

DECEMBER 2022



PERTH INTERNATIONAL
Jazz FESTIVAL

STRATEGIC PLAN

1 JULY 2023 – 30 JUNE 2026

ACKNOWLEDGMENT OF COUNTRY

Perth International Jazz Festival acknowledges the traditional custodians of the lands on which we meet and work. We pay respect to the Elders past and present and acknowledge the contribution they make to the life and culture of this state.

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PERTH INTERNATIONAL JAZZ FESTIVAL - COME PLAY!

EXECUTIVE SUMMARY

For the last ten years the Perth International Jazz Festival (PIJF) has delivered an annual high quality festival program produced in and around Perth's CBD. The success of these festivals has led to PIJF's growing national and international reputation as one of Australia's leading jazz organisations. Over these years PIJF has demonstrated long term viability and cemented its place in Western Australia's annual arts calendar. In addition, PIJF's regional expansion kicked off in 2021 and is already attracting major regional partnerships.

PIJF embraces jazz in its broadest forms and provides both ticketed and free artistic and cultural experiences to a broad cross-section of communities. PIJF has a strong, diverse and committed Board of Directors and experienced and motivated staff who display excellence in the work they do. PIJF's program provides high quality and innovative year-round jazz experiences. Diversity in programming and audience reach is a central pillar for PIJF evidenced through the artists that work with the festival and the broad community engagement that results.

With long term partners such as City of Perth, City of Vincent, Lotterywest, ECU/WAAPA and now City of Busselton, PIJF demonstrates that it understands the importance of partnerships and collaborations for efficiencies of scale and delivery. Project grants from federal sources (Australia Council) and state (DLGSC) have been vital in the delivery of innovative artistic programs.

Most significantly, RISE multi-year funding received in 2021 has enabled the organisation to realise a projected strong growth trajectory, resulting in reaching and extending all projected outcomes for this funding term.

PIJF's planned expansion (both Perth-based and regional) takes its year-round program of creative activities to a new level, in turn encouraging arts tourism from the eastern seaboard and the international market, helping to shape WA as a destination for arts and cultural experiences. In particular, PIJF acknowledges a strong jazz presence and opportunity in the Indian Ocean Rim.

PIJF's new Indian Ocean Rim Program (IOR) is designed to embrace this opportunity and will feature collaborations between West Australian artists and artists from IOR countries, resulting in innovative, high quality original creative works. These collaborations will draw on shared history and cultural heritage, whilst also seeking to retain WA talent by providing exciting creative opportunities.

PIJF's aim is to be financially independent in the long term through income diversification (ticket revenue and philanthropic and sponsorship income), which in turn means federal and state multi-year funding is a mid-term funding strategy for this organisation. As the successful RISE grant comes to an end in November 2023, receiving multi-year support at a state and national level will provide longer planning lead-times and ensure that our artists and our audiences continue to experience the best that PIJF offers, whilst PIJF works towards financial independence in the mid to long term.

MISSION STATEMENT

Perth International Jazz Festival (PIJF) celebrates jazz in its many forms and contributes to Western Australia's growing reputation as an arts and culture destination. Embracing innovative programming, artistic excellence and collaborative partnerships, PIJF engages with local, domestic, and international artists to produce high quality jazz experiences in Perth and regional Western Australia.

ARTISTIC VISION

Our vision is to be renowned worldwide as a producer and presenter of extraordinary Western Australian jazz experiences. Western Australian artists will collaborate with leading national and international artists, particularly from our Indian Ocean Rim neighbours, to undertake creative projects that attract audiences and acclaim worldwide. West Australians living in metropolitan, regional and remote areas will have strong connections and engagement with PIJF through our expansive annual program. We will be known for inclusivity and sustainability, and for the celebration of diverse jazz genres and artists.

We will be recognised for our two key programs, the first being our annual festival program in Perth metropolitan and within the City of Busselton, and the second being our regional program of events throughout other parts of Western Australia.

The annual festival program will take over the cities in November each year with high quality jazz music and cultural activities including musicians from around the world, film programs, multi-art collaborations and a jazz industry conference. The PIJF regional program will take parts of the November program to regional areas to expand our audience reach and accessibility of the art form.

OUR CORE VALUES ARE:

- **Diversity and Accessibility:** Through affordable programming and regional reach, featuring Culturally and Linguistically Diverse (CaLD) artists, indigenous artists, balanced gender representation, diverse genres and musical tastes.
- **Collaboration and Engagement:** With our communities, our performing artists, our stakeholders, our country and our region in order to cross-fertilise ideas, develop emerging artists, maximise funding and attract new audiences.
- **Excellence and Innovation:** In artistic merit, organisational capacity and contribution to WA's diverse arts ecosystem and curation for innovative spaces in our city with attractiveness of events; and
- **Leadership and Sustainability:** To be the leader in our artform in Western Australia, demonstrating sustainable and industry best practices. To grow in a sustainable manner with financial prudence and producing events that leave a light environmental footprint.



ARTISTIC STRATEGY

With growing multi-year investment at a State and Federal level, and using a sustainable, collaborative approach to programming, PIJF seeks to build on its highly successful first ten years with an inspiring 2023-2026 program that:

- Sustainably grows the annual November festival program in Perth and Busselton
- Expands the regional program to include the mid, South West and North West of Western Australia
- Contributes to and enables artistic development for WA's jazz artists
- Promotes Western Australia as a key destination and collaborative city within the Indian Ocean Rim

PROGRAM HIGHLIGHTS: FY 2023 – 2024

JAZZ NIGHT OUT

October 28, 2023

Jazz Night Out is a once-a-year opportunity to experience Jazz in its broadest sense in hidden, surprising and exciting locations throughout Perth. In the lead up to the opening weekend of the November Jazz Festival, A Jazz Night Out brings the city and surrounding suburbs alive with the sound of Jazz for one night only. Suburban venues could include AQWA, the Maritime Museum and collaborate with local councils, shires and cities such as Subiaco, Armadale and Joondalup. This is a showcase opportunity for our local artists.

