

BREC

Strategic Plan

2027 - 2029

BUNBURY REGIONAL ENTERTAINMENT CENTRE | 2 Blair Street, Bunbury WA 6230, Australia
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Acknowledgement

BREC acknowledges that we operate on Wardandi Noongar Boodja and pays respect to Elders past and present. We recognise First Nations peoples as the world's oldest storytellers and honour the culture and knowledge that continue to shape our community and the world around us. We are committed to listening to, learning from, and supporting First Nations artists and communities through our work.



About BREC

BREC is the Bunbury Regional Entertainment Centre - a leading performing arts, cultural and events venue serving Bunbury and the wider South West.

Since opening in 1990, BREC has played an important role in the cultural, creative and civic life of Bunbury and the region. Originally created through community advocacy, fundraising and local ambition, the venue remains deeply connected to the communities it serves. Generations of South West audiences, artists, volunteers and community members have grown up with BREC as part of their lives.

Owned by the City of Bunbury and operated by the not-for-profit association Bunbury Regional Theatre Inc, BREC presents and hosts a diverse mix of live performance, film, business events, civic and community activity, creative learning and creative development opportunities.

Today, BREC operates across multiple venue spaces and welcomes audiences, artists, community organisations, businesses and visitors from across the South West and beyond. As Bunbury's major cultural venue, BREC contributes significantly to the city's identity, liveability and reputation while also playing a leading role in the cultural life of the wider region.

BREC has a long-standing commitment to engaging children, young people, schools and families through performance, participation, creative learning and access to arts experiences.

Alongside a hard-working professional staff team, BREC's work is also supported by a large volunteer cohort who play a vital role in welcoming audiences and delivering front of house operations.

Strong ongoing community support, including continued interest in joining the Board, reflects the important place BREC holds within the region. Approaching its 40th anniversary in 2030, BREC continues to evolve while remaining grounded in the community spirit that helped create it.

This Strategic Plan focuses on strengthening the organisation's sustainability, influence and impact for the next generation of audiences, artists and communities.



Purpose

BREC brings people together to share exceptional experiences.



Mission

We create, present and host performances and events, playing a central role in the South West's cultural, creative and civic life.



Vision

A leading cultural destination where bold experiences, strong regional voices and creative ambition help shape the South West's future.

Our Values



Champion Respect

It starts with how we behave and how we treat others.



Evolve and Thrive

We keep what works, adapt when needed and look ahead.



Together

We don't work in isolation.

We work openly across teams, with our partners and our community.

BREC's Role

BREC plays a leading cultural role within Bunbury and across the South West - bringing people together through performance, storytelling, creativity and shared experience.

As the South West's longest established professionally managed performing arts venue, BREC plays an important role in presenting touring productions, supporting local creative practice and enabling community and civic activity. Through long-standing partnerships with organisations including the Philharmonic South West Orchestra and South West Opera Company, BREC continues to support the development and visibility of arts and culture across the region.

BREC's role extends beyond venue presentation. The organisation supports artists and producers, facilitates partnerships, develops audiences, provides opportunities

for participation and contributes to broader conversations about the future of arts and culture in regional Western Australia.

BREC is committed to presenting and supporting high-quality artistic and cultural experiences that reflect the diversity, creativity and ambition of the South West and contemporary Australia.

BREC contributes significantly to the economic, social and cultural life of Bunbury and the wider South West through tourism, hospitality, education, employment and business events. The organisation plays an important role in attracting visitors, supporting the night-time economy and strengthening Bunbury's reputation as a vibrant and culturally active regional city.

Through conferences, performances, community events and cultural activity, BREC helps position Bunbury as a regional destination for business, creativity and shared

experiences. The organisation works across sectors and with a broad range of partners to support the city's continued growth, liveability and cultural leadership within regional Western Australia.

At its core, BREC exists to create opportunities for people to gather, connect and experience stories, ideas and creativity together - contributing to the social, cultural and emotional wellbeing of the communities it serves.



Strategic Context

A Changing World

BREC enters this strategic period during a time of significant change and uncertainty locally, nationally and globally.

