



**Wanneroo Repertory's
Strategic Business Plan
for the
Limelight Theatre
2018 - 2023**

**Version 3
12 September 2017**

Wanneroo Repertory
Civic Drive
Wanneroo 6065
Western Australia

Document History

File name	Wanneroo-Rep-Strategic-Plan-2018-2023-v3.2.1
Title	Wanneroo Repertory Strategic Business Plan 2018 - 2023
Alternative title	
Description	Strategic Business Plan
Version	Final 3.2
Project	
Creator name	Nigel Rarp
Creator organisation	Wanneroo Repertory
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, 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	3.2	Financial Plan updated; 5 year plan 2018 – 2023 included.

CONTENTS

	Page
1 PREFACE TO ORIGINAL PLAN DOCUMENT	1
2 EXECUTIVE SUMMARY	2
2.1 PLAN OBJECTIVES	2
2.2 PLANNING TIMEFRAMES	2
2.3 OUR MISSION AND VISION	2
2.4 CURRENT SITUATION	3
2.5 GOALS AND OBJECTIVES	3
2.6 ACTION PLAN	5
2.7 FINANCIAL PLAN	5
3 INTRODUCTION	6
3.1 OBJECTIVES OF THIS PLAN	6
3.2 PLANNING TIMEFRAMES	6
3.3 ABOUT THE LIMELIGHT THEATRE.....	7
4 VISION FOR THE THEATRE	8
4.1 OUR MISSION	8
4.2 OUR VISION.....	8
4.2.1 STRATEGIC AIMS	8
4.2.2 VALUES.....	9
5 CURRENT SITUATION	10
5.1 ARTISTIC POLICY.....	10
5.2 THEATRE OPERATION	10
5.3 AUDIENCE PROFILE.....	10
6 MARKET AND STRATEGY ANALYSIS.....	11
6.1 SWOT ANALYSIS.....	11
7 GOALS AND OBJECTIVES.....	12
7.1 DO MORE WITH THEATRE FACILITIES	12
7.2 IMPROVE SKILLS	13
7.3 INFRASTRUCTURE	13
7.4 STRENGTHEN RELATIONSHIPS WITH OTHER ORGANISATIONS AND SCHOOLS..	13
7.5 STRENGTHEN RELATIONSHIPS WITH CITY OF WANNEROO AND COMMUNITY	14
7.6 IMPROVE MARKETING	14
7.7 VOLUNTEERS.....	14
7.8 INFORMATION ANALYSIS AND DISSEMINATION	17
8 ACTION PLAN	18
9 FINANCIAL PLAN.....	22

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, one that will not sit on a shelf, but will be updated at least annually as factors within and outside the control of the Repertory change and develop.

This document does not belong to the Committee; it belongs to the Repertory and particularly the members. If you have any comments or changes you would like to see, or new ideas to be incorporated, please contact a member of the Committee and consideration will definitely be given to inclusion of your suggestion in the next revision.

Finally I would like to acknowledge the hard work of Nigel Rarp, who has spent many hours developing and publishing the plan.

Mike Gibbs
President, July 2016

As the current President elected for 2017/2019, and a member of some 24 years standing, I would like to add to Mike's original preface by noting that this has indeed been the 'living document' we intended from its outset. This document has proved to be very valuable as a tool to reflect and assess our progress and changes within our group. We have revisited the document, in particular the action plan, on a regular basis and have updated actions from the past and projections for the future in the current September 2017 version.

The biggest changes in recent years have seen us open up our theatre for use by community and school groups in the City of Wanneroo and also use our foyer space as its own entertainment venue. It is through these changes that we have seen a much more diverse audience base be created which augers well for the future of our theatre.

Shelley McGinn
President, September 2017

2 EXECUTIVE SUMMARY

This Plan was initially developed to cover the 5-year period from July 2016 and has now been extended to cover the next 5 year period from 2018 to 2023.

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'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 4 drama/comedy and 2 musical seasons 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 2016 the Theatre has been used by an increasing number of other external community groups such as local schools, Soroptimists, Fringe Festival and special 1-night music events.

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 will next be reviewed in 2017 for the 2018 – 2023 lease period.

