HR, IT and Audience Development).

Following meetings with 5 industry organisations of varying size and complexity, a stakeholder survey was distributed to 97 Arts and Culture organisations<sup>1</sup>. The survey analysis was conducted in 4 key areas:

- Expenditure (FTEs and financial spend) on functions and processes
- Relationship between likelihood of adoption and current FTE expenditure for associated processes
- Benefits sought from a shared service for each function
- Technology currently in place (i.e. how is technology currently leveraged across the sector)

From the assessment conducted it was determined that a typical shared service model was not feasible for the sector. This was due to the following key reasons:

- As the industry consists of multiple private organisations there is limited ability to mandate the use of shared services, hence it would have to be an opt-in model.
- On average across the services, only 41.6% of respondents said they would be likely or very likely to consider shared services. As shared services require scale to provide efficient and effective services, low participation presents significant risk.
- The small to medium size organisations indicated they were more likely to adopt shared services than the large organisations, however their current allocation of spend on the in-scope services was relatively low compared to large organisations.

- Of the services highest ranked by likelihood and current spend, the average FTE employed by each organisation to complete these tasks ranged from 0.33 – 0.57 FTE. In discussions with stakeholders in the sector, they said that a considerable amount of that current FTE effort was delivered by people in leadership roles. That means that they could not easily translate portions of that FTE to pay for the costs of using a shared service.
- Shared services also work best when the service recipients have standardised processes and maturity levels. Through the qualitative discussions with organisations the processes appeared to be unstructured and varied widely in terms of maturity across the sector.

Despite the typical shared services not being feasible, there appears to be merit in pursuing a program to provide organisations with better access to scarce resources across the sector. Although the most obvious method of achieving this could be through additional funding to the sector for identified services, a coordinated “shared agreement model” for achieving this was explored in the project. The details of this model are provided in this document as an initial consideration for next steps by the Chamber.

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1. Refer to Appendix B

# 1. Background, Approach and Scope

## 1.1 Background

The *Strategic Directions 2016 – 2031*<sup>2</sup> report by the Western Australian Government noted that the arts and culture sector in Western Australia needs to build capabilities to fully realise the potential of their organisations. This includes building more effective ways of driving outcomes.

In 2020, the Chamber (“Project Sponsor”) commissioned Churchill to undertake a study into the feasibility of a shared services support model for the sector. The Chamber’s overall objective, in commissioning the feasibility study, was to provide an unbiased assessment of whether it is in the sector’s best interest to adopt a shared service model.

## 1.2 Approach

To develop the report, Churchill used a proven 4 step approach to assess the feasibility of a shared service model for the sector. These 4 stages included various levels of involvement from the Chamber and multiple arts and culture organisations. An overview of these stages is provided below:

- 1. Project Management and Initiation:** In project initiation, Churchill established the team’s ways of working, program cadences and fortnightly project reports with the project sponsor. A working group<sup>3</sup> was established with organisation leaders in the sector and were engaged early and periodically to provide decision making support at key stages.
- 2. Discovery:** Churchill interviewed 4 key organisations from the sector and developed a quantitative survey sent to 97 organisations within the sector<sup>4</sup>.
- 3. Design:** Based on the discovery outputs and discussions with the working group, Churchill developed the high-level design of a shared service model for consideration for the sectors’ future.
- 4. Feasibility Report Development:** The working group and project sponsor reviewed and provided feedback on an initial report outlining detailed findings and recommendations. The feedback has been incorporated in this version.

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2. [https://www.dlgsc.wa.gov.au/docs/default-source/culture-and-the-arts/arts-leadership-group/arts-leadership-group-strategic-directions-2016-2031.pdf?sfvrsn=8446dc6b\\_2](https://www.dlgsc.wa.gov.au/docs/default-source/culture-and-the-arts/arts-leadership-group/arts-leadership-group-strategic-directions-2016-2031.pdf?sfvrsn=8446dc6b_2)

3. Details of the working group can be found in Appendix A

4. Details of the survey respondents can be found in the Appendix B

## 1.3 Scope

A scoping session was conducted with the working group to ensure the efforts of the study were targeted and appropriate. The functional, geographic and organisational scope agreed in that session is outlined below.

**Geographical Scope:** Whilst the initial qualitative interviews focused on arts and cultural organisations in the Perth Metro area, the survey was open to a total of 97 metro and some regional Western Australian organisations.

**Organisational Scope:** A mix of large, medium and small organisations across a range of funded and non-funded organisations were included.

**Functional Scope:** Finance, Human Resources, IT and Audience Development functions were selected.

## Process Classification

As it was important to understand how organisations were currently delivering on the in-scope functions, Churchill classified functions at a more granular level. We refer to the next level breakdown of functions as processes in this report. For example, “Accounts Processing” is a Finance Process.

In identifying these processes, Churchill initially used the American Productivity & Quality Centre’s (APQC) Process Classification Framework (PCF)<sup>®</sup> to define the activities that each of the functions in scope would execute. APQC, a globally recognised organisation, is the foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management in various industries.

## 2. Shared Services – Good Practice

A shared service centre (commonly referred to as SSC) refers to a dedicated unit (including people, process and technology) that is commonly structured as an organisation and is focused on delivering defined business functions. However, there are multiple variations on this model that exhibit varying levels of control.

One of the tangible benefits of shared services is the ability to reduce the effort and expenditure of performing key standardised processes. These processes can be organised into either strategic, tactical, or transactional processes.

- **Strategic processes** are focused on ensuring the most important decisions for the organisation are informed and provide the best opportunity to achieve organisational goals. By their nature they should require a large amount of focus from the most experienced members of the organisation.
- **Tactical processes** are activities that require some level problem solving but are focused on achieving more near-term outcomes than strategic processes. They generally require experienced staff with training and experience to complete these tasks adequately.
- **Transactional processes** are processes that are simple and repeatable. They should take only a small amount of training and less experience than tactical or strategic processes to complete.

At its simplest shared services are predominantly effective when they can reduce the overall cost of the organisation and refocus activities away from transactional tasks and toward strategic tasks as outlined in Figure 1.

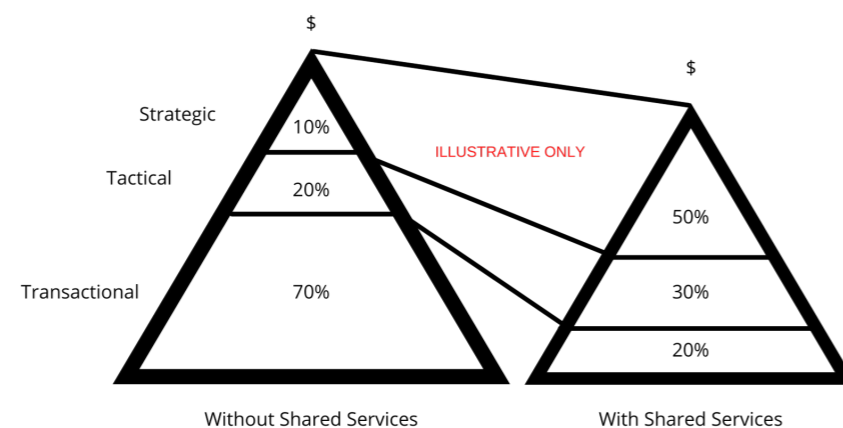


Figure 1 - Intended Benefit from Shared Service

### 2.1 Benefits of Shared Services

The main benefits of adopting a shared service model is summarised as the following:

- Reduction of operating costs
- Leverage scarce resources
- Standardised business processes that leverage industry best practice
- Adherence to compliance and risk management policies

A recent trend affecting shared service providers is the transition of their services from a cost-reduction focus to a customer experience enhancement and quality improvement focus<sup>5</sup>.

### 2.2 Shared Services Models

Research into top performing shared service organisations showed that there are 3 foundational models that can be utilised to create an effective shared service.

The 3 generalised models are<sup>6</sup>;

- **Centralised Model:** The shared service centre controls the development of business systems and processes used to deliver services. To access, the shared services, organisations must conform to the shared service centre operating requirements. The shared service centre is responsible for the employment, training, and management of resources. Resources work out of a centrally managed location away from the businesses they serve.
- **Focused Model:** In the focused model, the shared service maintains responsibility and control of business processes and systems. However, when an organisation uses the shared service, they are allocated resources who come and work within the business. The resources fall under the responsibility of the organisation whilst they are working there. Each assigned resource is accountable for learning and aligning to the organisations process and procedures.
- **Distributed Model:** Resource management and process delivery is the responsibility of the organisations. The shared service centre is only responsible for assisting the organisations identify and share resources effectively and for providing technical expertise for resources when required.

Figure 2 shows the allocation of resources and the responsibility of the entities in the shared service across these 3 models.

5. Please refer to the Shared Service Best Practice Report for more information

6. Refer to Appendix E for further explanation of Shared Service Models

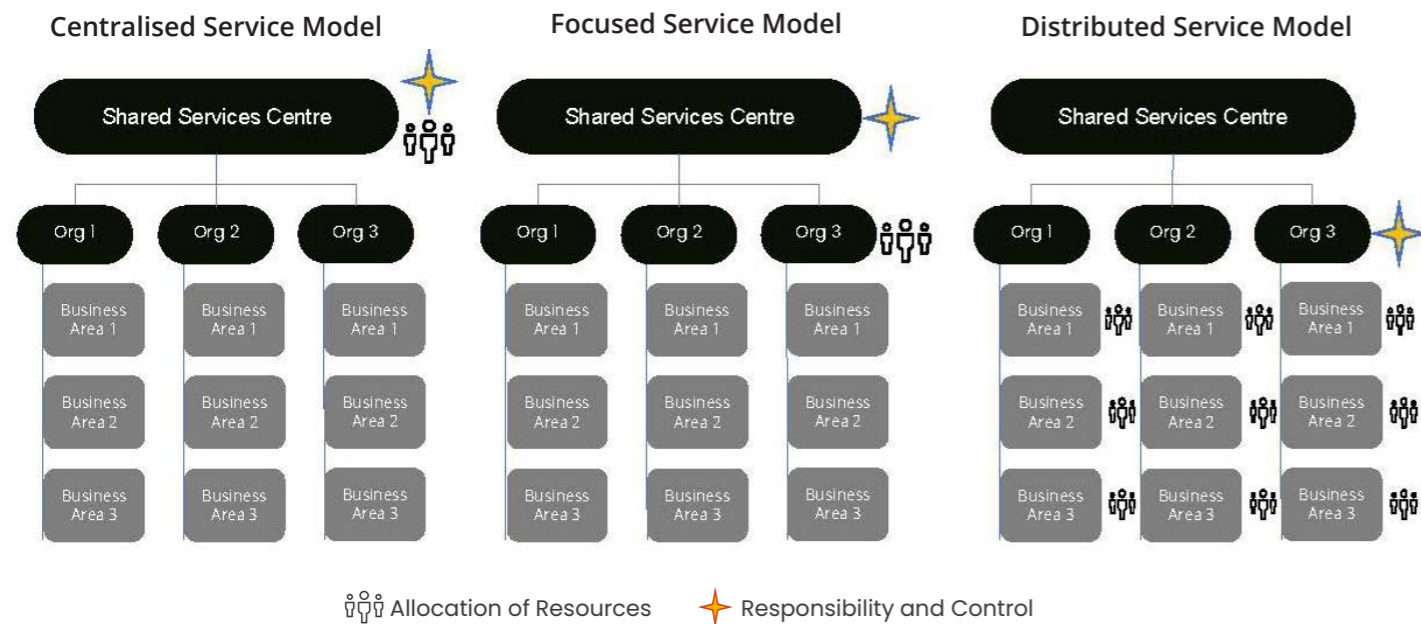


Figure 2 - Typical Shared Service Models

### 3. Findings

To understand the potential feasibility of shared services models that can be applied for the sector, a stakeholder survey was distributed to 97 Arts and Culture organisations<sup>7</sup>.

Churchill's Survey analysis was conducted in 4 key areas:

- Expenditure (FTEs and financial spend) on functions and processes
- Relationship between likelihood of adoption and current FTE expenditure for associated processes
- Benefits sought from a shared service for each function
- Technology currently in place (i.e. how is technology currently leveraged across the sector)

#### 3.1 Expenditure on Functions and Processes

In Churchill's survey, participants were asked to record the annual back-office costs of their organisations in Human Resources, Finance, IT, Marketing and Audience Development.

