

JPA JIRIKI PERFORMING ARTS

BUSINESS PLAN

2011-2013

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Company Purpose

- a) The company is established for the public charitable purposes of presenting film, theatre, musical theatre, opera and other productions using primarily Aboriginal and Torres Strait Islanders in the cast and production crew.
- b) For the purposes outlined in rule (a) above, the directors may:
 - (1) formulate policies;
 - (2) make rules in connection with any policy; and
 - (3) revoke or amend any policy or rules and formulate others.

Goals and Objectives

- Create a highly organized, productive and efficient organization
- Clearly outline specific responsibilities for each position
- Eliminate overlapping job responsibilities
- Monitor cost effectiveness and quality of outsourced functions
- Create an environment where Indigenous actors have more opportunity to perform in main stream productions
- Create an environment where mentoring is the key element in each production
- Create innovative productions that offer 'something different' to audiences
- Create an enjoyable, creative, positive workplace

The strength of the Jiriki Performing Arts (JPA) management team will be derived from the blend of experience, creativity, savvy and energy. The individuals and contractors who occupy key positions within the company are dedicated and prepared to ensure JPA success and profitability.

The Jiriki Performing Arts Business Plan is a 'living document' and will be used as a tool and guide to the Company. It will be constantly reviewed and upgraded to meet the changing circumstances of its projects.

Strategies

Strategy	Details	Responsibility
Build a Skilled Board	<ul style="list-style-type: none">• Recruit board members with the right skills in financial management, corporate governance and arts development• Include Indigenous members• Enlist the help of the Australian Business Arts Foundation – ‘Better Business Arts Registration’	Board
Develop Sponsorship Packages	<ul style="list-style-type: none">• Develop printed sponsorship packages with various levels of commitment• Mail-out to potential sponsors• Subscription Package launch	Board/Chairman
Audience Development	<ul style="list-style-type: none">• Develop membership of Jiriki Performing Arts• Social network regular updates• Regular newsletter• Create activities such as viewing development workshops and rehearsals, other small corporate engagements	Board/Chairman
Brand Development	<ul style="list-style-type: none">• Enlist the help of the Australian Business Arts Foundation’s Advice Bank mentoring• Media editorials and statements• Create a competitive and distinct product• Produce a branding and business case to attract corporate and government investment	Board/Chairman

Artistic Program

Identifying suitable productions that will compliment the purpose of company is a priority of the Board.

1. **Porgy and Bess**

George Gershwin's opera Porgy and Bess was the first production attempted during the time that the company was waiting the outcome of the applications for DGR and ROCO. Management and funding applications were undertaken by Jiriki Management with the aim of handing over the project to JPA once full Company status had been achieved.

Australia Council provided a grant to run a Masterclass in Perth with renowned conductor and musician, Martin Piecuch from New York. The Masterclass was attended over four days by 15 Indigenous singers and was held at the premises of AbMusic. The Masterclass was very successful and culminated in a remarkable concert performance to a very appreciative audience.

This project was set aside to be revisited in the future when it became obvious that financial support would be difficult for such a major production.

2. **Hamlet on Trial**

In 1995, the original one-act version was written by Elizabeth Falk, New York Director, for a fundraising gala for the benefit of, and at the behest of Shakespeare's Globe London, where she was the first woman ever to direct. Elizabeth went on to direct a further three productions in 1997, 2000 and 2003.

Hamlet On Trial places the story of Hamlet in a contemporary setting featuring a real judge, a real prosecuting attorney and a real defense attorney. The production will also have a real jury of 13 people picked from a jury pool made up of participating members of the legal fraternity of Western Australia.

This production will feature real actors in the key roles of Hamlet, Claudius, Gertrude, Ophelia and the Ghost of Hamlet's father. The production will cast Aboriginal actors and crew wherever possible in line with Jiriki Performing Arts purpose statement.

Hamlet on Trial is now in the feasibility stage and will potentially be the first production for Jiriki Performing Arts.

Corporate Details

1. Company Name: Jiriki Performing Arts (JPA)
2. ACN: 140 655 376
3. ABN: 69 140 655 376
4. Registered Office: CarterWilliss
87 Lowood Road
Mount Barker WA 6324
5. Phone: +61 8 9316 8910
6. Mobile: 0439 931 689
7. Email: info@jiriki.com.au
8. Website: <http://jpa.jiriki.com.au/>
9. Legal Structure: Registered Company
Deductible Gift Recipient (DGR)
Register of Cultural Organisations (ROCO)
10. Industry: Film, Theatre, Musical Theatre & Opera
11. Bank: Commonwealth, Booragoon, WA
12. Company Secretary:
Chairman: Beverley Elizabeth Webb
14 Earlston Way,
Booragoon Western Australia 6154
Australia
Phone: +61 8 9316 8910
Mobile: 0439 931 689

Board of Directors



Beverley Elizabeth Webb (Perth WA)

Beverley is Managing Director of Indreju Enterprises Pty Ltd T/A Jiriki Management. The Company specialises in managing Aboriginal and Torres Strait Islanders talent and Project Management that involves primarily Aboriginal Artists.

