



# STRATEGIC PLAN 2025 - 2028





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*The Pavilion Performing Arts Centre Sutherland acknowledges the Dharawal people as the Traditional Custodians of the land within the Sutherland Shire. We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, sea and community. We pay respect to the Elders and their families, past and present, and through them, to all Aboriginal and Torres Strait Islander peoples.*





# Message from the Chair and Executive Director

**At The Pavilion Performing Arts Centre Sutherland, we believe the arts are essential to a vibrant and connected community. This Strategic Plan sets out our vision for a future shaped by creativity, inclusion, and growth.**

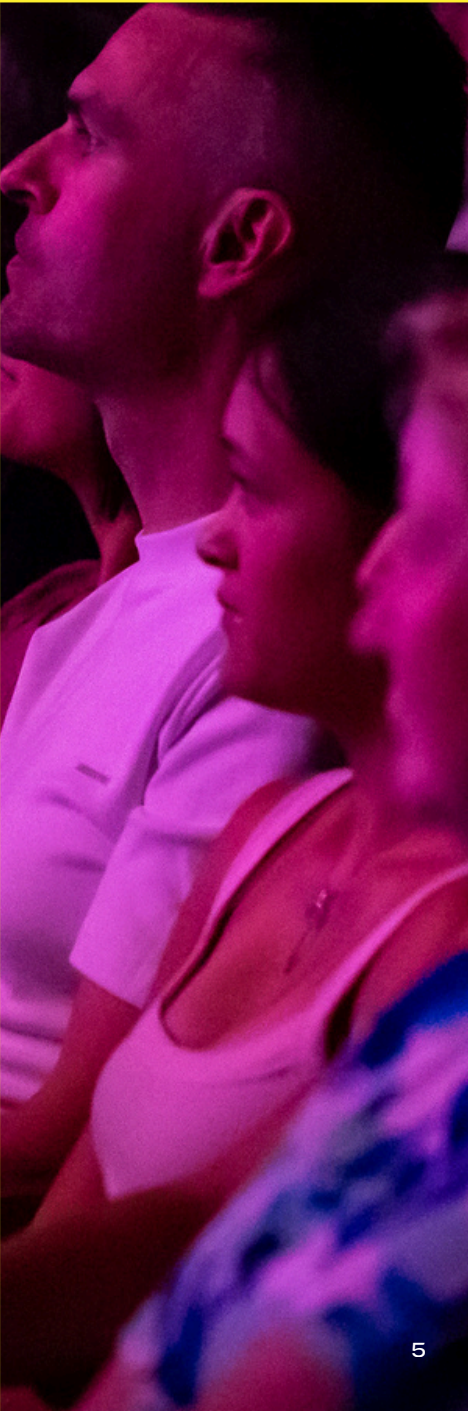
We are proud to position The Pavilion as a dynamic cultural hub, one that not only entertains but enriches lives and fosters connection across our Shire and beyond. Through bold programming, meaningful engagement, and a deep commitment to local talent and stories, we aim to deliver exceptional experiences that reflect our community and welcome new audiences into the fold.

This plan outlines four clear goals that will guide our work: to present a broad and adventurous performance program, build lasting community relationships, elevate and support local artists, and ensure our long-term sustainability through thoughtful stewardship and innovation.

Thank you to all who contribute to making The Pavilion a place of inspiration and connection. We look forward to working together as we bring this vision to life.

**Councillor Carmelo Pesce**  
Chair, The Pavilion Board

**Justin Boschetti**  
Executive Director (Acting)



With half a  
century of  
stories behind  
us—an open  
stage ahead.  
The Pavilion's  
next act  
begins now.

This is the first Strategic Plan for The Pavilion Performing Arts Centre Sutherland—our newly redeveloped venue and the cultural heart of the Sutherland Shire. As we enter an exciting new chapter in our 50-year story, this plan lays the foundation for a bold, clear, and community-driven future.

The Pavilion is more than just a building—it's a home for performance, connection, and creativity. With world-class facilities, a 686-seat auditorium, and a design that opens out to Peace Park, we have reimagined the potential of live arts in Sydney's south. But a great venue needs more than bricks and mortar—it needs purpose, people, and a shared vision. That is what this plan provides.

