The Literature Centre

Strategic Plan 2027–2031

Table of Contents

Acknowledgement of Country	2
Executive Summary	3
Our Vision, Our Purpose, Our Values	4
Strategic Landscape	5
Access and Inclusion	8
Our Goals	10
Action Plan	11
Our Buisness Model	15
Financial Forecast	17
Artistic Programs	18
Attachment 1: Our Audiences	21
Attachment 2: Marketing Strategy	22
Attachment 3: Risk Assessment & Management Plan	24

Acknowledgment of Country

The Literature Centre acknowledges the traditional custodians and owners of the land where we are located, the Whadjuk people, the original storytellers. We pay respect to Elders past and present. Our work takes place in Boorloo on Whadjuk Noongar Boodja. Our work also takes us across the traditional lands of many other areas of what we now know as Western Australia.

As we learn and play, we respect the knowledge embedded within the First Nations Custodianship of this land, First Nations artists and the stories they share. We acknowledge that Sovereignty was never ceded because this land always was and always will be Aboriginal land.

The Literature Centre

Strategic Plan 2027–2031

Executive Summary

This Strategic Plan is a working document to steer the direction of The Literature Centre (TLC) from 2027 to 2031. The current Strategic Plan goes until the end of 2027 and a final plan will be developed in full for 2028-2031. At the time of writing work has already commenced to begin this process with stakeholder consultation, board and staff discussion and planning. This plan sets out new directions for the organisation but is subject to change and flexibility.

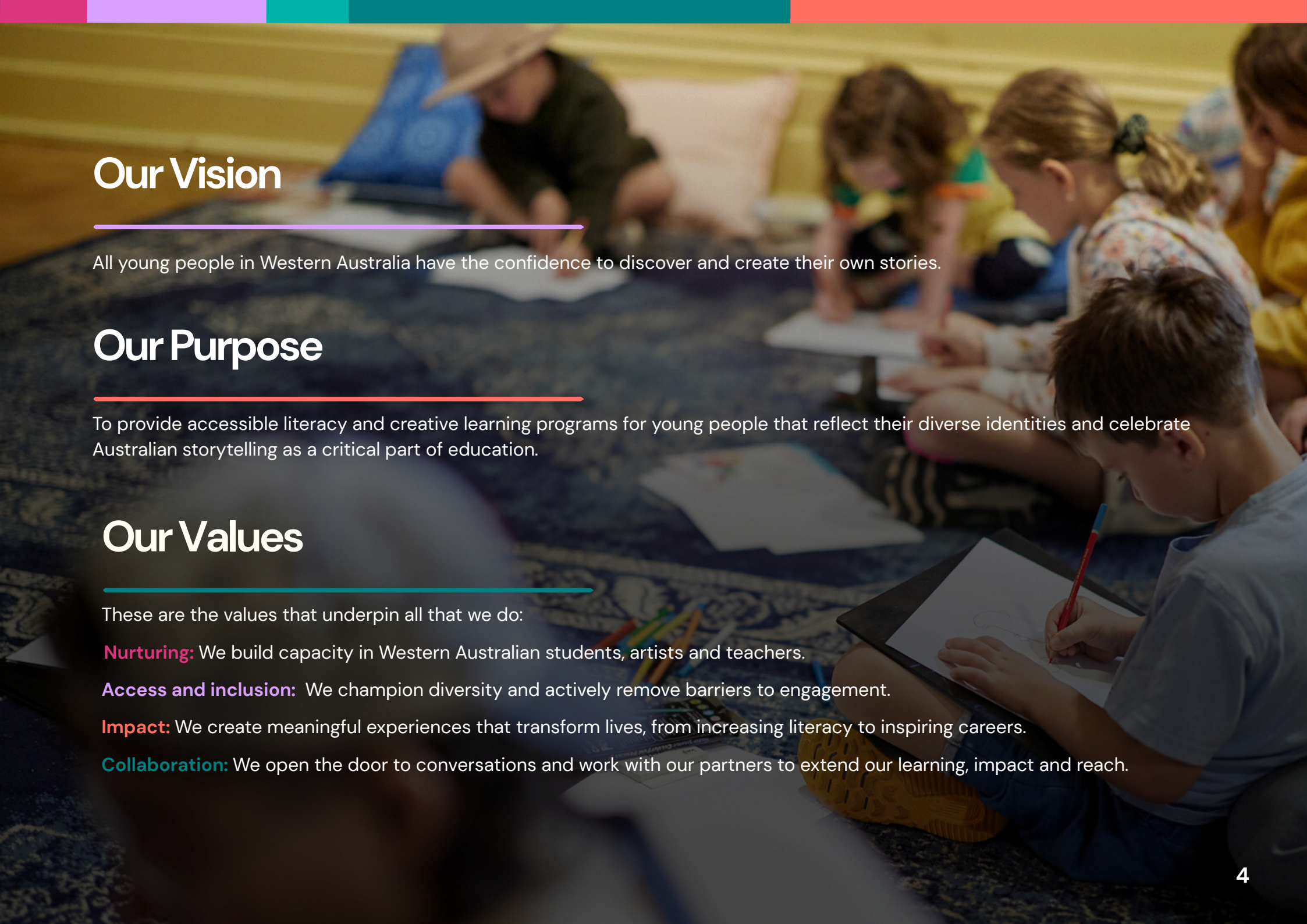
2027-2031 will be an exciting time of reinvention. Over the previous period, we have taken the organisation from an inward-facing centre of excellence to a hub for literacy, writing and storytelling, reaching out across Western Australian schools and communities. We have embarked on a new five-year Service Level Agreement with Education as the preferred provider for literacy, writing and storytelling. We have embraced a more inclusive and collaborative approach to storytelling across platforms, and we have successfully changed our financial operating model with a non-commercial lease in our new venue in The State Library.

