



**Wanneroo Repertory Inc's
Strategic Business Plan
for the
Limelight Theatre
2023 - 2028**

**Version 4.3
31 December 2023**

Wanneroo Repertory Inc.
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Western Australia

Document History

File name	Wanneroo Repertory Inc Strategic Plan 2023-2028-v4.2.docx
Title	Wanneroo Repertory Inc Strategic Business Plan 2023-2028
Alternative title	
Description	Strategic Business Plan
Version	Final 4.3
Project	
Creator name	Richard Tudge
Creator organisation	Wanneroo Repertory Inc.
Rights	
Date created	25 May 2015
Date first issued	7 July 2016
Audience	Theatre Membership and City of Wanneroo
Type	
Subject/Keywords	Strategic Plan, Wanneroo Repertory Inc, Theatre, Performing Arts, Business Plan
Document Location	

Revision History

Revision date	Version	Summary of Changes
25 May 2015	0.1	Preliminary Draft
9 Aug 2015	0.2	Post Planning Workshop update incorporating workshop outcomes
20 Nov 2015	0.3	Post 2 nd workshop update.
8 March 2016	0.4	President's Forward and Executive Summary added. Review updates.
29 March 2016	0.5	Addition of Financial Plan (Section 9).
13 June 2016	0.6	Incorporated Committee Members' feedback
5 July 2016	1.0	Financial Plan updated
12 January 2017	1.1	Projects aligned with financial year (page 17, section 8)
15 August 2017	1.2	Progress update. Current situation and SWOT reviewed. Goals and Objectives and updated.
6 September 2017	2.0	Financial Plan updated; 5 year plan 2018 – 2023 included.
31 December 2023	4.3	Financial Plan updated; 5 year plan 2023 – 2028 included.



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1 PREFACE TO ORIGINAL PLAN DOCUMENT

In order to provide high quality theatre and other events to the community of Wanneroo and other surrounding suburbs, we must be able to demonstrate to Wanneroo City Council that we still have relevance in the community, that we are financially capable managers, and that we can develop relationships with the local community such that they would miss us if we no longer had a presence.

One of the ways that we can meet these aims (and one which is a requirement of our continued lease with the City) is to develop this document, a business plan that explains our aims, both financially and creatively, over the next 5 years.

This is a living document, which will be revisited and updated on a regular basis, as factors within and outside the Repertory change and develop.

The impact of external factors beyond our control, have the potential to be far-reaching and detrimental to both our financial predictions and the community of the club. The recent covid pandemic saw the curtailment of our 2020 seasons from five productions to only three. In addition, due to social distancing, we were only able to sell a percentage of our usual number of seats. This serious financial impact continued into 2021, where one production closed after only two performances, due to a cast member being a close contact of someone with covid. And as recently as December 2023, the first week of our final season was cancelled due to covid and influenza in the cast.

Fortunately, the Repertory was able to weather this loss of income and continues to be in a sound position financially. We have worked hard to retain and increase our audiences by sound marketing and choosing our productions carefully to ensure they will attract a diverse audience. Whilst we hope that we will not see another pandemic, in the near future, we intend to draw on this experience and create a set of pandemic guidelines for the club.

The recent bushfires in Wanneroo, also drew our attention to the need for us to have a bushfire plan in place. This will be one of our short-term goals for this business plan.

The Repertory continues to strive to be a valued member of the Wanneroo community. We offer the theatre for use by other community groups and provide opportunities for charitable groups to fundraise through special discount offers. We will continue to develop good relationships with the business community in Wanneroo and the City of Wanneroo.

Gwen Browning
President, December 2023



2 EXECUTIVE SUMMARY

This Plan is developed to cover the 5-year period from December 2023 to December 2028.

2.1 Plan objectives

The Plan's primary objective is to provide a framework and strategy that supports continuation of the Repertory's activities over the planning period. It contains:

- Background information and a brief history of the Limelight Theatre;
- Analysis of its current operating environment;
- A strategy for improving use of the facilities; and
- A financial plan to support the agreed strategy over the next 5 years.