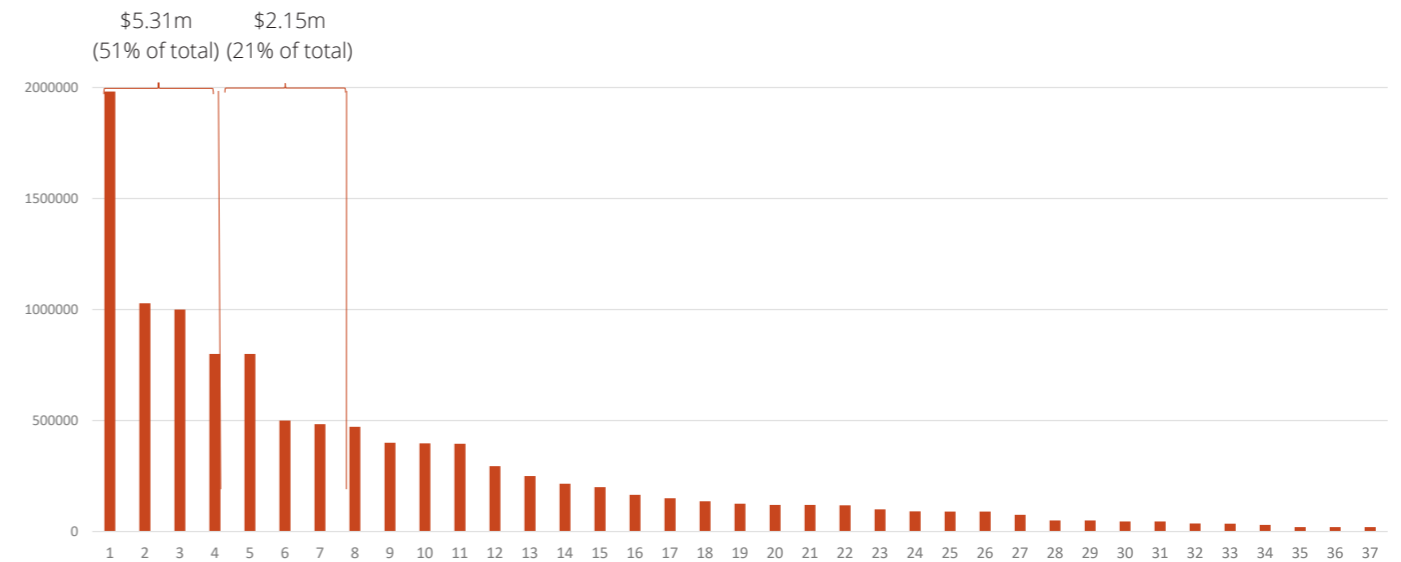


Figure 3 - Resource Spend Distribution

Figure 3 above shows the total amount spent on back-office resources is approximately \$10.16 million. However, 72% of that total expenditure is derived from just over a quarter of organisations. The average likelihood for those top organisations to consider shared services was also far lower. (i.e. the organisations with the highest staff numbers are the least willing to consider freeing up those resources in favour of shared services.) This is explored further in the next section.

7. Refer to Appendix B

### 3.2 Relationship between Likelihood of Adoption and Current FTE

In order to assess the feasibility of shared services as a model to support organisations in executing specific processes, Churchill examined the relationship between the likelihood of organisations to consider shared services for specific processes and their current FTE expenditure on those processes. The results of the findings are presented by functional area in section 3. A detailed description of how Churchill have assessed the processes is available in Appendix D.

### 3.3 Finance

#### Processes Examined

The survey evaluated organisations likelihood of opting into a shared service and their current resource investment for the following Finance processes:

- Statutory reporting
- Banking and cashflow management (Treasury)
- Monitoring and reporting compliance with finance policies
- Processing tax
- Processing accounts payable and accounts receivable
- Payroll processing
- General and fixed asset accounting

#### The Likelihood of Adoption for Finance

In traditional corporate settings, tactical and transactional finance processes are usually prioritised by organisations for shared services. However, most participants in the survey indicated that they were not comfortable in utilising shared services for their finance processes.

Finance received the lowest scores for likelihood of adoption for shared services. Only 51% respondents indicated they would be very likely, likely or unsure about using shared services to support **Statutory Reporting**, while the remainder of processes scored below 50% each as seen in Figure 4.

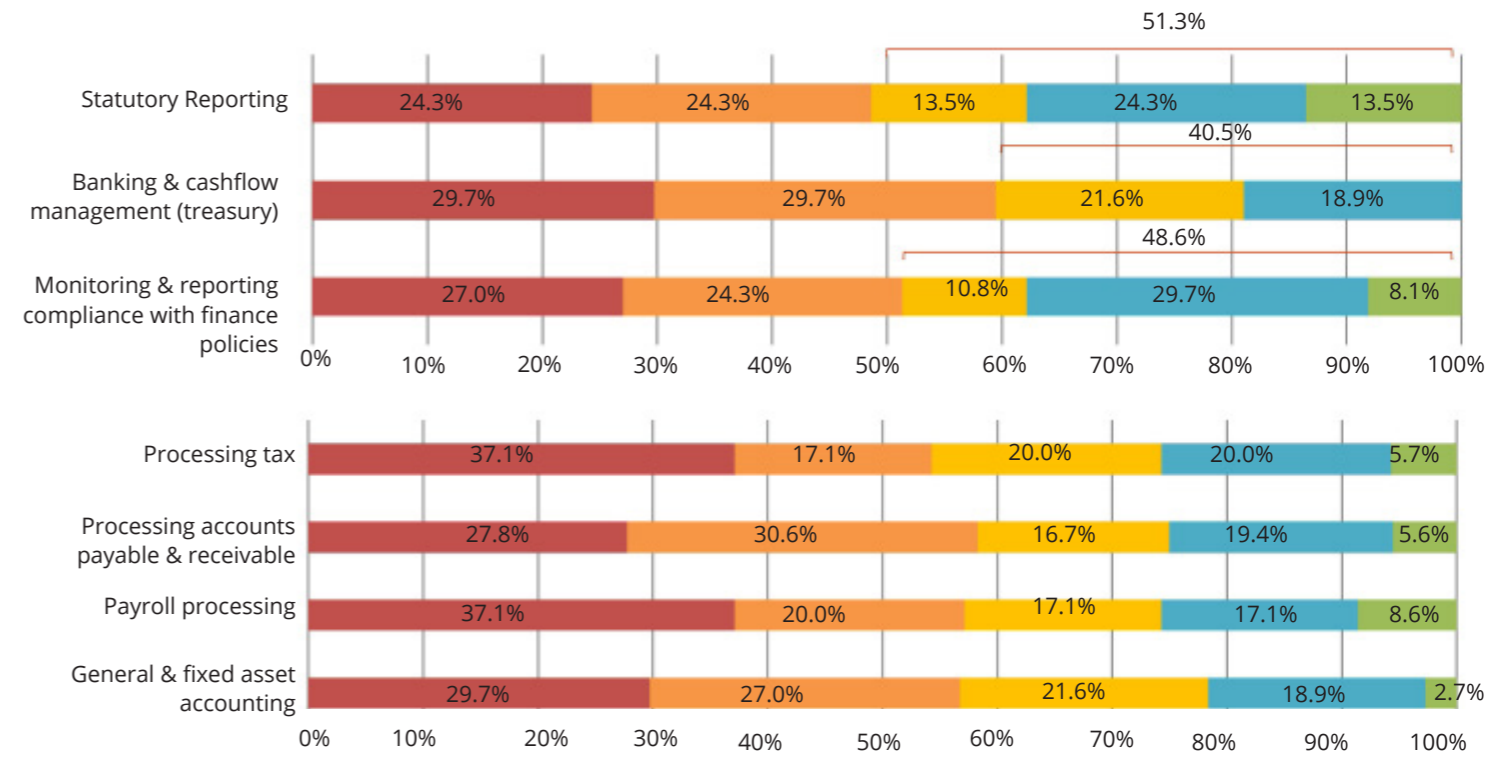


Figure 4 - Likelihood of Adoption per Finance Process

- Extremely unlikely
- Unlikely
- Not sure
- Likely
- Extremely likely

#### Likelihood and Current Average FTE

When plotting likelihood of considering processes for shared services against current investment in FTE for Finance processes, it was found that all transactional and tactical processes were unlikely to be considered for shared service (see Figure 5 Average FTE and Likelihood of Adoption of Finance Shared services).

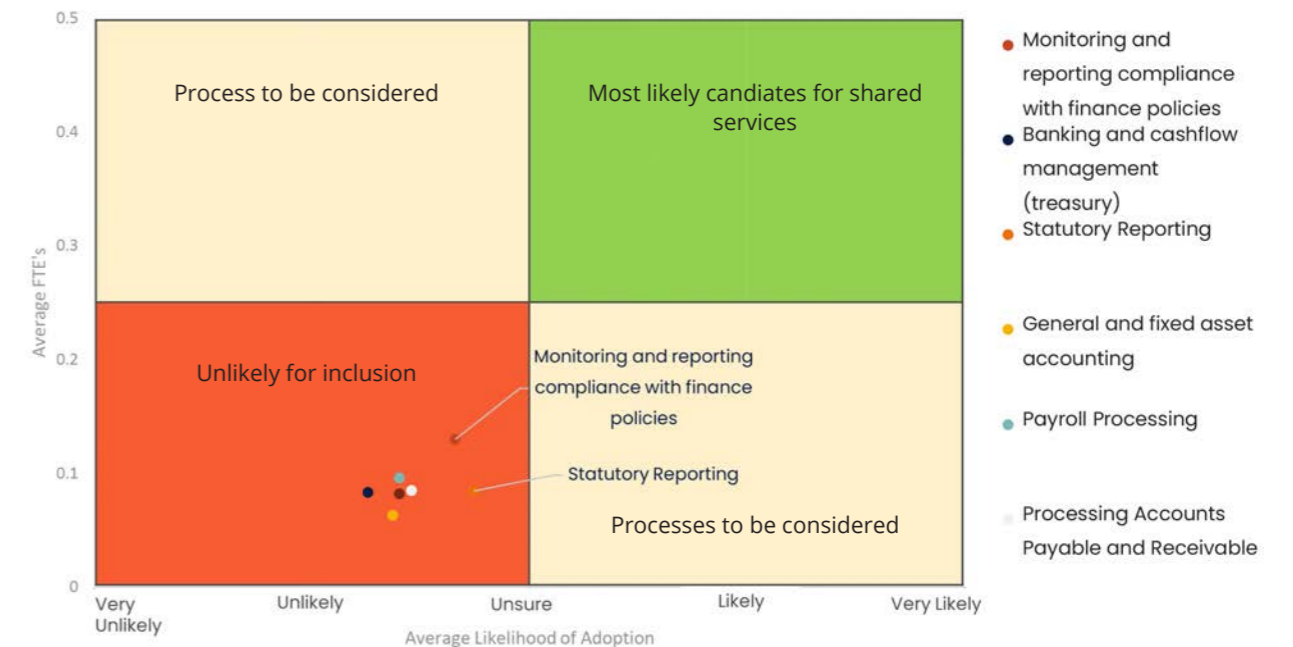


Figure 5 - Average FTE and Likelihood of Adoption of Finance Shared Service

### 3.4 Human Resources

#### Process Examined

The survey evaluated the organisations' likelihood of opting into a shared service and their current resource investment for the following Human Resource processes:

- Employee management and reporting
- Employee requisition management
- Employee relationship management
- Employee development and succession management
- Reward and recognition management
- Termination and offboarding management
- Employee assistance and welfare management
- Employee communications and engagements
- Cultural and employee engagement assessment
- Union management
- Leave management
- HR information system management
- Employee inquiry management
- Recruitment and sourcing

#### The Likelihood of Adoption for HR

Human Resources scored the 2nd lowest likelihood of adoption of shared services overall. However, recruitment and sourcing were relatively in demand with a score of 72.3%. Employee Assistance and Welfare and HR Information System Management were also sought after with scores of 66.6% and 59.3% respectively.