Communities and organisations continue to experience the effects of economic instability, rising costs of living, workforce pressures, housing shortages and changing patterns of participation and attendance. Broader global events - including conflict, political instability, climate impacts and energy transition - continue to influence economic confidence, public investment environments and the cost of doing business.

As a regional presenting and events organisation, BREC operates within a live performance environment that continues to experience rising operational and touring costs, workforce pressures and changing audience patterns. While regional touring

remains critically important to audiences and communities across Western Australia, increasing freight, fuel and production costs are beginning to affect the viability and scale of touring activity, particularly for regional venues located significant distances from metropolitan centres. The long-term impact of these pressures on the scale, diversity and affordability of regional programming remains uncertain and may affect BREC's ability to deliver exceptional experiences at our current scale and maintain financial sustainability over the life of this Strategic Plan.

At the same time, periods of uncertainty reinforce the importance of connection, storytelling, creativity and shared cultural experiences. Arts and cultural organisations like BREC play an important role in helping communities connect, reflect and imagine the future together, particularly during times of instability and change.

This Strategic Plan is intended to provide direction while remaining adaptable and responsive to changing circumstances. Some priorities will evolve over time, and delivery will depend on organisational capacity, partnerships, funding and available resources.



A Growing and Changing Region

The South West continues to grow and change, with increasing population, tourism and cultural activity shaping the region's identity and aspirations.

Alongside this growth, the region's cultural infrastructure is also evolving. BREC now operates within a broader network of professionally managed performing arts venues across the South West, including Margaret River HEART, Harvey Recreation and Cultural Centre and Busselton's Saltwater Cultural Precinct.

Together, these venues create new opportunities for touring, collaboration, audience development and regional cultural leadership. At the same time, the growth of cultural infrastructure across the region reinforces the importance of strong partnerships, clear organisational identity and sustainable approaches to programming and audience development.



As Bunbury's major performing arts venue, BREC contributes to the city's growing reputation as a vibrant regional centre and cultural destination. The organisation attracts audiences and visitors from across the South West and plays an important role in supporting the city's liveability, hospitality, tourism and cultural identity.

Audience expectations also continue to evolve. Communities increasingly seek diverse, high-quality and accessible cultural experiences that reflect contemporary Australia, regional identity and opportunities for participation.

BREC continues to invest in audience development and participation initiatives that support broader access to arts and cultural experiences across the region. This includes long-term work focused on engaging children and young people, as well as participation in nationally supported audience development partnerships focused on First Nations engagement and contemporary touring performance.

As the region grows, so too does the importance of ensuring the South West remains a place where people can access, participate in and create arts and cultural experiences close to home.

Over the life of this Strategic Plan, a new hotel development adjacent to the BREC site has the potential to create new opportunities for partnerships, visitation, conferencing and broader activation of the surrounding precinct.

Sustainability and Resilience

Like most arts and cultural organisations, BREC operates within a complex financial environment.

The organisation continues to manage increasing operational costs alongside ageing infrastructure, changing technology requirements and growing expectations around accessibility, sustainability and visitor experience.

Maintaining and renewing performing arts and cultural infrastructure across regional Western Australia presents ongoing challenges and requires long-term investment and partnership across all levels of government, particularly where facilities serve broad regional catchments beyond their local government boundaries.

In partnership with the City of Bunbury, BREC continues to plan for the ongoing renewal and improvement of the venue and surrounding precinct.

The live performance sector also continues to face workforce challenges nationally and regionally, particularly in technical and arts industry specialist roles. Attracting, developing and retaining skilled staff, creative practitioners and volunteers remains critical to the long-term sustainability of the sector and of BREC itself.

In response, BREC continues to focus on adaptability, relationship development, partnerships, organisational capability and long-term resilience to ensure it can continue serving Bunbury and the South West into the future.



Partnerships and Policy Environment

BREC operates independently while working closely with local and State government, funding bodies, arts organisations, touring companies, businesses and community stakeholders who contribute to the cultural life of Bunbury and the South West.

The City of Bunbury's new Arts and Culture Strategy represents an important step in articulating a long-term cultural vision for the city and recognising the role arts and culture play in community identity, liveability, tourism and economic development.