Over the next five years of our cultural change journey, we will focus on embedding of a new brand that reflects our changed focus on diverse forms of storytelling; a more inclusive approach to working with First Nations communities through a Reconciliation Action Plan and a reinvention of the way we develop and curate literacy and creative learning in collaboration with artists, teachers, and students in low socio-economic schools across WA. To build our sustainability, we will explore opportunities to leverage more state and national funding through an aligned purpose and shared administrative structure with Writing WA.

Our Story

TLC is a leading Australian organisation for the development, presentation and advocacy of diverse literacy, writing and storytelling experiences for young people. We collaborate with artists, communities and organisations to create opportunities and to produce and present work. TLC is nationally unique in the balance of its delivery; a place to nurture young people's interest in stories and a place to nurture the skills and profile of Western Australian and Australian artists.

Established in 1992 by our Founder Lesley Reece AM, we offer a diverse range of student and professional learning programs in metropolitan, regional and remote areas of Western Australia. We work with approximately 20,000 students, teachers and teacher librarians every year and contract and promote the work of over 60 Australian artists annually.



Our Vision

All young people in Western Australia have the confidence to discover and create their own stories.

Our Purpose

To provide accessible literacy and creative learning programs for young people that reflect their diverse identities and celebrate Australian storytelling as a critical part of education.

Our Values

These are the values that underpin all that we do:

Nurturing: We build capacity in Western Australian students, artists and teachers.

Access and inclusion: We champion diversity and actively remove barriers to engagement.

Impact: We create meaningful experiences that transform lives, from increasing literacy to inspiring careers.

Collaboration: We open the door to conversations and work with our partners to extend our learning, impact and reach.

Strategic Landscape

Where We Fit

TLC has been established for over thirty-three years. Its reputation has been built over time with relationships with schools, libraries and universities. Nationally, no other organisation provides ongoing literature state-wide programs for 40 weeks of the year and our unique source of inspiration from Australian picture book creators is highly valued by artists, schools and communities.

We are recognized throughout Australia as a leading advocate for authors and illustrators for young people. We support professional development, employment and networking to Western Australian artists in particular.

There is strong and continued support by The Department of Education (DoE) through a five-year service level agreement to ensure low socio-economic government schools have the opportunity to take part in our creative learning and from the Department of Creative Industries, Tourism and Sport (CITs)to ensure Western Australian artists are employed, nurtured and promoted.

A Unique Offering

Our unique position as the only not-for-profit arts organisation funded through DoE to be the preferred service provider for literacy, writing and storytelling across diverse social, economic, language and cultural contexts is a core strength and Unique Selling Proposition (USP).

It has already been successful in securing us additional project and partnership funding through sponsors such as Healthway. Over the next strategic plan period, we will continue to leverage this USP to service more communities, families and young people.

Original Creative Ideas

Recent Australian data has shown that participation in creative activity improves literacy and capacity for STEM, and that 93% of Western Australians agree it is important for young people to have access to creative activities as part of their education. The unique role TLC plays in nurturing literacy and creativity in young people makes us an important touch point for young people in their pathway into adulthood and places us firmly in the centre of Western Australia's creative ecology.

In a continuously shifting digital environment where the ownership of original artistic intellectual property is compromised by generative AI, TLC offers young people and artists a space where original ideas and stories continue to be nurtured and valued.

