

Board APAM Briefing

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Staff contacts for board use throughout APAX:

Katherine – 0419 428 412

Virginia – 0414 447 791

Lynda – 0438 860 020

Also defer to WhatsApp Group “PAC Board” to contact all board members + Katherine and Lynda

<https://chat.whatsapp.com/L8C5B5cjrU5142fmx3tTHv>

Board meeting at APAM

8.30am, Thursday, 26 February

Espresso and Prosecco, 655 Hay Street – In the Hay Street Mall.

[Google Map](#) [Menu](#)

There is a table reserved us in the rear courtyard – you might like to order breakfast, coffee etc on arrival, then make your way towards the back of the site for us to start promptly at 830am.

VIP's at APAM Opening (Monday evening)



The Hon. Simone McGurk
WA Minister for the Creative Industries

Minister McGurk will be attending and speaking at the opening event on Monday evening, and has also been invited to attend the networking function at Walyalup Fremantle Arts Centre on Thursday afternoon.

- Minister McGurk is also Minister for:
 - o Heritage
 - o Industrial Relations
 - o Aged Care and Seniors
 - o Women



Sussan Templeman MP
Special Envoy for the Arts
Chair of Standing Committee on Communications, the Arts and Sport

Sussan Templeman will address the delegation briefly at the Opening Event before departing to open the Asia Pacific Arts Awards. She may also attend Tuesday morning's keynote, but is not expected to attend any other APAM events.



Michelle Savage

Director, Creative Australia and Performing Arts - Office for the Arts

Michelle is a key contact for PAC Australia across a range of issues within Office for the Arts, including our advocacy in workforce, touring, audiences and market development.



Adrian Collette

CEO – Creative Australia

Adrian Collette will speak at the APAM Opening on Monday evening, before departing to open the Asia Pacific Arts Awards. He is not expected to attend any further APAM events.



Melissa Goh

Stakeholder Engagement Manager – Department of Foreign Affairs and Trade

A key liaison for APAM to all DFAT offices around the world, and is a key partner in the work being undertaken to build connections in South East Asia.

Notable Delegates

Full list of delegates available at www.apam.org.au or on the APAM app.

Creative Australia staff in attendance:

- Zainab Syed, Director of International
- Yousr ben Salem, International Team
- Eliza Jung, International Team
- Asha Bee Abraham, International Team
- Ellen Dwyer, International Team
- Sarah Greentree, Head of Dance of Multi-arts
- Annette Madden, Head of Theatre
- Zohar Spatz, Head of Community and Experimental Arts

WA Department of Creative Industries, Tourism and Sport

Primary funders of APAM – we also work closely with the department across other activities including APAX. Total investment from the WA government across various departments for APAM is in excess of \$350K in this financial year alone for core funding, international delegate investment, travel bursaries for WA companies, trade and investment sponsorship, etc.



Nikki Miller
Executive Director, Creative Industries



Paul Caulfield
Director, Sector and Industry Partnerships



Amber Craike
Manager, Sector and Industry Partnerships



Brittany Cover
Executive Director, Industry Strategies

Creative New Zealand



**Tāwera Tahuri. Ngā Ariki Kaipūtahi, Whakatōhea, Ngāti Uenuku, Tūwharetoa.
Lead Adviser – International (Indigenous Exchange)**

Creative New Zealand made a \$60K investment to support the inclusion of artists/producers from Aotearoa / New Zealand in the APAM program. Tāwera was not involved in these negotiations, but is the sole representative from CNZ attending APAM (she was also a speaker at Perth ISPA).

Business Events Perth



**Georgia Bivens
Senior Business Development Manager – Business Events Perth**

Business Events Perth provided funding to support our tender bid, and have committed funding for each APAM event through to 2030.

d&b audiotechnik – PAC year round partner



Gareth Kelbrick
Director, Business Development APAC
(Also attended APAX Darwin)



Anthony Murdoch, NAS Solutions
Technical Sales

d&B audiotechnik will be delivery a product demonstration on Thursday, 11.30am at the John Curtin Theatre, Fremantle.