The majority of the Theatre's audience are currently in older age brackets. Group bookings, especially from lifestyle and retirement villages, are prominent.

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 the current (2017/2018) plan for front of house (which will include painting, replacement of carpet and furnishings) plus the replacement of the stage curtain all will be completed by December 2017 (costings detailed at 7.3 in this document). Upgrades have already been completed to sound and lighting facilities and the Control Room (Bio Box) in the first period of this Plan as reflected in item 9 – the financial plan, and the maintenance of such is ongoing and part of the theatre's overheads budget.

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;
- Greater interaction 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

Improve social media presence and broaden audience demographic

7. Volunteers

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

We will be implementing a 10-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 Plan is shown in Section 8.

3 INTRODUCTION

3.1 Objectives of this Plan

The Wanneroo Repertory 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 on at least an annual basis, 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'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 an 11 member Executive Committee 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 present 6 major production seasons. 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.

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. The lease is for a 5 year term and will next be reviewed in 2022.

4 VISION FOR THE THEATRE

4.1 Our Mission

Wanneroo Repertory'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 has always striven to provide 4 drama/comedy and 2 musical seasons each calendar year. Programming has ranged 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 11 elected members. Volunteers for all aspects of operation (productions, front of house, theatre maintenance, properties, membership services, financial control) are drawn from the Repertory's membership.

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 2016 the Theatre has been used by an increasing number of other external community groups such as local schools (Wanneroo Secondary College, Mater Dei College), volunteer groups (Soroptimists, Inner Wheel), Fringe Festival events, North Coastal Children's Community Choir, a community member using the theatre for his Dean Martin show and other and special 1-night music events.

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. The lease is for a 5 year term expiring in 2018 and has been reviewed and updated in 2017.

5.3 Audience Profile

There has been insufficient data analysis of the current audience profile to provide a detailed profile of the audience in terms of demographics, preferences or other aspects of market segmentation.

However, it is clear that the majority of the Theatre's audience are in older age brackets. Group bookings from lifestyle and retirement villages are prominent.

6 MARKET AND STRATEGY ANALYSIS

6.1 SWOT analysis

<p>STRENGTHS</p> <p>Not-for-profit status</p> <p>Dedicated theatre with appropriate facilities</p> <p>Loyal supporter base and our membership community</p> <p>Excellent talented people</p> <p>Reputation for quality productions</p> <p>Longevity – founded 1973</p> <p>In an area of strong population growth</p> <p>Accessibility</p> <p>Financially sound</p>	<p>WEAKNESSES</p> <p>High Expectations</p> <p>Ability to attract new directors</p> <p>At mercy of directors as to what productions are undertaken.</p> <p>Outdated, faulty, unreliable equipment</p> <p>Historically low usage of theatre - only ~60 days per annum for revenue generation prior to 2016, but now improving.</p> <p>Audience is a specific demographic – inhibits diversity of productions. Needs to be broadened</p> <p>Small number of volunteers – lacking skills</p> <p>Marketing/publicity/use of technology</p> <p>Poor availability of information</p> <ul style="list-style-type: none"> • What data do we retain? • Who has it? • How do we use it? • What info is needed by who?
<p>OPPORTUNITIES</p> <p>Multi-use of building for other events, e.g. film nights, music, comedy, book launches, conferences, club meetings, seminars.</p> <p>Hire out building – either auditorium or even just the bar area for smaller events.</p> <p>Establish Youth Group</p> <p>Access to grants</p> <p>Increase use of social media</p> <p>Suggest other productions/themes for seasons</p> <p>Heritage listing</p> <p>Relationship with WAAPA</p>	<p>THREATS</p> <p>City of Wanneroo – redevelopment of Civic Centre precinct.</p> <p>Reliance on a specific demographic</p>

7 GOALS AND OBJECTIVES

The overall planning timeframe is a rolling 5 year period with the plan commencing on 1 July 2016. This plan is now addressing the period 2018 – 2023.

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

Until recently, the auditorium has been used on only 53 – 63 performance days per year, excluding dress rehearsals. Little or no use has been made of the building outside seasons.

This is due to the assumption that between the Repertory's 4 drama and 2 musical seasons each year, the building is required for set building and rehearsals. However, this means that it's not available for other events or activities which might introduce new people to the theatre, support the local community, and/or generate revenue.