2.2 Planning timeframes

Key goals, objectives and timelines have been classified as:

- Short-term – to be completed within a matter of months
- Medium – goals to be achieved over next two years; and
- Long term – broad framework and major activities to be covered during the life of the plan;

This plan is a living document to be reviewed and updated on a regular basis as one phase is completed and another commences.

2.3 Our Mission and Vision

Wanneroo Repertory Inc's mission is to:

- a. Provide quality live entertainment in our community; and
- b. Promote interest in live theatre and encourage the development of skills within our Theatre.

The Limelight Theatre aims to be a vibrant community theatre presenting quality, affordable live entertainment and social events for the local community, and will be recognised as such both locally and State-wide.

We aim to enrich the residents of our community's quality of life by offering quality performing arts presentations in a venue that is attractive, accessible, and delivers a memorable audience experience.

We will ensure that the Repertory is financially viable and able to plan and react in a timely manner to changing circumstances and audience trends.

There are four key elements to the successful delivery of our vision:

1. Maintaining a purpose-built venue that is attractive, encourages regular visitors and provides a good experience for our patrons and volunteers;
2. An entertainment program that is accessible to the community provides value for money and ensures patrons enjoy the experience of visiting the Theatre;
3. Providing good supporting services; and
4. Maintaining good management practices that will allow the Repertory to deliver a range of productions and events and react in a timely manner to changing circumstances and audience trends.

2.4 Current Situation

The Theatre currently provides 5 productions each calendar year. Programming ranges from drama to gentle comedy, and musicals that feature modern music to classics that demand high competence and ability.

Until early 2016, the building was used exclusively for the Repertory's 6 seasons per annum. It was always considered that use of the Theatre for other activities would be difficult to schedule, given that sets are built in situ and other parts of the building are used for rehearsals. However, since 2017 the Theatre has been used by an increasing number of other external community groups such as local schools, a community choir and dance groups. It has also been used by various local business groups for meetings and/or presentations.

Theatre building and its contents were funded by the Repertory. The land on which it sits is owned by and leased from the City of Wanneroo. The lease is currently under review by the City of Wanneroo with input from the Wanneroo Repertory for the 2023-2028 period.

2.5 Goals and Objectives

Analysis of the present situation identified a gap between the Theatre's vision for the future and its current capabilities, particularly in terms of funding, resources, infrastructure, events and support requirements.

Eight major goals/objectives have been identified.

1. Do more with Theatre facilities

Careful planning and management will enable the Theatre facilities to be more widely used for other activities and events without compromising the Repertory's core stage production requirements.

2. Improve skills

Improving the skills of volunteers in all areas of theatre operation. Provision of training courses and mentoring of volunteers.

3. Infrastructure

Upgrades are in this plan (2023-2028) to replace the seats and carpet in the auditorium. Whilst this work is being carried out it will enable access to the auditorium ceiling to upgrade the air conditioning ducting and to install acoustic clouds. As per the financial summary notes, (refer section 9) these upgrades are subject to the successful applications for grant funding.

In addition to the above, there is a requirement to reconfigure the bio-box so that it complies with the latest building regulations.

There are continual maintenance requirements that are funded from the theatre's cash-flow.

4. Strengthen relationships with schools and other theatre organisations

- Improving communications with other groups and organisations;
- Making the Theatre available for use by external groups;
- Interact with the Independent Theatre Association (ITA); and
- Providing training and mentoring of student undertaking performing arts courses in local schools and colleges.

5. Strengthen relationships with City of Wanneroo and community

Strengthen relationships with key decision makers and the local community.

Regular communications with the City's Community Development Officer, Youth Develop Officer, Maintenance Officers and other relevant personnel.

6. Improve marketing

Find new and innovative ways of attracting and broadening our audience demographic.

7. Volunteers

Volunteers are a precious commodity for most non-profit organizations, including repertory theatres.

Continue to implement the 9-point plan designed to encourage volunteering.

8. Information analysis and dissemination

Good quality information on theatre activity is essential for good management.

Ensuring that appropriate information is available to those who need to manage their portfolios.



2.6 Action Plan

An Action has been developed. This details the projects and activities that have been and will be undertaken within each planning timeframe in order to meet our overall goals and objectives.

2.7 Financial Plan

The Repertory's current Financial Summary is shown in Section 9.