This Strategic Plan has been shaped to be foundational, establishing the key structures and focus areas that will guide our development over the coming years. It is deliberately local, rooted in the unique identity, talent, and audiences of the Shire. It is also written to be understandable, ensuring that our artists, audiences, partners, staff, and community members can clearly see themselves in our future. We have set achievable goals that are realistic for a new organisation—but that also carry ambition. And for every action, we have included a measurable success indicator, so we remain accountable, responsive, and transparent.

This plan centres around four key goals: presenting diverse and engaging performances, deepening community relationships, nurturing local talent, and building long-term sustainability. These goals—and the projects and actions that sit under them—will shape everything we do. The Pavilion is proud to carry forward the legacy of the former Sutherland Entertainment Centre, while stepping confidently into a new era.

This plan is our first step—strategic, collaborative, and full of promise.



# Context -

**The Pavilion Performing Arts Centre Sutherland was established in 2023 as a public not-for-profit company by Sutherland Shire Council. It was created to steward the newly redeveloped performing arts centre and to deliver on the promise of a vibrant, contemporary cultural destination for the region.**

We are deeply grateful to Sutherland Shire Council—our Principal Partner—for its vision, leadership, and ongoing support. Council’s investment in the venue’s redevelopment, and its confidence in establishing The Pavilion as an independent company, reflect a strong commitment to the role that arts and culture play in shaping a thriving, connected community.

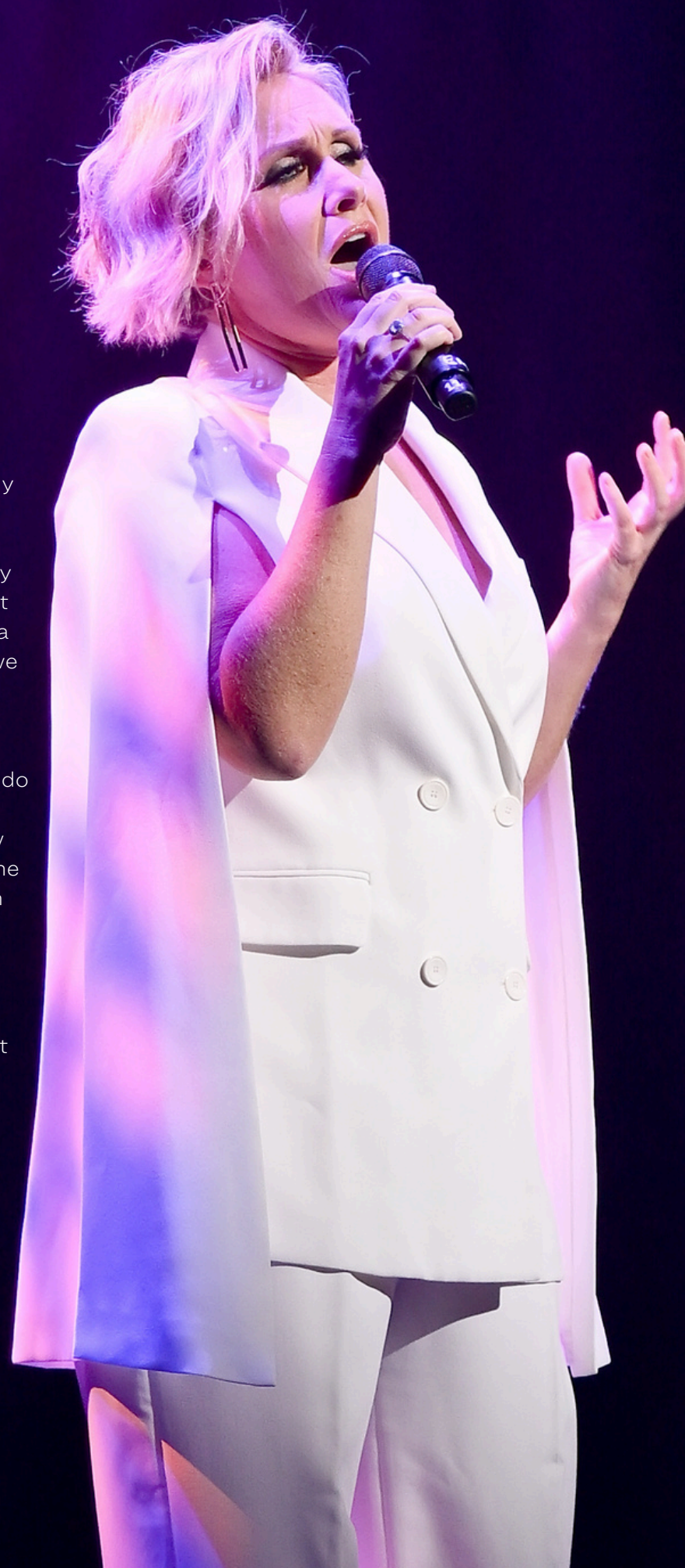
The Pavilion is proud to contribute to the Council’s Cultural Strategy 2022-2032, which champions inclusion, creativity, and access to the arts for all. As a civic organisation, we carry a public responsibility to serve the people of the Shire—with programs and experiences that are welcoming, relevant, and impactful.