THE INAUGURAL PIJF CONFERENCE

November 2-3, 2023

Why a conference? There are little to no opportunities for professional jazz artists, academics and teachers in WA to learn from their peers internationally, nor are there many opportunities for WA jazz artists to showcase their music to the world. Partnering with WAAPA/ECU (host facility and ongoing festival program partners), and partnering with other jazz organisations, such as Perth Jazz Society

and WAYJO an annual conference – featuring academics (year one – Rob Burke, Australian Jazz and Improvised Music Association Key Note Speaker, Elad – Chengdu University jazz professor, China), industry representatives (year one – Verve Records, US Artist Management), and producers and presenters (year one – Japan Festival, Melbourne Jazz). Held at WAAPA, and in time ECU's new CBD campus, this is an opportunity to showcase Indian Ocean Rim Jazz excellence to the world.

2023 PERTH INTERNATIONAL JAZZ FESTIVAL

November 3-5, 2023

- PIJF's Opening Night will feature a major new commission (a leading national or international artist working with local artists in a multi-art form commission). A free event presented in a purpose build 'festival space', in the Urban Orchard. This major commission will be drawn from the commissioning programs stated below and will be a featured opening night event for coming years.
- We Made a Thing! Is a unique project featuring artists from across the country, commissioned to create a new work for a PIJF All-Star Nonet, and for young and emerging artists to be mentored to also create new work of scale for the first time. Commissioned artists selected for artistic excellence, diversity and contribution to the artform.
- Ticketed weekend of concerts featuring headline artists. Preliminary planning and negotiations for 2023 includes Hot-8 Brass Band (USA), Hiromi (Japan/USA), Shannon Barnett (AUS/Germany), Ari Hoenig (USA) and Cecile McLoren Salvant (USA).
- A new Festival Hub: a dedicated space for Festival artists to gather, a meeting place and a place for the general public to find out more about what is on offer.

- Free community events throughout the weekend including a day of jazz, children's activities and food trucks in Hyde Park, in collaboration with City of Vincent.
- Artist in Residence – Artists will be chosen to work closely with the festival, over an intensive period of time, to collaborate with local artists to create new works to be presented in concert. Projects such as working with a local string quartet, workshopping original music with WAAPA and high school students, multi artform collaborations, as well as performing as part of the Festival. We are working on 2023's PIJF Artist in Residence to be Perth expat and international jazz star, Linda May Han Oh.

2023 PERTH INTERNATIONAL JAZZ FESTIVAL (SOUTH-WEST)

November 10-12, 2023

In collaboration with City of Busselton (the second year of a three-year agreement) and local venues. A weekend of Jazz events and activities, including a free concert day and evening on the jetty foreshore. Bringing the best of PIJF to the Southwest and utilising iconic spaces, venues and landscape of the region.

MAY 2024 REGIONAL PROGRAM

PIJF will visit the North-West region for the first time and will collaborate with the iconic Red Earth Art Precinct in Karratha as part of the Red Earth Art Festival (REAF). PIJF regional program will bring Perth jazz music to the Pilbara. Featured artists will include local artists from 2023 Perth International Jazz Festival program.

PROGRAM HIGHLIGHTS: FY 2024 – 2025

WE MADE A THING!

July – November, 2024

We Made a Thing! 2024 creation period for the curated composers leading up to the 2024 PIJF. Composers from around the country are selected by PIJF artistic director to create new music for a PIJF All Star Nonet (nine-piece ensemble).

JAZZ NIGHT OUT

October 26, 2024

Jazz Night Out is a once-a-year opportunity to experience Jazz in its broadest sense in hidden, surprising and exciting locations throughout our city. In the lead up to the Perth focused weekend, A Jazz Night Out brings the city and surrounding suburbs alive with the sound of Jazz for one night only.

THE PIJF CONFERENCE

October 31 – November 1, 2024

The continuation on from the first conference in 2023. Opportunities for professional jazz artists, academics and teachers in WA to learn from their peers internationally and to showcase WA jazz musicians to the world.

2024 PERTH INTERNATIONAL JAZZ FESTIVAL

November 1-3

- PIJF's Opening Night will feature a major new commission (a leading national or international artist working with local artists in a multi-art form commission). A free event presented in a purpose build 'festival space'.
- We Made a Thing! Is a unique commissioning project featuring artists from across the country, commissioned to create a new work for a PIJF All-Star Nonet, and for young and emerging artists to be mentored to also create new work of scale for the first time. Commissioned artists selected for artistic excellence, diversity and contribution to the artform.
- Ticketed weekend of concerts featuring headline artists from around the world.
- The Festival Hub: a dedicated space for Festival artists to gather, a meeting place and a place for the general public to find out more about what is on offer.

- WAAPA showcase and other free events in collaboration with City of Perth – held over one day on the outdoor stage at Forrest Place.
- Free community events throughout the weekend including a day of jazz, children’s activities and food trucks in Hyde Park, in collaboration with City of Vincent.
- Artist in Residence – An artist will be chosen to work closely with the festival, over an intensive period of time, to collaborate with local artists to create new works to be presented in concert.

2024 PERTH INTERNATIONAL JAZZ FESTIVAL (SOUTH-WEST)

November 8-10, 2024

In collaboration with City of Busselton (the third year of a three-year agreement) and local venues. A weekend of Jazz events and activities, including a free concert day and evening on the jetty foreshore. Bringing the best of PIJF to the South West and utilising iconic spaces, venues and landscape of the region.

PIJF INDIAN OCEAN RIM

October 2024 – May 2025

The first series of workshops and collaborations with Indian Ocean Rim artists. Artists from the IOR will be matched with WA artists to start a dialogue, firstly online then in person, for an intensive workshopping and rehearsal period, leading up to the 2025 PIJF Regional Program and then the 2025 Perth International Jazz Festival Opening Night.

PRELIMINARY IOR CONCEPTS ARE:

- **Broome or Cossack:** working with Japanese, Indonesian and/or Malay artists – musical roots. An academic as well as creative/cultural exploration culminating in new works performed both regionally and as part of the Perth PIJF. Also potentially featuring Dutch, Portuguese and British artists (an exploration through music of colonisation).
- **Exmouth:** the influence of American military through the introduction of 20th century music to Indian Ocean Rim communities. West Australian artists working with artists from the Philippines on location in Exmouth and performed as part of the Perth PIJF.