3 INTRODUCTION

3.1 Objectives of this Plan

The Wanneroo Repertory Inc. management team is dedicated to the process of planning and reviewing the Limelight Theatre's operation and development over a rolling 5 year period.

As such, the Plan will be reviewed and updated from time to time incorporating changes necessary to meeting changing requirements and internal/external circumstances.

The objectives of this Plan are to:

1. Ensure clarity of purpose and direction for everyone associated with the Limelight Theatre;
2. Document the Limelight Theatre operational and development priorities over each 5 year lease and to show how these will be delivered;
3. Ensure appropriate development of all aspects of the Wanneroo Repertory Inc's work;
4. Facilitate effective and prudent financial planning; and
5. Demonstrate to the City of Wanneroo Council, grant providers and other stakeholders the way in which the Repertory is making effective use of public resources.

3.2 Planning timeframes

Key goals, objectives and timelines have been classified as:

- Short-term – to be completed within a matter of months.
- Medium – goals to be achieved over next two years; and
- Long term – broad framework and major activities to be covered during the life of the plan;

This plan should be seen as a living document to be reviewed and updated on a regular basis as one phase is completed and another commences.

3.3 About the Limelight Theatre

The Limelight Theatre is situated in Civic Drive, in the heart of the Wanneroo townsite. It is managed and operated by Wanneroo Repertory Inc. a not-for-profit organisation.



It was first established in 1973 and is governed by 4 Office Holders of the Association plus, up to, 7 Committee Members; elected by the Repertory membership. Volunteers for all aspects of operation (productions, front of house, theatre maintenance, properties, membership services, financial control) are drawn from the Repertory's membership.

Each year, the Repertory presents 5 major productions. These are very well attended and often sell out soon after opening. Our patrons are not only drawn from the Cities of Wanneroo and Joondalup, but also include avid theatregoers from as far away as south of the river.

The Limelight Theatre has a unique place in the history of Wanneroo as the first building constructed using limestone rammed earth. A history of the building of the Limelight Theatre, "Lights Up", by Brenda Redding is lodged in the Battye Library in Perth.

The project was brought to fruition through the fundraising efforts and labour of the club membership and the goodwill of the Wanneroo Business Community.

Although the Theatre building and its contents were funded by the Repertory through its own fundraising and various grants, the land on which it sits is owned by and leased from the City of Wanneroo.



4 VISION FOR THE THEATRE

4.1 Our Mission

Wanneroo Repertory Inc's mission is:

- a. To provide quality live entertainment in our community.
- b. To promote interest in live theatre and encourage the development of skills within our Theatre.

We aim to enrich the residents of our community's quality of life by offering quality performing arts presentations in the Limelight Theatre, a purpose-built theatre of local significance.

4.2 Our Vision

The Limelight Theatre aims to be a vibrant community theatre presenting quality, affordable live entertainment and social events for the local community, and will be recognised as such both locally and State-wide.

We will provide a venue that is attractive, accessible, and delivers a memorable audience experience.

We will deliver a programme that provides value for money, has variety of entertainment and encourages participation of its members and wider community.

Through good governance, accurate management information and targeted marketing activity, we will ensure that the Repertory is financially viable and able to plan and react in a timely manner to changing circumstances and audience trends.

4.2.1 Strategic Aims

This plan aims to ensure that we:

1. Implement and maintain a financially viable business model;
2. Ensure that our activities support the needs of our stakeholders. These include our members, audiences, performers, volunteers, City of Wanneroo and the wider community at large;
3. Increase audience awareness and patronage by developing an improved public relations, marketing and branding strategy;
4. Improve utilisation of the theatre facilities;
5. Provide a safe environment for volunteers and Theatre patrons; and
6. Maintain a venue that is attractive, accessible, provides a good customer experience and encourages regular visitors.

4.2.2 Values

In meeting our strategic aims and achieving objectives, we will adhere to a set of fundamental values.

We will:

1. Communicate and engage with people, communities and external organisations and maintain strong relationships;
2. Develop and maintain effective partnerships;
3. Value our volunteers, members and customers; and
4. Maintain a respectful and safe working environment for all volunteers, performers, patrons and other personnel involved in the operation of the Theatre;
5. Provide quality live entertainment that is accessible, inclusive and affordable:
 - Accessible: convenient (local), with good parking facilities and disabled-friendly
 - Inclusive: for all people, groups and ages
 - Affordable: reasonably priced membership, and an affordable night out.