Curated Creative Learning

Over the past five years, we have moved away from a one-size-fits-all template, to adapt our creative learning to suit the diverse needs of students across WA. Our work in regional and remote First Nations school communities over the past three years has taught us much about meeting young people from where they stand in their cultural,



social, language, and literacy context. A story-based creative learning workshop with First Nations students in Wyndham District High School requires a very different approach to a workshop for a group of metro-based private school students.

We have learnt the importance of careful and intentional consultation with school communities, artists and teachers to model a delivery that increases the confidence of young people to express their stories across a range of multi-modal platforms, oral, visual and written. To have a deep impact on literacy improvement, we need to be open to a range of approaches that serve the needs of young people with diverse learning needs. A key strength and point of difference for our organisation is that we deliver our learning throughout the school year, with a strong alignment to the curriculum that is strengthened and reinvigorated through our core relationships with artists.

Over the next five years, we will continue to benchmark those quality programs we are celebrated for including picture book workshops and development programs for young writers, but our practice will pivot to a more curated approach. This will mean the space where teachers and artists come together will be more collaborative and flexibly designed to meet the specific needs of young people.

Writing Australia

Early literacy development can transform lives. National data tells us that 1 in 3 young people cannot read, that 29% of young teenagers do not read for pleasure and that 44% of all Australians lack the functional literacy skills needed for everyday life.

With a focus on improving reading across all ages through Australia Read's research and advocacy, Writing Australia provides a new strategic opportunity for TLC's work to improve literacy and nurture a love of reading for young people. For the next period, we will work on building our national profile through Creative Australia and Writing Australia, leveraging more opportunities to promote the work of Australian authors to young people and addressing poor literacy and reading levels in school aged children. Our location in the State Library provides us with a strategic advantage to leverage the role that libraries across the state play in the development of literacy and the promotion of reading.

Young and Emerging Writers

Over the next five-years, The Literature Centre will continue to provide opportunities to support creative development opportunities for 18-26 year olds in WA. This cohort of young writers includes many who have participated in our school-based programs and are now looking for further opportunities for skills development, mentorship and publication through exposure to established WA artists and publishers.

We have embarked on a key partnership with our co-located organisation Writing WA to support their Emerging Writers program in partnership with metro and outer metro based writers centres and will look for opportunities to support regional young and emerging writers through partnerships with local governments, libraries and schools. We will continue to partner with organisations like Fremantle Press, Night Parrot Press and Magabala to provide skills development, publication and promotional opportunities.

Reach & Adaptation

TLC has successfully extended its reach over time to include low socio-economic metropolitan and regional schools. Our partnership with DoE requires us to reach targets of participation in schools with ICSEAs of 1000 and below, offering an increasing percentage of free services for each year of the agreement.

Through previous CITs Creative Learning Partnerships funding, we were able to extend this free access to creative learning to regional and remote schools and a number of schools with high cohorts of First Nations students. We will continue to seek opportunities to support those schools in higher need of our services through additional project funding and sponsorship.

Renewal

The work to be done over the next period requires a cultural shift for the organisation to embrace our new home in the Cultural Centre and implement a new brand that reflects a more relevant and inclusive approach to nurturing storytelling. The current CEO has been at the helm for five years and looks forward to some planning with the board for succession, to ensure the continued relevance of the organisation. Over the course of the next strategic plan, once the organisation is settled into its new venue and operating structure, steps will be put in place to build on our strengths and unique value and transition to a refreshed leadership and vision.



Access & Inclusion

Recent consultation with young people, teachers, artists and community in 2026 has highlighted support for the unique purpose of the organisation to nurture literacy and to engage both students and teachers with a love of reading and writing. Our role in building imagination, self-expression, and confidence in young people, and supporting teachers to empower them to create and share their own stories, was recognised as a core strength.

Consultation has also highlighted the need for TLC to bring life-changing engagement with WA storytelling across the community and to be an inclusive space for young people across cultures. In a new and more accessible venue at The State Library, in the heart of the cultural centre surrounded by organisations like Boola Baardip, The Art Gallery and Centre for Stories, whose programming features strong agency by First Nations communities, CALD and young people, TLC has an opportunity to embrace this diversity and become an organisation connected to and culturally safe for diverse communities, stories and experiences.

Mental Health

Research in WA indicates that two hours of any creative activity every week enhances mental health and wellbeing. 80% of Western Australians say that attending or participating in arts, cultural and creative activities and events has a positive impact on their mental health. In 2026 and 2027 with funding through Healthway TLC is building on the role it has always played in supporting the mental health and resilience of young Western Australians through creativity,

and embracing SEWarts principles in our work in low ICSEA schools across the state. Post 2027 we will continue this exciting alignment between social and emotional well being and storytelling, expanding critical thinking and providing immersive and connected experiences for young people in collaboration with professional storytellers.