As Bunbury's major cultural venue, BREC plays an important role in helping realise broader cultural aspirations for the city and region through presentation, participation, creative development, partnerships and audience engagement. While this Strategic Plan is independently developed and reflects BREC's

own priorities and purpose, there are clear areas of shared ambition and opportunity for collaboration.

At a State and national level, BREC also operates within broader cultural policy and infrastructure frameworks that recognise the importance of regional cultural organisations in supporting creative industries, community wellbeing and regional development. These frameworks continue to evolve, including ongoing implementation of the Western Australian Cultural Infrastructure Framework and the pending update to the Australian Government's national cultural policy, Revive.

Delivering This Plan

This Strategic Plan sets the long-term direction for BREC between 2027 and 2029.

Annual operational planning, budgeting and resource allocation will determine the timing and scale of delivery across individual initiatives and priorities. Progress will be reviewed regularly to ensure the organisation remains responsive to changing conditions, opportunities and community needs.



Strategic Focus Areas

Focus Area One

First Nations Participation & Representation

We work in partnership to support and elevate First Nations voices, culture and participation across BREC.

1. Enact Reconciliation through our actions and across our program.

MEASURES OF SUCCESS

- First Nations artists and perspectives are meaningfully included in BREC's program
- Relationships with First Nations artists and community are active and ongoing

2. Make First Nations arts and culture visible at BREC.

MEASURES OF SUCCESS

- First Nations arts and culture, are visible across programming, spaces and communications
- Audiences regularly encounter First Nations work at BREC

3. Prioritise First Nations participation, representation and attendance across the organisation.

MEASURES OF SUCCESS

- First Nations people are engaging with BREC as artists, audiences, staff, volunteers, clients, contractors or suppliers
- BREC is seen as a welcoming place for First Nations community



Focus Area Two

Creative Leadership & Capacity Building

We support creative practice, build capacity and play a leading role in developing a sustainable and connected arts sector.

4. Maintain BREC as a hub for creative practice, supporting the development of sustainable professional careers for South West based independent artists.

MEASURES OF SUCCESS

- Professional and emerging artists are supported by BREC to develop and present work
- Artists are progressing their practice and opportunities over time

5. Increase creative capacity across partners, local arts and events organisations, schools and community groups, including through access to BREC facilities and expertise.

MEASURES OF SUCCESS

- Partners have increased capacity to deliver creative activity
- Schools and community groups are accessing BREC facilities, programs and support in meaningful ways

6. Develop, participate in and lead strategic partnerships that grow the arts and cultural ecosystem, strengthen sustainability, and increase the influence of the South West creative sector.

MEASURES OF SUCCESS

- BREC plays a leadership role in regional and cross-sector collaboration
- Partnerships lead to tangible outcomes such as projects, touring or shared initiatives

7 Advocate for the value and development of the arts and creative industries in the South West and beyond.

MEASURES OF SUCCESS

- BREC contributes to sector conversations and opportunities
- Advocacy activity leads to relationships, opportunities or increased visibility for the region



Focus Area Three

Welcome Everyone

We work to expand and diversify the people who engage with BREC and ensure every visit is welcoming, inclusive, meaningful and worthwhile.

- 8. Strengthen BREC's brand and market position as a welcoming and inclusive performing arts and business events destination, increasing awareness and reach.**

MEASURES OF SUCCESS

- Increased awareness of BREC and its offer
- BREC is seen as welcoming and high quality



9. Maintain and build market share in the events sector.

MEASURES OF SUCCESS

- Strong demand for BREC as an event venue
- Repeat business from hirers and clients

10. Diversify and grow audiences and increase participation across BREC Presents programming and live performance, ensuring inclusive and accessible opportunities for all.