THROUGHOUT THE YEAR:

- Events throughout metro and outer metro, in collaboration with LGAs, to bring high quality jazz music to the suburbs to keep the art form and the festival brand present and relevant throughout the whole year.
- Continues niche events such as the vinyl listening session, 'In The Pocket' held at Astral Weeks Bar in Northridge
- Collaborative performance opportunities at WA festivals, such as Taste Great Southern, Cinefest Oz, Manjimup Cheery Festival etc

PROGRAM HIGHLIGHTS: FY 2025 – 2026

PIJF will continue to review and reflect on annual programs, however we anticipate to continue with:

- **We Made a Thing!:** July – November, 2025
- **Jazz Night Out:** November 1, 2025
- **The PIJF Conference:** November 4-7, 2025
- **2025 Perth International Jazz Festival:** November 7-8, 2025
 - A larger purpose built 'festival space' in Supreme Court Gardens.
- **2025 Perth International Jazz Festival (South-West):** November 14-16, 2025
 - Anticipated renewal of a three-year agreement with the City of Busselton.
- **PIJF Indian Ocean Rim:** October 2025 – May, 2026
- **Continued Activities Throughout the Year**



ORGANISATIONAL GOALS AND KEY PERFORMANCE INDICATORS

In order to achieve our mission, artistic vision and to embrace our core values, PIJF has set the following organisational goals and KPI's for the next three years.

Goal 1: Sustainably grow the annual November festival program in Perth and Busselton				
SMARTER GOALS	Specific	Develop innovative programs and partnerships, including commissioning of new projects to reach greater audience numbers in Perth and Busselton on an annual basis.		
	Measurable	Audience numbers, ticket sales, number of commissioning projects, new partnerships and collaborations.		
	Achievable	Remain resource conscious, play to our strengths and expand on our existing reputation to achieve sustainable growth.		
	Realistic	Consider team size, minimise risks, and secure funding prior to confirming programs.		
	Timely	Annual planning and budgeting ahead of each November festival which includes budgeted ticket sales. Announcement of November program by August each year.		
	Evaluated	Regular check ins with staff to ensure proposed growth continues to be manageable and be in line with our vision.		
	Reviewed	Conduct the debrief post-festival and implement changes for future year(s) to ensure anticipated growth is being achieved.		
Key Performance Indicators	Year 1	Year 2	Year 3	
	Achieve >7.5% increase in ticket sales from prior year At least 1 new commissioning project complete	Achieve >10% increase in ticket sales from prior year At least 1 new commissioning project complete	Achieve >12.5% increase in ticket sales from prior year At least 1 new commissioning project complete	
Goal 2: Expand PIJF's regional program to include the mid, South West and North West of Western Australia.				
SMARTER GOALS	Specific	Host a regional program for May each year in regional Western Australia.		
	Measurable	Number of regional programs taken place each year. Track communities reached, audience numbers, ticket sales, new partners/collaborations.		
	Achievable	Develop partnerships, sponsorships, funding opportunities to deliver these programs.		
	Realistic	Initial conversations already taken place with South West partners who are keen to work together again. Develop partners in mid and North West regional areas.		
	Timely	Comprehensive budgeting ahead of each regional program. Announcement of regional program by February-March each year		
	Evaluated	Regular check ins with staff to ensure regional programs are manageable. Liaison with new partners to ensure smooth delivery.		
	Reviewed	Debrief from each regional program and adjust as necessary in future tours to increase impact.		
Key Performance Indicators	Year 1	Year 2	Year 3	
	Existence of at least 1 regional program in 2024FY	Existence of at least 1 regional program in 2025FY	Existence of at least 1 regional program in 2026FY	

Goal 3: Contribute to and enable artistic development for WA's jazz artists

SMARTER GOALS	Specific	Promote the artistic development of WA's Jazz artists through 'in residence' programs, creative collaborations, commissioning of new works and skills development via a new PIJF Jazz Conference at the time of the November festival.		
	Measurable	Number of WA jazz artists promoted in our programs, engagement/attendance at the jazz conference, engagement with ECU/WAAPA on educational items		
	Achievable	Programming these elements within the existing November festival each year in Perth to enable 'additions' to the program, rather than a completely separate program.		
	Realistic	Involve existing educational partner ECU/WAAPA and other partners to support the programming of these ideas.		
	Timely	Annual planning and budgeting ahead of each November festival which includes these elements. Announcement of November program by August each year.		
	Evaluated	Feedback from delegates, presenters, artists, staff, WA jazz artists, educational partners during the lead up and after the event.		
	Reviewed	Conduct the debrief post-festival including these programming elements and implement changes for future year(s).		
Key Performance Indicators	Year 1	Year 2	Year 3	
	Nov Program to include at least 30-50 WA jazz artists 1 day conference with minimum 5 delegates	Nov Program to include at least 30-50 WA jazz artists 2 day conference with minimum 8 delegates, including 1 international & WA Showcase concert	Nov Program to include at least 30-50 WA jazz artists 3 day conference with minimum 10 delegates, including 3 international & WA Showcase concert	

Goal 4: Promote Western Australia as a key destination and collaborative region within the Indian Ocean Rim

SMARTER GOALS	Specific	New collaboration(s) or partnership(s) highlighted in the next three year's annual programming which promotes Indian Ocean Rim artists and Western Australia as a state.		
	Measurable	Number of innovative, academic and unique creative projects, partnerships and collaborations with Indian Ocean Rim neighbours. Artist engagement in Western Australia to and from Indian Ocean Rim neighbours. Engagement with other national jazz festivals.		
	Achievable	Leverage on PIJF's existing brand reputation as Western Australia's leading jazz festival as a platform to engage with Indian Ocean Rim arts organisations.		
	Realistic	Highlight the Indian Ocean Rim within existing programs to ensure resourcing remains suitable.		
	Timely	Annual planning and budgeting ahead of each November festival and regional programs which include the highlighting of these artists.		
	Evaluated	Artistic director to engage with other artistic directors from Indian Ocean Rim neighbours to develop collaborative projects resulting in mutually beneficial outcomes.		
	Reviewed	Implement changes following each year's debrief with a specific point on promotion of Western Australia and importance on the Indian Ocean Rim.		
Key Performance Indicators	Year 1	Year 2	Year 3	
	1 Indian Ocean Rim artists promoted 1 collaboration / partnership	3 Indian Ocean Rim artists promoted 2 collaborations / partnerships	5 Indian Ocean Rim artists promoted 3 collaborations / partnerships	