Cultural Safety

Key to our continued journey of inclusion is a more culturally safe environment for First Nations students, artists, staff and board members through a Reconciliation Action Plan. Over the past two years, we have increased the number of First Nations artists we work with, nurturing and introducing new First Nations voices to our champion programs like Young Writers and employing the first Ballardong Noongar teacher to work closely with First Nations students and artists through our Storytelling on the Road program.

In 2024, our inaugural First Nations Board member resigned after 12 months on the Board. The Board will look for opportunities over the next period to seek diverse voices for our governance, and will recruit a paid First Nations Board member to contribute cultural and programming advice.

Redefining our Goals 2027–2031

Our new goals set a direction for change with an Action Plan to implement over the next five-year period in alignment with Creative WA: A Ten-Year Vision. They have been informed by consultation with our stakeholders in 2026 and will be further refined in 2027 when a final Strategic Plan for 2028-2031 is launched.





Goal 1 – Social Impact and Spotlight on Young People

We will improve community connection, well-being and mental health and build creative pathways for young people through accessible, inclusive and inspirational literacy and creative programs in schools and communities across WA.

Goal 2 – Cultural Impact

We will strengthen culture as we embed a new brand for the organisation that is relevant and connected to all young people, adapting and curating our programs to deliver experiences driven by their perspectives and targeted to their diverse social and cultural experiences and learning needs.

Goal 3 – Sector Development

We will build the capacity of WA artists, encouraging the creation of and engagement with diverse storytelling for, with and by young people in all its forms.

Goal 4 – Economic Growth

We will increase productivity, continuing to build the financial diversification and sustainability of the organisation, inspired by a new venue and flexible business model.

Action Plan

	2027	2028	2029	2030 & 2031	Measurement
Goal One – Social Impact and Spotlight on Young People We will improve community connection, well being and mental health and build creative pathways for young people through accessible, inclusive and inspirational literacy and creative programs in schools and communities across WA.	Seek opportunities to support continued access to creative learning for regional and remote schools. Explore new funding opportunities to improve literacy and reading for young people through Australia Reads and Writing Australia. Complete SEWarts and Mental Health First Aid training for all staff Include quality work of diverse artists in our school workshops and public programs.	Develop online content for students and teachers to connect with more regional and remote communities. Explore partnerships with organisations and funding support to develop a program for young writers with disabilities. Develop a social and emotional well being policy for staff and young people aligned with our program delivery. Include quality work of diverse artists in our school workshops and public programs.	Explore partnerships with organisations in the Cultural Centre to increase the diversity of our programs and artists that we work with. Research and develop partnerships to support access for young writers with disabilities. Include quality work of diverse artists in our school workshops and public programs. Develop a program to support young LGBTQI+ writers.	Include quality work of diverse artists in our school workshops and public programs. Implement support for young LGBTQI+ writers Implement support for young writers with disabilities.	Evaluation surveys in print and online for all learning sessions for students and teachers. Culture Counts dimension averages of at least 80 and above. Benchmark quality through Feedback from Education Increase the number of First Nations and CALD, disability and LGBTQI+ artists and stories included in our programs by 10 %. Evaluate our program against SEWarts outcomes.

	2027	2028	2029	2030 & 2031	Measurement
Goal Two - Cultural Impact We will strengthen culture as we embed a new brand for the organisation that is relevant and connected to all young people, adapting and curating our programs to deliver experiences driven by their perspectives and targeted to their diverse social and cultural experiences and learning needs.	Launch and embed a new brand. Launch a Reconciliation Action Plan (RAP) Based on our SLA with Education 2025-2030 and additional partnership funding through Healthway prioritise up to 30 % of our services as free access for low ICSEA schools, First Nations and CALD students. Partner with SLWA through our MOU to provide increased access to visual literacy for young people through picture book collections and workshops.	Establish a young artists advisory group. Implement Year 1 of RAP. Increase the number of authentic First Nations stories by First Nations artists in our programs. Increase the number of authentic CALD stories in our programs. Work with other arts and cultural organisations, including CFS to expand creative learning through the Young Writers Program to include storytelling in all of its forms Partner with SLWA through our MOU to provide increased access to visual literacy for young people through picture book collections and workshops.	Implement Year 2 of RAP. Provide publication opportunities for young WA writers online and in print through partnerships with publishing organisations, including Fremantle Press, Night Parrot Press and Magabala. Partner with SLWA to present a picture book exhibition in the ground-floor exhibition space. Bring in teaching and artist expertise to develop programs accessible to neurodivergent students.	Launch at least one exhibition in partnership with immersive and engaging content. Increase the number of authentic First Nations stories by First Nations artists in our programs. Increase the number of authentic CALD stories in our programs. Implement accessible support for neurodivergent students.	At least 10 % Increase in audience for exhibitions. Increase in participation by young people in our programs by 10%. Deliver 30 % of our creative learning services for free to low ICSEA schools. Culture Counts Evaluation on quality, reach and impact of programs. Feedback and evaluation surveys for young people Feedback from key organisations and partners. At least one exhibition in partnership with SLWA