Beverley has a wealth of experience managing the finances of large organisations. Beverley has been granted, been in control of or auspiced funding from Australia Council, Australia-China Council, Department of Foreign Affairs & Trade, Lotterywest and Department of Culture and the Arts since 2000. Management of these funds has been with skill and integrity and all acquittals of the funding and projects have been done successfully.

Beverley has taken on more Project Management including producing two CD's for didgeridoo player Heath Bergersen, tour to the World Melody Festival in Mongolia in 2007 where Heath Bergersen was the first Indigenous Australian to perform at this annual festival. Beverley produced and managed the Boodjar Weern Spirit of the Land Showcase group which toured China in May 2009.

Beverley is Company Secretary and Chairman of Jiriki Performing Arts which will extend the project management to new levels with the aim of providing major theatre production opportunities for Aboriginal and Torres Strait Island singers, actors, musicians and crew. Beverley is one of the three Directors responsible for the management of the Public Fund of Jiriki Performing Arts.

Beverley has contracted financial and relief services to Local Government and has worked in various Local Governments as a Financial Manager or Deputy Chief Executive Officer since 1993. At present she is a Senior Project Officer, Advice and Support at the Department of Local Government in Perth.

Beverley's main interests are in the arts and the entertainment industry and she has been proactive in many community organisations helping to run major events and securing government and corporate funding for various enterprises.

Beverley has auspiced and managed over \$200,000 in grants for Indigenous artists since 2002 and has a reputation for sound financial and business management in the administration of these grants.



Louise Howden-Smith (Perth WA)

Louise was born and raised in Sydney and moved to Perth in 1976 after spending the previous six years in Ottawa, Canada. Her six years in Canada was life forming not only working in the climate of a university but working in a Crisis Centre and familiarizing herself with the plight of the First peoples of Canada. This experience has lead her to the work she is now undertaking in Perth Western Australia in the formation of the first West Australian Aboriginal Contemporary Dance Company and Training Centres in Perth and throughout Regional Western Australia and international exchange between First peoples.

Louise's position as Executive Director of West Australian Ballet held from 1996 – 2007 was via a background in business and management and for the past 25 years Louise has forged a career involving Community Arts, the Visual Arts and Performing Arts in Western Australia.

Community affiliations included being President of Learning Centre Link, the peak organisation for Community Learning Centres; a founding Council Member of The Beehive Montessori School in Mosman Park; a member of Healthway Arts Advisory Board for three years; and a Founding Member of ArtsVoice WA. Deputy Chair of the Indian Ocean Cultural Council and was an active participant in the two Indian Ocean Arts Festivals in Western Australia in 1979 and 1984 and in 1983 she was involved in the first Aboriginal Festival in Perth. In 2007 she took over as the Convener of the West Australian Indian Ocean Forum. In 2003, she was appointed Chairman of Curtin University's External Advisory Board to the School of Management.

Louise was a Board Member of the Perth based Aerial Dance Company Skadada and is a member of the Committee for the establishment of the Inaugural 'Festival Baroque Australia', is on the Advisory Committee for the presentation of a full Aboriginal cast of Porgy and Bess in 2011 and is a Member of the Global Foundation and a Member of the Australian Institute of International Affairs. She consults in a voluntary capacity to numerous 'not for profit' arts organisations and mentoring young aspiring artists.

Louise is a recipient of the Centenary Medal from the Prime Minister of Australia for her contribution to the Arts in Australia. In 2006 Louise was honoured with an Award as 'Woman of Distinction' and a Nomination for 'Australian of the Year'. In 2007 Louise received the Ausdance WA 30th Anniversary Award for 'Services to Dance'.

Louise has had 25 years of working in the Arts and the community in Western Australia, has travelled the world extensively and represented both CraftWest and West Australian Ballet internationally. Over the past eleven years she was hosted in Bangkok by the Australian Ambassador to Thailand at both the 4th and 6th Bangkok International Festival of Music and Dance. In 2006 Louise was hosted by Australian Embassies in Vietnam, Cambodia, Thailand and India developing networks and relationships in the area of the Arts and government.

Louise's vision now is the establishment of the first West Australian Professional Indigenous Contemporary Dance Company and Training Centres to provide inspiration and creative pathways for Aboriginal performance artists and arts workers.

Her experience in leadership and mentoring and the value and complexity of our Indigenous Culture is a strong element of the work she does today. Louise is well known for her Vision, Strategic Alliances and Networking nationally and internationally. Louise is one of the three directors responsible for the management of the Public Fund of Jiriki Performing Arts.