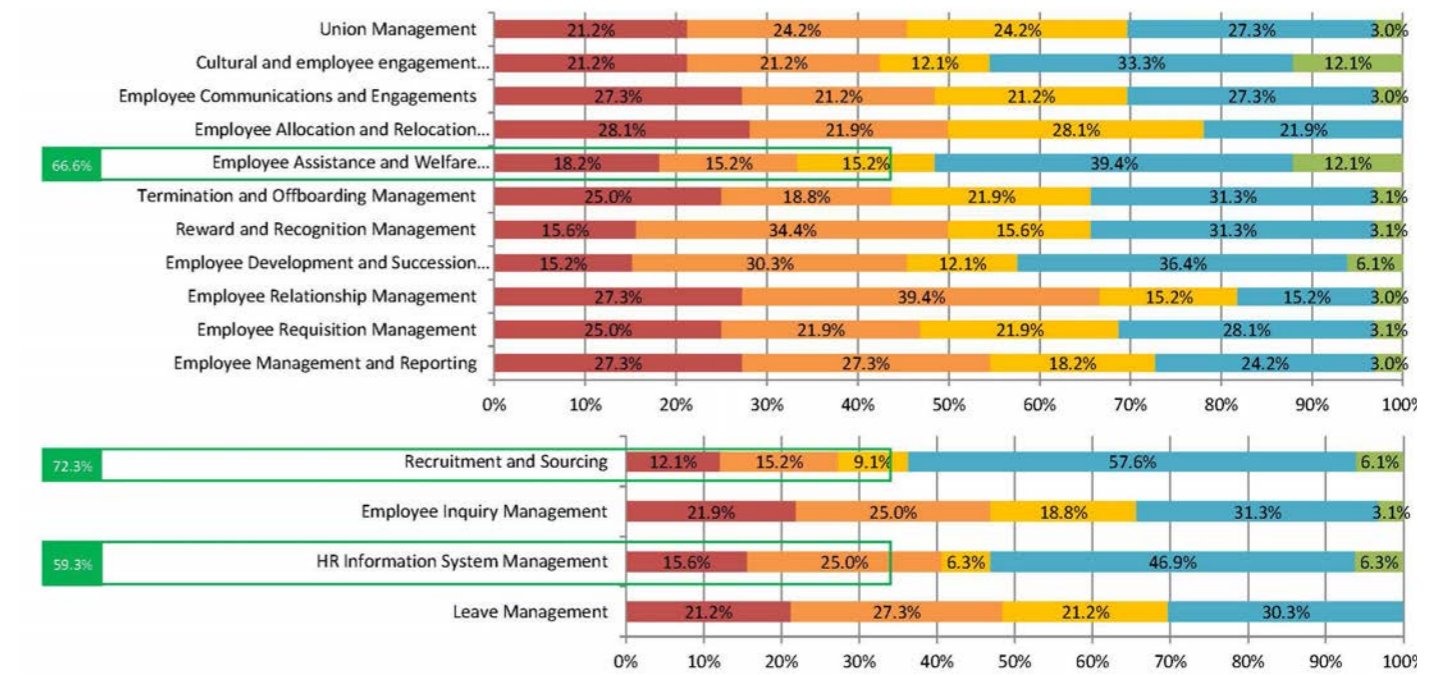


Figure 6 - Likelihood of Adoption per HR Process



### Likelihood and Current Average FTE

Assessing the feasibility of adoption of shared services for Human Resource function found that whilst most of the evaluated processes were unlikely for inclusion (see Figure 7 Average FTE and Likelihood of Adoption of HR Shared services), the following processes were identified for further consideration due to high likelihood and high relative current investment by organisations:

- Recruitment and Sourcing
- Human Resource Information System Management
- Employee Assistance and Welfare Management

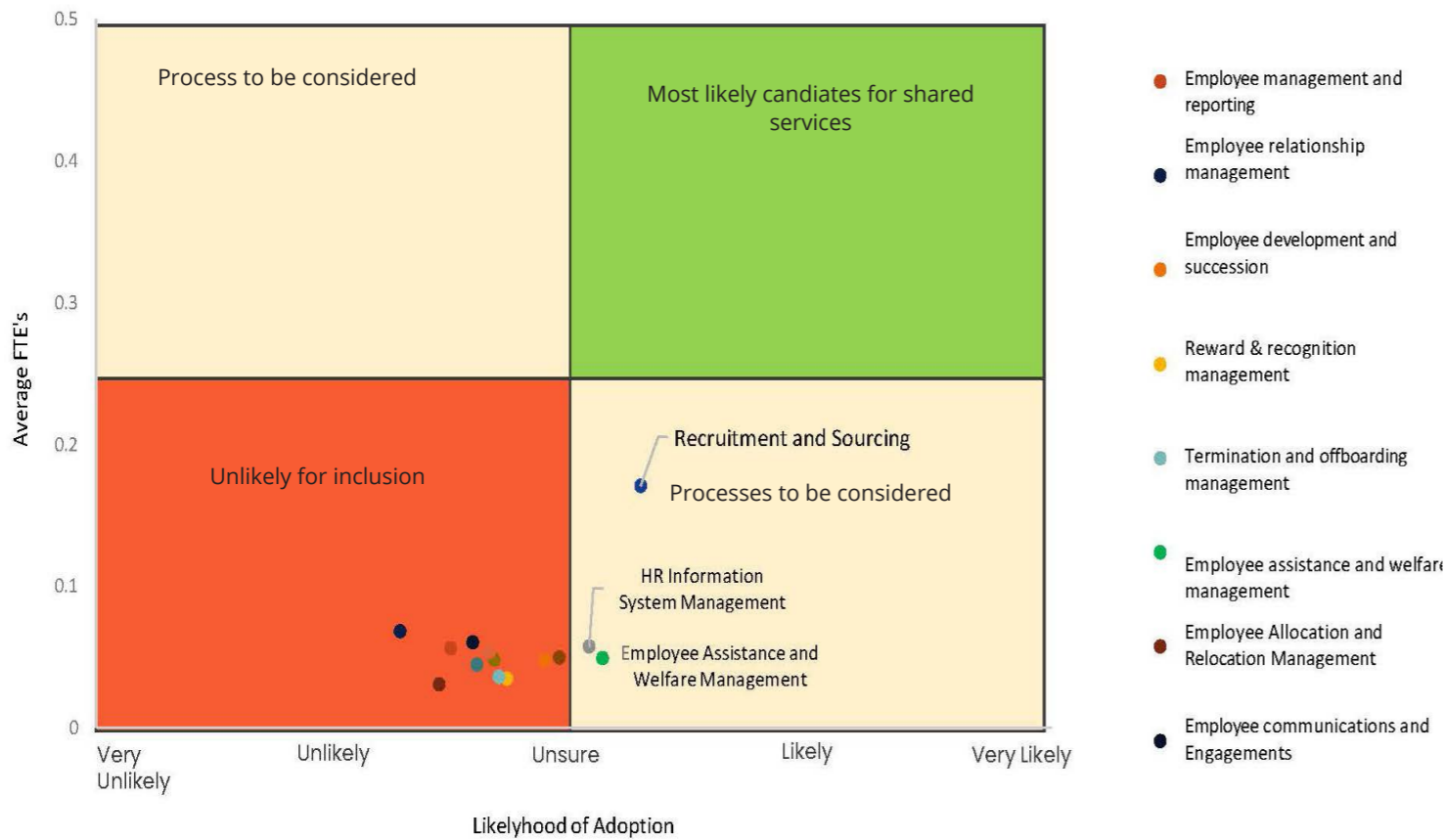


Figure 7 - Average FTE and Likelihood of Adoption of HR Shared Service

### 3.5 Information Technology

The survey evaluated the organisations' likelihood of opting into a shared service model and their current resource investment for the following IT processes:

- IT infrastructure and application management
- Service desk management
- Onsite support delivery
- IT supplier and contract management
- IT service level management
- IT solution development and deployment

#### The Likelihood of Adoption for IT

Information Technology scored a high likelihood of adoption of shared services, with IT solution development and deployment scoring the highest in this function with a score of 74.2%. Notably, for the remaining processes, respondents have scored an average of 70%, indicating that they are likely to partake in a shared service model for these processes.

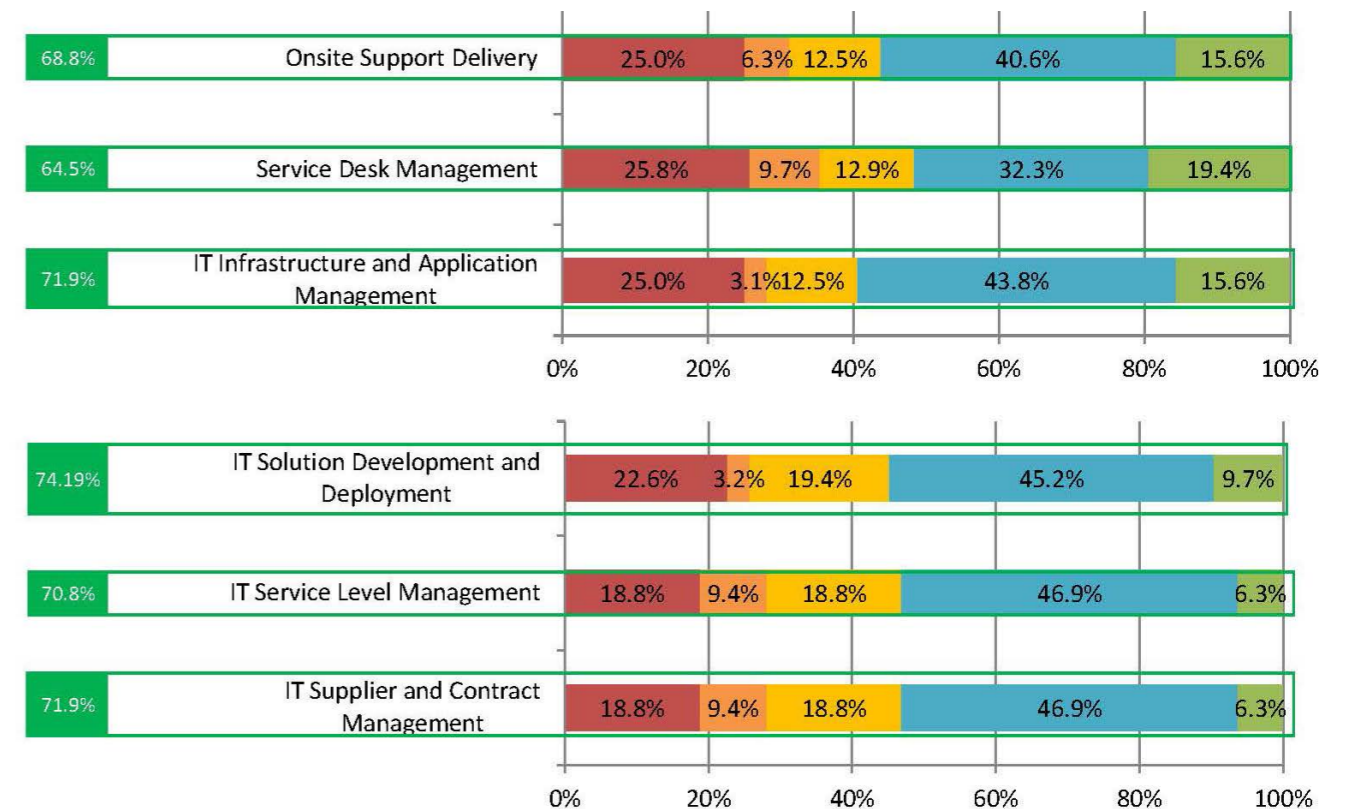


Figure 8 - Likelihood of Adoption per IT process

- Extremely unlikely
- Unlikely
- Not sure
- Likely
- Extremely likely

### Likelihood and Current Average FTE

When reviewing the feasibility of adoption of shared services for the IT function, it was found that all the IT processes are to be considered for shared service adoption (see Figure 9 Average FTE and Likelihood of Adoption of IT Shared services). Although the likelihood for adoption of shared services to support IT functions is high, currently there is low aggregated resource investment in the sector.

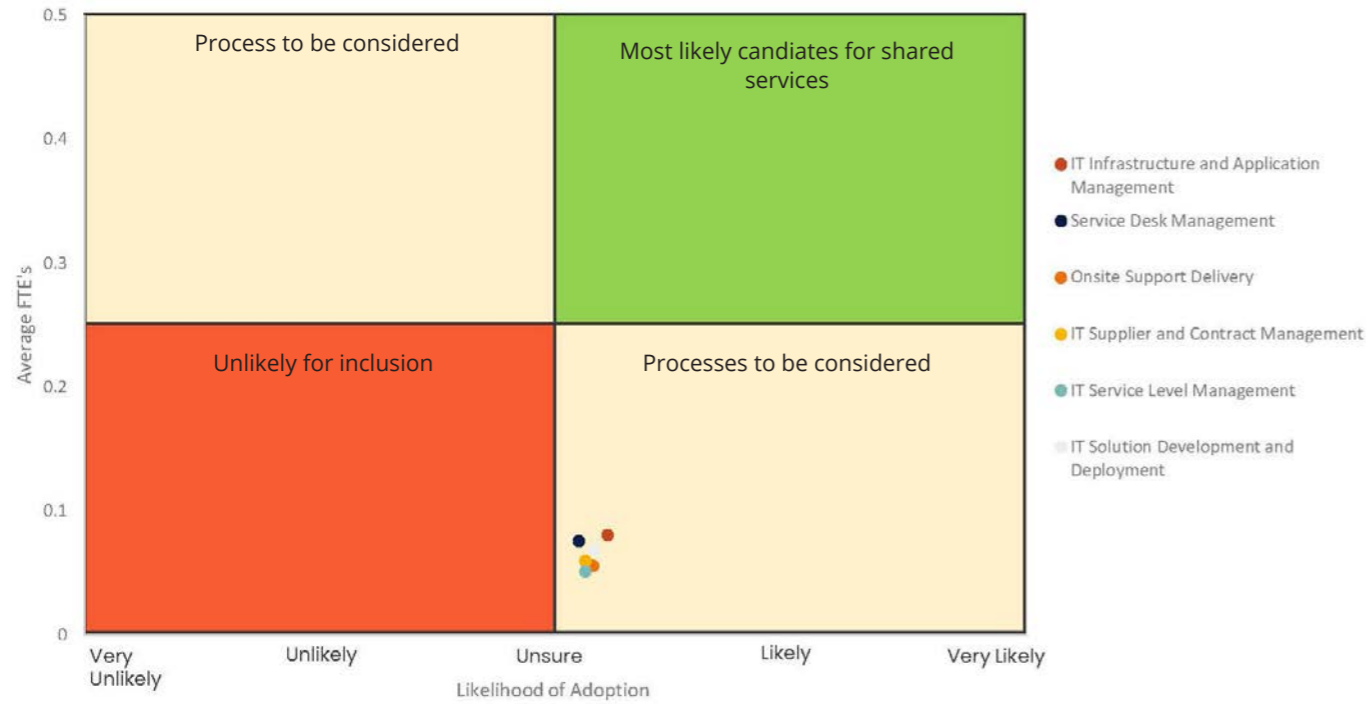


Figure 9 - Average FTE and Likelihood of Adoption of IT Shared Service

### 3.6 Audience Development

The survey examined the organisations' likelihood of opting into a shared service and their current resource investment for the following Audience Development processes:

- Marketing and communications strategy
- Marketing and communications campaign management
- Customer and market intelligence research
- Customer data analysis and reporting
- Evaluate and priorities market opportunities
- Ticketing
- Owned media channel management
- Paid media channel management

#### The Likelihood of Adoption for Audience Development

Audience Development scored a high likelihood of adoption for shared services, with Customer and Market Intelligence Research attaining the highest score. 88.2% of respondents said they were likely to switch to a shared service model to support this process. Customer data analysis and evaluating / prioritising market opportunities were other processes which respondents indicated that they were likely to switch to a shared service model with a score of 85.0% and 78.3% respectively.