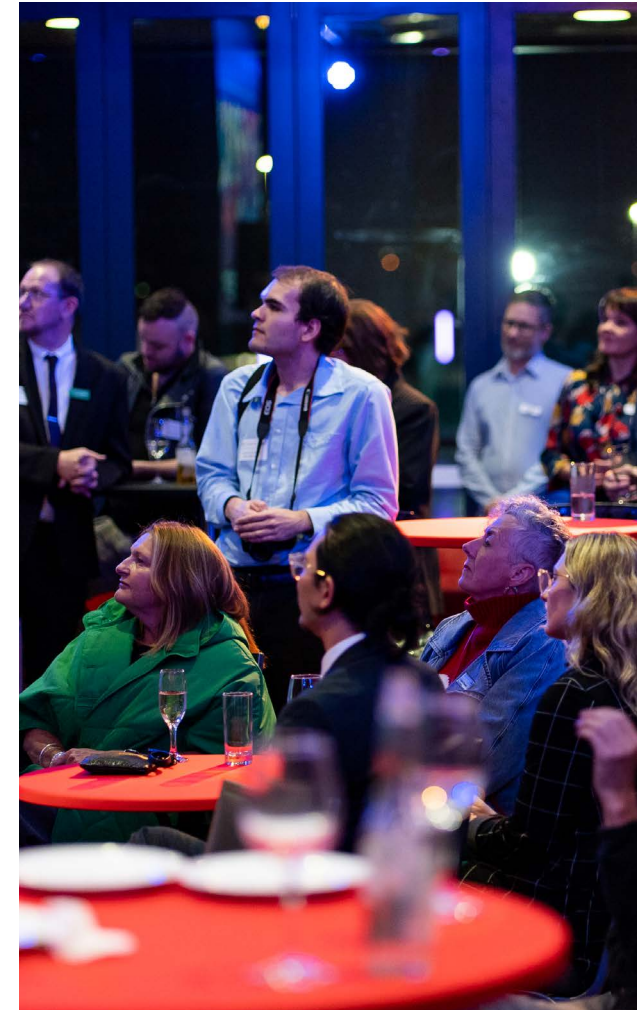
MEASURES OF SUCCESS

- New audiences are attending and engaging with BREC
- Participation reflects a broad cross-section of the community
- BREC continues to attract strong levels of attendance

11. Deliver a distinctive, high-quality visitor experience that reflects BREC's purpose of bringing people together to share exceptional experiences.

MEASURES OF SUCCESS

- Visitors have positive and memorable experiences
- BREC is recognised for the quality of its visitor experience



Focus Area Four

Future Proof BREC

We strengthen sustainability, capability and resilience to ensure BREC's long-term success.

12. Digital systems and workflows support efficient and effective operations across the organisation.

MEASURES OF SUCCESS

- Digital systems are used effectively across the organisation
- Workflows are aligned and reduce manual effort