	2027	2028	2029	2030 & 2031	Measurement
Goal 3 - Sector Development We will build the capacity of WA artists, encouraging the creation of and engagement with diverse storytelling for, with and by young people in all its forms.	Partner with Writing WA to support The Emerging Writers program. Explore funding opportunities to support the ongoing development and delivery of The Sound of Picture Books Partner with relevant writing and education not-for-profit organisations, including SCWIBI, ALEA, ETAWA and CBCWA to support professional learning inspired by the work of Australian storytellers. Prioritise employment and professional development for WA authors through our Healthway-funded Pathways to Creative Learning program, Young Writers, conferences, festivals, events and residencies.	Collaborate with SLWA to develop accessible story-based programs led by young people in the library. Partner with SLWA and other arts and cultural orgs such as Perth Festival and Awesome to support continued performances of Sound of Picture Books. Partner with Perth Comic Arts Festival to support the development of young and emerging comic book artists Prioritise employment and professional development for WA authors through our Healthway-funded Pathways to Creative Learning program, author sessions in schools, Young Writers, conferences, festivals, events and residencies.	Work with a youth advisory group to develop programs driven by and supporting the creative work of young people from school age to emerging creators. Launch at least one new program to support a story-based program developed and led by young people in the library. Partner with relevant writing and education not-for-profit organisations, including SCWIBI, ALEA, ETAWA and CBCWA to support professional learning inspired by the work of Australian storytellers.	Launch a new program of work curated and delivered by young people, which tells their own stories. Prioritise employment and professional development for WA authors through author sessions in schools, Young Writers, conferences, festivals and events.	Increase in participation by young people in our programs by 10 %. Increase in numbers on social media platforms. Culture Counts to assess the quality, reach, and impact of new work. At least one event per year for WA writer development and networking. At least 60% of artists employed are based in WA.

	2027	2028	2029	2030 & 2031	Measurement
Goal 4 - Economic Growth We will increase productivity, continuing to build the financial diversification and sustainability of the organisation, inspired by a new venue and flexible business model.	Review all operational costs, including insurance and business leasing, to reduce costs and prioritize funds for skilled staff and quality programming. Continue to use the new tiered model of charges to balance free access for low ICSEA schools through increased revenue from private and independent schools. Engage a fundraising consultant to work with the board and CEO on targeting new sponsorship and fundraising. Seek new funding opportunities through Writing Australia. Develop a Leadership Succession Plan, working with the board to transition towards the next phase.	Seek funding to resource development of a social impact evaluation framework for all of our programs. Explore opportunities to share administrative structure with Writing WA to further reduce costs for both organisations and leverage increased national funding. Develop a fundraising strategy to seek a new major sponsor or a group of high-value donors to support subsidized access for regional, remote and low ICSEA schools and communities. Implement leadership succession plan.	Seek a new major sponsor or group of high-value donors. Apply for matched funding through Creative Partnerships Review the tiered funding model for impact Launch the social impact evaluation framework.	Confirm a new major sponsor or group of high value donors. Launch updated tiered funding model Launch the new admin share organisation that brings TLC and WWA together.	Reduction in operating costs of at least 10 % each year of plan. Increase operating surplus by 10 % by 2030 Increase in revenue by at least 10 % by 2030/31 Increase in sponsorship and or donor levels by 2030 of at least 20 %. Renewed national sponsorship and funding secured. Renewed leadership appointed. Secure national funding through CA or Writing Australia.

Our Business Model

Our Team

From 2027 onwards we will continue to build our systems and processes to be more efficient so we can focus on delivering quality programs, building our audience and diversifying our income. All positions will be reviewed to align with the new strategic vision and brand, and to reflect the skills required to produce and present innovative and relevant contemporary programming for young people. Fair remuneration and flexible working conditions will be key strategies to ensure staff stability and effective recruitment.