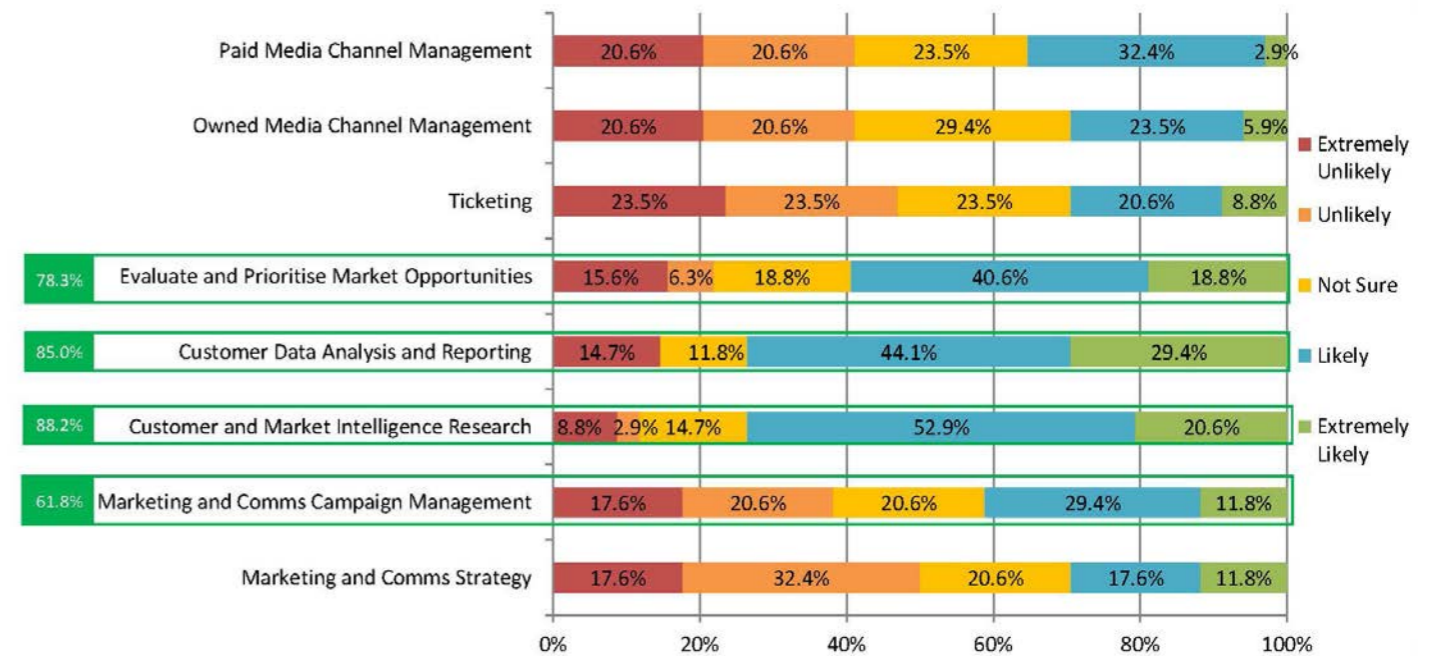


Figure 10 - Likelihood of Adoption per Audience Management

### Assessing the Feasibility of applying Shared Service

Assessment of the feasibility of adoption of shared services for Audience Development found that customer data analysis and reporting was the only process to fall into the top right quadrant (refer Figure 11 Average FTE and Likelihood of Adoption of Audience Development Shared services). The customer and market intelligence processes and evaluating and prioritising market opportunities processes were also considered as strong candidates for shared services.

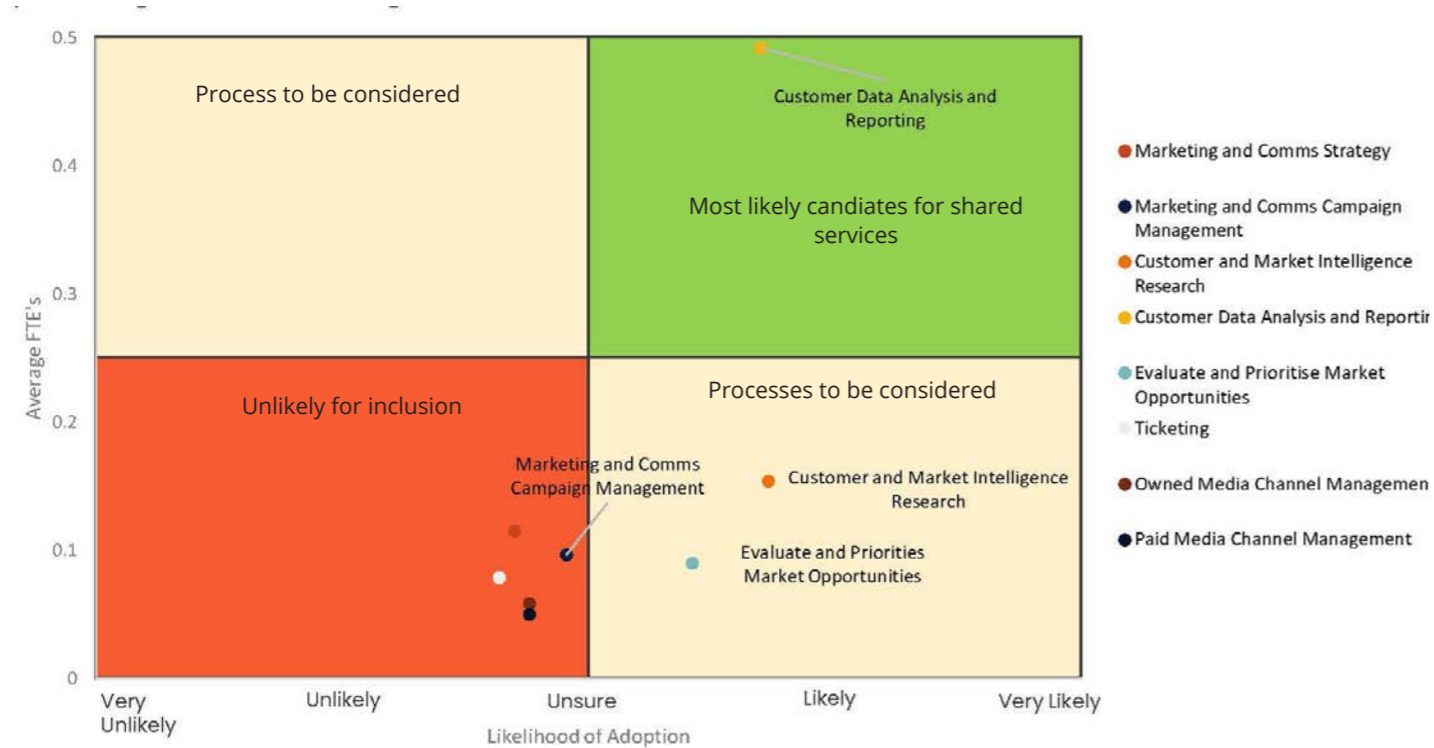


Figure 11 - Average FTE and Likelihood of Adoption of Audience Development Shared services

### 3.7 Benefits sought for each function

Participants of the survey were asked to apply a rating to the benefits they would see for their organisation. These benefits were defined with the working group into the following categories:

- Cost reduction
- Increase quality
- Increase reliability
- Reduced risk to the business
- Improved collaboration across the industry
- Improved insights through data sharing across the industry
- Increased time to focus on strategic growth of your business

Participants were required to rank the benefits they would like to see from a shared service from 1 to 7.

Increased quality was identified as the highest order benefit sought for the functions that rated highly in terms of likelihood and current FTE investment (HR and Audience Development). Whilst cost was the highest order benefit for IT and Finance, the typical benefit of shared services, such as cost reduction, was relegated to third place for each of these functions.

Each of the relative priorities in order of importance are indicated on figures 12, 13, 14 & 15.

For HR, participants rated increased quality as the highest priority in the benefit they would expect from adopting a shared service, with reduction in risk to the business being a secondary priority.

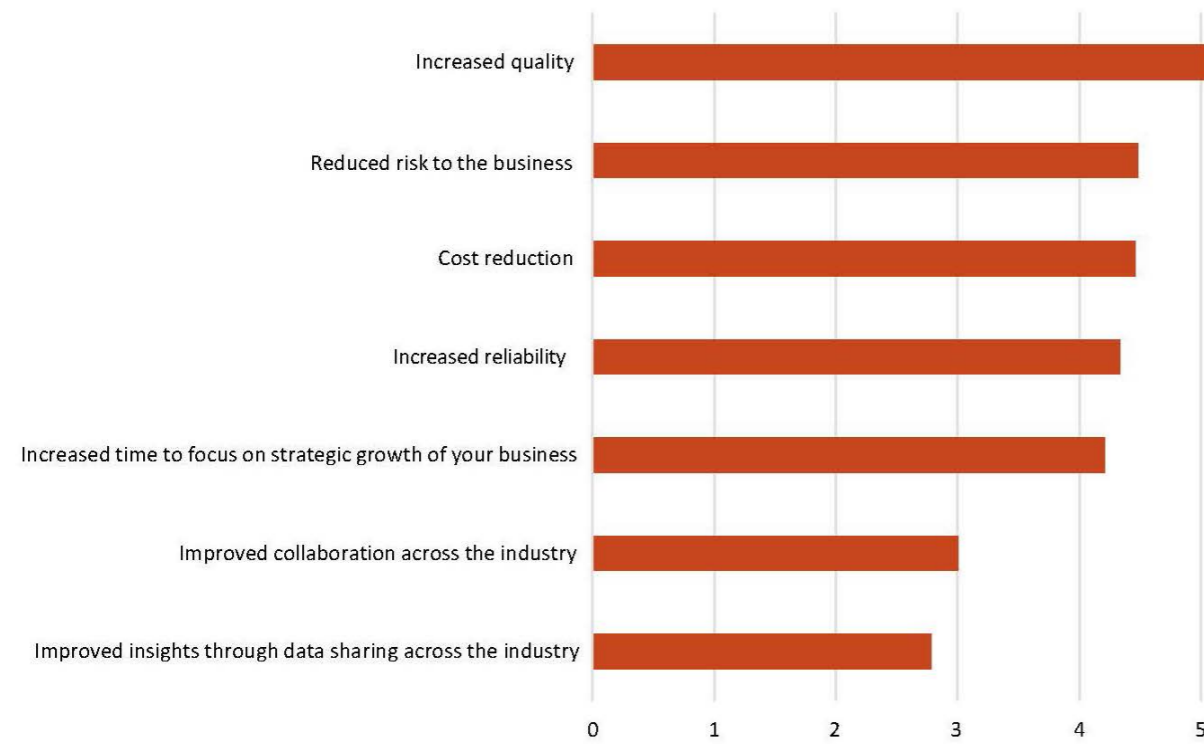


Figure 12 - Benefits sought for HR Shared Services

Cost reduction was the highest rated priority with increased reliability being the second highest rated priority in benefits they would expect from adopting a shared service for IT services.