13. Diversify and grow income to strengthen financial sustainability and organisational capacity.

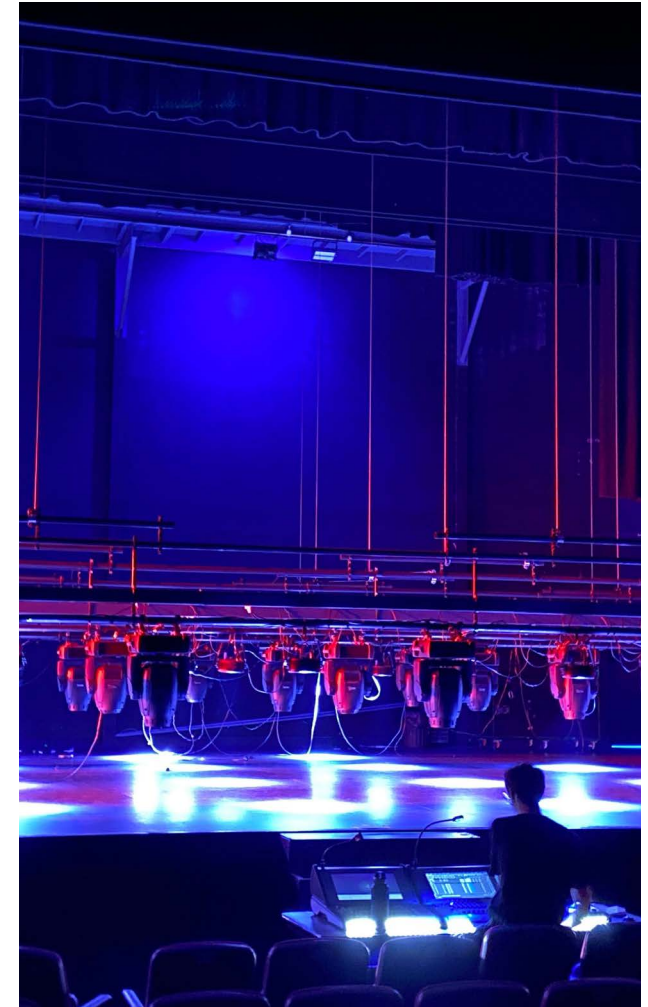
MEASURES OF SUCCESS

- Income is generated from a mix of sources
- Stable or growing income across revenue streams

14. Work in partnership with the City of Bunbury to plan for upgrade or replacement of key building infrastructure.

MEASURES OF SUCCESS

- Infrastructure planning is progressed in partnership with the City
- Facilities support quality user and audience experiences





15. Maintain a strong, proactive Board and sound governance.

MEASURES OF SUCCESS

- Governance processes are effective and well understood
- The Board provides clear direction and oversight

16. Strengthen business continuity and organisational resilience.

MEASURES OF SUCCESS

- BREC is able to respond effectively to disruption
- Key risks are identified and actively managed

Focus Area Five

Our People & Future Workforce

We work to build and support a skilled and future-ready workforce of staff and volunteers

17. Strengthen workforce capability through ongoing skills development and clear pathways for staff and volunteers.

MEASURES OF SUCCESS

- Staff and volunteers are developing skills and capability
- People feel supported in their roles

18. Develop and implement succession planning to support continuity, capability and future leadership across the organisation.

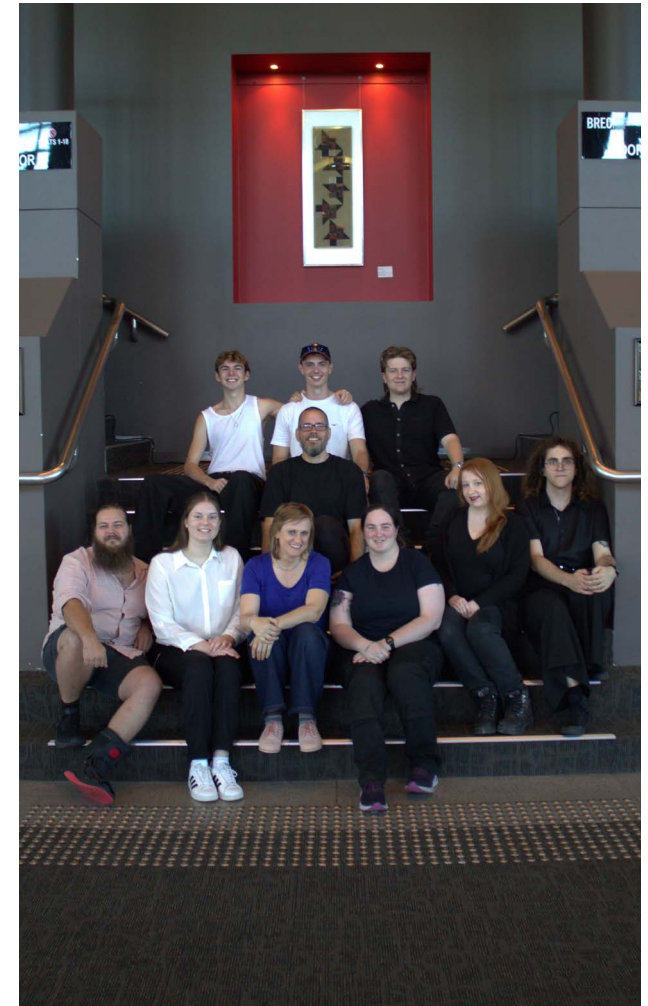
MEASURES OF SUCCESS

- Knowledge is shared across the organisation
- BREC is able to manage transitions effectively

19. Build and sustain a strong, engaged and supported team, recognising the contribution of staff and volunteers to BREC's success.

MEASURES OF SUCCESS

- Staff and volunteers feel valued and engaged
- BREC maintains a positive and supportive workplace culture





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