****Board members are requested to attend this product demonstration to support our partners, if you are not already committed to a concurrent sector gathering in Fremantle.**

All sponsors and partners to be aware of if you have the opportunity to engage with their representatives:

APAM is an initiative of Creative Australia



BUSINESS EVENTS PERTH



Technology Partner



Design Partner



Venue Partners



ARTS AND CULTURE TRUST

Australian Delegate Travel Bursaries



Board's role in risk management

As per the risk management plan distributed to the board last year, the board are named in our plan on several occasions. These include:

1. Sessions at capacity

APAM is programmed to ensure concurrent content is available when there are limited capacity sessions, however in the instance when more delegates wish to attend a session than capacity allows, the board are requested to forgo a seat until all delegates are accounted for. Aside from micro-sessions such as roundtables, the sessions where we have potential over-subscribed capacities are:

- Tuesday 4.30pm – Concurrent Sessions
 - Free to Create (FULL)
 - Creativity in the Climate Crisis
 - Recalibrating the Compass – Survival is not Strategy
- Wednesday 4.45pm
 - Meet the Cultural Leaders from South East Asia
- Thursday 11.45am
 - Sector Gathering – TYA
- Friday 9.30am
 - The Long Table – Artistic Exchange and Co-Creation with Asia

Most morning sessions on Friday are installations/small experiences, roundtables etc which are all currently full. There's no expectation that a board member should give up a seat at any of these which you are already booked to attend.

2. Absences

In the instance that Katherine becomes unwell or unavailable at late notice, board members may be asked to:

- Step into speaking duties, if not appropriate for other staff to do so. Content may include:
 - Welcome to APAM, Monday evening (co-presenting with Criena)
 - First Session, Tuesday morning (co-presenting with Virginia)
 - Host the *Recalibrating the Compass* session, Wednesday afternoon
 - Meet the Canadians breakfast, Thursday morning (co-presenting with Judy Harquail from CAPACOA)

- Hosting the International Markets and Meetings function, Wednesday evening (co-hosting with David Baile, ISPA)
- APAM close
- Set the tone and provide leadership and support to the PAC/APAM staff.
- In the instances that the 2 x producers are unwell or unable to travel at late notice, Katherine, Virginia and Lynda may be required to backfill some responsibilities and may therefore lean on the board to gap fill other roles.
- Contingencies for all other staff are in place.

3. Disturbance to session or general event proceedings

- The team are briefed in terms of their response/s in a variety of circumstances. The board will be asked to consult with Katherine (or in her absence, Virginia) on responding to delegate concerns about any incident, and we ask that the board refrain from comment until provided with the relevant information from PAC Australia staff.
- A range of comms have been drafted to enable a swift response post-incident, if required.
- The Incident Response Plan covers a series of risks/incidences, and Katherine will decide if/when the board should be informed – whether it requires consultation during the incident or can wait for debrief - depending on the severity and potential consequences of the incident.
- We have two sessions that we are mindful of as potentially high risk, both Tuesday at 4.30pm.

- **Free to Create** – Virginia will host the session and be present throughout. The discussion is facilitated by Amrit Gill, CEO of TNA and curatorial consultant for APAM.

Published session description:

This panel explores the complex landscape of open discourse and how we navigate challenging community conversations in the performing arts. Panelists reflect on real-world experiences navigating highly contested content, public reaction, and institutional pressures, asking what it means to create boldly while respecting diverse communities.

Delve into the delicate balance between artistic integrity and sector-wide responsibility, and imagine how the arts can continue to provoke, challenge, and inspire safely and powerfully.

- **Recalibrating the Compass** – Katherine will host the session and be present throughout. The discussion is facilitated by Penny Miles. This has only been flagged as high risk due to one of the speakers (Wolfgang Hoffman) not being comfortable to sign the clause in the speakers agreement regarding “speaking on topic” (see page 13 –

Clause in Speakers Agreement). Wolfgang himself is not considered a high-risk attendee or speaker.

Published session description:

Explore the rapidly evolving landscape of international touring. As global conditions shift, from rising costs and climate impacts to changing audience expectations, the ways we share performance across borders are being reimagined.

Panelists will discuss touring models, co-commissioning and new approaches to collaboration. Together, they will unpack the opportunities and challenges of connecting work with international markets in a transformed world. Participants will gain insights and inspiration to navigate the future of touring with creativity and adaptability.

But this will not be just another loop of challenges and possibilities. Recalibrating the Compass opens a new APAM series that confronts a hard truth: the touring ecosystem can no longer rely on the assumptions of the past. Survival alone is not a strategy.

This session begins the push toward concrete, workable solutions, even when they are uncomfortable, unconventional or radical. The era of business as usual has ended. The models we have used no longer match the world we are in.

What comes next is ours to define. This conversation marks the starting point of a sustained APAM initiative to rethink how and why we tour, with clarity, courage and a commitment to real change.