Organisational Chart



Opportunities for Shared Resources and Infrastructure

Our co-location with Writing WA at The State Library presents further opportunities to reduce the costs of delivering services and to collaborate to support the whole of life of writers in WA. A sharing of costs, including salaries and operational and an aligned purpose would have the potential to provide greater leverage when applying for national funding in particular. Over the next period there is work to be done with both boards to map out how a potential shared administration structure can work to benefit both organisations.

Sponsorship and Income Diversification

A new major sponsor or a group of high-value donors is required to expand the reach of TLC's programs into more regional and remote communities. While we continue to address disadvantage by offering a level of free service to low socio-economic schools, we will offset this cost with the development of new revenue streams. In our new location, we will leverage the higher visibility and visitation of The State Library to program paid writing workshops for young people, school holiday programs and other in-conversation book events.



Financial Forecast 2027–2031

With the reduction in our operational costs through our new low lease and supported amenities at SLWA, we will gradually build a return to increased revenue and diversification of income, including new donors and corporate sponsorship.

The increase in government income forecast from year to year is based on the successful negotiation of funding from the Department of Education through our 2025-2030 Service Level Agreement, which includes compounded Non-Government Human Services Sector Indexation.

We are requesting a 20% increase in our current level of CITs funding to give us more capacity to provide access to artists for young people across WA. Other projected increases are based on incremental increases in CITs and Lotterywest project funding for eligible events and programs, continued levels of Healthway funding, and incremental increases per annum to earned income through school and event-based revenue.

Income	**2027**	**2028**	**2029**	**2030**	**2031**
Government	$740,000	762,000	779,800	$807,510	831,493
Earned	250,000	290,400	319,400	$351,340	360,000
Contributed	50,000	70,000	90,000	110,000	120,000
Total Income	**1,040,000**	**1,122,400**	**1,189,200**	**$1,268,850**	**$1,311,493**
Expenditure	**2027**	**2028**	**2029**	**2030**	**2031**
Employment	600,000	634,400	650,000	700,000	740,000
Program	320,000	332,800	350,000	370,000	380,000
Marketing & Promotion	30,000	35,000	50,000	55,000	60,000
Admin	80,000	92,800	$95,712	98,740	100,000
Total Expenditure	**1,030,000**	**1,095,000**	**1,145,712**	**$1,223,740**	**1,260,000**
Deficit/Surplus	**$10,000**	**27,400**	**43,488**	**$45,110**	**$51,493**
Reserves	$230,000	$250,000	$270,000	$290,000	310,000
Reserves %	21%	22.27%	22.7%%	22.85%	23.28%
Total Assets	$350,000	$370, 000	$390,000	$410,000	$430,000
Total Liabilities	$190,000	$160,000	$140,000	$120,000	$101,000
Net Assets	$1,600,000	$210,000	$250,000	$290,000	$320,000
Equity	$160,000	$210,000	$250,000	$290,000	$320,000

Artistic Programs 2027–2031

Over the next five-year period, we will continue to expand to support the complex creative development needs and stories of young writers and to nurture and promote the work of WA storytellers. Skills development for young people will include other platforms for writing and storytelling, including film, digital art, comics, graphic novels and oral storytelling. We will explore young people's curated content and provide greater support to young and emerging storytellers.

Public Programs

Storytellers Festival – a free biennial festival for young people. With a new location, we will look for opportunities to partner with SLWA, Writing WA, and other organizations like SCBWI and CBCA WA to program this event.

Celebrate Reading Conference - insights into the process of creating stories for young people, featuring some of Australia's most recognised published authors, illustrators, and storytellers. Profile, professional development, and networking opportunities for WA artists and teachers. Programmed biennially.

Book launches – Promoting the work of WA authors and illustrators.

Book Talks and In Conversations - in partnership with Writing WA and Fremantle Press.



School Programs

Young Writers – our unique multi-year program in which award-winning WA and interstate storytellers present full-day creative writing workshops at TLC, metropolitan and regional schools (one per term). At least one of these sessions is presented online as a stream, and at least once a year is offered for free to metro, regional, remote, and low ICSEA students.

Young Illustrators - creative skills development for young people in visual arts, graphic illustration and picture book making. Young students from grade 6 upwards work with professional artists to understand the process of creating stories through the visual medium.

Creative Learning workshops – including our interactive, exploratory and creative workshops that unpack the creation of Australian picture books. These are delivered by our Creative Learning Associates and are toured to metropolitan and regional schools.

Author and Illustrator Workshops – residencies at metropolitan and regional schools. Delivered in partnership with Paper Bird Books.

Sound of Picture Books – in partnership with Perth Symphony Orchestra and Creator Matt Ottley, our unique multi-modal performances take the audience on an interactive journey through music, narration, visual imagery and drama. Programmed biennially.