5 CURRENT SITUATION

5.1 Artistic Policy

The Theatre strives to provide 5 productions each calendar year. Programming ranges from drama to gentle comedy, and musicals that feature modern music to classics that demand high competence and ability.

5.2 Theatre Operation

The Theatre is managed by a committee of up to 11 elected members as per our Rules of Association. Volunteers for all aspects of operation (productions, front of house, theatre maintenance, properties, membership services, financial control) are drawn from the Repertory's membership. Currently we have a dedicated group of volunteers who meet regularly at the theatre on Tuesday mornings, affectionately known as the Tuesday Task Force, to carry out maintenance and to organise properties and wardrobe. There is also a group of handymen, the Limelight Set-Busters, who willingly pitch in to assist with set construction and bump out.

5.3 Audience Profile

Recent data analysis of the current audience profile has provided the committee with interesting statistics in terms of numbers and types of tickets sold which reflects the demographic of our audiences.

Whilst we recognise that, in the past, the theatre's audience has been drawn from an older age bracket, more contemporary musical theatre attracts younger and enthusiastic patrons who may then return, either to participate in productions or to view other shows. To this end a deliberate decision has been made to include a contemporary cult musical for a season in 2024.

6 MARKET AND STRATEGY ANALYSIS

6.1 SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> Not-for-profit status Dedicated theatre with appropriate facilities Loyal supporter base and our membership community Excellent talented people Reputation for quality productions Longevity – founded 1973 In an area of strong population growth Accessibility Financially sound Marketing/publicity/use of technology Dedicated team of volunteers Mentoring of young people in all aspects of theatrical production Effective use of social media 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Ability to attract new directors At mercy of directors as to what productions are undertaken. Historically low usage of theatre - only ~60 days per annum for revenue generation prior to 2016, but now improving. Audience is a specific demographic – inhibits diversity of productions. Needs to be broadened. Ability to attract more younger members to the committee who will take on leadership positions.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Multi-use of building for other events, e.g. film nights, music, comedy, book launches, conferences, club meetings, seminars. Hire out building – either auditorium or even just the bar area for smaller events. Access to grants Suggest other productions/themes for seasons Heritage listing Relationship with WAAPA 	<p>THREATS</p> <ul style="list-style-type: none"> City of Wanneroo – redevelopment of Civic Centre precinct. Reliance on a specific demographic An aging building with increasing maintenance.



7 GOALS AND OBJECTIVES

The overall planning timeframe is a rolling 5 year period with the plan commencing on 15 December 2023. This plan is now addressing the period 2023 – 2028.

The planning timeframe has now been broken into approximate terms;

Short term (6 to 12 months)

Medium term (2 to 3 years)

Long term (5 years)

This will allow our goals and their respective projects/activities to be planned at appropriate levels of granularity, completing short-term tasks whilst at the same time keeping longer-term goals in mind.

The SWOT analysis identified a gap between the vision for the Theatre and its current capabilities, particularly in terms of funding, resources, infrastructure, events and support requirements.

Eight major goals/objectives have been identified.

7.1 Do more with Theatre facilities

The auditorium is used, on average, for 50 performance days per year. However, the stage itself is in almost constant use either in production or in preparation for a production. As the set for one production is removed, construction begins on the next and rehearsals commence.

Opportunities for use of the stage by other community groups is therefore limited. However, the foyer provides an alternative space which is often available.

Consideration is given to the use of the auditorium provided it does not impact on current productions.

With careful planning and management, using/renting the Theatre's facilities for other activities and events would not necessarily compromise the Repertory's core stage production requirements.

Other possible uses might include events and activities such as:

- Film nights
- Swing and jazz nights
- Seminars and conferences
- Sports talks
- Book launches
- Community group meetings
- School drama activities

7.2 Improve skills

A program will be established to improve skills of volunteers in all areas of theatre operation. This may include;

- a) Provision of training and mentoring courses. The priority areas will be:
 - Technical roles (Sound, Lighting, etc.);
 - Set design & building and Wardrobe.
 - Stage management; and
 - Front of house management
 - First aid

7.3 Infrastructure

Upgrades are in this plan (2023-2028) to replace the seats and carpet in the auditorium. Whilst this work is being carried out it will enable access to the auditorium ceiling to upgrade the air conditioning ducting and to install acoustic clouds. As per the financial summary notes (refer to section 9) these upgrades are subject to the successful applications for grant funding.