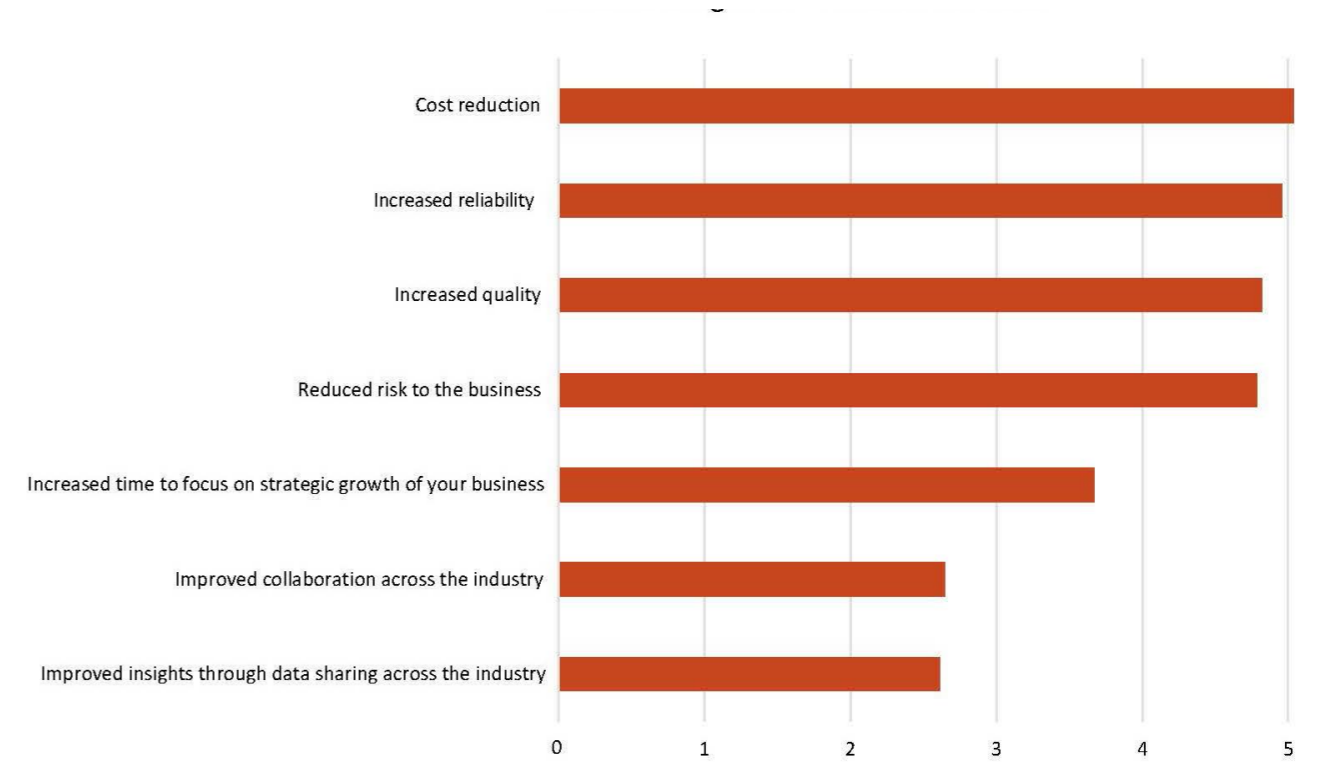


Figure 14- Benefits sought for IT Shared Services

In Audience Development, participants rated increased quality and improving insights through data sharing across industry as the highest priorities in the benefits.

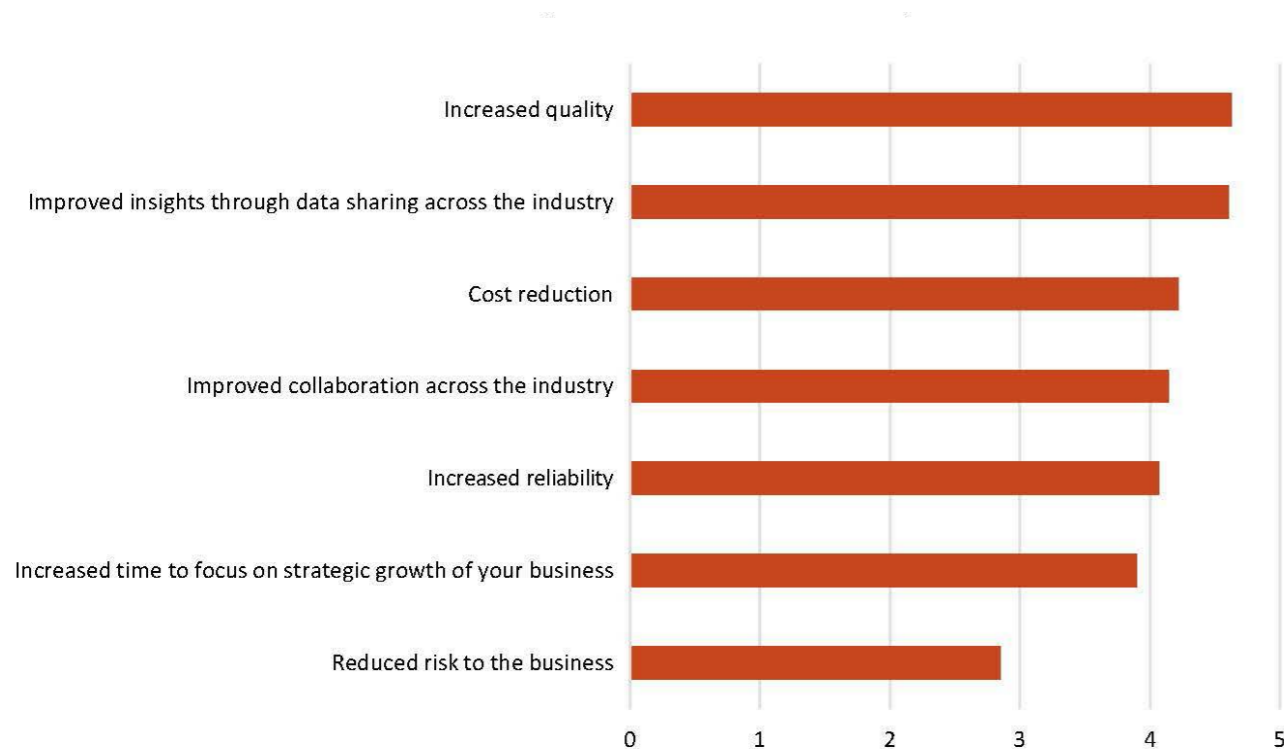


Figure 13- Benefits sought for Audience Development Shared Services

Participants rated cost reduction and increased time to focus on strategic growth of their business as the highest priority in benefits they would expect from adopting a shared service for Finance.

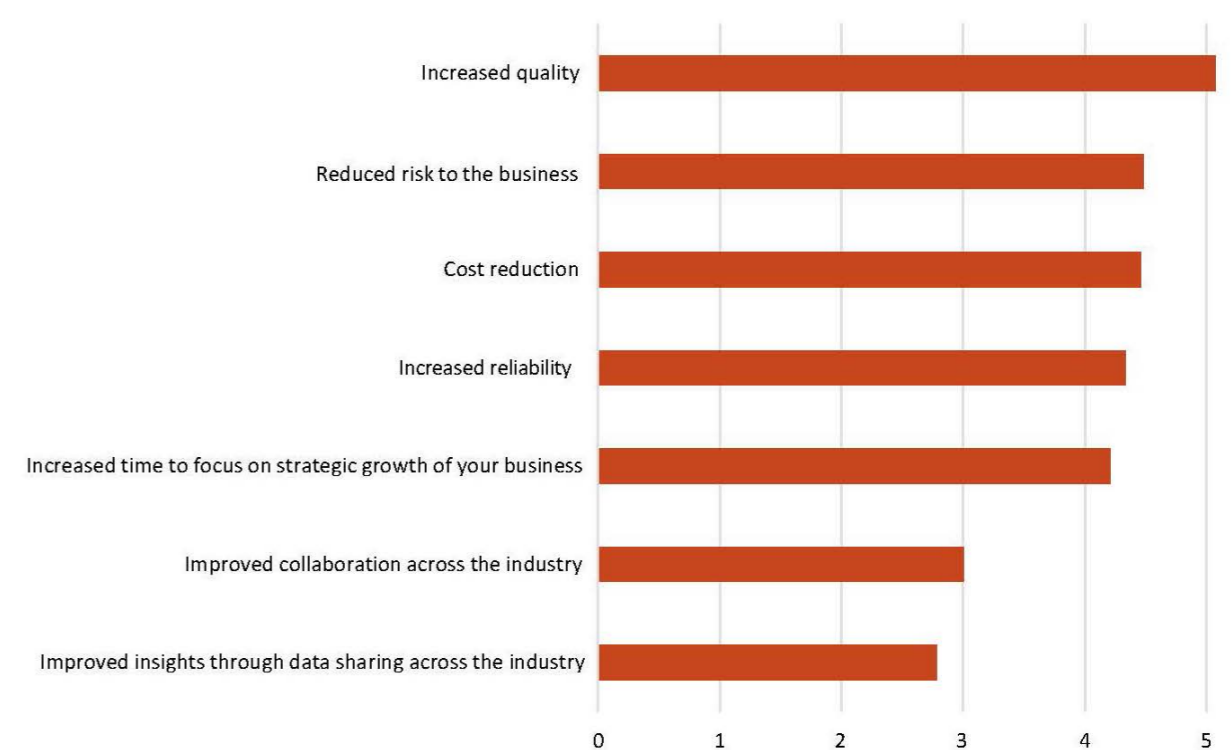


Figure 15- Benefits sought for Finance Shared Services

# 4. Design Options

To investigate the feasibility of a shared services model, the outputs of the discovery and best practice review were used to facilitate high level design discussions with the working group. Through this work the most likely design could then be assessed for feasibility.

## 4.1 Design Approach

In selecting the optimum model for shared services, Churchill followed a 3-step approach in consultation with the working group and the project sponsor:

- **Design Features:** Set the higher order features that must be delivered through the new model.
- **Service Options:** Identify the most appropriate services to deliver.
- **Model Options:** Define the most appropriate shared service model and how that might be tailored for the sector.

## 4.2 Likely Design Features

The design features are outlined as below:

- **Opt-in Model:** As the industry consists of multiple private organisations there is limited ability to mandate the use of shared services.
- **Facilitation not management:** The entity responsible for the provision of services should play a facilitator role, supporting and enabling organisations, rather than leading and managing more strategic business decisions.
- **Prioritise quality improvement:** Improved quality of services should be prioritised over cost savings.
- **Customer centred:** Focus on the processes that were identified to have a greater likelihood of adoption.
- **Enable enhanced collaboration:** The design should foster organisations to collaborate with one another.
- **Not-for-profit:** The entity controlling the shared service centre must align to the objectives for improving the sustainability of the arts and cultural industry in Western Australia and hence must be of not-for-profit or similar status.
- **Minimise implementation risk:** Shared services can take on many different forms with various levels of complexity. Every effort should be taken to minimise implementation risk through the selection of more simplistic models initially.

## 4.3 Service Options

The working group agreed to focus on the priority processes identified in the survey as outlined in Figure 16 along with the relative existing FTE base identified in the research.