This strategy aligns closely with our own purpose: to deliver exceptional artistic experiences that entertain, inspire, and enrich our community.

Our structure as a not-for-profit company provides the flexibility to form new partnerships, attract philanthropic and corporate support, and respond creatively to the evolving needs of our audiences. At the same time, our strong foundation as a publicly established institution ensures we remain anchored to our community’s values and aspirations.

As we continue to grow into this role, we do so with a sense of duty, pride, and excitement. The Pavilion is not just a new building—it’s a new opportunity to imagine what’s possible for the performing arts in the Sutherland Shire.

This plan sets the course for how we will bring that vision to life, in step with the community we serve and the Council that helped bring it into being.





# Vision

The Pavilion is a dynamic cultural hub and premier destination for live performance that connects our Shire with Greater Sydney

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## Values

**Authentic** True to our place, our purpose, and our people

**Creative** Bold, original and full of imagination

**Relatable** Stories and experiences that speak to our community

**Engaging** Creating meaningful connections through the arts

# Purpose

To deliver exceptional artistic experiences that entertain, inspire, and enrich our community

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## Goals

**Program** a broad range of performances that reflect and expand our audience

**Connect** with our community through memorable experiences to build lasting relationships

**Support** local artists and creators by supporting and showcasing their talent and stories

**Sustain** our people and partnerships to ensure growth and longevity





PHOTOGRAPHY CREDIT: NBRETT BOARDMAN

# Goal One



## Program a broad range of performances that reflect and expand our audiences

To expand and diversify our audiences, we will deliver a bold, inclusive Pavilion Presents performance program that speaks to our community while inviting new experiences. Through targeted programming, collaborative partnerships, and responsive market testing, we aim to present performances that are relevant, exciting, and reflective of the Shire's evolving cultural identity. By listening to our audience and working with local and national partners, we will shape a performance calendar that is both accessible and adventurous.

### Actions

- Deliver a curated annual performance program
- Create and deliver regular festivals
- Activate Peace Park with outdoor performances and events
- Collaborate with local artists to integrate local stories into programming
- Develop local presentation partnerships
- Create a partnership toolkit outlining co-production opportunities and benefits
- Identify national performing arts companies for collaboration
- Develop a consistent education content partnership
- Work with producers to secure show transfers
- Experiment with new genres, formats, and technology
- Conduct a deep-dive audience survey

### Success Measures

- Annual program launched with increased audience diversity and attendance
- Two signature festivals established and well-attended
- Peace Park programmed with strong audiences
- Two productions annually showcasing local narratives
- Three formal local partnerships established
- Toolkit completed, shared, and used in at least two new partnerships
- Three national companies engaged in co-productions or presentations
- One formal education partnership established, reducing reliance on ad hoc content
- Two high-quality productions transferred from other venues per year
- Three first-time format events trialled
- Survey completed and data used to inform future programming decisions



# Goal Two

**Connect** with our community through memorable experiences to build lasting relationships

To deepen engagement and strengthen our relationship with the community, we will create inclusive, accessible, and memorable experiences both inside and beyond our venue. By working closely with local stakeholders, offering behind-the-scenes access, and enhancing customer experience, we will transform audience members into active participants and long-term advocates. These actions are designed to build trust, connection, and sustained involvement with The Pavilion and the broader cultural life of the Shire.