In addition to the above, there is a requirement to reconfigure the bio-box so that it complies with the latest building regulations.

There are continual maintenance requirements that are funded from the theatre's overheads budget.

It is further noted that all items are subject to wear and tear and regular evaluations of all major items will be undertaken. Spending for repair, replacement and maintenance will be allocated as funds come to hand.

7.4 Strengthen relationships with other organisations and schools

The Theatre has links with a number of other theatre groups and educational institutions. We have a strong relationship with Wanneroo Secondary College and All That Jazz dance studio.

We have been successful in attracting different community members to the theatre by offering charity nights at a greatly discounted price to not for profit and charity organisations such as, Soroptimists International Joondalup, Inner Wheel and Rotary. The club intends to continue to offer this upon request and investigate a way to engage with Youthfest to attract young people to our theatre.



7.5 Strengthen relationships with City of Wanneroo and community

Since this Plan was released in July 2016, much progress has been made in strengthening relationships with key decision makers and the local community to ensure that the Limelight Theatre continues to flourish, serving the local community and continuing to enrich the quality of life for our community's residents by offering quality performing arts presentations.

We will continue to communicate regularly with the City's Community Development Officer, Youth Develop Officer, Maintenance Officers and other relevant personnel.

7.6 Improve marketing

In order to broaden the audience demographic, increase membership and volunteer participation, marketing needs to be constantly assessed and adapted. This will require market analysis at regular stages of our campaign.

The website continues to be developed to provide comprehensive information to our members and patrons and to provide a platform for online bookings.

We have recently engaged an external ticketing company which has streamlined the bookings system and provided increased opportunities for marketing.

Social media presence continues to be a valuable tool through our Facebook page and Twitter account. This is targeting a younger audience, providing a quick and efficient method of reaching new people.

The Facebook and Twitter accounts are both linked to the Repertory website and ticketing system.

7.7 Volunteers

Volunteers are a precious commodity for most non-profit organizations, including repertory theatres. Anyone who has spent significant time in similar voluntary, not-for-profit groups knows the dilemma: around 20% of members volunteer (do all the work) while the other 80% do not.

Wanneroo Repertory Inc has a core group of enthusiastic volunteers, particularly backstage, front of house and maintenance. However, as this group tends to be in the older age bracket and retirees, we need to continue to encourage volunteering. To this end, we will continue to implement the following 9-point plan:

1. Encourage and recognise our existing volunteers

The fastest way to lose the 20% who volunteer is to make them feel underappreciated.

It is important to do something to make our volunteers feel appreciated. We will recognise our volunteers by sending a hand-written thank you note, host volunteer appreciation events and by taking the time to recognize their contributions.

2. Get to know our members better

We will analyse our membership pool by reviewing membership forms, ensuring our members database is accurate, and creating an up to date list of members willing to volunteer, and the areas in which they have indicated an interest.

Members will be contacted to confirm their current interest in volunteering.

3. Ask for new volunteers

Analysis of our membership will allow us to broaden the volunteer resource pool.

However, it is important that we also ask for volunteers on a direct, one-on- basis. Sometimes getting more volunteers is simply a matter of asking.

We will assign lead volunteers to create a more personal invitation and encourage small groups to sign up to volunteer?

It is important to remember that the 20% who do volunteer often take on too much by choice. To avoid burnout we must be willing to share the responsibility.

4. Advertise our needs

We will keep our membership up-to-date on volunteer needs.

Our volunteer needs will be posted on the website and on our Facebook page so that our members and visitors can access information on current opportunities.

In particular, we will encourage volunteers for positions in areas such as:

- Stage management;
- Sound, Lighting, Set Design and Building and Wardrobe.
- Directorship;
- Front of House; and
- Theatre management.

We will give new volunteers an outline of what is required for new positions including theatre etiquette and safety. Experienced volunteers may require refreshers.