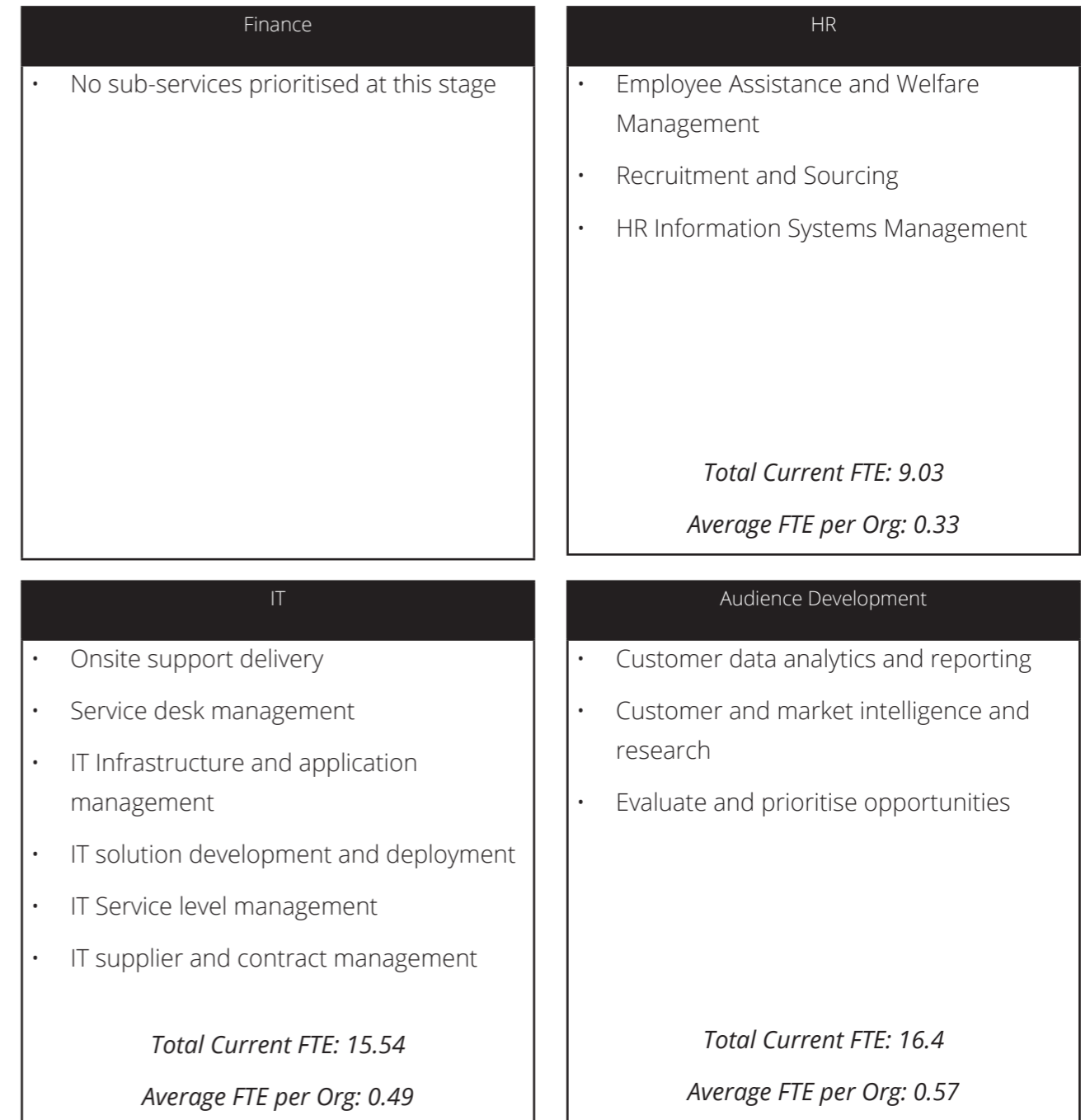


Figure 16 - Prioritised Processes for Shared Services

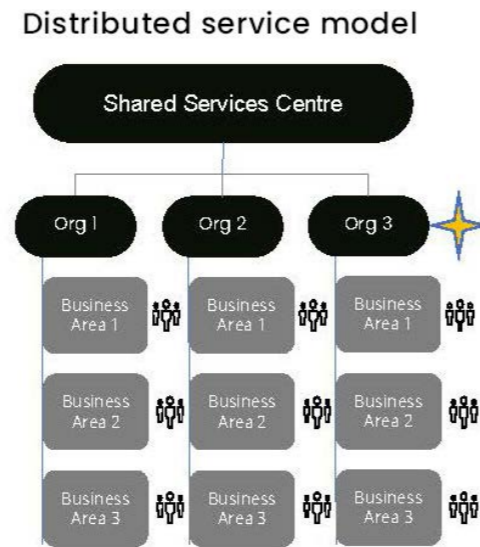
Based on the survey responses there is a total of 41 FTE currently utilised across these processes. It was noted that the average FTE employed by each organisation to complete these tasks ranged from 0.33 – 0.57 FTE. That means that for those processes that organisations are looking to use for shared services, they are not able to invest a full FTE into these roles.

## 4.4 Model and Service Options

### Shared Service Model Options

Based off the design considerations which have been informed by the discovery work, elements of the distributed model seemed most appropriate to for the WA Arts and Culture sector. The benefits of some of these elements include:

- More accessible for organisations to opt into the service without tying them to upfront payments.
- Reduced risk and overheads for the shared service operator as they are not managing employment costs and overheads.
- Reduced set-up cost and complexity as there is no need to standardise processes for individual services and implement core technology platforms to operate.
- Ability to assess the feasibility of moving to a focused model of shared services in a real-world environment.
- Retention of specialist skills within the sector



### High Level Service Design

To understand how this model might work for the sector, the following summary of possible service provision was developed. This is not a typical shared services model, and can be more aptly described as a model for shared agreements across the sector that would help share scarce resources.

- The service should be managed by an independent not-for-profit body. This should be a pre-existing entity, as the model would not warrant the creation of an entirely new business.
- The service provider should be focused on creating a shared pool of resources that could easily move between arts and culture organisations.
- The service provider should maintain a register of resources and relative skills and rates.
- Members of the service could request staff for specific roles and durations. The service provider would use its' network to locate and connect organisations to relevant staff.
- Staff should be employed and contracted by the organisations, not the service provider.
- A fee for use of the services should be considered but funding models should be explored in a detailed design and business case phase.

### High-Level Business Model for the Services

To articulate how the “Shared Agreement Model” above could deliver on the service requirements, Churchill developed a high-level business model that defines the highest order capabilities required based off the most suitable model.

High Level Shared Service Capability Requirements			
Strategy & Governance			
Strategy	Intelligence & Reporting	Governance	Quality Assurance
Operations			
Resource Register Maintenance	Organisation Management	Platform Management	
<ul style="list-style-type: none"> <li>• Identifying new resources</li> <li>• Onboarding participants</li> <li>• Managing changes to resource status</li> <li>• Offboarding participants</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational stakeholder engagement</li> <li>• Organisational registration</li> <li>• Organisational offboarding</li> </ul>	<ul style="list-style-type: none"> <li>• Platform vendor management</li> </ul>	
Support Functions			
Finance & Accounting	Finance	IT	Policy & Legal

Figure 17 – High-Level Business Model for Shared Agreement Model

The high-level business model in Figure 17 is supported by assumptions outlined below.

### Strategy and Governance

- The majority of the strategy and governance activities would fall to the leadership of the existing entity. Whilst additional effort will be required in the set up and implementation of the strategy and new governance structures, it is assumed that additional ongoing strategic and governance effort would be minimal.
- Additional, ongoing effort would be required to conduct regular quality assurance and reporting on activities (estimated 0.1 FTE for manager)

### Operations

- Additional resourcing would be required to manage the operational capabilities of managing the resource registry, managing participating organisations and managing the technology platform (estimated 0.5 FTE for Manager).
- Ongoing vendor management would be required to ensure that the core platform supporting the organisation is working effectively (estimated 0.1 FTE for manager).

- Additional stakeholder engagement would be required to increase awareness of the service and drive increased usage. (estimated 0.2 FTE for manager).
- There would be some cost associated with implementing a CRM platform and a customer portal that could manage the resource and business registers. Examples of these are Salesforce, SugarCRM and Moxtra, however a full business requirements assessment and a request for information process must be undertaken in detailed design.
- Set-up and implementation of the people, processes and technology would be a one-off investment that could be run as a project.

### Support Functions

- The majority of support functions could be covered through existing resources of the governing entity; however, some cost should be allocated for a higher workload (estimated 0.1 FTE).
- The major implementation cost would be in the development of new policies and provision of legal assurances.
- It is assumed that there would be no major changes in the way support functions are currently delivered by the entity.

It is noted that this type of model does not accurately resemble a typical shared service model. This is more aptly described as a funded program to provide organisations with better access to scarce resources across the sector through a shared agreement.

## 5. Benefits and Costs

### 5.1 Benefits

Considering the survey responses, the typical cost saving benefits of a large-scale, standard shared service model is not achievable in this industry as it currently stands. However, the shared agreement model presented would help participating organisations more efficiently access and leverage scarce resources. This improvement would likely deliver indirect benefits as outlined below:

- **Indirect financial benefits:** Currently the senior leadership (e.g. CEOs) of some of these organisations are completing some elements of the lower order, transactional tasks. By handing these tasks to a shared service centre their time will be freed up to focus on more strategic business activities. Whilst the financial benefit of this is difficult to measure, we would expect this to drive improved financial and strategic outcomes for the businesses. With improved collaboration and data sharing across audience development there is also likely to be an enhanced ability to for the sector in product development and promotion. This would also likely create improved financial outcomes for the sector.
- **Improved industry sustainability:** Through an improved access to skilled HR resources the industry would be more protected against workforce risks such as health and safety, social responsibility and duty of care. With better access to IT resources the industry will also be better positioned to operate more efficiently and innovate more effectively. These benefits combined will improve the sustainability if the industry as a whole.
- **Improved staff retention in the arts:** Developing a more fluid employment model for people with HR, IT and Audience Development skills, will decrease the need for them to look outside the industry for work. Creating a more stable workforce will attract a greater number of workers and improve the capability across the sector.
- **More effective allocation of funding:** Currently many of these organisations receive government funding. By developing a more effective resourcing model across the arts and cultural community, we are improving the ability of the individual businesses to deliver on their core goals. By improving the efficiency and effectiveness of organisations who currently receive funding the likelihood of the funding achieving the community benefits envisioned is increased.

## 5.2 Costs

At this stage of the feasibility assessment, Churchill developed a high-level view of costs based on assumptions outlined in the Design section above. The costs below are only indicative at this stage as detailed design of the strategy for the shared agreement model, including software and vendor selection is required. However, these estimates are provided based on our industry experience.

Cost assumptions have been developed and agreed by the project sponsor; however, a detailed business case is required to develop accurate costings for this work.

### Estimated Detailed Design and Business Case Costs

- Design the detailed operating model, service delivery and funding implications
- Finalise the business case incorporating financial, risk and implementation costs = \$70,000 - \$100,000

### Estimated Implementation Costs

Implementation costs are difficult to estimate without a detailed requirements assessment, that would take place in the detailed design phase of this process.

- Technology assessment and selection = \$20,000-\$40,000
- Implementation support cost for CRM Platform & Customer Portal = \$75,000-150,000

### Estimated Ongoing Costs

- Cost of 1.1 FTE Manager = \$130,000 p.a.
- Cost of CRM Platform annual licenses = \$10,000-\$15,000 p.a.
- Customer Portal annual licenses = \$15,000-\$20,000 p.a.
- No additional physical infrastructure costs

A summary of these costs is presented over a 5-year period in the table below:

Type of cost	Cost ('000)	Cost ('000)	Cost ('000)	Cost ('000)	Cost ('000)
Year	FY21	FY22	FY23	FY24	FY25
Estimated detailed design & business case costs	\$70 - \$100				
Estimated implementation costs	\$20 - \$40	\$75 - \$150			
Estimated ongoing costs		\$155 - 165	\$155 - 165	\$155 - 165	\$155 - 165
<b>Total</b>	<b>\$90 - 140</b>	<b>\$280 - \$315</b>	<b>\$155 - \$165</b>	<b>\$155 - \$165</b>	<b>\$155 - \$165</b>

## 6. Recommendation

From the assessment conducted it was determined that a typical shared service model was not feasible for the sector. This was due to the following key reasons:

- As the industry consists of multiple private organisations there is limited ability to mandate the use of shared services, hence it would have to be an opt-in model.
- On average across the services, only 41.6% of respondents said they would be likely or very likely to consider shared services. As shared services require scale to provide efficient and effective services, low participation presents significant risk.
- The small to medium size organisations indicated they were more likely to adopt shared services than the large organisations, however their current allocation of spend on the in-scope services was relatively low compared to large organisations.
- Of the highest ranked services by likelihood and current spend the average FTE employed by each organisation to complete these tasks ranged from 0.33 – 0.57 FTE. In discussions with stakeholders in the sector, they said that a considerable amount of that current FTE effort was delivered by people in leadership roles. That means that they could not easily translate portions of that FTE to pay for the costs of using a shared service.
- Shared services also work best when the service recipients have standardised processes and maturity levels. Through the qualitative discussions with organisations the processes appeared to be unstructured and varied widely in terms of maturity across the sector.

Despite the typical shared services not being feasible, there is merit in pursuing a program to provide organisations with better access to scarce resources across the sector through a shared agreement. A possible model for this was explored in the project and has been provided in this document as an initial consideration for next steps by the Chamber.

Current processes across the high number of small to medium organisations are also not standardised, which would add to the cost of implementing a shared service approach that would outweigh the benefits. Therefore, our recommendation is not to further pursue a stand-alone shared services for the sector.

However, there are some clear issues that were uncovered by the study that should be addressed. The sector is made up of a high number of small to medium enterprises who are currently underspending when compared to the larger organisations in the sector, on HR, IT and Audience Research and Development. Currently there is either a large burden placed on the CEOs and/or others to manage these functions. As these functions have been recognised as an area of need to ensure sustainability of the sector, particularly for the small to medium enterprise segment, it would appear there is merit in assessing programs to provide organisations with better access to scarce resources across the sector through a shared agreement (as described in the model above)

If the Chamber were to consider further investigating the merits of this option above, the next step would be to take a staged approach to implementation that included more detailed design and business case development. This may include some of the following steps:

- Set the strategy to ensure that goals are agreed, measurable targets are set, and strategic objectives and initiatives have clear ownership and accountability.
- Conduct a detailed review of capability requirements aligned to strategic goals. This includes decision making on which entity would manage delivery, which specific technologies would be implemented to support it and where the service would be managed from.
- Develop the detailed organisational structure with role descriptions, performance requirements and corresponding salaries.
- A detailed business case can then be finalised, and methods of funding agreed.