## Actions

- Create a membership program
- Develop a brand strategy to promote The Pavilion
- Foster a community ambassador group
- Partner with businesses to create community-focused offers
- Commit to engaging with the local First Nations community
- Integrate artist talks and behind-the-scenes content into Pavilion Presents
- Provide workshops with visiting performers
- Enhance accessibility (Auslan, audio description, captions, social stories)
- Introduce a give back ticket program for Pavilion Presents performances
- Train staff on customer service excellence

## Success Measures

- Membership launched with clear benefits and growing enrolment
- Plan developed and implemented
- Group established with regular engagement and advocacy activity
- Two active business partnerships offering local incentives
- An authentic relationship is established with the La Perouse Local Aboriginal Land Council
- Schedule artist talks with growing participation
- Three workshops delivered annually, with growing participation
- Pavilion Presents events supported with enhanced accessibility services
- Program launched with measurable take-up among community groups
- All frontline staff trained annually, with improved customer satisfaction scores



# Goal Three

## Promote local artists and creators by supporting and showcasing their talent and stories

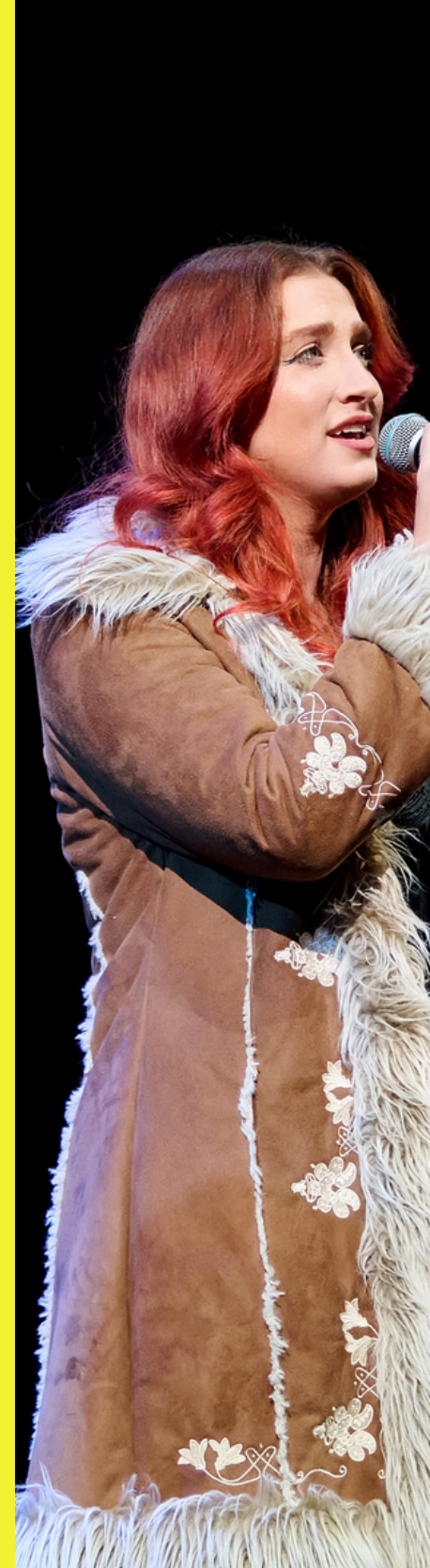
To foster a vibrant local arts ecosystem, we will create accessible opportunities for artists to develop, showcase, and connect. Through artist showcases, access to creative spaces, and skills-building initiatives, we aim to provide platforms that empower local talent at all stages. By removing barriers and cultivating collaboration, The Pavilion will champion creative ambition and grow a sustainable arts culture across the Shire.