Stephen Carter

Stephen is an accountant and has been in public practice for 42 years, 37 years as a partner/principal. He was a fellow CPA Australia until 2001 and is currently a Fellow of the NTAA.

Stephen served as a councillor for the Shire of Plantagenet, Mount Barker, Western Australia before becoming a founding member of the steering committee to establish a Community Bank in Mount Barker. He was an inaugural director of the company which operated the Community Bank for 3 years and has been a director of the Mt Barker Co-Operative for over 8 years. Stephen was president of the local Pony Club for 4 years and an active member of the club for 5 years prior attending all the rallies and events.

Stephen acts as honorary auditor for many community groups and sporting associations and clubs and has a good understanding of the governance requirements of not-for-profit organisations.

Stephen brings a wealth of experience in business improvement and maximising business value and is one of the three directors responsible for the management of the Public Fund of Jiriki Performing Arts.

Isobel Lacy

Isobel has been a full time drama teacher for 23 years and is presently teaching at Leeming Senior High School. Isobel has a Bachelor of Arts, majoring in theatre and Australian Literature. She also has a Diploma of Education from the University of WA in drama teaching.

During her career, Isobel and her students have created 57 productions both at Rossmoyne and Leeming Senior High Schools.

Isobel has a great interest in the arts and will bring a vast amount of knowledge to the board and future productions.



Trevor Jamieson

Trevor was born in Subiaco, Western Australia and is an experienced actor in both Theatre and Film. He is also a talented didgeridoo player, guitarist, singer, dancer and storyteller.

Trevor has been involved in theatre and film since 1991 and notable are productions such as *Burning Daylight* by the Stalker Theatre

Co, *Yandy* by Black Swan Theatre Company and *Rabbit Proof Fence* by Jabal Films. Trevor also played didgeridoo and danced at the Rock n' Royal Concert in Denmark which was part of the wedding celebrations of Crown Prince Frederik and Mary Donaldson. Trevor played Rev Eggleston in the popular *Lockie Leonard* Television series in 2007 and 2010. Most recently Trevor played one of the Roebuck Dancers in the much acclaimed feature film *Bran Nu Dae*.

In 2010 Company B Belvoir and Big hART collaborated in a production that tells the story of one of our most famous artists – *Namatjira*. Trevor and the production have received stunning reviews and it looks set to tour Australia during the next couple of years.

In prior years Trevor developed and co-wrote his own story in collaboration with Big hART which became a major theatre production. *Ngapartji Ngapartji* has been to the Melbourne Festival, Perth International Arts Festival, Dreaming Festival, the Adelaide Festival and the Sydney Festival in January 2008. *Ngapartji Ngapartji* also tours a smaller, more intimate version of the show and is used extensively in a workshop environment. Trevor is very much in demand for workshops all over Australia and is often called upon to work with children teaching them dance, music and culture.

Trevor was nominated - Best Leading Man for *Namatjira* - Sydney Theatre Awards 2010. Trevor was nominated and won Best Leading Man for *Ngapartji Ngapartji* - Sydney Theatre Awards 2008 and the production won Most Outstanding Achievement in Film, TV or Theatre at the Deadly Awards in the same year.

Trevor is not as well known as a musician and singer but he is looking to expand his career in that direction in the near future. He collaborated with Heath Bergersen and Derek Nannup to produce a CD titled *Travelling Friends* which was funded by the Indigenous Panel of ArtsWA in 2007. Trevor's particular skills are with singing and playing guitar.

Trevor is a well respected person in his community and will act as cultural advisor to Jiriki Performing Arts. He brings a wealth of knowledge of theatre and film productions and will be an important advisor to any project undertaken.



Sally Richardson, Writer/Director

Sally is a past recipient of an Australia Council Dramaturgy fellowship (2006) and a Creative Arts Fellowship from the Western Australia Department of Culture and the Arts (2008). She was a member of the Theatre Board of the Australia Council (2001-5), and Artistic Director of Steamworks Arts Productions (2001-10). Sally was a board member of Spare Parts Puppet Theatre (2007-10), and is currently Dramaturg/Project manager for Yirra Yaakin Theatre Company for *Waltzing the Wilarra* (premiered at the 2011 Perth International Arts Festival). Sally was the director and producer of *Live@Woodside* (2008-2010), and in 2010 was the selected dramaturg for the *New Visions, New Voices International Festival* held in May at the Kennedy Centre for the Performing Arts in Washington DC.