# Appendix

## A. Program Working Group

Name	Organisation
Shelagh Magadza	Chamber of Arts and Culture of Western Australia
Kelly Reid	Chamber of Arts and Culture of Western Australia
Bourby Webster	Perth Symphony Orchestra
Julie Hobbs	Future Now
Jane King	John Curtin Gallery
Alana Culverhouse	CO3 Contemporary Dance
Peter Kift	Yirra Yaakin Theatre Company

## B. List of organisations who responded to survey

- Aboriginal Art Centre Hub WA
- ART ON THE MOVE
- Artist Relief Fund WA
- ARTRAGE Inc / FRINGE WORLD Festival
- Arts Margaret River Inc
- Artsource
- Awesome Arts Australia Ltd
- Barking Gecko Theatre Company
- Bunbury Regional Entertainment Centre
- Centre for Stories
- CircuitWest Inc
- Circus WA
- Comdance
- Contemporary Dance Company of Western Australia
- Esperance Community Arts (Inc)
- Fremantle Chamber Orchestra
- Fremantle Press
- FutureNow
- GalleriesWest
- Jazz by the Bay festival
- JCG (John Curtin Gallery)
- Mandorla Art Award
- Mundaring Arts Centre Inc
- Musica Viva
- Perth Centre for Photography
- Perth Festival
- Perth Institute of Contemporary Art (PICA)
- Perth Symphony Orchestra
- Professional Film Crew of Western Australia
- Propel Youth Arts WA
- PVI Collective
- Regional Arts WA
- Revelation Perth Film Festival
- Sensorium Theatre
- SHEILA A foundation for women in visual art
- Strut Dance
- Tease Industries Pty Ltd
- The Blue Room Theatre
- The Gelo Company
- Voyces
- WA Youth Jazz Orchestra Assoc.inc
- WA Youth Orchestra
- West Australian Opera
- Western Australian Youth Theatre Company
- Writing WA
- Yirra Yaakin Theatre Company

## C. Case Studies

Churchill conducted desktop research to explore where shared services had been successfully implemented in the past. A full report was presented to the working group to provide some context for decision making. A particular focus was placed on shared services for the arts and cultural community, which resulted in two of the case studies below for Arts West and the National Museum of Australia.

### Arts West

#### Situation

- Arts West is an alliance of 8 arts organisations operating under a shared service model in Melbourne's west suburbs.
- Through Arts West they aim to build audiences across this region while strengthening the capacity of their organisations.

#### Approach

- Their 3 focus areas for shared services are Audiences, Advocacy and Sustainability.
- Professional development has also been a key part of the Arts West offer as they identify learning opportunities and engage appropriate experts to run training sessions.

#### Outcome

- They have achieved significant audience development outcomes by holding media events, developing cross-organisational audience offers and engaging the services of a publicist on a retainer basis. The alliance also made public statements in response to the recent federal government arts funding costs.
- There is a deeper understanding of each other's work. There is now a network of colleagues who can draw on each other for support, knowledge and inspiration.
- They have shared best practice approaches to organisational operation, marketing successes and failures, audiences, and in the case of two organisations, a marketing and communications manager.
- The professional development opportunities have also provided an income source and networking opportunities as they are open to other organisations to participate.
- The Arts West alliance has strengthened the approach to collaboration and most importantly, the value to audiences and communities

### National Museum of Australia

#### Situation

- In 2017 The National Museum of Australia received funding from the Australian Government to provide corporate services to partner agencies.
- The National Museum was responsible of delivering provisional record management services to the National Portrait Gallery (NPG) and the Museum of Australian Democracy (MoaD)

#### Approach

- The National Museum of Australia underwent a review of existing processes and procedures related to records management functions of other cultural organisations. In collaboration with different Commonwealth agencies, they developed 4 shared service record management model options.

#### Outcomes

- A final options paper explored the feasibility of sourcing low complexity, low risk and high-volume corporate services from an external shared services provider for shared services record management. The final option was proposed, and New Policy Proposals funding was approved.
- Once the new records management model was developed, training was delivered to relevant staff members to ensure that the new records management policies and procedures were understood and incorporate into the business-as-usual work of the agencies and the Museum.
- The transitioned agencies were forecast to return a net \$3 million in savings annually to Government whilst providing a higher level of service to those utilising the Shared Service Centre.

## D. Suitability of Shared Service KPI Measurements

### Assessing the Suitability of Shared Service

To assess the suitability of shared service models for the arts and culture sector Churchill examined all processes that were defined in the survey by 2 key metrics:

- Likelihood of Adopting Shared Service:** When assessing the feasibility of adopting a shared service model for the defined functions, Churchill examined the appetite for utilising a shared service to support each process. It is important to understand the sentiment surrounding the adoption of shared services as this will drive the feasibility of a shared service. An example of the outputs from the survey for likelihood are provided in figure 18 below.

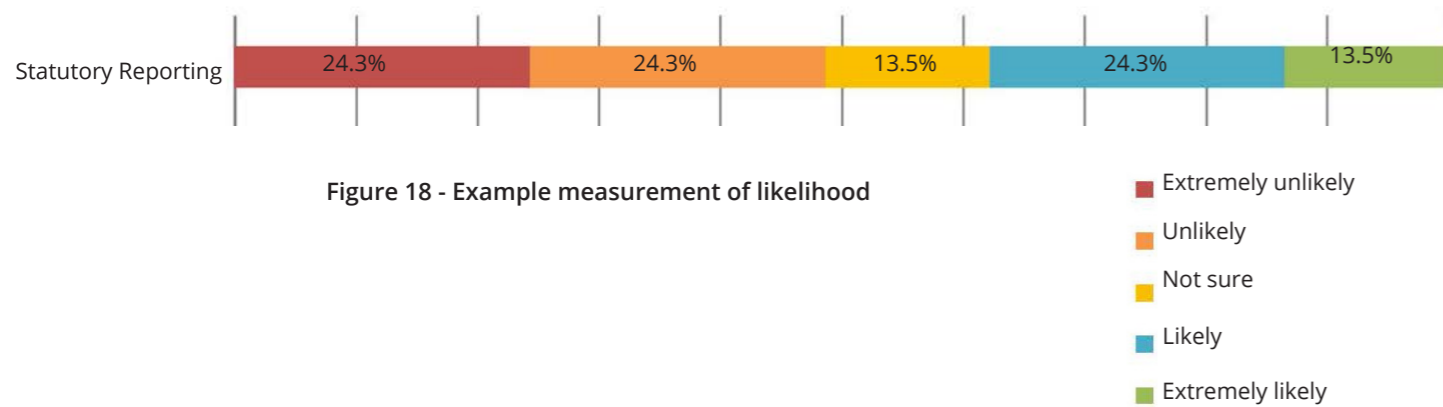


Figure 18 - Example measurement of likelihood

When talking about an organisations score for likelihood of considering a process for shared services Churchill grouped those who said they were unsure, likely, or very likely to consider the process. In the example above the average organisations had a 51.36% likelihood of using shared services for statutory reporting.

- Likelihood and Available FTE:** By looking at average likelihood and average FTE organisations are currently investing into those processes we can gain further evidence of the sector's appetite and capacity for adopting a shared service model. The likelihood and available FTE graph in figure 19 maps the processes for each relevant function and plots them in the quadrants below.

**A. Unlikely for Inclusion:** This indicates that there is low amount of support and low FTE's to support this process in a shared service environment.

**B. For Consideration:** In the top left quadrant, there is a good availability of FTE's that could be leveraged in a shared service. However, there is high level of risk in adopting a shared service to support these functions as there is lack of organisational buy-in.

In the bottom right quadrant, it shows there is strong appetite to adopt a shared service to support these processes. However, currently there is low expenditure on resources to support these processes, and organisations will need to increase the level of resources that are currently committed to these processes to make it more feasible.

- C. Most Likely Candidate for Shared Services:** The top right quadrant are for processes that have a high level of appetite and FTE that support the processes. Processes that fall within this quadrant are highly likely candidates for a shared service to adopt, as there are minimal risks.

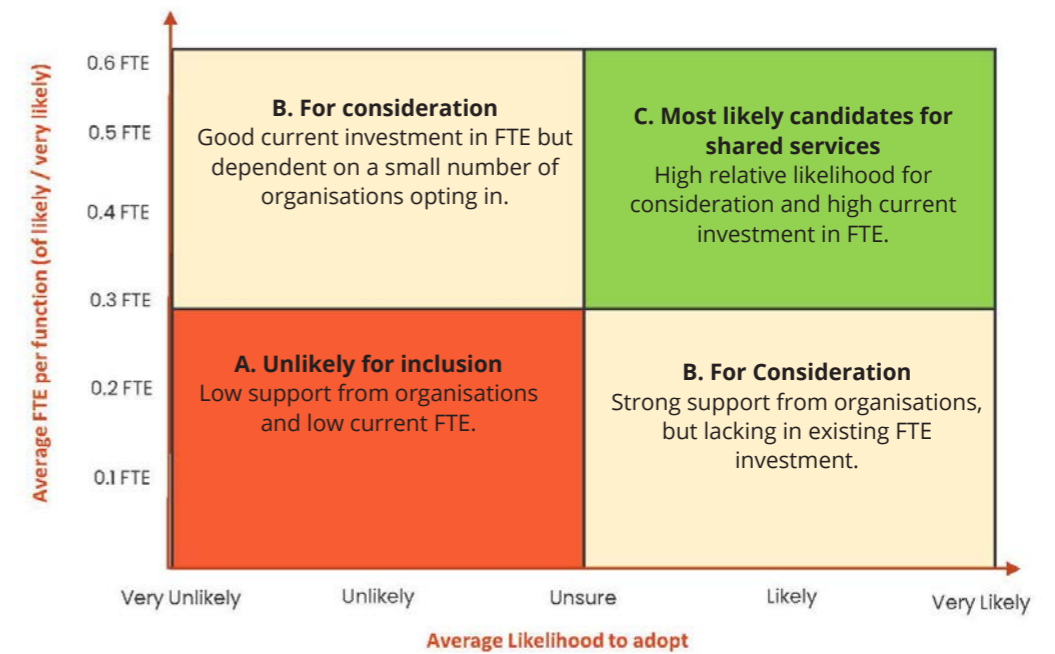


Figure 19 - Likelihood and Available FTE

## E. Shared Service Operating Models

### Centralised Shared Service Model

The Shared Service Centre is responsible for the quality and allocation of resources to its various members to perform the required services. Organisations that opt-in to a centralised service model must follow the policies and procedures determined by the Shared Service Centre.

The advantages of a Centralised Service Model are the following:

- Ability to obtain highest level of cost effectiveness.
- Allows for high utilisation and leverage of Shared service resources.
- Enables resources within the Shared Services Centres to have a greater understanding of the culture and arts organisations as a sector.
- Shared Services Centres are fully responsible to perform the opted in functional services (such as Finance, HR, Audience Development and IT management) which alleviates culture and arts organisations to focus on their core competencies.

Disadvantages of a Centralised Service Model are the following:

- Organisations who opt in may feel the shared service is not responsive to their needs.
- Organisations lose specialised knowledge of their back-office operations.
- Organisations experience a loss of control in their opted in functions and services.
- Convincing organisations that already have dedicated resources that support their back-office functions will be difficult.

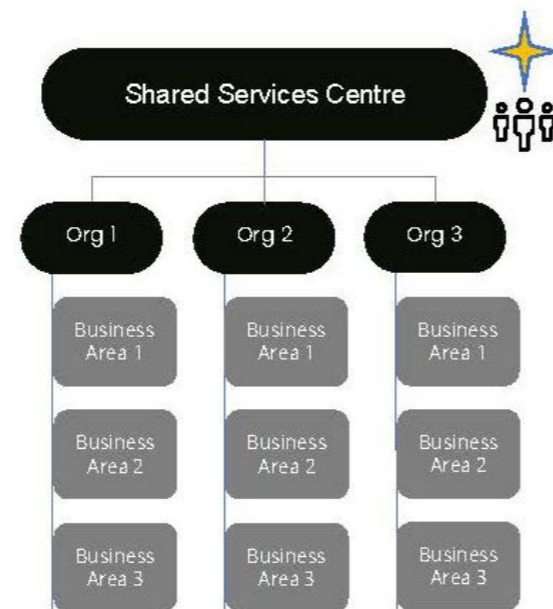


Figure 20 - Centralised Shared Service Operating Model

### Focused Shared Service Model

A Focused Shared Service Model positions the shared service model to prioritised processes with organisations. The Shared Services Centres are responsible for the management and distribution of dedicated resources to each organisation. Each organisation that has opted in is assigned a dedicated resource. Each assigned resource is accountable for learning the organisation's process and procedures.

Advantages of Focused Shared Service Model is the following:

- Partnerships between shared services and the culture and arts organisations.
- Culture and arts organisations obtain dedicated resources to support their business functions, while Shared Services Centre retains control of the resource distribution and projects/organisations prioritisation.
- Shared services resources have greater understanding of each individual organisation's business function processes and will be able to have better responsiveness compared to other models.