Storytelling on the Road - targeted program for low ICSEA schools, metro, outer metro, and regional, where funding allows. Curated residencies for up to five days, featuring teacher and artist collaboration to develop creative and story-based skills, and build literacy outcomes in a culturally safe and relevant context.

New Programs

Publication opportunities for young WA writers - in partnership with a WA publisher, with potential funding support through Creative Australia, a publication of work written by students participating in The Young Writers Collective.

Young Artist Advisory Group - a panel of young people, including previous Young Writers collective alumni, who will advise on programming and lead curation of young people-led experiences, including book reviews, podcasts and online engagement.

Young and Emerging - Creative development workshops and forums for young and emerging WA writers who have left school. In partnership with Writing WA.

Fully curated and immersive exhibitions - In partnership with SLWA, we will develop a more immersive experience of the picture book for young people and families.

Board

TLC is a not-for-profit organisation and incorporated association. The role of the Board is to provide leadership and strategic guidance for TLC in addition to overseeing and supporting the CEO's implementation of the strategic plan.

The Board convenes quarterly in addition to the Annual General Meeting and the annual strategic planning day. Each meeting, the agenda and reporting comprehensively cover every aspect of operations, structuring discussion in consideration of the organisation's strategic plan's goals, strategies and key performance indicators. The Board is recruited from the community and stakeholders we seek to serve, including the Education Department, the Business and Not-For-Profit sector, publishers, artists, and regional and metropolitan teachers, with diversity and inclusion a key principle in recruitment.

From 2026, we will appoint a paid First Nations Board position that provides full representation on the Board alongside a cultural advisory role on our programs and services.

The Board engages in an annual performance review run by the Chair in consideration of engagement and an active contribution towards the organisation's strategic direction. A full list of Board members is available in Attachments.

Financial Governance

The annual audit is prepared by Stielow and Associates. Advice and monitoring is also provided by Principal Partner Leon Stielow, as required.



Our Audiences

TLC works with a diverse range of audiences across Western Australia. Our primary focus is on young people, supported by the educators, artists, partners and supporters who enable meaningful engagement with storytelling and creative practice.

Our audiences are connected by a shared interest in literacy, creativity and cultural participation.

Our approach is to clearly communicate the value of our work to each group, while ensuring our programs remain accessible, inclusive and responsive to the needs of young people and communities.

> "Our audiences are diverse, but connected by a shared interest in storytelling, creativity and young people's development."

Audience	What they need from us	What we offer
Young people, primary and secondary	Creative opportunities, belonging, relevance, access, inspiration	Workshops, residencies, public programs, youth-led opportunities, pathways for creative expression
Teachers, school librarians and pre-service teachers	High-quality learning experiences, trusted providers, curriculum relevance, practical support	Creative learning programs, professional learning, artist access, teaching resources
Public libraries and community partners	Quality literary and creative programming, audience engagement, trusted delivery partner	Author and illustrator events, community programs, collaborative projects
WA artists, writers and illustrators	Employment, development, visibility, connection to young audiences	Paid opportunities, residencies, workshops, festivals, professional development and networking
Young and emerging writers/creators	Pathways, publication, mentoring, visibility	Young Writers opportunities, showcases, publication partnerships, youth-led initiatives
Cultural and education partners	Shared impact, audience reach, program alignment	Collaborative programming, exhibitions, literacy and storytelling initiatives
Sponsors, donors and philanthropists	Clear purpose, measurable impact, alignment with giving priorities	Opportunities to support access, inclusion, regional reach, artist development and youth wellbeing
General public	Meaningful cultural experiences and a clear understanding of TLC's impact	Festivals, talks, exhibitions, events, stories and advocacy

Marketing Strategy

TLC's marketing strategy supports the delivery of its strategic goals by strengthening brand positioning, increasing audience engagement, elevating youth voice, and supporting sustainable partnerships and revenue growth.

"Every story we share is an opportunity to connect people with the purpose of our work, to celebrate young voices, and to strengthen the relationships that help TLC continue to grow."