Staff

All staff will be wearing orange name tags with red lanyards to help identify them in foyers etc. (Delegate name tags and lanyards are blue).



All staff, with the exception of Katherine, Virginia, and Edwina, will be working limited hours each day to support fatigue prevention. Staff have been directed to adhere to their rostered hours, however are welcome to make their own choices on how to use their time off e.g. attend APAM sessions, rest, etc.

Staff in attendance:

- Katherine Connor, Executive Director
- Virginia Hyam, Executive Producer
- Lynda de Koning, General Manager
- Louise Coles, International Engagement
- Edwina Guinness, Event Producer
- Cecile Lucas, Producer, Programming
- Claire Holland, Marketing and Communications Lead
- Lillie Paton, Associate First Nations Producer
- Nate Newell, Operations Manager
- Samantha Hortin, Administration Coordinator
- Jason Warner, Production Manager
- Kayla Cahill, Stage Manager
- Stephen Carr – Site/Stage Manager
- Caro Duca, Front of House and Volunteer Manager
- Amrit Fill, Curatorial Consultant
- Marion Potts, Lead Broker
- Ping Flynn, First Nations Advisory Group – primary contact in absence of First Nations Producer role (Eva)

Ping Flynn and Sinsa Mansell will be primary contacts for First Nations and Indigenous delegates, in the absence of a First Nations Producer, and to support Lillie Paton.

Other members of the FNAG have also been activated to have a more hands on role in supporting the delivery of the Global First Nations and Indigenous Delegate Gathering and the delegates throughout the week.

First Nations Advisory Group members

- Sinsa Mansell, Chair
- Ping Flynn, PAC Australia board member and ED, ILBIJERRI Theatre
- Maitland Schnaars, Yirra Yaakin Theatre
- Janine Oxenham, Regional Arts WA
- Chloe Ogilvie, Perth Festival
- Thomas ES Kelly, Karul Projects
- Dailsa Pilgrum, Marrugeku
- Joshua Pether, Arts Access Victoria

Volunteers

- Rachel Riggs
- Sarah Hossen
- Paola Anselmi
- Adam Bennet
- Arthur Broadn
- Rebecca Riggs-Bennet
- Lily Probert
- Dean Michael

Other items to note.

- Delegates observing Ramadan

There will be a number of delegates observing Ramadan during APAM (including Zainab Syed, Creative Australia) and will therefore be fasting from sunrise to sunset. We have made provision for meals to be provided to these delegates each evening. The consumption of any nourishment or hydration will only be offered in the event of an extreme health crisis. The accessibility team has been in contact with each delegate and noted their requirements/preferences.

- Delegate Participation Agreement

Published on the website, in the app and as a condition of registering for APAM

Respect and safety are fundamental principles upheld by PAC Australia and its members. All delegates and participants at the Australian Performing Arts Market (APAM) acknowledge and appreciate the distinct expertise, skills, and backgrounds of each other, committing to interact in a respectful and collaborative manner. PAC Australia is committed to ensuring APAM is a welcoming, safe, and respectful event that embraces accessibility and inclusivity. Regardless of gender, gender identity or expression, sexual orientation, ability, physical appearance, body size, race, colour, age, religion, national origin, economic status, or political affiliation, every participant and attendee should experience a positive and constructive APAM.

Maintaining a safe and supportive atmosphere for all is a collective responsibility.

When registering for APAM, all delegates agree to treat one another with fairness, respect, and dignity. Harassment in any form is not tolerated, and you acknowledge PAC Australia's (and the venue's) right to remove individuals from the event engaging in conduct that threatens the safety of others.

- Clause in Speakers Agreements

While PAC Australia supports freedom of expression and open dialogue, you agree to address the specific topics of conversation as discussed and agreed upon with PAC Australia, and acknowledge that APAM is not to be used as a personal platform for unrelated public commentary, promotion, or expression.

- Accessibility

Accessibility Guide: <https://apam.org.au/wp-content/uploads/2025/12/APAM-2026-Accessibility-Guide.pdf>

APAM Visual Story: <https://apam.org.au/wp-content/uploads/2026/02/APAM-Visual-Story.pdf>

We will have sunflower lanyards available at the registration desk for anyone who would like to use one - the sunflower is the globally recognised symbol for non-visible, or hidden, disabilities.

We haven't received any requests for sign language or other interpreters, however we will be utilising the Wordly app, designed for translating into a delegates a first spoken language. It is also a captioning tool suitable for people who are d/Deaf or experience hearing difficulties.