Goal 5: Build financial sustainability within the organisation to support growth into the future

SMARTER GOALS	Specific	Build sufficient cash reserves to enable future planning and capabilities for future growth.		
	Measurable	% of ticket sales converted into retained earnings.		
	Achievable	Engage partners, sponsors, and philanthropy activities to fund key expenditures, enabling PIJF to retain ticket sales as retained earnings for ongoing sustainability.		
	Realistic	Continue to build on existing reputation and brand to achieve greater audiences, sell more tickets and reach more partners/sponsors.		
	Timely	Conservatively budget desired ticket sales for conversion to retained earnings into the budget well before each program is finalised.		
	Evaluated	Staff input into annual budgets to ensure budget is well considered and achievable. Budget reviewed and approved by the board ahead of program finalisation.		
	Reviewed	De-brief on each program including financial outcomes. Investigate any cost overruns or positive areas for growth, to consider for future budgeting processes.		
Key Performance Indicators	Year 1	Year 2	Year 3	
	Convert 10% of ticket sales to retained earnings Cash buffer of 25,000 post November festival	Convert 10-15% of ticket sales to retained earnings Cash buffer of \$50,000 post November festival	Convert 10-20% of ticket sales to retained earnings Cash buffer of \$50,000 post November festival	

Goal 6: Build on internal frameworks to enable the transition to becoming a sustainable arts organisation

SMARTER GOALS	Specific	Development of internal governance frameworks, annual roadmaps, policies, and procedures to assist staff as the organisation continues to mature.		
	Measurable	Production of these items in an organisation-wide sharepoint folder accessible by board and staff members for reference.		
	Achievable	Leverage on industry contacts to ensure our organisation considers all necessary items and has a reference point for industry norms.		
	Realistic	Review in quieter times of the year to ensure adequate time and care is given.		
	Timely	Prioritisation of key policies procedures that impact the day to day of staff/artistic programs to allow the busier periods to be seamless.		
	Evaluated	Regularly touch base with staff and board to identify any areas that need investigation/support. Regular assessment of key risks and mitigation measures.		
	Reviewed	General de-brief each year to include internal management. Add as a strategic item to regularly discuss.		
Key Performance Indicators	Year 1	Year 2	Year 3	
	Annual debrief and subsequent action items Feedback from staff regarding organisational matters	Annual debrief and subsequent action items Feedback from staff regarding organisational matters	Annual debrief and subsequent action items Feedback from staff regarding organisational matters	



STRATEGIC/ CONTEXT ANALYSIS

THE MAIN STRATEGIC ISSUES PIJF FACES OVER THE NEXT 3 YEARS ARE:

- The significant risk of reduced government, philanthropic and corporate support due to a downturn in the Western Australian economy, causing funding scarcity in an already competitive funding environment;
- Changes in governments and/or government agencies that may develop a policy or a view that not-for-profit arts organisations should become sustainable without government funding after a period of time;
- The ongoing resources required to maintain appropriately paid staff positions and prevent over-reliance on volunteer hours;
- Decrease in ticket sales from ordinary ticket-buyers during an economic downturn;
- Other large arts tourism events that overlap with PIJF's programs during the year; and
- New, more lethal strains for COVID-19 or another pandemic causing lengthy shutdowns, border closures and audience capacity restrictions.

SWOT ANALYSIS

STRENGTHS

- Proven history of running highly successful festivals over a 10-year period including through the COVID pandemic;
- Superior curation by Dr. Mace Francis, one of Perth's most respected and hard-working Artistic Directors;
- Growing national and international profile;
- Indian Ocean Rim nations have strong jazz cultures
- Strong established funding base and ongoing partnerships built on mutually beneficial relationships;
- Current positive growth trajectory;
- A strong Board of Directors with growing maturity and a demonstrated commitment to excellent corporate governance, and with diverse and relevant skills and experience;
- An arts organisation that has demonstrated financial growth and competency over ten years of operation;
- A dedicated following for jazz and jazz-related music in Western Australia and an engaged and active target audience;
- Jazz is a broad genre so a large variety of musical styles can be accommodated under the banner of a Jazz Festival;
- PIJF's October/November timing is ahead of the main summer festival season, so audiences aren't affected by "festival fatigue" or the Christmas/New Year period;
- A fertile artist and audience development ground exists in WA through the jazz program at The Western Australian Academy of Performing Arts, The Ellington Jazz Club, The Perth Jazz Society, the WA Youth Jazz Orchestra, JAZZWA and other smaller jazz organisations;
- Very strong and clear positive feedback from surveys carried out with audiences, stakeholders and artists;
- A recognisable brand associated with quality and audience accessibility;
- A unique arts product in WA; and
- A broadly accessible arts product.

WEAKNESSES

- An ongoing reliance on volunteer labour and in-kind support/discounts from service providers;
- In the past due to budget constraints, there has been a strong reliance on the festival director to play multiple roles within the organisation, not just Executive Director duties. This has been alleviated in 2022 with General Management appointment effectively sharing the Executive Director role, but ongoing funding must be found to make this viable in the longer term;
- The challenge of resourcing for the organisation keeping pace with the growth of programming and opportunities;
- Perth is the most isolated capital city in the world (artists and audiences) and this has been exacerbated by COVID's impact;
- Australia does not currently have a strong culture of philanthropic arts giving
- Perth is still a developing centre for arts and culture, limitations therefore exist and event calendar clashes with other larger events can be an issue;
- The main festival is not an event that can be funded on ticket sales alone – requiring additional funding to support;
- A lack of general community understanding/perception around what jazz is, the other genres it encapsulates and how attractive and vibrant large jazz festivals around the world can be; and
- A lack of organisational capacity to generate philanthropy and fundraising to assist the future of the incorporation (currently being addressed through the Development Sub-Committee).
- A lack of a suitably sized cash buffer to sustain cost overruns if they were to occur