Whilst a major part of the building is required on non-performance days for set building, sound/lighting set-up, etc. there are opportunities to use the building for other purposes, either in whole or part.

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 will include;

- a) Provision of training courses. The priority areas will be:
 - Technical roles (Sound, Lighting, etc.);
 - Set design & building and Wardrobe.
 - Stage management; and
 - Front of house management.
- b) Mentoring of volunteers in specific areas of theatre operation (technical and non-technical).

7.3 Infrastructure

A number of changes to the Theatre's internal infrastructure have been undertaken over the past few years. These include replacement of the roof, lighting and sound equipment, renovation of the bar area and installation of a dishwasher and new glass washer.

As a consequence of a generous grant from the Department of Culture and the Arts of \$97,000 in September 2017, major upgrades will be made to the foyer – repainting, replacing furniture and carpet (\$15,000), replacement of the stage curtain (\$15,000) both to be completed by the end of 2017. Plus the building of a storage area to accommodate the furniture assets of the Club (\$67,000); to be completed by the end of the 2017/2018 financial year. At the time of writing (September 2017) these projects are incomplete and in the planning stage.

It is further noted that all items are subject to wear and tear and every 6 months for the duration of this plan an evaluation of all major items will be undertaken. Spending for repair, replacement and maintenance will be allocated as funds come to hand. Items considered include, but are not exclusive to:

- Sound;
- Lighting;
- Floor coverings;
- Bio box (Control Room)

7.4 Strengthen relationships with other organisations and schools

The Theatre has links with a number of other theatre groups and educational institutions. Since this Plan was released in July 2016, we have established relationships with Wanneroo Secondary College and Mater Dei College. We have also been approached by Woodvale Secondary College to host their production in 2018.

We have been successful in attracting different community members to the theatre by granting the Soroptimists use the foyer and by providing tickets for performances for them and Inner Wheel, to sell for fundraising purposes. We are also hosting the ITA sundowner at the Theatre in October 2017.

We will continue to strengthen these relationships throughout the planning period by:

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

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 improved. This will require market analysis at various stages of our campaign.

A new website was launched in 2016, together with a ticketing and customer relationship management (CRM) system. In time this will provide a wealth of information on our customer base and enable us to better target our marketing efforts.

Social media presence has been improved with a 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.

Since the start of 2017, there has been a substantial increase in volunteers, particularly backstage and front of house. However, we need to continue to encourage volunteering. To this end, we will be implementing the following 10-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.

Volunteers will have badges identifying their role.

There will be an annual BBQ or similar function for all volunteers.

10. Track participation

Initiatives to enhance volunteer participation will be measured to identify which activities resulted in the most participation.

Tracking and evaluating participation will allow us to adapt our volunteer opportunities accordingly.

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.

A project will be initiated to identify our information needs, take stock of our current data and information assets, and develop a plan to ensure that appropriate information is available to those who need to manage their portfolios.

8 ACTION PLAN

Goals / Objectives	Projects		
	Short term July 2018 – June 2019	Medium term July 2018 – December 2020	Long term July 2018 to December 2023
1) Do more with the Theatre – improve utilisation <u>Achieved 2016:</u> Schedule prepared <u>Achieved 2017:</u> Kalamunda Swing Band performed	1) Continue to investigate options for expanding use.		
2) Improve skills <u>Achieved 2016/2017:</u> Investigation of training options, part-complete.	1) Conduct skills inventory 2) Further investigate training options. 3) Develop training plan	Implement training plan	
3) Update technology (lighting, sound) and other key components and upgrade facilities. <u>Achieved 2016:</u> Replacement of Sound board (Cost: \$36,306.23)	1) Identify requirements and probable replacements for next 5 year period and budget accordingly.		Replacement of auditorium seating