5. Provide the right opportunities

Volunteers enjoy using their unique gifts. Whether it is a work skill (e.g. management/organisation), a recreational talent they enjoy (e.g. photography), or something they simply have an aptitude for (e.g. carpentry), we will provide volunteers with opportunities best suited to their abilities, preferences, time constraints and personalities.

Some people like serving out front and have the perfect personality for greeting people and making them feel welcome. Others prefer to work behind the scenes and prefer to be assigned specific tasks.

Whether we need to tap into someone's artistic ability to design a new set or need people to staff front of house, we will aim to provide a variety of opportunities that volunteers can choose from and enjoy.

6. Develop and grow our volunteers

Encourage stage managers to mentor a crew member in stage management whenever possible to increase availability of managers in the future.

7. Make volunteering meaningful

We will make volunteering meaningful by:

- Recognising volunteer potential;
- Providing complete information about the position requirements and expectations;
- Welcoming and treating volunteers as valued and integral members of the Repertory team;
- Communicating regularly with volunteers to ensure there is a good fit between their interests / availability and the position requirements;
- Treating volunteers respectfully and inclusively;
- Supporting volunteers in the personal commitments;
- Ensuring volunteers are reflective of community diversity; and
- Ensuring that we have an effective handover and skills transfer when volunteers retire or resign.

8. Give our volunteers the opportunity to provide input

We will give our volunteers (and wider membership) the opportunity to provide feedback on the Theatre and its operations.

We will encourage this via social media, a comment form on our website, during the course of volunteering or when attending the Theatre.

Where appropriate we will respond by providing opportunities for people to get involved. This will enable us to tap into a currently under-utilised wealth of knowledge and talent within our membership.

9. Show appreciation

We will acknowledge and show our appreciation for the work of our volunteers. The ways in which we do that will be appropriate for the type(s) of roles that they perform.

At the end of each season we will formally thank volunteers for their contribution.

Regular volunteers will receive a volunteer's tee shirt to identify their contribution.



We will endeavour to hold an annual BBQ or similar function to acknowledge our volunteers.

7.8 Information analysis and dissemination

Good quality information on theatre activity is essential for good management.

The goal of collecting data in a theatre environment is to provide meaningful information with which we can understand customers better, develop marketing strategies and monitor campaigns, improve volunteer participation and facilitate/improve customer communication.

We recognise the need for ongoing identification of our information needs, taking stock of our current data and information assets, and ensuring that appropriate information is available to those who need to manage their portfolios.

We will develop a Bushfire Action Plan to protect our members, patrons and assets and ensure that this information is readily available.

We will reflect upon the recent Covid pandemic and develop a set of guidelines to be used in the future should the need arise. This may be overridden by government policy issued at the time of the pandemic.

8 ACTION PLAN

Goals / Objectives	Projects		
	Short term Dec 2023 – Dec 2024	Medium term Dec 2023 – Dec 2025	Long term Dec 2023 – Dec 2028
1) Do more with the Theatre – improve utilisation	1) Continue to investigate options for expanding use.		
2) Improve skills	1) Provision of training courses 2) Mentoring of volunteers in all areas of theatre operation	3) Provision of training courses 4) Mentoring of volunteers in all areas of theatre operation	5) Provision of training courses 6) Mentoring of volunteers in all areas of theatre operation
3) Infrastructure	1) Identify current maintenance requirements to be funded from the theatre overhead budget.	1) Reconfigure the bio box so that it complies with the latest regulations	1) Replace the seats and carpets in the auditorium 2) Upgrade air-conditioning ducting 3) Install acoustic clouds



Goals / Objectives	Projects		
	Short term Dec 2023 – Dec 2024	Medium term Dec 2023 – Dec 2025	Long term Dec 2023 – Dec 2028
4) Strengthen relationships with schools and other theatre organisations	1) Improve communication with other groups and organisations 2) Da Beat studio production to be staged Dec 2023.	1) Improve communication with other groups and organisations	1) Improve communication with other groups and organisations. 2) Investigate an involvement with Youthfest.
5) Strengthen relationship with City of Wanneroo and community.	1) Continue engagement with the Community Development Officer. 2) Appoint Limelight member as liaison officer. 3) Participate in the Wanneroo Show and other community events.	1) Continue engagement with the Community Development Officer.	1) Continue engagement with the Community Development Officer.
6) Improve marketing	1) Find new and innovative ways of attracting and broadening our audience demographic. 2) Continue to reach our patrons through our ticketing system.		
7) Volunteers – increase participation	1) Continue to implement the 9-point plan. Designed to encourage volunteering.		