OPPORTUNITIES

- PIJF has a young Chair with the potential to lead long-term strategy, expand the demographic base of PIJF's audience, and ensure ongoing cultural relevance;
- The diverse skills and experience of PIJF's staff;
- New Partnership Plan and philanthropic growth planning through establishment of Development Sub-Committee;
- Returning national and international event tourism;
- Jazz artists from Indian Ocean Rim nations are under-represented in national jazz festivals, providing a unique opportunity for PIJF to explore collaborations within our region;
- Cross-industry and cross-organisational opportunities (eg wine and food tourism, other arts organisations);
- Development of annual regional program fulfilling a lack of jazz programming in regional areas, coupled with expanded flights direct into regional areas (ie: Busselton – Melbourne);
- State and National focus on developing opportunities for cultural tourism;
- Growing populations in regional WA creating new audience opportunities;
- Partnerships with national Jazz Festivals – particularly Melbourne and Sydney – where there are opportunities for artist sharing / collaborations;
- The huge population in the Asian region presents many possibilities to attract new audiences;
- Perth is a beautiful, modern, clean, safe and fast-growing city with a vision for liveability, vibrancy and accessibility;
- The development of performance spaces in the city including Elizabeth Quay, the new Museum Precinct, The Rechabite, Yagan Square;
- The development of other performance spaces outside of Perth, such as Freo Social and the Duke of George in the Fremantle area;
- A strong level of enthusiasm for this event over the first ten years;
- A lack of major Jazz Festivals in the Australasian region when compared to the population;

- Brand development and awareness opportunity with new partnerships locally, nationally and internationally through new branding; and
- The October/ November timing of the festival is positioned around the same time as the Wangaratta Festival of Jazz (Vic), Melbourne International Jazz Festival and the Sydney International Women's Jazz Festival, to help with accessing international and national artists.

THREATS

- The end of RISE funding not leading to other multi-year funding opportunities;
- The potential for burnout of Board and staff, or loss of Board or senior staff;
- New pandemics emerging and causing audience restrictions and/or hesitancy;
- Small jazz festivals being developed around the country, general competition from other arts events growing;
- Long-term sustainability;
- Increasing competition for shrinking funding options in an economic downturn;
- A reduction in our funding base could make the event difficult to resource at the current level;
- Damage to our brand from events or circumstances which may occur during the festival itself (public liability issues); and
- A lack of funding for future growth will make it difficult for PIJF to reach its full potential.
- Increasing rise in the cost of living, including travel, fuel and accommodation.
- Growing festival leading to the requirement of increased organisational resourcing each year

ARTISTIC AND CULTURAL VIBRANCY

A strategic priority for PIJF is to contribute meaningfully to the artistic and cultural vibrancy of our city and our state. This has certainly been achieved in our first ten years with tens of thousands of people enjoying free and ticketed events during the annual Perth festival weekend. Media reviews have been exemplary, and artists have thrilled audiences and provided strongly positive feedback on their festival experience. This degree of vibrancy will continue into the next three years with plans to expand the free and ticketed program through innovative ways including activating unorthodox public spaces with jazz, increasing community accessibility through performances, artist talks, open rehearsals and interactive events.

It is PIJF's vision to foster inclusivity by programming music that will demonstrate the highest level of artistic merit at the finest performance spaces, whilst still being accessible to the general community who may have little or no knowledge about the genre of jazz. Through jazz in its broadest forms, PIJF's program features diverse artists and attracts a broad cross-section of our communities. Through close collaboration with WAAPA and WAYJO, PIJF will continue to program young artists and build skills for young and emerging artists. PIJF utilises spaces that cater for existing audiences whilst finding new spaces to grow audiences. Partnerships with food and beverage venues also provide exciting opportunities to reach a broader audience. PIJF offers free community programs at times throughout the year including the November Festival that are family friendly.

A large-scale event with significance (coinciding with the opening of the Festival, and featuring a new commission by national or international artists working with local artists), is needed in order for PIJF to compete nationally and internationally, attract tourism and generate new audiences. The presentation of an annual jazz festival in Perth is an important part of the annual Perth arts and cultural calendar and will continue to be presented. However, sustainable funding is required to allow for programming lead time to secure a very high profile of headliners and to commission large scale new works that draw together arts and cultural communities in WA with international guests to create something out of the ordinary; something with lasting artistic impact and something that people can identify as being uniquely PIJF.

In addition, PIJF is expanding to provide an annual program of events and activities, including an Regional Program that brings jazz to regional audiences where currently little opportunities exist.

Another significant area of expansion for PIJF will be with an Indian Ocean Rim focus. This new initiative will have the festival working more closely with international neighbours in innovative new ways, highlighting the uniting power of music to bring us closer to our nearest neighbours. Never has this been more important than now, coming out of the pandemic and with world events such as the war in Europe creating global unrest. We look forward with great excitement to work with artists from IOR countries such as Japan, the Philippines and Indonesia to create new and inspiring work for audiences, and expansive experiences for WA artists.

HISTORY

PIJF was incorporated in 2012 and presented its first festival in 2013. The organisation has now presented ten successful festivals and is seeking to build and grow into the future from a small volunteer led organisation into a medium sized arts organisation staffed to match PIJF's growing artistic program.

Previous artists appearing exclusively for PIJF have included some of the finest in the world as well as national and local acts. Artistic highlights include: Richard Bona (USA), Rachel Claudio (Paris), Fumio Itabashi (Japan), Vivian Sessoms (NYC), Artur Dutkiewicz Trio (Poland), Veronica Swift (NYC), Meretrio (Brazil), Trio ELF (Germany), Sara McDonald (USA), Akane Ezawa (Japan), Tina Harrod (Sydney), Barney McAll (NYC), Chelsea McBride (Canada), Kate Cebrano (Melbourne), Greg Osby (USA), Peter Bernstein (USA), Rai Thistlethwayte (Sydney), Kristin Beradi (Brisbane), Katie Noonan (Brisbane), Vince Jones (Sydney) and Joe Lovano (NYC).

The Perth International Jazz Festival is known for delivering a great selection of high-quality jazz performances. Through strong risk management and fortunate timing, PIJF was able to deliver in-person festivals in 2020 and 2021 through the COVID-19 pandemic, with a focus on home grown WA talent. In 2022, with borders reopened and high vaccination rates, PIJF will also be able to offer local audiences national and international acts.