Goals / Objectives	Projects		
	Short term July 2018 – June 2019	Medium term July 2018 – December 2020	Long term July 2018 to December 2023
<p>Upgrade storage facilities and better utilise areas</p> <p><u>Achieved 2016/2017:</u> Inventory and status of equipment. Stage curtain replaced (November 2017– cost \$15,000) Upgrade of Foyer Facilities (December 2017 – cost \$18,000)</p>	<p>2) Build additional storage facility (scheduled for completion July 2018 at a Cost of \$67,000)</p>		
<p>4) Strengthen relationships with schools and other theatre organisations</p> <p><u>Achieved 2016/2017:</u> Wanneroo Secondary College and Mater Dei College both staged productions North Coastal Children’s Community Choir performance</p>	<p>Woodvale Secondary College production to be stage July/Aug 2018</p> <p>Wanneroo Secondary College production to be staged August 2018</p>	<p>Continue to encourage school use of the theatre</p>	



Goals / Objectives	Projects		
	Short term July 2018 – June 2019	Medium term July 2018 – December 2020	Long term July 2018 to December 2023
<p>5) Strengthen relationship with City of Wanneroo and community.</p> <p><u>Achieved 2016/2017:</u> Engaging with Community Youth Officers and Community development officer.</p>	<p>1) Nurture relationship with Community Youth Officers</p> <p>2) Investigate “Youth Theatre” branch for Wanneroo Rep</p> <p>3) Continue engagement with Community Development Officer</p> <p>4) Appoint Limelight member as Liaison officer</p>		
<p>6) Improve marketing</p> <p>a. Improve social media presence</p> <p>b. Broaden demographic</p> <p><u>Achieved 2016/2107:</u> Facebook presence expanded; Flexible ticketing developed; staged Fringe Festival production; Website updated; market analysis.</p>	<p>1) Write production reviews on social media</p> <p>2) Publicise shows further outside venue.</p> <p>3) Fringe Festival support</p> <p>4) Maintain updated website</p>	<p>1) Conduct market analysis</p>	

Goals / Objectives	Projects		
	Short term July 2018 – June 2019	Medium term July 2018 – December 2020	Long term July 2018 to December 2023
7) Volunteers – increase participation	<ol style="list-style-type: none"> 1) Provide value and reward for volunteers. 2) Increase participation levels 3) Organise social event for volunteers. 	<ol style="list-style-type: none"> 1) Increase value and reward for volunteers. 2) Implement annual reward function for all volunteers 	Continue to monitor volunteer participation and rewards program.
8) Information analysis and dissemination <u>Achieved 2016/2017:</u> Inventory of policies, procedures and operational documents - Partial rewrite; review/rewrite of Rules (previously Constitution and Standing Orders of the group); Director’s kit and stage management kit updated and implemented	<ol style="list-style-type: none"> 1) Complete rewriting of operational documents 2) Develop an integrated Repertory Handbook. 3) Establish a secure, centralised repository for all administrative documentation and archives. 	1) Monitor, develop and update policies and procedures	Review all documentation - regulatory, policies, procedures and other operational documents

9 FINANCIAL PLAN

	<i>Actual</i>		<i>Forecast</i>			
	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<u>Income</u>						
<u>Box Office</u>						
Credit Card Sales	91,800	87,341				
Cheque/Cash Sales	14,061	27,728				
Total Box Office Sales	105,861	115,069	117,946	120,894	123,917	127,015
<u>Front of House Income</u>						
Bar Sales	11,364	10,249				
Programme Sales	2,525	2,039				
Tea & Coffee Sales	2,221	2,080				
Total Front of House Income	16,110	14,368	14,727	15,095	15,473	15,860
<u>Other income</u>						
Membership Subscriptions	1,591	1,865	1,912	1,959	2,008	2,059
Fringe Festival Income		1,140				
Sausage Sizzle Income		2,553				
Donations		102				
Bank Interest	1,420	1,428	1,464	1,500	1,538	1,576
Total Income [a]	124,982	136,525	136,048	139,449	142,936	146,509
<u>Cost of Sales</u>						
Liquor purchases	5,853	5,605				
Soft drink purchases	2,327	780				
Confectionery	222	697				
Tea and Coffee	480	610				
Bar Casual		137				
Licensing		542				
Sausage Sizzle		1,540				
Bar expendables	186	79				
Total Cost of Sales [b]	9,068	9,990	10,240	10,496	10,758	11,027
Gross Profit [c] = [a]-[b]	115,914	126,535	125,809	128,954	132,178	135,482
<u>Expenditure</u>						
<u>Club Overheads</u>						
Bank charges	2	9	9	9	10	10
Club administration	3,929	2,339	2,397	2,457	2,519	2,582
Insurances	16,081	9,700	9,943	10,191	10,446	10,707
Total Club Overheads [d]	20,012	12,048	12,349	12,658	12,974	13,299
<u>Other overheads</u>						
Newsletter	639	732				
Sundry	2,162	643				
Website	510	1,601				
Total Other Overheads [e]	3,311	2,976	3,050	3,127	3,205	3,285