Strategy Area	2027	2028	2029	2030-2031	Measures
Brand & Positioning	Launch and embed the refreshed brand across all platforms and materials	Refine messaging for key audience groups	Strengthen consistency across campaigns and partnerships	Maintain strong brand recognition aligned to strategic goals	Stakeholder feedback, brand consistency, increased recognition
Audience Growth & Engagement	Define priority audiences and update website, social media and marketing materials	Deliver targeted campaigns for schools, teachers, artists and public audiences	Improve conversion from awareness to participation	Sustain growth across all audience groups	Growth in participation, bookings, website traffic and engagement
Young Voices & Storytelling	Establish a young people centred content approach highlighting participation and outcomes	Introduce regular young people led storytelling content	Promote programs and creative outputs led by young people	Embed young people's voices as a defining part of the brand	Increased engagement, participation and qualitative feedback with young people
Access & Inclusion	Audit marketing for accessibility and representation	Develop campaigns highlighting regional access and diverse voices	Expand communications around disability, neurodiversity and inclusion	Embed inclusive practice across all communications	Representation across campaigns, increased participation from target groups
Partnerships & Profile	Strengthen partner communications and PR opportunities	Use exhibitions and collaborations to expand reach	Develop campaign moments around major partnerships	Maintain strong sector profile and visibility	Media coverage, partnerships, audience reach
Artist Development	Promote opportunities for WA artists and writers	Highlight artist impact and development pathways	Increase storytelling around artist contributions	Position TLC as a leading platform for WA artists	Artist engagement, partnerships, sector feedback
Philanthropy, Sponsorship & Revenue	Refresh website donation messaging and supporter pathways	Build and maintain a pipeline of aligned sponsors, trusts, foundations and major donors. Increase visibility of impact through campaigns and communications	Deliver targeted fundraising campaigns linked to key programs.	Strengthen retention, renewal and long-term supporter relationships. Position TLC as a high-impact organisation	Number of qualified prospects, funding secured, renewal rate, campaign performance, growth in value of support

Risk Assessment & Management Plan 2027-2031

Risk	Rating	Prevention & Management Strategy
Financial		
Loss or significant reduction of Recurrent Funding. Department of Education Service Level Agreement in place for 2025-2030. Includes compounded indexation.	High	• Maintain high-level communication with senior officials and maintain conversation regarding the new Service Agreement post 2030 . • Minimise risk by ensuring delivery and quality are maintained, and continue to seek qualitative and quantitative feedback for all programs from all clients. • Emphasise additional benefits to low socio-economic, regional and remote public schools.
Failure to secure Creative Organisations four year funding from CITs $150,000 annually.	High	• New Strategic Plan to maintain relevance, quality, innovation, reach and impact. • Application demonstrating value in sustaining and developing creativity for artists and a new vision of increased diversity, inclusion and innovation. • Reduction in operational costs to maximise program delivery.
Organisational		
Lack of a succession plan for key staff	Medium	• A succession plan developed for the CEO and all staff. • Staff communications are maintained informally and in regular staff meetings, and a flexible work environment is provided. • Provide training and development opportunities for staff. • Maintain networks that provide options for external recruitment. • Staff development is conducted twice per annum • Provide yearly increments to salaries based on CPI contingent on funding and revenue levels. • Provide salary-sacrificing charity status tax benefits to staff

Risk	Rating	Prevention & Management Strategy
Organisational		
Limited strategic thinking and planning	Medium	• Continue engagement with the Board in the strategic planning process. • Continue to review and report against the strategic plan with the Board at quarterly meetings. • Continue to seek evaluation from the sector. • Continue in-depth planning with staff and consult key players in the sector. • Continue to monitor trends in arts education, literacy, curriculum and programs for young people.
Loss of records through IT failure	Low	• Maintain clear backup procedures and protocols using updated hardware. • Contract IT assistance where required.
Financial procedures not updated	Low	• Continue to use updated financial reporting with guidance from the Board Treasurer.
Program Delivery		
Illness, etc. leading to unavailability of centre staff, authors or illustrators	Low	• Continue to train authors and illustrators to work effectively with students and teachers. • Continue to maintain a register of WA authors and illustrators willing to present workshops at short notice if Centre CLA's are unable because of illness or other contingency. • Develop and train a pool of casual teachers

Risk	Rating	Prevention & Management Strategy
Program Delivery		
Failure to implement policies impacting program delivery	Low	• Continue to maintain public liability insurance. • Continue to distribute excursion plans to all teachers with participating school groups. • Continue to ensure all equipment is tagged and tested according to regulations. • Maintain Occupational Health and Safety training for all staff. • Maintain Working with Children checks for all staff and contracted authors/illustrators.
Reputational risk	Low	• Ensure key staff of the highest calibre – regular evaluation by CEO and Board. • Involve key staff and Board in artistic/educational decision-making. • Seek out Australia's best authors and illustrators and work with them to ensure high-calibre, interactive sessions. • Maintain public profile and trusting relationships with stakeholders, funding partners and the general public. • Maintain evaluation procedures for all programs. • Respond to any issues in a timely and respectful manner.