The festival has also had a strong focus on free community events in more recent years, and our ticketing structure ensures that there are a wide variety of performances to attend for all budgets.

In 2022, the festival will have approximately 50 events programmed over a 9-day period in Perth.

INTERNAL SITUATION

PIJF is a not-for-profit registered charitable organisation that has been operating for over ten years. The Board of Directors has expertise in strategic and business management, chartered accountancy, law, sustainability, events management, government policy, procedure and compliance as well as funding applications and acquittal. PIJF's Artistic Director, Dr. Mace Francis is one of the leaders of jazz within Western Australia.

In 2022 PIJF appointed a General Manager to share Executive Director responsibilities with the Artistic Director, bringing this role to 1.0FTE. In addition, PIJF employs a Festival Producer and Festival Administrator for ongoing annual operations. Employment costs are currently funded through the federal government's Restart Investment to Sustain and Expand (RISE) Fund, which was awarded to PIJF in August 2021. Artists and other arts workers (including technical and FOH) are contracted throughout the year.

PIJF has grown to an annual turnover of approximately \$490k in FY 2021-22, with the addition of the regional program made possible through RISE funding. Expanded partnerships have enabled PIJF to build its annual November Festival and begin to develop year-round programming for Perth audiences. At this exciting juncture, sustainability measures must include multi-year funding models to enable longer planning lead-times and the ability to secure artists for future programs.

EXTERNAL SITUATION

While the music industry has struggled over the last decade with the advent of the Internet and the sharing of music, streaming services and online video content, the live performance of music has thrived. One area of music that can't be replaced or duplicated digitally is live performance and this is where PIJF is at a major advantage. This swing back to live performance of music has seen a shift in the focus of musicians from remaining in one place and producing more recorded music to touring more and doing many more live performances around the world. The sale of recorded music and merchandise is thriving at live music events but dwindling in the retail and online environments. As the world recovers from the COVID-19 pandemic we are seeing

a strong recovery of international and national touring, bringing significant opportunities back to PIJF for programming of world-leading artists.

There are no major competitors in the Jazz Festival market in Western Australia at this point. Jazz By the Bay is no longer operating, and the WAYJO King Street Corner Pocket Jazz Festival is presented in winter and is focused on local and emerging content. There are many other arts and music festivals including the Perth Festival, Fringe World and the large commercial rock and electronic music festivals. Fortunately, the majority of these events occur in the summer months so do not compete directly with our Perth spring festival timing.

The national competitors in the Jazz Festival arena include Wangaratta Jazz Festival, the Sydney International Women's Jazz Festival and Melbourne International Jazz Festival. The international competitors include Java Jazz Festival, KL International Jazz & Arts Festival, Hua Hin Jazz Festival, JZ Festival (China), Taiwan International Jazz Festival, Hong Kong International Jazz Festival, Bangkok Jazz Festival and Philippine International Jazz Festival.

PIJF's external stakeholders are: the Department for the Arts through RISE funding, the Australia Council for the Arts (for the first time in 2022 for We Made a Thing! – a new commissioning program), Western Australian Department of Local Government, Sport and Cultural Industries (Jazz Night Out CBD activation), Lotterywest, City of Perth, City of Vincent and City of Busselton. These partners currently contribute a significant amount towards PIJF's annual budget. However, it is imperative that PIJF widens its funding base over the next two years to build longer-term sustainability.

Other financial contributors include Edith Cowan University, Humich Group, McKinley Plowman. These smaller partners are restricted in the amount of funds available to support PIJF, and cannot be relied on for increased funding in future years.

MARKETING PLAN

PIJF markets embrace all ages and demographics.

PIJF is anticipated to reach over 750,000 people online through marketing and PR by 2026. The Marketing and Communications campaign will feature effective tools that will reach a broad audience, specifically:

PRIMARY

- Past attendees of PIJF
- Jazz music enthusiasts and musicians
- Regular attendees at Jazz venues and Festivals locally, nationally and internationally
- Listeners of ABC Radio Jazz and RTRFM
- WAAPA students and their families
- WA Youth Jazz Orchestra members and their families
- PIJF current Board of Directors, past board members and their guests
- PIJF volunteers
- Partners and funding bodies including Lotterywest, City of Perth, City of Vincent and City of Busselton
- Venues including The Rechabite, Alex Hotel, Ellington Jazz Club, and State Theatre Centre of WA
- National and international arts and culture tourists

SECONDARY

- People who live and work in Perth city and within the City of Busselton
- People who live and work in regional locations during regional programs
- Families looking for free weekend activities
- Attendees at Perth Festival, WASO, TURA and Perth Symphony Orchestra events
- UWA music students
- Music lovers with varied tastes
- People interested in attending arts and cultural events
- Local and national media
- Existing Patrons of the venues we use
- Wider Perth community
- Tourists to regional locations looking for a different experience

DEMOGRAPHICS

From data obtained via social media insights and web site analytics, PIJF also knows that current audiences are predominantly:

- Female (60%)
- Aged between 25 – 54 years
- Using mobiles over desktop computers to engage with and interact about events
- Using Facebook to arrive at the PIJF web site (over 70% of traffic in FY2021)

KEY MESSAGES

- PIJF is all about bringing together our community - getting out to see and hear great music is more important than ever.
- The PIJF program has been curated to include everybody, including family friendly and free community events.
- The PIJF program demonstrates the amazing jazz talent that Perth has right here at our doorstep.
- The PIJF program showcases high quality performances from local, national and international artists.
- The PIJF program will present music in some new spaces that you may not have attended before.
- Perth International Jazz Festival acknowledges the traditional custodians of the land we meet on, the Whadjuk people of the Nyoongar nation. PIJF pays respect to their Elders past and present and acknowledge the contribution they make to the culture and life of this state.