Disadvantages of a Focused Shared Service Model:

- Increases costs because more resources are required to support organisations via a dedicated strategy.
- Utilisation of shared services resources is diminished.
- Reporting structures and projects/priorities complexities increase.
- Dedicated resources may not be afforded the opportunity to learn new skills or have diverse job assignments.

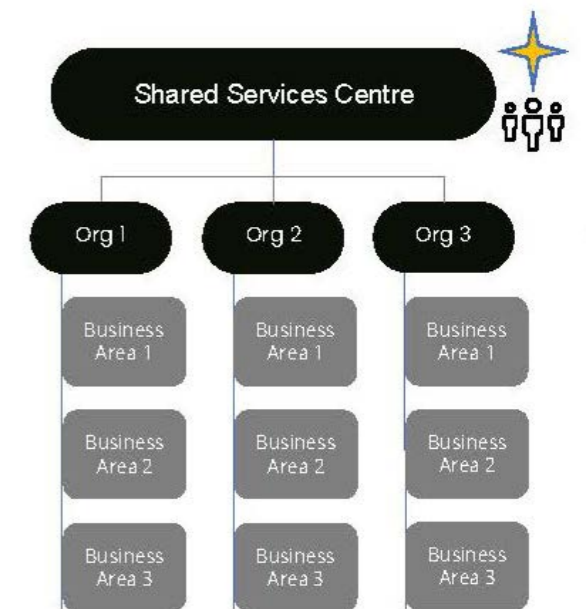


Figure 21 - Focused Shared Service Operating Model

### ***Distributed Shared Service Model***

A Distributed Shared Service Model is where each individual organisation is responsible for the delivery of their business functions, where the Shared Service Centre is responsible for providing technical expertise to the organisations when required.

Advantages of Distributed Shared Service model is the following:

- Organisations have control over the back-office functions activities which includes standards and operating principles.
- Organisation acceptance is easier to obtain and change leadership.
- Increased speed, ease of implementation and user acceptance.

Disadvantage of a Distributed Shared Service model is the following:

- Loss of consistency and standardisation in the performance of transactional and tactical activities.
- Increased potential of duplication of effort.
- Increased resource requirements to support organisations resulting in increased costs.
- Lower utilisation of shared services as well as growth and job diversity.

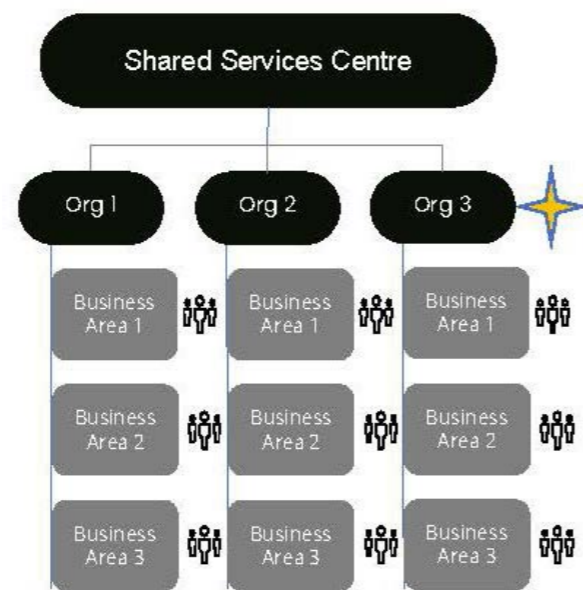


Figure 22 - Distributed Shared Service Operating Model

## **About the Chamber**

The Chamber of Arts and Culture WA Inc. (the Chamber) is the State's representative arts body, providing an independent, cohesive voice for the sector in Western Australia.

It has a high-profile Board of Management made up of Western Australian business leaders, cultural policy-makers and arts practitioners.

The Chamber is a not-for-profit organisation that aims to bring the Western Australia arts sector together to debate, discuss and to act as a collective on the major issues that impact the sector.

It has a membership of over 250 arts organisations, individuals and businesses across the broad spectrum of the arts, individual members and associate members.

It regularly advocates to government regarding policies and funding for the arts and culture sector.

Its ambitions for the Western Australian arts and culture sector are:

1. The arts and culture sector as a growing, healthy and key part of Western Australia's diversified economy and a key contributor to the State's aspirations and societal well-being.
2. Art and culture inspiring, connecting and attracting people in our capital city and regional centres.
3. Arts and cultural infrastructure that signals our global sophistication and our community spirit.
4. Western Australian artists showcased and celebrated here and throughout the world as key contributors to Western Australia's sense of place and identity.

# Chamber Board

**Phil Thick - Chair** | Chair, Perth Symphony Orchestra; Chair, Wesley College Endowment Fund

**Libby Klysz - Secretary** | Artistic Director & Producer, Variegated Productions; Board Member, CircuitWest

**Jim Cathcart - Treasurer** | Board Member, ART ON THE MOVE; Board Member, The Last Great Hunt

**Winthrop Professor Carmen Lawrence** | Director, Centre for the Study of Social Change in the School of Psychological Science, University of Western Australia; Chair, Publishing Committee UWA Publishing; President, Conservation Council of WA

**June Moorhouse** | CEO, Community Arts Network

**Anna Reece** | Director, Fremantle Arts Centre; Chair, PVI Collective; Board Member, CircuitWest

**Eva Grace Mullaley** | Artistic Director, Yirra Yaakin Theatre Company

**Fiona Sinclair** | Artistic Director / General Manager, Southern Forest Arts; Vice-Chair, Regional Arts WA; Committee of Management, GalleriesWest

**Jeremy Smith** | General Manager, Perth Institute of Contemporary Arts; Board Member, PVI Collective

## ARTS & CULTURE ORGANISATION MEMBERS

- Aboriginal Art Centre Hub WA
- APPARATUS: public art and cultural services Pty Ltd
- ART ON THE MOVE
- Artist Relief Fund WA
- Artitja Fine Art
- ARTRAGE Inc / FRINGE WORLD Festival
- Arts Margaret River Inc
- Artsource
- ArtSouthWA Inc
- Australian Museums and Galleries Association Western Australia
- Australian Screen Editors (WA)
- Awesome Arts Australia Ltd
- Barking Gecko Theatre Company
- Black Swan State Theatre Company
- Bunbury Regional Entertainment Centre
- Centre for Stories
- Charlesworth Ballet Institute
- CinefestOZ
- CircuitWest Inc
- CircusWA
- Comdance
- Community Arts Network WA (CANWA)
- Contemporary Dance Company of Western Australia
- Creative Collab.
- DADAA
- Denmark Arts
- Ellis House Arts Centre
- Embroiderer's Guild of WA
- Esperance Community Arts (Inc)
- Fliptease Pty Ltd also training as Access Circus
- FolkWorld Inc.
- FORM building a state of creativity Inc.
- Fremantle Arts Centre
- Fremantle Biennale
- Fremantle Chamber Orchestra
- Fremantle Press
- FutureNow
- GalleriesWest
- Goolugatup Heathcote
- History Council of Western Australia
- International Art Space (spaced)
- JCG (John Curtin Gallery)
- Kidogo Arthouse
- Kimberley Aboriginal Law and Culture Centre
- Komixx Entertainment Ltd
- Koorliny Arts Centre
- Madjtil Moorna Inc
- Mandorla Art Award
- Mandurah Performing Arts Inc.
- Media Entertainment Arts Alliance
- Melville Community Arts Assoc
- Mossenson Galleries

- Mundaring Arts Centre Inc
- Musica Viva
- North Midlands Project
- Performing Arts Connections Australia
- Performing Lines WA
- Perth Centre for Photography
- Perth Festival
- Perth International Cabaret Festival Limited
- Perth Symphonic Chorus
- Perth Symphony Orchestra
- PICA
- Professional Film Crew of Western Australia
- Professional Historians Association (WA)
- Propel Youth Arts WA
- Regional Arts WA
- Revelation Perth Film Festival
- RTRFM 92.1
- Screenwest
- Seesaw Magazine
- Sheila Foundation
- Southern Forest Arts
- Spare Parts Puppet Theatre Inc
- Strut Dance
- Tease Industries Pty Ltd
- The Blue Room Theatre
- The Choral Collective
- The Gelo Company
- The Last Great Hunt
- The Lester Prize
- The Literature Centre Inc.
- The Museum of Freedom and Tolerance
- The West Australian Music Industry

- Association Inc.
- THEATRE 180
- Tura New Music
- UWA Cultural Precinct (Lawrence Wilson Art Gallery & UWA Publishing)
- Victoria Park Centre for the Arts
- WA Youth Jazz Orchestra Assoc.inc
- WA Youth Orchestra
- WASO
- West Australian Ballet Company Inc
- West Australian Opera
- Western Australian Academy of Performing Arts
- Western Australian Fibre and Textile Association Inc. (WAFTA)
- Western Australian Youth Theatre Company
- Writing WA
- Yirra Yaakin Theatre Company

#### **PORTFOLIO AGENCY MEMBERS**

- Art Gallery of Western Australia
- Library Board of Western Australia
- Perth Theatre Trust
- Western Australian Museum

#### **LOCAL GOVERNMENT MEMBERS**

- City of Albany (Vancouver Arts Centre)
- City of Bunbury
- City of Busselton
- City of Cockburn
- City of Greater Geraldton
- City of Joondalup
- City Of Mandurah
- City of Perth
- City of Rockingham

- City of South Perth
- City of Stirling
- City of Subiaco
- Goolugatup Heathcote
- Shire of Augusta Margaret River
- Shire of Yalgoo (Yalgoo Arts and Culture Centre)
- Town of Bassendean
- Town of Cottesloe
- Town of Victoria Park

#### **INDIVIDUAL MEMBERS**

- Aine Whelan
- Abbe May
- Alan Dodge AM CitWA
- Ali Welburn
- Alison Gaines
- Andrew Lu
- Andy Farrant
- Barrie Le Pley
- Bev East
- Carmen Lawrence
- Cassandra Lake
- Cindy Wiese
- Clare Szmekura
- Connie Petrillo
- Craig Dalton
- Danielle Barlow
- David Downie
- David Mogridge
- Deanna Cooney
- Deborah Pearson
- Di Ingelse
- Dominique Monteleone
- Evan Kennea
- Frederic Flipo

- Gary Mack
- Gaye McMath
- Gene Tilbrook
- Graham Hay
- Helen Carroll
- Helen Cook
- Helen Tuckey
- helena grehan
- Helena Sahn
- Henry Boston
- Ian Booth
- Ingrid Puzey
- James Boyd
- Jane King
- Janet Holmes a Court AC
- Jim Cathcart
- John Barrington
- Jude van der Merwe
- Julian Bowron
- Kate Parker
- Liesbeth Goedhart
- Linda Savage
- Marcus Whelan
- Margaret Sommerville
- Margot Teusner
- Margrete Helgeby Chaney
- Mario D'Orazio
- Mary-Ellen King
- Mathew Simmons
- Matthew Blampey
- Max Hipkins
- Michael Tucak
- Moira Nigam
- Monique Beaudoire
- Morgan Solomon

- Nathan Bennett
- Nic Croudace
- Olivier David
- Peter Kift
- Phil Thick
- Pina Caffarelli
- Pippa Davis
- Rebecca Bencivenni
- Robyn Johnston
- Ruth Halbert
- Sally Richardson
- Sam Walsh
- Sandy Anghie
- Shane Colquhoun
- Simone Collins
- Simone Flavelle
- Stephen Bevis
- Stephen Dawson
- Tabitha McMullan
- Terry Grose
- Tracy Routledge
- Vivienne Glance
- Warwick Hemsley
- Wendy Wise

#### **INDEPENDENT ARTIST MEMBERS**

- Alex Desebrock
- Chloe Hurst
- Christine Parrott
- Christopher Young
- Daisy Sanders
- Daley Rangi
- Humphrey Bower
- Jennie Newman
- Jessica Gethin

- Julia Moody
- Julian Canny
- Juliana Areias Vasconcellos Mendes
- Kate Separovich
- Levon Polinelli
- Libby Klysz
- Mitch Whelan
- Noemie Huttner-Koros
- Olga Cironis
- Ryan Marano
- Sally Richardson
- St John Cowcher
- Susan Hauri-Downing
- Susie Conte
- Talitha Maslin
- Terri-ann White
- Veronique Ramen

#### **CORPORATE MEMBERS**

- Bar Pop Management Pty Ltd
- Brookfield Properties
- Copyright Agency
- Hesperia
- Localise Pty Ltd
- Lux Events Pty Ltd
- Media Super
- Minderoo Foundation
- Poolman Taxation Management
- StepBeyond Strategy Pty Ltd
- Tempo Tax and Accounting

#### **LIFE MEMBERS**

- Warwick Hemsley
- Jan Stewart PSM
- Margaret Seares AO
- Sam Walsh AO



**THE CHAMBER  
OF ARTS AND CULTURE**  
WESTERN AUSTRALIA

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The Chamber is the peak advocacy and membership organisation for the arts and culture sector in Western Australia.

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Arts Matters

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