	Actual		2017	Forecast		
	2015	2016		2018	2019	2020
<u>Production Expenses</u>						
Royalties	17,319	10,857	32,000	32,800	33,620	34,461
Lighting		402				
Sound		40				
Other		1,110				
Rehearsal costs		935				
Photographs		1,255				
Set	8,180	6,267	6,424	6,584	6,749	6,918
Properties	1,593	2,784	2,854	2,925	2,998	3,073
Wardrobe	757	2,576	2,640	2,706	2,774	2,843
Publicity	10,670	5,116	5,244	5,375	5,509	5,647
Total Production Expenses [f]	38,519	31,342	49,162	50,391	51,650	52,942
<u>Other Production Costs</u>						
Ticketing system - purchase		1,440	2,904	2,904	1,440	
Ticketing system - implementation		405				
Ticketing system - maintenance		600	1,584	1,584	1,584	1,584
Booking Services		1,110	1,138	1,166	1,195	1,225
Bookings phone	549	660	677	693	711	729
Booking postage	533	253	259	266	272	279
Ticket processing fees (PatronBase)		250	1,320	1,320	1,320	1,320
Credit card fees	1,770	2,841	2,912	2,985	3,059	3,136
Sundry costs	2,774	510	523	536	549	563
Club improvements		1,835				
Donations		455				
Dues & Subs		409				
Equipment		427				
Programme designer	825	2,450	2,511	2,574	2,638	2,704
Total Other Production Costs [g]	6,451	10,090	10,342	10,601	10,866	11,137
<u>Theatre Overheads</u>						
Electricity	6,911	9,132	9,360	9,594	9,834	10,080
Cleaning		2,578				
Levies & Water etc.	3,877	4,329	4,437	4,548	4,662	4,778
Printing	468	186	191	195	200	205
Repairs & Maintenance						
Internal Maintenance - a/c		9,160	9,389	9,624	9,864	10,111
External Maintenance			0	0	0	0
Rubbish Removal	989	1,473	1,510	1,548	1,586	1,626
Security	811	1,748	1,792	1,836	1,882	1,929
Equipment servicing		405				
Stage lighting		1,242				
Telephone	2,359	504	517	530	543	556
Sundry	2,437	1,261	1,293	1,325	1,358	1,392
Total Theatre Overheads [h]	17,852	32,018	28,488	29,200	29,930	30,678

	Actual		2017	Forecast		
	2015	2016		2018	2019	2020
<u>Other Expenses</u>						
Garage Sale		77				
Awards Dinner		2,100				
Balance Sheet w/o		6,648				
Total Theatre Overheads [h2]		8,825				
Total Expenses [i] = [d+e+f+g+h+]	86,145	97,299	103,391	105,976	108,625	111,341
Net position [j] = [c-i]	29,769	29,236	22,417	22,978	23,552	24,141
<u>Other Income</u>						
Garage Sale		398				
Lotteries Commission Grant		25,000	16,000	32,000	16,000	
Total Other Income [k]	0	25,398	16,000	32,000	16,000	0
<u>Other Forecast Expenses</u>						
Bio (Control) Box	5,000					
Sound system upgrade		35,000				
Stage curtains and scrims			20,000			
Lighting system replacement				40,000		
Computer, printer and assoc.					20,000	
Total Other Expenses [l]	5,000	35,000	20,000	40,000	20,000	0
Depreciation Costs [m]	16,313	16,523	16,936	17,359	17,793	18,238
Net Profit/Loss [n] = [j+k-l-m]	8,456	3,111	1,481	-2,382	1,759	5,903

Assumptions

CPI increases of 2.5% per annum throughout planning timeframe

Lotteries Commission: Grants amount to 80% of the total project cost