### Actions

- Develop local artform showcases at Sutherland Arts Theatre
- Provide free rehearsal space via an internal grant system
- Offer opportunities for emerging artists to work alongside established artists
- Leverage touring company partnerships for local creative development
- Host emerging artist open house and networking events
- Create a self-production toolkit for local artists
- Offer work experience opportunities across departments

### Success Measures

- Two annual showcases featuring Shire-first talent with audience attendance targets
- Ten rehearsal blocks awarded annually with positive artist feedback
- Three local acts programmed as openers or support acts per year
- Two skills-based workshops or mentorships offered each year
- Annual networking event delivered
- Toolkit launched and used by emerging artists across multiple events
- Annual work experience program established for local high school students





# Goal Four

## Sustain our people and partnerships to ensure growth and longevity

To secure a thriving future for The Pavilion, we will diversify revenue streams, grow philanthropic support, and embed sustainability in every part of our operation. By pursuing strategic partnerships, fostering donor relationships, and investing in our team and systems, we will build a resilient organisation equipped to deliver long-term cultural value to the Shire and beyond.

### Actions

- Seek grant opportunities to support specific projects
- Attract in-kind sponsorships to support operations
- Pursue brand partnerships
- Launch a donation campaign
- Implement a donor recognition program
- Focus on add-on donations and small gift giving
- Develop a reserves policy to protect the organisation from operational and financial disruptions
- Move to in-house ticketing for better data and control
- Invest in staff training and development
- Embed sustainable practices in venue operation
- Engage a Certificate III trainee in technical production
- Promote Sutherland Arts Theatre for diverse use, including non-performance activities

### Success Measures

- Submit one project grant application annually
- Two active in-kind sponsorships secured
- One major partnership secured with shared promotional outcomes
- Campaign launched with initial donor targets met
- Program in place with public acknowledgment of donor tiers
- Increase in small gift donations year-on-year
- Reserves policy implemented and reserves built in line with policy
- Ticketing system transitioned with improved audience insights and marketing outcomes
- Annual training budget allocated, and participation tracked with increased staff retention
- Implement measurable environmental initiatives
- Candidate supported through to successful completion of traineeship
- Year-on-year increase in bookings, with 25% non-performance use by year two.



## Peace Park Activation

As part of our commitment to presenting bold, and unexpected programming, The Pavilion will activate Peace Park—our adjacent green space—through the delivery of a new hallmark festival event. This initiative will offer audiences a fresh and engaging way to experience live performance beyond the traditional theatre setting and extend of reach out into the community.

This program will literally and metaphorically open our doors and invite new artistic voices to The Pavilion – transforming the park into a vibrant cultural destination. By creating a distinctive, outdoor performance experience, we aim to attract new audiences, foster community connection, and establish Peace Park as a key part of our creative footprint. This initiative supports our vision of expanding artistic offerings while deepening our connection with the people and places of the Shire.



## Local Artform Showcases

As part of our goal to reflect and expand our audiences, The Pavilion will launch a curated series of local artform showcases at Sutherland Arts Theatre—a 160-seat, intimate venue on East Parade. This initiative is designed to spotlight emerging talent from across the Shire and beyond, providing a professional platform for comedy, music, and theatre in a space tailored to create connection and facilitate experimentation.

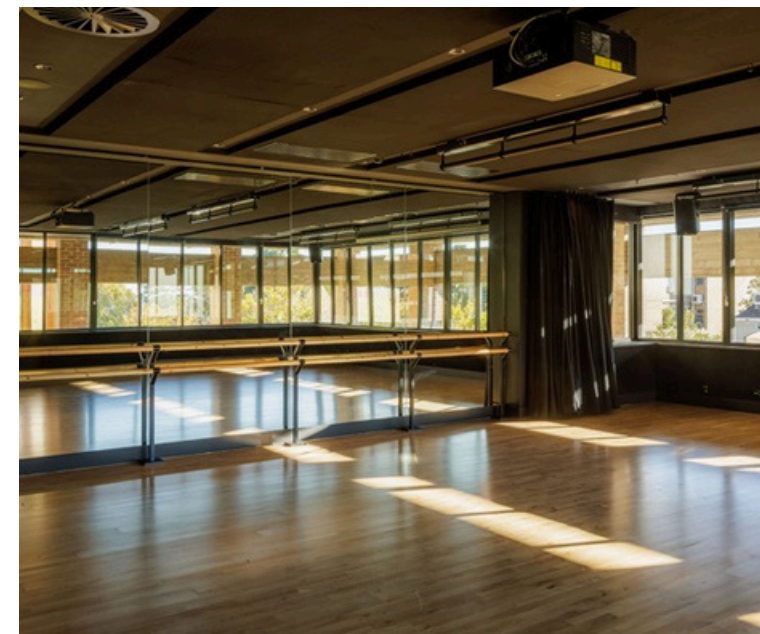
Through an open application process, we will invite artists and creators to present work that resonates with local audiences while also pushing artistic boundaries. The format will encourage peer review, support, and constructive advice. By providing accessible pathways to performance and encouraging diverse creative voices, the program will energise the local arts scene and contribute to a more dynamic and inclusive cultural offering. These showcases will establish Sutherland Arts Theatre as a vital satellite venue of The Pavilion—nurturing creativity at a grassroots level and embedding the arts more deeply across our community.