PIJF TARGET MARKETS

Through strategic planning with brand and website developer Clever Starfish the following audience target markets have been developed to provide depth of decision making for marketing and promotional activity. These target markets are:

Target Market	General Public	Social Jazz Audience members	Jazz Listeners	Supporters and Advocates	Artists	Jazz Educators
Description	Experience seekers, festival goers, event attendees, show seekers, 'to be seeners', group event lovers, connection seekers, to experience a 'place' that is alive.	Musicians, Composers, Music Lovers, Jazz nerds, music students. Listened to it when it was more mainstream and looking for a 'listening' experience.	'Shhh' listeners. Can be more of a social jazz audience member for other genres. Discerning and educated. Musicians, composers, music lovers, jazz nerds. Musicians looking for a 'jam' moment.	Funders, supporters, local government, state government, private donors (individuals and companies)	Professional paid performers. Looking for a 'jam' moment.	Leaders of student-aged group experience in Jazz (school groups). Offering listening experiences with peers. Playing in a gig.
Mental Map Rational/conscious What are your goals?	Have fun. Get out and about. Experience. Do something great. Easy. Be seen. Socialise. Connect with friends/partner. Escape. Be entertained.	Experience Jazz (listen) To spend time with Jazz friends. To be seen. To introduce jazz to friends. Socialise. Support local music. I want to FEEL nostalgic. Meet other jazz people and network.	MEET and hear idol live. Listen to things i like LIVE. Be impressed, feel, be moved. Be around people who want the same arts experience Share what I experience and hear what they heard (jazz autopsy) with discerning listeners.	Brand awareness. Recognition. Means to an end - WANT a specific experience such as artist to play. Finding quality experience (govt). Ticking strategy point (govt, commercial) eg place activation, music free events, belonging in a community This place is a better place. Supporting the arts.	Get paid. Perform. Entertain. Be stimulated. Play with peers. Connect with peers. Network. Easy experience. Be seen. Progress in my career. Sell albums and merchandise. Meet sponsor requirement. Gain more followers. BE PART of the event and the artist community. Connect with international artists.	Build the next generation of jazz listeners. Build the importance of jazz. Build the importance of music and the arts. Make my job easier (through experience) Add value Offer experiences. Do something good. Stimulate. Offer entertainment. Inspire them to WANT to grow. Create new jazz educators. Connect.

Target Market	General Public	Social Jazz Audience members	Jazz Listeners	Supporters and Advocates	Artists	Jazz Educators
What are the challenges to reaching your goal?	Uncomfortable, intimidating. Sold out. Not sure what to pick and what I like, Don't know the musicians. Time and cost. Can't FIND things to do. Too busy Too hard/too tired. Too risky. Already booked up with other things.	Uncomfortable/intimidating Sold out Not sure what to pick and what I like. Don't know the musicians Time and cost. Can't FIND things to do. Too busy Too hard/too tired.	Wrong people at the event. Sold out. Quality isn't there. Atmosphere isn't right (venue) Venue (acoustic). Not finding their niche. Too expensive	Don't know what I am going to get. Not sure if I can trust them with my money. Not sure they will deliver. Did they tick the criteria I need them to?	Not paying me enough. Timing of event. Distance. Fear of COVID. Risk of cancellation is high. Not knowing when to apply. Didn't know until it was too late. I don't know the line-up (international artists) Festival isn't big enough (international artists)	Duty of care. Access to decision making (parents, school heads etc). Time of year Failure Too hard. Too risky Time (lead time) Money
Are you the Influencer or the Decision Maker?	Decision Maker	Decision Maker	Decision Maker	Influencer	Decision Maker	Influencer
Is your attention divided or focused?	Divided	Focused	Focused	Focused	Focused	Focused
Are you familiar with the brand?		Yes	Yes	Yes	Yes	Yes
Do you have an expectation of the brand?		Yes	Yes	Yes	Yes	Yes

COLLABORATORS AND PARTNERS

PIJF, since inception, has partnered with Edith Cowan University. PIJF hosts a free community stage which highlights the significant contribution that ECU, through the Western Australian Academy of Performing Arts (WAAPA), makes to the cultural strength of Perth. In future, continuing to work with ECU as a partner will enable visiting artists to collaborate with students, and will also enable PIJF to present new music.

Moving forward, PIJF aims to strengthen its collaborative efforts to ensure that young musicians are developed and educated through the staging of the PIJF. We also aim to be a place of creativity for music composers. The opportunities for collaboration are wide and varied, including through cross-arts opportunities including major national festivals, business partner collaborations, and educational organisation networks. We believe the strength of collaboration will be a springboard to the sustainability and growth of PIJF.

PIJF has a history of engaging with new partners on an annual basis to enable PIJF to achieve its long-term goals. PIJF's current sponsors, partners and collaborators include:

Sponsor / Partner / Collaborator	Relationship
Australian Government RISE Fund	Multi-Year Funding
Department of Local Government, Sports and Cultural Industries	Project Funding (Jazz Night Out)
Australia Council for the Arts	Project Funding (We Made a Thing!)
Lotterywest	Annual Funding
City of Perth	Arts and Culture Sponsor
City of Vincent	Community Event Sponsor
City of Busselton	Multi-Year Program Partner
ECU WAAPA	Sponsor / Program Partner
Humich Group	Donor / Sponsor / Program Partner
CMS Events / Taste Great Southern	Program Partner (Regional program)
WAYJO	Program Partner
Revelation Film Festival	Program Partner
Backlot Cinema	Program Partner
West Winds	Hospitality Partner
Rocky Ridge	Hospitality Partner

Sponsor / Partner / Collaborator	Relationship
Plantagenet Wines	Hospitality Partner (incl Regional program)
RTRFM	Media Partner
Dingo Magazine	Media Partner
Sydney Women's International Jazz Festival	Festival Partner
Wangaratta Festival of Jazz & Blues	Festival Partner
Doubletree by Hilton Hotel	Accommodation Partner
Alex Hotel	Accommodation Partner
The Ellington Jazz Club	Venue Partner
Astral Weeks	Venue Partner
Aravina Estate	Venue Partner
Connections Night Club	Venue Partner
Pigeonhole	Venue Partner
The Rechabite	Venue Partner
Caves House	Venue Partner
Clever Starfish	Festival Supporter / Website
Monkeyfern	Festival Supporter / Graphic Design
Peter & Amy Bennett	Donor

ORGANISATIONAL SUPPORT PLANNING

RESOURCING

Historically, PIJF has been predominantly volunteer-led by passionate Board members and engaged contractors to deliver the annual festival in Perth. With ongoing growth and success by the volunteer Board of PIJF, the organisation was awarded the Restart, Investment to Sustain and Expand (RISE) Fund grant from the Australian Federal Government in early FY2022.