Sally has written and directed works across the performing arts spectrum into theatre, dance, circus, visual arts and physical theatre. Theatre productions include; *Savage Grace*, *Nocturne*, *Medea 05*, for Steamworks, Black Swan, PICA and B Sharp, and *The Danger Age* for Deckchair Theatre. Dance productions include; *The Drover's Wives* for the Perth International Arts Festival, and Shanghai and Beijing International Festivals, *I am Njinsky*, *Loaded* (National Tour) and *So Do You Come Here Often?* (Mobile States). Puppetry productions include; *H2O* for the Perth International Arts Festival, and *Splat!* Spare Parts Puppet Theatre. Circus productions include; *Rhapsody* for National Institute of Circus Arts (Melb), and *The Promise* for The Flying Fruitfly Circus (Sydney Festival 2009) Winner 2009 Helpmann Award for Best Presentation for Children.

Sally is passionate about shaping an Australian performing arts culture that engages with our ever-changing society. For the past 20 years she has worked as a writer, director, dramaturg and performer in collaboration with some of Australia's leading performing arts companies and artists. In 2000 she founded Steamworks Arts Productions and served as the Artistic Director for ten years.

Sally continually develops the possibilities of what theatre is and could be. Her work is ever-evolving, always questioning and delves into new forms of expression. Working across genre, each new performance takes form through an open and collective exchange of ideas with artists from various backgrounds including circus, dance, theatre, writing, music, visual arts and street art. Her ability to envisage and direct large-scale hybrid performances with multiple choreographers and artists has been widely recognised, and she was presented with the Helpmann Award for Best Presentation for Children for [The Promise](#) in 2009.

Sally is currently working in collaboration with Pinstripe Circus on the development of [The Lost Boys](#) - a physical theatre work exploring the intersection of street art and street theatre. In 2011, Sally continues to work as the Dramaturg/ Project Manager for Yirra Yaakin Theatre Company's [Waltzing the Wilarra](#), and as the Director/ Producer of [Nullarbor](#) in collaboration with Maakan Productions (VIC).

Sally will bring to the Board of Jiriki Performing Arts experience and advice in producing a variety of theatre and other productions.

Marketing

Target	Details	Responsibility
State, Federal and Local Governments	<ul style="list-style-type: none">• Keep up to date with progress and relevant information and news• Partnered with all value adding programs• Awards• Alternative funding sources	Board
Private Companies	<ul style="list-style-type: none">• Networking• Media• Subscription Package launch	Board/Chairman
Media	<ul style="list-style-type: none">• Editorials• Free or reduced cost advertising• Cross promoting with other performances• Radio advertising• Providing free tickets for competitions	Board/Chairman
Audiences	<ul style="list-style-type: none">• Updated newsletters (e-marketing)• Media releases• Advertising targeting traditional theatre audiences as shows come on stream.	Board/Chairman

Financial Planning

Financial Planning is an area of the Business Plan that needs careful development and consideration. The company is starting from a zero financial base and it is not anticipated that foundation sponsorship will be achieved until the first production is well developed and the company has begun to prove its viability.

For the first planned production - ***Hamlet On Trial*** – Beverley Webb will be appointed as the Producer and her work in developing the project will be unpaid until such time as the production is financed and successful. Due to the nature of the script, funding will be largely sought from the legal community as well as artistic development from government funding sources.

Sources of Capital:

Sponsorship		Government	Earned
Private	Individuals Foundations	DCA – Development Workshops Australia council – Project Funding Local Government - City of Perth	Box Office Special Events
Corporate	Mining Legal Financial Transport Hospitality Media	Lotterywest Healthway US Embassy (<i>Hamlet On Trial</i>)	

Tasks and Timelines

BUSINESS NAME

The registration of JPA was achieved on 19 November 2009 and the pro-bono work by Freehills is recognized and very much appreciated.

JPA achieved Deductible Gift Recipient (DGR) on 27 October 2010 and is also on the Register of Cultural Organisations (ROCO). The Company is governed by a Board of Directors and the Company Secretary and Chairman is Beverley Webb.

WEBSITE

At present, the JPA website is part of the domain belonging to Jiriki Management. Further development of the website is ongoing and will eventually have its own domain. <http://jpa.jiriki.com.au/>

BUSINESS INFRASTRUCTURE

The Company began with three Directors, Beverley Web (Company Secretary), Louise Howden-Smith and Stephen Carter. These three directors are responsible for the operation of the Public Fund. The inaugural Annual General Meeting (AGM) was held on 9 May 2011. Beverley Webb was appointed as Chairman and two new directors, Trevor Jamieson and Isobel Lacy, were appointed. It was decided to appoint an auditor at the next general meeting of the Company.

Rules and policy development will be undertaken and a draft presented to the next general meeting of the Company.

PROJECT DEVELOPMENT

JPA's first project is a theatre piece called *Hamlet On Trial* and it is anticipated that the performances will be in early 2013. During 2012 it is planned to hold at least one development workshop and to explore and develop sponsorship and funding opportunities to make the company and its first production a reality.