Goals / Objectives	Projects		
	Short term Dec 2023 – Dec 2024	Medium term Dec 2023 – Dec 2025	Long term Dec 2023 – Dec 2028
8) Information analysis and dissemination	<p>1) Ensure that appropriate information is available to those who need to manage their portfolios.</p> <p>2) Monitor, develop and update policies & procedures.</p> <p>3) We will develop a Bushfire Action Plan to protect our members, patrons and assets and ensure that this information is readily available.</p>	<p>1) Investigate a centralised on-line repository for all documentation to be accessed by all committee members.</p> <p>2) We will reflect upon the recent Covid pandemic and develop a set of guidelines to be used in the future should the need arise. This may be overridden by government policy issued at the time of the pandemic.</p>	

9 FINANCIAL PLAN

Year	2022	2023	2024	2025	2026
Income					
Box Office					
Ticket Sales	\$109,206	\$76,739	\$150,000	\$165,000	\$175,000
Total:	\$109,206	\$76,739	\$150,000	\$165,000	\$175,000
Front of House Income					
Bar Sales	\$15,610	\$8,515	\$20,000	\$25,000	\$30,000
Programme Sales	\$2,038	\$1,415	\$0	\$0	\$0
Tea / Coffee Sales	\$984	\$993	\$0	\$0	\$0
Confectionery / Snacks	\$0	\$262	\$500	\$600	\$700
Soft Drink Sales	\$0	\$554	\$750	\$850	\$950
Total:	\$18,632	\$11,739	\$21,250	\$26,450	\$31,650
Other Income					
Membership Fee	\$1,669	\$2,623	\$2,750	\$2,750	\$3,000
Bank Interest	\$372	\$1,279	\$1,250	\$1,000	\$1,000
Cash for Containers		\$74	\$150	\$200	\$250
Donation	\$166	\$20	\$0	\$0	\$0
Theatre Hire	\$273	\$575	\$0	\$0	\$0
Total:	\$2,207	\$4,571	\$4,150	\$3,950	\$4,250
Total Income:	\$130,045	\$93,049	\$175,400	\$195,400	\$210,900
Cost of Sales					
Liquor Purchases	\$7,273	\$4,231	\$8,000	\$9,500	\$11,000
Soft Items	\$1,275	\$650	\$600	\$750	\$900
Confectionery	\$35	\$202	\$300	\$350	\$400
Tea / Coffee Items	\$365	\$437	\$400	\$450	\$480
Expendable Items	\$19	\$143	\$0	\$0	\$0
Licensing	\$84	\$0	\$0	\$0	\$0
Total:	\$9,051	\$5,663	\$9,300	\$11,050	\$12,780
Gross Profit:	\$120,994	\$87,386	\$166,100	\$184,350	\$198,120
Expenses					
Production Expenses					
Royalties	\$9,610	\$17,935	\$5,000	\$11,000	\$13,000
Video License	\$0	\$149	\$800	\$800	\$800
Script Purchase / Hire	\$2,316	\$2,222	\$2,500	\$2,750	\$3,000
Lighting	\$109	\$314	\$500	\$500	\$500
Publicity	\$2,592	\$1,672	\$2,000	\$2,200	\$2,400
Finley Award Fee	\$0	\$460	\$500	\$500	\$500
Programme Design	\$1,640	\$1,375	\$1,250	\$1,350	\$1,500
Poster Design	\$452	\$1,095	\$1,000	\$1,100	\$1,200
Programme Printing	\$0	\$1,040	\$0	\$0	\$0