This has allowed PIJF to employ staff for the first time to undertake its operations, including a 1.0FTE Executive Director, with duties currently shared between the Artistic Director and General Manager. It also employs a Festival Producer and Festival Administrator with funding available until November 2023. The RISE fund also allowed PIJF to expand the Perth program as well as regionally to Busselton as part of the November festival and the South West for their inaugural regional program.

Since staff have been employed, the Board has been able to refocus their efforts on strategic decisions including the development of several sub-committees, to provide support to the staff.

The board remains very engaged and continues to contribute a generous amount of volunteer hours every year, however without the RISE funding, the level of input for the board to manage this growth would be unsustainable or not possible to achieve. Evidenced by the success in the recent expansions, the Board believes that the organisation has the capability to manage growth and take on new projects.

As PIJF continues to grow its program, it is expected that the organisation will require further resources by way of staffing or contractors to deliver its operations. PIJF will undertake safe, measured growth to ensure resourcing is managed effectively.

Information on each Board member and staff member, as well as the organisation structure can be found later in this plan. The Board maintains a good culture whereby the Board is open and transparent, allowing succession planning discussions to take place well in advance of any Board members stepping down. The Board regularly reviews its composition to ensure that diversity is maintained and that all skills necessary to achieve PIJF's mission and vision are available.



KEY BUSINESS RISKS

PIJF manages its risk on an annual basis which covers organisation-wide risks down to programming risks. The November festival, Busselton event, and May Regional Tour have comprehensive risk management documents completed for them, updated for each iteration to reflect the current risk environment. The following Risk Management Table identifies the most significant organisational risks for PIJF and the mitigation strategies for each at a high level.

Key Business Risk	Mitigation
Loss of organisational knowledge and/or continuity in PIJF governance	<ul style="list-style-type: none"> • Succession planning • Development and regular review of organisational policies, procedures and records • Regular staff performance reviews to flag and address any issues or changes requested for staff retention
COVID-19 or other pandemic causing disruption/restriction to in-person PIJF events and loss of ticket sales	<ul style="list-style-type: none"> • Pandemic risk management plan reviewed and updated annually • Festival programming that is varied in event type and capacity, allowing for some events to go ahead with audience restrictions in place • Strong online and social media presence to maintain PIJF awareness and engagement throughout lockdowns/restrictions
Festival events needing to operate with increased consideration of environmental sustainability	<ul style="list-style-type: none"> • Environmental sustainability is a key organisational value of PIJF, with festival events operating under sustainability KPIs
Increased competition in the arts, events and festivals space causing reduced ticket sales for PIJF	<ul style="list-style-type: none"> • Strategic focus on maintaining a strong brand associated with quality, and engaging a broad audience • Key strategic goals of increasing PIJF's reach through new regional programming, collaborations, and partnerships • Metropolitan festival held in early November, avoiding clashes with other major festivals in Perth
PIJF does not maintain high-quality, innovative and engaging artistic programming	<ul style="list-style-type: none"> • Ongoing leadership from one of WA's most respected Artistic Directors • PIJF continues to develop artistic programming partnerships with interstate and international festivals
Issues surrounding ethics in arts funding causing further limited funds available and/or reputational risk	<ul style="list-style-type: none"> • Development of a PIJF Funding and Sponsorship policy by the Board • PIJF participation in ongoing sector conversations about ethics in arts funding (eg through the Chamber of Arts and Culture)
PIJF not maintaining appropriate diversity amongst staff, Board, and artists	<ul style="list-style-type: none"> • Vacant Board positions filled with consideration of diversity in gender, age, cultural background, and location • Board skills matrix used to determine gaps in skills and knowledge and seek assistance as needed • Artistic Director completes programming in alignment with strategic goals around engaging broad, diverse audiences
PIJF not achieving regional reach goals	<ul style="list-style-type: none"> • Regional programming is developed in collaboration with local regional partners including arts organisations, Local Government Authorities, venues and businesses to ensure local relevance, community buy-in, and local marketing networks • New regional programming locations are carefully scoped and considered to determine community need and desire
Reduced government, philanthropic and corporate support	<ul style="list-style-type: none"> • Business Development Sub Committee dedicated to diversifying funding sources and developing long-term partnerships • Key strategic goal of securing multi-year organisational funding to provide staff security and capacity to pursue fruitful corporate and philanthropic relationships
Staff resourcing not matching programming growth/delivery required	<ul style="list-style-type: none"> • Regularly updated capacity planning aligned to annual program • New project funding applications included provision for additional staff hours or engagement of external delivery support • Strong strategic plan enables festival growth to be achieved in a considered and resourced process



FINANCIAL OVERVIEW

With two board members being qualified chartered accountants (Chair and Treasurer), PIJF has the demonstrated financial capacities to proficiently manage its operations. Both the Chair and Treasurer have been with PIJF for a number of years and understand PIJF's financial operations in depth. PIJF develops detailed financial projections annually which strategically consider funding sources, and funding outcomes. The budgeting process is extensive with a fool-proof budget format completed and thorough training provided to staff in managing budget lines. Each year, the annual budget is presented to the entire board for review, commentary and approval. Chair and Treasurer are consulted when engaging new funding opportunities requiring more complex financial matters (e.g. where organisational funding is being applied for).

Budgets are generally conservative in nature to allow the organisation to accommodate any unexpected cost overruns when delivering its operations. In recent history, cost overruns have not occurred which have meant that PIJF has been able to maintain cash buffers for future year(s).

Similar to the budgeting process, both the Chair and Treasurer provide support with regards to funding acquittals to ensure that funding outcomes are achieved and that acquittals are managed correctly. While support is provided, the acquittal processes are managed by the General Manager and Artistic Director, together fulfilling the CEO duties. This process includes the allocation of expenditures to different funding sources to delivery of different projects to ensure funds are appropriately acquitted amongst our various stakeholders. The General Manager and Artistic Director also manage the relationships with each stakeholder throughout the funding periods.

PIJF has its annual financial statements independently audited each year.

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