## Rehearsal Space Access Grants

In line with our commitment to promoting local creativity, The Pavilion will introduce a new internal grant program offering ten free rehearsal space blocks per year to emerging artists, with priority given to artists based in the Shire. This initiative is designed to remove barriers to creation by providing access to professional, well-equipped spaces including the Encore Room, Black Box and Sutherland Arts Theatre

The program will support artists developing new work across all artforms— from theatre and music to dance and interdisciplinary practice—offering the space and time needed to refine their craft and grow their projects. Grant recipients will be selected through an open application process, ensuring transparency and broad community reach.

By activating our ancillary venues as creative incubators, this initiative invests in the development of original work, strengthens our connection to the local creative community, and reinforces The Pavilion's role as both a presenter and enabler of the arts. It is a tangible step toward building a more sustainable, inclusive, and artist-driven cultural ecosystem within the Shire.





# Our Audiences & Stakeholders

**The Pavilion exists to serve and reflect a diverse network of people who shape our cultural identity. We will continue to listen, collaborate, and adapt to meet our community's evolving needs.**

## Stakeholders

**Sutherland Shire Council** – Our founding and principal partner, supporting governance, funding, and strategic alignment

**Local Community** – Residents are central to our mission, shaping programs through their stories and aspirations

**Artists and Creatives** – From emerging to established, local and visiting artists drive our cultural vitality

**Audiences** – A wide mix of locals, families, students, seniors, and visitors across Greater Sydney, all welcomed through inclusive, high-quality experiences

**Education Sector** – Schools and institutions help nurture creativity, learning, and future careers in the arts

**Cultural and Community Groups** – We partner with community organisations and First Nations communities, to reflect regional richness

**Business & Philanthropic Partners** – Donors, sponsors, and funders amplify our reach, innovation, and sustainability

**Board, Staff and Volunteers** – Our dedicated team delivers our mission with skill, care, and passion

## Audience Development Focus

**We are committed to:**  
Reaching new and underrepresented audiences

Deepening ties with loyal patrons and local communities

Engaging young people and families

Enhancing accessibility and cultural relevance

Using data and feedback to guide programming

By placing people at the centre of everything we do, The Pavilion will remain a trusted, dynamic part of community life

# Monitoring & Evaluation

Achieving our vision requires both ambition and accountability. This Strategic Plan is a living document, guiding our actions and evolving with our needs. To stay responsive and transparent, we will monitor and evaluate progress across all areas. A public Annual Report will track our progress.

# Reporting Cycle

**Quarterly:** Board reviews of performance against success measures.

**Annually:** Public progress reports outlining outcomes, insights, and highlights.

**Community Input:** Yearly surveys, forums, and consultations.

**Mid-Plan Review:** A formal refresh in 2026 to ensure ongoing relevance.

# Our Approach

We will use a flexible evaluation framework aligned with our four strategic goals, combining quantitative data (e.g., attendance, financials) with qualitative insights (e.g., community feedback, artist input, partner reviews) to assess impact and inform decisions.

# Success Indicators

Progress will be assessed based on:  
Achievement of clear metrics (e.g., event numbers, partnerships, engagement), alignment with our purpose and values, community and stakeholder satisfaction and organisational sustainability.

# Our Cycle Of Impact