Sound	\$1,950	\$440	\$500	\$500	\$500
Set	\$7,866	\$4,412	\$12,000	\$14,000	\$16,000
Properties	\$295	\$1,621	\$2,000	\$2,500	\$2,800
Other Expenses	\$838	\$349	\$500	\$500	\$500
Box Office Expenses	\$88	7	\$100	\$100	\$100
Wardrobe	\$2,847	\$443	\$750	\$900	\$1,200
Ticket Processing Fee	\$929	\$4,394	\$5,000	\$6,000	\$7,000
Rehearsal Cost	\$210		\$250	\$500	\$750
Booking / Admin Fee		\$2,969	\$3,000	\$3,200	\$3,400
Credit Card Fee	\$1,912	\$109	\$200	\$250	\$300
Photographs	\$18	7	\$50	\$75	\$100
Sundry Costs	\$3,135	\$195	\$250	\$250	\$250
Delivery / Transport		\$432	\$500	\$600	\$700
After Show Party	\$272	\$227	\$400	\$500	\$600
Total:	\$37,079	\$41,867	\$39,050	\$50,075	\$57,100

Club Expenses

Bank charges	\$1,025	\$514	\$600	\$650	\$675
Club Administration	\$836	\$1,271	\$1,250	\$1,300	\$1,350
FOH Admin	\$593	\$284	\$400	\$450	\$500
Stationery	\$602	\$583	\$600	\$650	\$700
IT Support	\$2,189	\$1,925	\$2,000	\$2,200	\$2,400
IT Services	\$1,246	\$1,055	\$1,250	\$1,500	\$1,750
IT Broadband	\$205	\$491	\$500	\$600	\$700
Software	\$0	\$1,339	\$0	\$0	\$0
Club Improvements	\$27,145	\$0	\$0	\$0	\$0
Dues and Subscriptions	\$470	\$753	\$700	\$750	\$800
Equipment	\$772	\$267	\$500	\$750	\$1,000
Insurances	\$19,366	\$15,408	\$17,000	\$18,000	\$19,000
Broker Fee	\$332	\$942	\$1,000	\$1,100	\$1,200
Stamp Duty	\$76	\$1,857	\$1,900	\$1,950	\$2,000
Printing	\$3,545	\$1,472	\$500	\$600	\$750
Sundry	\$25	\$88	\$100	\$100	\$100
Trophies Engraving	\$479	\$169	\$200	\$225	\$250
Volunteer Expense	\$0	\$1,763	\$1,800	\$1,850	\$1,900
Legal Fees	\$0	\$5,264	\$0	\$0	\$0
Total:	\$58,906	\$35,445	\$30,300	\$32,675	\$35,075

Theatre Overhead

Cleaning	\$4,397	\$10,481	\$11,000	\$12,000	\$13,000
Electricity	\$6,601	\$4,159	\$4,600	\$4,800	\$5,000
Equipment Servicing	\$1,984	\$1,042	\$1,200	\$1,300	\$1,400
Patronbase Support	\$1,440	\$1,537	\$1,600	\$1,650	\$1,700
Photocopier	\$1,892	\$367	\$400	\$500	\$600
Repairs & Maintenance	\$5,565	\$9,603	\$10,000	\$11,000	\$12,000
Rubbish removal	\$4,117	\$1,672	\$1,800	\$2,000	\$2,200
Pest Control	\$1,910	\$866	\$900	\$950	\$1,000
Security	\$596	\$2,875	\$2,900	\$2,950	\$3,000
First Aid Expense	\$0	\$298	\$250	\$300	\$350

Stage Lighting	\$35	\$698	\$750	\$850	\$950
Stage Sound	\$4,479	\$54	\$100	\$150	\$200
Telephone	\$635	\$491	\$500	\$550	\$600
Sundry	\$64	\$147	\$200	\$250	\$275
Total:	\$33,715	\$34,290	\$36,200	\$39,250	\$42,275
Total Overheads:	\$129,700	\$111,602	\$105,550	\$122,000	\$134,450
Net Profit / Loss:	-\$8,706	-\$24,216	\$60,550	\$62,350	\$63,670

Note –

- 1) Future years' forecast is not based on percentage increase but reasonable expectation of increases.
- 2) Not included is an approved grant from Federal Government for theatre's auditorium seat replacement.
- 3) Applications to State Government and Lottery West for further funds for auditorium seat replacement. We anticipate approval during 2024 with works being undertaken during 2025.